

# LEADERSHIP, MANAGEMENT AND SUPERVISORY COURSE DESCRIPTIONS

## **A MANAGER'S GUIDE – How to Coach**

3 hours – 3 CEU, 3 PDU

Managers who lead and manage through coaching—providing encouragement, feedback, and support—are more successful in "working through others." This course focuses on the skills and techniques of positive coaching in an organizational setting including listening actively, providing constructive feedback based on observation, reinforcing positive employee performance through recognition and praise, and teaching new skills.

## **A MANAGER'S GUIDE to Business Ethics in the 21st Century**

10 hours – 1 CEU, 10 PDU

Ethical decisions in business are everywhere. Managers and leaders, ideally, choose the moral right versus the moral wrong all the time. Organizations have learned that the costs of unethical actions can be high, both legally, and from the perspective of brand image and reputation. This introductory-level course introduces the major ethical frameworks in business and seeks to give learners a strong foundation in ethical business practices, whether as individuals, as leaders, or as stewards of the organization. This course reviews how organizations can establish and encourage an ethical culture while monitoring for compliance.

## **A MANAGER'S GUIDE to Effective Negotiations**

3 hours – 3 CEUs, 3 PDUs

We all negotiate every day. And even though negotiations are an integral part of our lives, techniques for managing these situations are not instinctive; they must be learned. Experienced negotiators make a conscious decision about what type of negotiation strategy to use based on a number of factors such as the importance of the relationship and the importance of what is at stake. Understanding key concepts such as the "best alternative to no agreement", reservation price, and the "zone of possible agreement" can help you conduct a successful negotiation. And since power is a fundamental dynamic in negotiations, it is important for negotiators to have a basic understanding of ways they can exert and also gain power in a discussion. This course should be an essential part of any basic business and management training.

## **A MANAGER'S GUIDE to Handling Difficult Employee Behavior**

10 hours – 1 CEU, 10 PDU

As a manager, handling difficult employee behavior is now your job. And it can be overwhelming to try to navigate the psychology of poor behavior to try to figure out how to improve the situation. This course is designed to prepare managers to deal with troublesome and difficult behavior by employees. By effectively addressing, coaching, and counseling employees, you can improve their behavior and improve morale, staff retention, productivity, and teamwork. This course uses videos to illustrate each behavior type so that you can more easily apply the techniques to your current work environment. Focusing on dealing with the behavior (not the person), tools and techniques for positive change are clear and well-defined.

## **A MANAGER'S GUIDE to Information Technology**

10 hours – 1 CEU

MindEdge's *A Manager's Guide to Information Technology* course is designed to help managers develop a solid understanding of the basic concepts and technologies that they will encounter in the information technology field. Learners in this course will expand their knowledge of IT through games, videos, interactive exercises, quizzes, and other engaging content.

Topics of major concern to managers are discussed throughout the course and include big data, cloud implementations, and mobile computing. Learners will combine these with business concepts in order to better inform business decisions.

Examples of real-world cases involving IT security and other relevant topics are also incorporated to further expand a learner's knowledge of IT. In addition, certifications and careers in IT are introduced with explanations of each in this crucially important field.

## **A MANAGER'S GUIDE to Managing People**

5 hours - 5 CEUs, 5 PDUS

To be successful and move ahead in his or her career, a manager must understand how to manage people, including motivating workers and coordinating their activities. This course will explain how the goals, empowerment, measurement system of management can be employed and how organization structures differ. The course will also cover the difficulty of discipline while trying to maintain productivity and momentum.

## **A MANAGER'S GUIDE to Superior Customer Service**

3 hours - .3 CEU

MindEdge's *A Manager's Guide to Superior Customer Service* explores the art and science of developing a superior customer experience. Customers are vital to any organization and superior customer service can pay large financial dividends.

## **A MANAGER'S GUIDE to Time Management**

3 hours – 3 CEU, 3 PDU

One of the more precious resources a manager has is his or her time. Managers can become more effective by employing time management and scheduling techniques, delegating, outsourcing key tasks, and employing technology. Effective time management helps managers achieve their

goals. The concepts covered in this course will help create structure around your time management skills, and will help reveal any weaknesses in your time management habits. Making time management a priority is often the first step to keeping on task and maintaining a schedule.

### **A MANAGER'S GUIDE to Workplace Conflict**

6 hours – 6 CEU, 6 HRCI, 6 PDU

As a manager, you will undoubtedly deal with conflict. And as you look around to figure out who will keep the peace, you might be realizing that person is now you. This course introduces the various forms of conflict that can arise in the workplace and presents strategies that managers can use to help deal with conflict situations. It includes video commentary from an expert in the field and presents some fictitious real-world scenarios that allow learners to practice applying the skills and strategies discussed throughout the course.

### **ACTIVE AGGRESSOR FOR MANAGERS**

Provides indicators of potential active aggressor scenarios to prevent incidents. Explores the run, hide, or fight response protocol, and reactions to consider when law enforcement officers arrive to the scene. Highlights an EAP and best practices for managers to prevent and report potential dangerous situations, and post-assessments and activities that follow the violent event.

After completing this course, students will be able to:

- Differentiate an active aggressor situation from other types of violent situations
- Recognize signs of potential workplace violence
- Identify the FBI awareness violent situation response protocol: Run, Hide or Fight; and its consequences
- Collaborate effectively with law enforcement officials after experiencing a violent situation
- Actively participate in the efforts to stop or prevent violent situations in the workplace

Manage the post-event effects of a violent situation

### **AN EXPERIENCE LIKE NO OTHER**

**Who should attend?** YOU and EVERYONE will WANT to attend and should attend. From Branch & Department Managers, supervisors, customer service representatives, tellers, operations service and support staff, and everyone who is responsible for, and cares deeply about delivering an experience to customers, internally and externally.

**Overview:** The most successful companies know their success lies in delivery outstanding experiences. Creating an experience for customers is more than just good customer service. It is creating a feeling that sets you apart from your competition and contributes to attracting, expanding and retaining customer relationships. This class will explore how to create an engaging experience that will improve customer retention and create loyal customers. Creating an experience is also providing exceptional service internally to your coworkers in order to maximize the synergy within your company for the greater good.

**An Experience Like No Other will allow participants to learn:**

- What an experience is;
- How to deliver exceptional experiences with every interaction, in-person, via phone, email, online, etc. and with both internal and external customers.
- Why providing an exceptional experience is important to not only your customers, but also your company.

**Participants will also be provided insight and skills to:**

- Enhance the experience they are personally providing;
- Under promise and over deliver;
- Create the unexpected;
- Enhance innovation and tap into their creativity to suggest ideas to improve the experience your company is currently providing;
- Understand how much influence they have on others (customers, co-workers, community members, family, and friends) and the power they have to impact the experience, positively or negatively.
- Understand service standards in support of the experience being provided.
- Create an action plan they can use when they return to the office to create the experience they desire.

### **AUTHENTIC LEADERSHIP**

Guides you through approaches to cultivating authentic leadership traits. Build an environment that supports optimism and other positive emotional conditions to create engaged, motivated employees.

After successfully completing the course, you will be able to:

- Identify the five traits of authentic leadership
- Use the five C's to develop authentic leadership traits

### **BASICS OF LEADERSHIP SKILLS CERTIFICATE**

#### **Assertiveness Skills**

Assertiveness Skills are crucial to professional development, as well as other aspects of life. Some of these skills include asking for what you need, handling confrontations gracefully, and putting ideas forward with confidence. Not only do these skills improve teamwork, focus

discussions, and build relationships, but they also help individuals to become competent, constructive, confident, and perform at their best. Assertiveness Skills provides the skill development, practice, and understanding individuals need to learn to how to be truly assertive.

**Learning Outcomes:**

- Learn what it means to be assertive
- Recognize the assertiveness continuum
- Identify personal blocks to assertiveness
- Demonstrate assertive language and behaviors
- Know how to avoid using language and behaviors that are not assertive
- Discover how to use assertive behaviors in everyday situations

**Emotional Intelligence**

No doubt technical and task-oriented skills are important to bring to any working environment, but research has proven that real success comes from those who have honed the soft skill of emotional intelligence. No organization is without its ups, downs, and of course, turnarounds, which is why emotional intelligence is an essential aspect for anyone in the working field. In a world of deadlines, organizational changes, limited resources, and conflicting orders (to name a few stressors), having the ability to control your emotions is essential to navigating the unavoidably high-stress environment that often shapes the working world.

But it's not just about taking control of your reactions to emotionally-charged situations. *Emotional intelligence* is recognizing your emotional triggers and knowing when and how to use them in a way that enables you to not only deal with these stressors objectively, but to also develop strong connections with your co-workers. *Emotional Intelligence: A Scientifically Proven Method for Developing the Skills of Success*, introduces the four essential aspects to honing this soft skill - intrapersonal skills, interpersonal skills, adaptability, and resilience - and strategies for developing each; helping you to confront issues, tackle problems, and manage change and stress with composure and clarity.

**Learning Outcomes:**

- Manage your emotions by recognizing how thoughts and emotions are connected.
- Improve your self-control by identifying physical cues that indicate your emotions may be taking over.
- Discover how emotional intelligence can help you develop more positive relationships at work.
- Learn how to use assertive communication to express your needs and feelings appropriately.
- Learn how to respond more quickly and positively to changing circumstances.
- Improve your ability to remain composed in stressful situations.
- Explore how to use emotional intelligence to bounce back from setbacks.
- Learn how to develop a more optimistic outlook.

**Leadership 101**

By addressing everything from trust to perception to attitude, Leadership101 is a training program that gives both newly emerging and experienced leaders and managers the tools and techniques for developing and refining their skills. This learning resource will help your organization retain employees and clients, make better decisions, and improve performance.

**Learning Outcomes:**

- Identify key characteristics of leaders
- Build trust and confidence with employees
- Avoid behaviors that undermine leadership
- Promote teamwork and esprit de corps
- Act decisively
- Demonstrate leadership in a crisis

**Talk Like a Leader**

Did you know the average person speaks up to 16,000 words each and every day? No doubt, that's a lot of chatter. But successful leaders know there's a significant difference between being a big talker and being an effective communicator. And they also know communication is the key to motivating and inspiring people.

*Talk Like a Leader: What Every Leader Needs to Hear* is a training program that cuts through the noise to focus on four key areas of leadership communication: Vision, Competence, Relationships, and Support. *Talk Like a Leader* is the learning experience that empowers leaders with the skills and confidence to encourage enthusiasm, increase productivity, minimize miscommunication, and improve working relationships.

**Learning Outcomes:**

- Learn key communication phrases that express vision and competence
- Recognize the key communication phrases that reinforce relationships and support of others
- Explore ways to demonstrate accountability and expect it of others
- Learn how to become effective at delivering constructive criticism
- Understand how to show appreciation and provide meaningful praise

## Transformational Leadership

**Length:** Approx. 1 hour 20 minutes

Transformational leadership is an approach to leading others that "...causes change in individual and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders."

In plain English, transformational leadership creates important, positive change. It is grounded in the belief that inspiring others to focus on the greater good produces a level of excellence that exceeds results achieved by other forms of leadership.

This program will walk you through the four components to transformational leadership – calling, charisma, challenge, and caring – allowing you to develop the skills and techniques required to make a real difference at your workplace and to inspire others to work toward a shared vision of positive change.

### Course Objectives:

Successful completion of this course will increase your ability to:

- Carry out the four components of transformational leadership.
- Identify your calling and share it with passion and purpose.
- Develop the elements of charisma and share impactful stories with others.
- Help others engage in critical thinking.
- Implement ideas to encourage creativity and innovation.
- Make personal connections with your followers and encourage their growth.

## Women and Leadership

**Length:** Approx. 1.5 hours

Research studies have shown that companies with sustained high representation of women – that is, three or more women board directors in at least four of five years – significantly outperformed those with no women board directors. Statistics like this prove women have the skills to not only take on top leadership positions, but to also have an impressive impact on their organization's success. Still, we rarely see women in higher positions of power because the reality of the glass ceiling is all too real. There exist a multitude of challenges preventing women from reaching higher level positions; including preconceived notions of a woman's working ability as it relates to a societal and organizational context and from an internal context – or rather, those self-imposed barriers women place on themselves.

*Women and Leadership* identifies the specific challenges imposed on women in the workplace and provides an in-depth look at how they can combat these obstacles to maximize their strengths - helping not only women, but all professionals and organizations as they work to build the leadership skills of their employees.

### Learning Outcomes:

- Understand the challenges that women face as they pursue leadership positions.
- Assess limitations that women place on themselves.
- Build skills that enhance your development as a leader.
- Develop and manage relationships to maximize your leadership potential.
- Overcome work-life challenges.
- Recognize special issues women leaders face when they interact with others.
- Use your natural strengths to build and maintain a strong team.
- Implement a plan to target the leadership skills you most want to improve.

## BUILDING COLLABORATIVE TEAMS

Guides you through leading teams comprised of individuals with various skills and abilities. Explore the decision-making process in a team dynamic. Discover ways to build success through a collaborative environment.

After successfully completing the course, you will be able to:

- Identify the value of collaborative teams to your organization
- Describe the elements of team collaboration to gain commitment and build success
- Explain the decision making process to help teams move forward and deliver results

## CERTIFICATE IN LEADERSHIP

What is leadership and why is it important? How does a leader encourage change without triggering fearful resistance? What are the key elements to leading an effective team?

What is the role of charisma in leadership? How can a leader achieve work-life balance? This suite of courses addresses all of these questions and many more.

Based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School, the courses in this suite offer advice on leadership that can help you stand out as a leader among your peers. Video segments introduce Dr. Mills and other leaders who discuss such issues as how leaders become leaders, leadership ethics, and the differences between leaders, managers, and administrators.

### Introduction to Leadership

*Estimated length: 5 hours* .5 CEUs | 5 PDU's

No matter your age or what phase of your career you're in, leadership is a crucial skill on the path to success. This course examines how to be a successful (that is, effective) leader. This course asks the crucial questions about leadership in today's organizations: What is

leadership and why is it important? What does effective leadership require? What is visionary leadership? What is the role of charisma? What is the difference between managing, administering, and leading? This course offers a balance of the theory of leadership with some real-world application to help you develop this critical skill for personal growth and success.

This course is based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School. Excerpts of the book are made available via PDF download and no additional purchase is required.

### **Leaders and Work-Life Balance**

*Estimated length: 3 hours .3 CEUs | 3 PDUs*

Why can it be so difficult to balance our work with our personal lives? And can these pressures be managed in a way that can make you more successful at both? Yes. This introductory course is meant for anyone who recognizes work-life balance as a skill and wants to improve their ability to create this balance. This course looks at methods and techniques to reconcile work and family. You will also consider the question of personal fulfillment and the needs and demands of leadership.

This course is based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School. Excerpts of the book are made available via PDF download and no additional purchase is required.

### **Leading and Managing Change**

*Estimated length: 5 hours .5 CEUs | 5 (ISC)<sup>2</sup> CPEs | 5 PDUs*

Whether adopting new technology or adapting to a drastic shift in an organization's core focus, change is a constant in any successful business. Managers play a fundamental role in successful effecting changes across an organization, and meanwhile, humans, by nature, will often resist change out of fear of the unknown. This introductory course addresses the key issues managers face in a dynamic environment. By understanding the steps in effecting change and how to overcome resistance, a manager can successfully lead change at various levels of an organization.

This course is based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School. Excerpts of the book are made available via PDF download and no additional purchase is required.

### **Leading Teams**

*Estimated length: 5 hours .5 CEUs | 5 (ISC)<sup>2</sup> CPEs | 5 PDUs*

Leading a team through any task or project requires special skills, and an understanding of the team dynamic and politics. This introductory-level course for managers or anyone interested in leading teams, addresses the key issues surrounding leadership in a team environment. Why is leadership important to team success? What is required of a team leader to lead his team effectively? This course considers how team leaders must account for the special and unique circumstances of working in a team, where responsibility, accountability, communication, and leadership are shared.

This course is based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School. Excerpts of the book are made available via PDF download and no additional purchase is required.

## **CERTIFICATE IN PROJECT MANAGEMENT FOR TEAMS**

The vast majority of project work in today's organizations is done in a team setting. In this environment, project management team leaders have a tremendous responsibility and opportunity to develop and exhibit leadership skills. This course first discusses the roles and responsibilities of the project management team leader, in particular their responsibility with regard to project stakeholders. Next, the course discusses how project management team leaders can build a positive team environment through effective communication, team building activities, and reflective listening. Lastly, the course covers problem solving within the team. Project management team leaders must be effective at identifying and resolving team problems in order for the project to succeed. To do this, team leaders must have an understanding of the team dynamic for decision-making and must be able to manage conflict among personality differences and barriers.

### **Project Management Team Leadership**

*Estimated length: 18 hours 1.8 CEUs | 18 PDUs*

The vast majority of project work in today's organizations is done in a team setting. In this environment, project management team leaders have a tremendous responsibility and opportunity to develop and exhibit leadership skills. This course first discusses the roles and responsibilities of the project management team leader, in particular their responsibility with regard to project stakeholders. Next, the course discusses how project management team leaders can build a positive team environment through effective communication, team building activities, and reflective listening. Lastly, the course covers problem solving within the team. Project management team leaders must be effective at identifying and resolving team problems in order for the project to succeed. To do this, team leaders must have an understanding of the team dynamic for decision-making and must be able to manage conflict among personality differences and barriers.

### **Managing Real World Projects**

*Estimated length: 10 hours 1 CEUs | 10 (ISC)<sup>2</sup> CPEs | 10 PDUs*

This course presents a streamlined approach to project management based on the best practices of experienced, effective project managers. It cuts through the clutter and focuses on the key principles of project management in the real world, offering tools and techniques for achieving project success. This course provides a clear road map for leading a project through the five key project stages: Initiating, Planning, Controlling, Executing and Closing. You'll be exposed to the basic tools employed in each of these stages, including templates for a comprehensive project plan, work breakdown schedules, task list, issue list, risk register and close-out documents. Each stage is illustrated by examples and video commentary by project management professionals, where you can see how best practices are applied to solve project challenges.

### **Effectively Managing Project Stakeholders**

*Estimated length: 3 hours .3 CEUs | 5 (ISC)<sup>2</sup> CPEs | 3 PDUs*

This online course is created to help project managers understand and resolve issues that can emerge from interactions among project stakeholders. The course contains ten concise case studies that explore common stakeholder issues. The case studies are designed to simulate the conversations and interactions that occur among project stakeholders, to show learners how to dissect causal elements from these types of conversations—just as they will have to do on their own projects—and to help them prepare appropriate responses. As students work through the case studies, they'll learn effective strategies to resolve stakeholder problems and gain the proficiency necessary to manage interactions and keep their projects on track.

### **PM Primer: Conflict Resolution**

*Estimated length: 2 hours 2 PDUs*

This online course focuses on how project managers can resolve conflicts in a project setting. Any time you convene a group of people to work together as closely as project teams do, conflicts are bound to happen. Project team members will likely have different views, personalities, and work styles that may clash as project objectives and goals are pursued.

To ensure that projects achieve their goals and project teams reach their full potential, conflicts must be carefully managed and effectively resolved by skilled practitioners and key stakeholders. Project managers and team leaders must recognize the triggers that signal conflict and intervene as early as possible, to prevent problems from shifting focus away from work and to ensure that project participants interact professionally as they meet their responsibilities and execute their roles.

### **PM Primer: Cognitive Ability and Decisiveness**

*Estimated length: 2 hours 2 PDUs*

This online course focuses on those critical thinking, decision-making, and cognitive skills vital to effective project management. To be effective, project practitioners need to do more than just apply tools and techniques. They need to think critically about their projects and make good decisions that will put themselves—and their teammates—in positions to succeed.

Mastering these "softer" skills will allow team members and key project contributors to diagnose problems and situations in ways that will benefit the project, which will then propel them toward more successful outcomes. As they apply effective cognitive ability and decision-making skills, participants will make efficient choices that will help in dealing with uncertainties and align work with expectations to lead the group to a successful result.

## **COACHING**

Guides you through cultivating a coaching relationship. Learn how to recognize coaching opportunities and invite an employee into a coaching relationship. Explore how to identify each employee's skills and their opportunities for development. Discover ways to collaboratively create a coaching plan.

After successfully completing the course, you will be able to:

- Describe the benefits of coaching
- Discuss development opportunities with the employee
- Create an effective coaching plan with the employee

## **COACHING TO SUPPORT THE SALES PROCESS SUITE**

This suite of three courses and one exercise module\* explores best practices for providing successful sales coaching. Completing this suite provides techniques for building your sales team's skills at every step in the Relationship Sales Process, and supporting them in order to achieve sales goals and meet organizational objectives. Concise, impactful lessons can be applied on the job immediately.

*\*Only available as a suite*

- **Preparing to Coach**

Guides you through the sales coaching process as a means to build the skills essential to a sales team's success. Explore the role of a sales coach. Discover ways to develop your team to better support organizational goals.

- **Managing Sales Performance**

Guides you through techniques for improving sales team performance at every step of the Relationship Sales Process. Discover ways to build product and market knowledge, as well as sales and communication skills.

- **Providing Ongoing Support**

Guides you through setting challenging, achievable, and measurable sales goals, both long- and short-term. Uncover way to keep your team motivated towards meeting objectives that support your bank's success.

- **Coaching to Support the Sales Process – Apply What You've Learned**

Practice coaching techniques to help improve performance and contribute towards achieving business goals.

### **COMMUNICATING VISION**

Guides you through clarifying the "how," "why," and "what" of your vision and creating a concise and compelling vision statement. Explore approaches for communicating your vision and garnering buy-in.

After successfully completing the course, you will be able to:

- Clarify the reasons for the vision and end results
- Create a vision statement that is easy to understand
- Communicate your vision and determine action steps

### **CORRECTIVE ACTION**

Guides you through facilitating an employee's improvement using the progressive disciplinary model. Understand how to apply corrective action in a balanced and objective manner. Learn when corrective action is justified and the consequences of not taking action.

After successfully completing the course, you will be able to:

- Describe the four steps of corrective action to determine which actions to take
- Document corrective action effectively
- Conduct a successful corrective counseling session with the employee

### **EFFECTIVE MEETINGS**

Guides you through planning and managing effective meetings. Learn how to hold meetings that give your team the opportunity to interact, collaborate, and share ideas, as well as resolve problems and make informed decisions.

After successfully completing the course, you will be able to:

- Explore the key areas of preparing an effective meeting
- Facilitate on-site and virtual meeting participation
- Handle problem behaviors in meetings effectively

### **EMOTIONAL INTELLIGENCE FOR MANAGERS**

3 hours - .3 CEU, 3 HRCI

Emotional intelligence (EI) is our ability to identify and control our emotions to achieve positive outcomes in our relationships. Managers with high EI are better equipped to deal with subordinates, colleagues, and company executives, and they can do a better job of handling and resolving conflicts.

This one-module course reviews the underlying concepts of emotional intelligence and explores how managers can improve and make use of their emotional intelligence.

### **EMPLOYEE RECOGNITION**

Guides you through preparing and delivering recognition in a way that makes the employee feel valued and appreciated. Get tactics for reinforcing desired behaviors and actions for ongoing employee performance success.

After successfully completing this course, you will be able to:

- Describe the difference between compensation and rewards and recognition
- Communicate recognition effectively
- Explain the importance of recognition for individuals and your team
- Use key components of a meaningful recognition process that suits individual employees

### **EMPLOYMENT LAW**

Reviews the legislation that protects employees from discriminatory and unfair practices, and teaches management's legal responsibilities and requirements when situations arise.

After completing this course, students will be able to:

- Explore general principles of employment laws to answer employee questions and make employment decisions
- Describe the purpose and intent of employment laws governing workplace supervision

### **EMPOWERMENT**

Guides you through cultivating the elements of empowerment within the workplace. Explore the elements of empowerment and their benefits. Gain insight into better using delegation to develop individuals.

After successfully completing the course, you will be able to:

- Identify how empowered individuals benefit your organization
- Describe six elements of empowerment
- Use the three-step model for delegation

## ENHANCE YOUR POTENTIAL, BUILD YOUR LEADERSHIP NARRATIVE

"If you aren't the author of your own story, you're the victim of it." ~ Jim Loehr

Are you telling the story about your work that you want people to hear? Are you telling it in a way that they can hear it?

- Are you seeking a larger, more strategic impact on your organization?
- Are you overwhelmed with your tactical, daily operational role?
- Does the pace of your work make it difficult to focus on larger, more strategic issues?
- Do you feel you're the only one struggling with these challenges?

Regardless of where you are in your career – looking to achieve the next level, from tactician to strategic decision maker; or as a senior professional trying to show that you can provide value to an organization – you need to tell your leadership narrative – the story of your unique value – what you love doing and do better than anyone else.

**Enhance Your Potential, Build Your Leadership Narrative** will help you define your leadership narrative and to align it to your goals. You will identify your professional / career goals for the year, with strategies and a roadmap to meet those goals.

In this class you'll learn to:

### **Understand Your Individual Strengths**

via StrengthsFinder 2.0

### **Align Your Strengths with Your Professional Goals**

by defining your goals for 2019

### **Develop Your Leadership Narrative**

by explaining

- What You Do
- Why You Do It
- Who You Do It For
- How You Do It

### **How To Get There From Here: An Action Plan for Achieving Your Professional Goals**

by aligning key tasks to your goals with specific timeframes for completion

## FOUNDATIONS OF LEADERSHIP

### Leadership 101

By addressing everything from trust to perception to attitude, Leadership101 is a training program that gives both newly emerging and experienced leaders and managers the tools and techniques for developing and refining their skills. This learning resource will help your organization retain employees and clients, make better decisions, and improve performance.

#### **Learning Outcomes:**

- Identify key characteristics of leaders
- Build trust and confidence with employees
- Avoid behaviors that undermine leadership
- Promote teamwork and esprit de corps
- Act decisively
- Demonstrate leadership in a crisis

## INTERVIEWING

Guides you through methods for conducting an effective interview. Learn how to quickly identify job requirements and skills. Discover various types of interview questions to ask and listening techniques to use. Ensure your interviewing follows legal guidelines, and helps you make fair hiring decisions.

After successfully completing the course, you will be able to:

- Prepare for and initiate the interview
- Ask the appropriate questions in the interview
- Use the appropriate interview closing
- Assess candidates objectively

## LEADERSHIP DEVELOPMENT CERTIFICATE

Raise the bar in your organization with courses that create exceptional leaders. Leadership in Management courses teach employees how to improve performance in their current positions, and prepares them for roles that entail more responsibility down the road. Ten modules comprise the curriculum which addresses business letters, memo and email writing, conflict resolution, time management, and interview preparation and conduct.

**These courses are recommended for:** All employees

**LE1—Introduction to Management Basics**

**60 MIN** Making the jump from front-line employee to manager can be difficult, surprising, frustrating—and even stressful. Gain a better understanding of your role as a manager, what your staff expects of you, and how to manage teams and individuals.

#### **LE2—Time Management**

**60 MIN** After transitioning into managerial roles, many new managers often discover the need to develop better time management skills. Learn tools and techniques you can use to improve the way you use your time.

#### **LE3—Business Writing**

**60 MIN** A well-written communication has the power to persuade, instruct and inform. Choose words and create sentences that convey your message clearly, and feel more confident in the quality of the letters, memos and e-mails you write for customers, coworkers and management.

#### **LE4—How to Lead and Participate Effectively in Meetings**

**60 MIN** If you feel meetings are more akin to tasks on to-do lists than vehicles for reaching strategic objectives, think again. Reframe your outlook on meetings, and transform static, creativity-zapping sessions into inspiring and productive organizational destinations.

#### **LE5—Coaching and Feedback**

**60 MIN** One of your goals as a manager is to see your direct reports succeed at work. Good coaching skills will help you achieve this goal. Watch various situations unfold and learn how to provide appropriate, effective feedback that will help your employees grow.

#### **LE6—Leading People Through Change**

**60 MIN** Change is never easy. Yet, to be a successful leader, you need to be agile and adaptable in order to navigate your team through times of transition. Increase your capacity to change, and learn how to lead others during transformation.

#### **LE7—Handling Conflict**

**60 MIN** Conflict can have both positive and negative effects on a team or organization. Learn to leverage conflict to solve problems and achieve positive results in your workplace.

#### **LE8—Sharpening Your Interviewing Skills**

**60 MIN** Hiring the right talent is one of the most critical things you can do to help your company reach its goals. Find out how to screen candidates, prepare for an interview and ask good questions. Note: This course provides information of a general nature regarding interviewing practices. It is not intended as legal advice for interviewing and should not be viewed as a substitute for legal consultation regarding general hiring practices or specific individual situations.

#### **LE9—Managing Multiple Generations at Work**

**30 MIN** Today's workforce is comprised of four generations of employees—Seniors, Baby Boomers, Generation X-ers and Millennials. Gain a better understanding of the differences and similarities across each demographic and learn how to bridge generational diversity in your organization.

#### **LE10—Introduction to Project Management Concepts**

**60 MIN** Transform conceptual thinking into measurable and accountable processes that meet your company's requirements. Find out how to achieve objectives within a set period of time by becoming familiar with planning, scheduling and task orchestrating activities.

### **LEADERSHIP IN ACTION SUITE**

This suite of five courses explores techniques and best practices for cultivating a collaborative team environment, from empowering individuals and positively handling change to creating a team-supported vision and achieving goals. Completing this suite provides strategies for using authentic leadership skills in day-to-day practices and developing those skills in others. Concise, impactful lessons can be applied on the job immediately.

#### **Authentic Leadership**

Guides you through approaches to cultivating authentic leadership traits. Build an environment that supports optimism and other positive emotional conditions to create engaged, motivated employees.

After successfully completing the course, you will be able to:

- Identify the five traits of authentic leadership
- Use the five C's to develop authentic leadership traits

#### **Building Collaborative Teams**

Guides you through leading teams comprised of individuals with various skills and abilities. Explore the decision-making process in a team dynamic. Discover ways to build success through a collaborative environment.

After successfully completing the course, you will be able to:

- Identify the value of collaborative teams to your organization
- Describe the elements of team collaboration to gain commitment and build success
- Explain the decision making process to help teams move forward and deliver results

#### **Communicating Vision**

Guides you through clarifying the "how," "why," and "what" of your vision and creating a concise and compelling vision statement. Explore approaches for communicating your vision and garnering buy-in.

After successfully completing the course, you will be able to:

- Clarify the reasons for the vision and end results
- Create a vision statement that is easy to understand
- Communicate your vision and determine action steps

## **Empowerment**

Guides you through cultivating the elements of empowerment within the workplace. Explore the elements of empowerment and their benefits. Gain insight into better using delegation to develop individuals.

After successfully completing the course, you will be able to:

- Identify how empowered individuals benefit your organization
- Describe six elements of empowerment
- Use the three-step model for delegation

## **Managing Change**

Guides you through positively mitigating the effects of change on individuals and workgroups. Pinpoint reaction types and develop insight into the reasons for resistance towards change. Discover ways to leverage employee feedback and ideas for successfully managing change.

After successfully completing the course, you will be able to:

- Identify the seven effects of change
- Describe the possible reactions to change
- Use the three-step process to communicate change and get buy-in

## **LEADING WITH INFLUENCE**

Cultivating influence is a practice all leaders must engage in from within their organizations, throughout their communities and within their families. They require:

- Specific Attention
- Dedicated Time
- Lots of Practice

Organizations exist to gain results. The true measure of success in an organization is how well a person achieves results. To do so, one must be able to influence others. Even the most solitary individual contributors need to have influence so that their contributions will be accepted and therefore have an impact on results.

Influence can be gained by:

- Being able to cleverly solve problems
- Being able to recognize and explain good solutions developed by others
- Being able to persuade them of the merit of your own solutions and ideas
- Being a good colleague or subordinate
- Helping others to get their own needs met

If these behaviors are done consistently over time, you become a resource for others with greater opportunity for influence. As your influence increases, your power to have a greater impact on the results of an organization increases. Business goals are the primary importance in an organization. To increase our level of influence, business results must be shown.

To be an effective influencer, we need strong credibility as we build on the business plan or goals. The next primary keys for success and credibility are task management, people management and self-management. Let's examine these in greater detail.

## **LEVERAGING THE BENEFITS OF A DIVERSE WORKFORCE**

Includes real-life scenarios to illustrate how to manage diversity issues by explaining the skills needed and apply the five-step process for handling conflict resolutions. Provides strategies for successful managers to recruit diverse work teams, encourage diversity of thought, and welcome differing opinions. Describes potential solutions to discourage stereotyping and encourage diversity.

After completing this course, students will be able to:

- Recognize the business case for diversity
- Define the management practices that support diversity in the workplace
- Explain the difference between diversity vs. stereotypes
- Apply the five-step process for handling diversity conflict resolution

## **MANAGEMENT**

Designed for new or experienced supervisors and first-line managers or those preparing for such a role, this course presents management theory and applications in an engaging narrative style not commonly found in textbooks. The author's unique organization and features focus on the critical theories and enhance them with detailed examples that draw the reader into the reading and clearly show their implications for managers and organizations. The text's unique organization focuses on how managers "make things happen" in modern organizations, exploring the role and impact of management on individuals and organizations.

## MANAGEMENT ESSENTIALS SUITE

This suite of six courses explores best practices for successfully managing employees, from interviewing to managing performance. Completing this suite provides tips and tactics for coaching employees, developing a recognition program, and holding effective meetings. Concise, impactful lessons can be applied on the job immediately.

### Coaching

Guides you through cultivating a coaching relationship. Learn how to recognize coaching opportunities and invite an employee into a coaching relationship. Explore how to identify each employee's skills and their opportunities for development. Discover ways to collaboratively create a coaching plan.

After successfully completing the course, you will be able to:

- Describe the benefits of coaching
- Discuss development opportunities with the employee
- Create an effective coaching plan with the employee

### Corrective Action

Guides you through facilitating an employee's improvement using the progressive disciplinary model. Understand how to apply corrective action in a balanced and objective manner. Learn when corrective action is justified and the consequences of not taking action.

After successfully completing the course, you will be able to:

- Describe the four steps of corrective action to determine which actions to take
- Document corrective action effectively
- Conduct a successful corrective counseling session with the employee

### Effective Meetings

Guides you through planning and managing effective meetings. Learn how to hold meetings that give your team the opportunity to interact, collaborate, and share ideas, as well as resolve problems and make informed decisions.

After successfully completing the course, you will be able to:

- Explore the key areas of preparing an effective meeting
- Facilitate on-site and virtual meeting participation
- Handle problem behaviors in meetings effectively

### Employee Recognition

Guides you through preparing and delivering recognition in a way that makes the employee feel valued and appreciated. Get tactics for reinforcing desired behaviors and actions for ongoing employee performance success.

After successfully completing this course, you will be able to:

- Describe the difference between compensation and rewards and recognition
- Communicate recognition effectively
- Explain the importance of recognition for individuals and your team
- Use key components of a meaningful recognition process that suits individual employees

### Interviewing

Guides you through methods for conducting an effective interview. Learn how to quickly identify job requirements and skills. Discover various types of interview questions to ask and listening techniques to use. Ensure your interviewing follows legal guidelines, and helps you make fair hiring decisions.

After successfully completing the course, you will be able to:

- Prepare for and initiate the interview
- Ask the appropriate questions in the interview
- Use the appropriate interview closing
- Assess candidates objectively

### Managing Performance

Guides you through managing performance proactively. Learn how to leverage the three steps in the performance management cycle to ensure that your employees stay focused on - and remain accountable for - business goals and outcomes.

After successfully completing this course, you will be able to:

- Create and modify performance objectives
- Discuss the performance objectives with the employee
- Determine how to monitor employee progress

## MANAGERS AS LEADERS

### Session One – Building and Maintaining Your Team

- **Hiring the Best**
  - The Hidden Cost of Replacing an Employee

- Recruitment Process
- Behavior Based Interviewing Skills
- **Effective Teams**
  - Six Characteristics of Effective Teams
  - Designing the Team
  - The Leader's Role
- **Employee Engagement**
  - What is Motivational Theory?
  - Building a Workplace Where Employees Want to Remain and Quality Outsiders Want to Join
  - Motivational Assessment

### Session Two – Managing Time and Change in a Leadership Role

- **Managing Multiple Priorities**
  - Personal Time Wasters and Individual Action Plans
  - Basics of Organization and Planning to Meet Goals and Priorities
  - Conquering Procrastination
- **The Challenge of Managing Change**
  - The Leader's Role in Managing Change
  - Communicating Change with Power and Persuasion
  - Steps for Winning Employee Support
  - Personal Change Assessment

### Session Three – Development, Coaching and Performance Management

- **Performance Management Approach**
  - The Performance Management Cycle
  - Goal Setting and Its Importance
  - Conducting Effective Performance Appraisals
  - Who is Critical to Your Success?
- **Coaching and Counseling to Develop Employees**
  - The Leader's Role as Coach or Counselor
  - Establishing Clear Roles and Responsibilities
  - Steps to Effective Coaching and Counseling
  - The Importance of Feedback
  - Creating Optimal Working Conditions

### Session Four – Leading Service Excellence

- **Retaining the Best**
  - The Leader's Role in Retention
  - Why Employees Leave
  - Why Employees Stay
  - Steps to Improve Retention
- **Dealing with the Unsatisfactory Employee**
  - Identifying the Unsatisfactory Employee
  - Seeking Causes and Developing Tentative Solutions
  - Taking Action
- **Managing Workplace Negativity**
  - Impact of Negativity on the Workplace
  - Negativity and the Three C's
  - Communicating Negativity
  - Pervasive Individual and Team Negativity
  - Accountability Model for Individuals and Teams

### Session Five –Leadership and Management

- **Becoming a Leader**
  - Twelve Characteristics of Effective Leaders
  - What Leaders Must Balance
  - Creating a Vision That Others Will Follow
  - Becoming a Change Agent
  - The Complacent Organization
  - Management Strengths Assessment
- **Effective Communication/Understanding Individual Differences**
  - Difference between Communication and Effective Communication
  - Four Types of Communication
  - Pitfalls in Face-to-Face Communication
  - Four Steps to Listening with Understanding
  - Understanding Individual Differences Assessment

- **Assertive Communication – The Win/Win Solution**
  - Assertive Behavior – Impact on Leadership
  - Four Communication Styles and Behaviors
  - Characteristics of Assertive Behavior
  - Assertive Communication Assessment
  - Five Steps to Becoming More Assertive
  - Assertive Communication Techniques

## **MANAGER'S TOOLBOX**

The Manager's Toolbox is a suite of online courses designed for the new manager. New managers face challenges every day that they have likely never encountered before. The Manager's Toolbox seeks to give the learner a head start on managing issues correctly and professionally with less stress and fewer negative organizational circumstances. The courses will offer learners an explanation of the managerial mindset that all managers and leaders must adopt to succeed.

There are a number of managerial factors that are vital in managing and leading. Becoming a better manager or leader is directly connected to how well you can master them. The course contains detailed explanations, best practices, and key questions on 18 managerial and leadership factors including video advice from D. Quinn Mills, Albert J. Weatherhead, Jr. Professor of Business Administration, Emeritus at Harvard Business School.

After careful consideration of the relevant and reference managerial and leadership factors, learners are given a series of video-based scenarios and asked to consider how they would handle the challenges presented for the most optimal results.

**For all classes in the Manager's Toolbox Certificate:** *After careful consideration of the relevant and reference managerial and leadership factors, including such topics as dealing with direct reports, solving problems, planning and budgeting, and others, learners are given a series of video-based scenarios and asked to consider how they would handle the challenges presented for the most optimal results.*

*Upon completion, learners are given a summary of what they've learned for quick reference while at work.*

### **The Manager's Toolbox: Business Nuts and Bolts**

*Estimated length: 5 hours     5 PDUs*

There are a number of managerial factors that are vital in managing and leading. Becoming a better manager or leader is directly connected to how well you can master them. The Manager's Toolbox is a suite of online courses designed to give new managers a head start on managing issues correctly and professionally with less stress and fewer negative organizational circumstances. The courses offer learners an explanation of the managerial mindset that all managers and leaders must adopt to succeed.

Learners will encounter four scenarios, which address the following topics:

- |                     |                     |
|---------------------|---------------------|
| 1. Customer Service | 3. Cost Cutting     |
| 2. Cost Budgeting   | 4. Vendor Relations |

### **The Manager's Toolbox: Compliance Challenges**

*Estimated length: 5 hours     5 PDUs*

There are a number of managerial factors that are vital in managing and leading. Becoming a better manager or leader is directly connected to how well you can master them. The Manager's Toolbox is a suite of online courses designed to give new managers a head start on managing issues correctly and professionally with less stress and fewer negative organizational circumstances. The courses offer learners an explanation of the managerial mindset that all managers and leaders must adopt to succeed.

Learners will encounter four scenarios, which address the following topics:

- |                      |                      |
|----------------------|----------------------|
| 1. Harassment        | 3. An Office Romance |
| 2. Sexual Harassment | 4. Selecting a Team  |

### **The Manager's Toolbox: Handling Conflict**

*Estimated length: 5 hours     5 PDUs*

There are a number of managerial factors that are vital in managing and leading. Becoming a better manager or leader is directly connected to how well you can master them. The Manager's Toolbox is a suite of online courses designed to give new managers a head start on managing issues correctly and professionally with less stress and fewer negative organizational circumstances. The courses offer learners an explanation of the managerial mindset that all managers and leaders must adopt to succeed.

Learners also encounter five scenarios, which address the following topics:

- |                              |                               |
|------------------------------|-------------------------------|
| 1. Conflict Between Managers | 4. Dealing With Peer Conflict |
| 2. Handling Conflict         | 5. A Sarcastic Subordinate    |
| 3. Conflicting Advice        |                               |

### **The Manager's Toolbox: Morale and Inspiration**

*Estimated length: 5 hours     5 PDUs*

There are a number of managerial factors that are vital in managing and leading. Becoming a better manager or leader is directly

connected to how well you can master them. The Manager's Toolbox is a suite of online courses designed to give new managers a head start on managing issues correctly and professionally with less stress and fewer negative organizational circumstances. The courses offer learners an explanation of the managerial mindset that all managers and leaders must adopt to succeed.

Learners will encounter six scenarios, which address the following topics:

1. A Question of Delegation
2. Salary Anxiety
3. Morale
4. Leading Change
5. Sparking Creativity
6. Dealing With Failure

## **MANAGING IN A MODERN ORGANIZATION**

5 hours – 5 CEU, 5 PDU

If you're a manager and have not had any management coursework or experience, you may be looking for some foundation in management basics. This course considers the fundamentals of management and how managers can be effective in organizational settings. Starting by defining the role of a manager and how management differs from leadership and administration, the course then discusses management styles and seeks to help you identify your own management style.

This course is based on D. Quinn Mills' book, *Principles of Management*, a text used at Harvard Business School. Chapters of the book are available via PDF download from within the course, and no additional purchase is required.

## **MANAGING PERFORMANCE**

Guides you through managing performance proactively. Learn how to leverage the three steps in the performance management cycle to ensure that your employees stay focused on - and remain accountable for - business goals and outcomes.

After successfully completing this course, you will be able to:

- Create and modify performance objectives
- Discuss the performance objectives with the employee
- Determine how to monitor employee progress

## **MENTORING: AN OPPORTUNITY**

You'll find this program to be an insightful guide to better mentoring in today's workplace. It explains the many styles of mentoring, ways to understand mentee needs, and types of behaviors to practice and avoid. It features real-world, ready-to-use advice, with a special section for handling unique situations, including cross-cultural and gender issues.

## **PROFESSIONAL DEVELOPMENT FOR SUPERVISORS I CERTIFICATE**

### **Adapting Your Leadership Style: The Four Behavior Styles, and How to Make them Work for You**

**Length:** Approx 1 hour 5 minutes

*Adapting Your Leadership Style: The Four Behavior Styles and How to Make Them Work for You* will assess your personal leadership style and apply and practice tools for building connections with employees, running productive meetings and enhancing employee motivation.

#### **Learning Outcomes:**

- Identify the qualities of an effective leader
- Make the mental shift from individual productivity to influencing others
- Recognize style differences in others and cater to their preferences
- Build rapport using verbal and nonverbal messages
- Conduct constructive one-on-ones
- Give positive and negative feedback to different styles
- Develop individual motivation approaches for employees
- Facilitate a meeting effectively

### **Coaching for Development**

**Length:** Approx. 55 minutes

An organization's success relies on the performance of every employee and so it goes without saying that it is important to foster an atmosphere that allows for employees to grow with the company. The key to this is guidance. *Coaching for Development* recognizes the need for employees to feel committed to their work and is designed to help managers, supervisors, and leaders alike to encourage individual performance as a means for increasing engagement and ultimately productivity rather than to use the traditional "command and control" method. In this workshop, participants learn the key elements of building a successful coaching relationship and how to best implement them using a step-by-step coaching process. In addition, participants will learn how to help an employee implement a development plan to individually improve their success, and be taught how to apply effective strategies for overcoming common coaching challenges.

#### **Learning Outcomes:**

- Learn to discern the difference between coaching and other development strategies.
- Discover the key elements to successful coaching relationships.
- Understand the coaching process and how to apply each step.

- Identify common challenges to successful coaching.
- Discover effective strategies for managing challenges.
- Establish and maintain a successful coaching relationship with an employee.

### Developing Your Direct Reports

**Length:** Approx. 55 minutes

*Developing Your Direct Reports* is a course in which participants will learn Development Coaching. So what's the difference between Performance Management and Development Coaching? Performance management is focused on eliminating the weaknesses of the past and present. Development coaching, on the other hand, targets employee strengths as the basis for future performance and the achievement of long-term goals. And the other major difference? It requires the direct and regular involvement of the manager.

#### Learning Outcomes:

- Recognize the differences between performance management and development coaching
- Implement a strengths-based approach to development
- Provide employees with the tools to assess their strengths and development needs
- Conduct a positive development discussion
- Identify a variety of paths to development
- Create an effective individual development plan

### Diversity Awareness: Fostering a Climate of Inclusion, Sensitivity, and Respect in the Workplace

**Length:** Approx. 45 minutes

A survey by Korn/Ferry International found that more than 2 million people leave their jobs each year because of unfairness in the workplace. The hiring costs which result from high turnover are a huge stumbling block to company success, not to mention the time investment that goes into screening applicants and acclimating new hires to their role. Still, the greatest hindrance to progression lies within the heart of the issue—that is, to devalue and exclude employees because they are different is to also place limitations on their contributions and ability to grow.

From fundamental attribution errors to microinequities (a term coined by researcher Mary Rowe), *Diversity Awareness: Fostering an Environment of Inclusivity, Sensitivity, and Respect in the Workplace*, explores the subtle ways that these limitations occur and how to combat them by fostering an environment that focuses on building respectful interactions. The program defines diversity in broad terms, recognizing that people see differences in varying ways from educational background to personal attributes and experiences, among other areas. Professionals at every level will learn how to take proactive steps to find and capitalize on unique skills as well as exercise flexible thinking and seek personal growth.

#### Learning Outcomes

- Understand the subtle ways that bias occurs.
- Identify instances of devaluing others through small, subconscious behaviors and micro-inequities.
- Establish a framework to increase inclusion at the organizational level.
- Recognize different ways of conveying respect.
- Address conflict productively and respectfully.
- Lead by example and be part of the solution.

### Employee Engagement

**Length:** Approx. 60 minutes

A recent study found that only about a third of the global workforce is highly engaged, leaving the remaining two-thirds less engaged or not engaged. This is important because highly engaged employees are emotionally committed to their organization's goals and use their discretionary effort to go the extra mile on behalf of their organization.

#### Learning Outcomes:

- Recognize the importance of knowing every employee as a unique individual.
- Identify each employee's strengths and how to leverage them in the workplace.
- Show your support by minimizing obstacles that frustrate employees—including yourself!
- Create a career path and meaningful work for each employee.
- Foster an environment where employees feel free to ask and say anything.
- Show appreciation and recognition in a way that is meaningful to each employee.

### Leading Others through Change

**Length:** Approx. 1 hour 32 minutes

Organizational shifts can bode either a positive or negative experience for those involved depending on how effectively they are led through the process. Leaders play a vital role in seeing that employees understand the benefits and new opportunities brought about by change. *Leading Others Through Change* recognizes that to affect a positive and productive experience, leaders must ACT - Activate the change, Create a Plan, and Transition the change. Using a 10-step process as its basis, this program takes participants through the three phases and identifies techniques for ensuring that the change is not only a success, but that it becomes a lasting part of the culture. They'll learn to manage resistance, garner commitment, and increase motivation for the change from start to finish, including how to evaluate efforts in order to steer the success of future initiatives.

### Learning Outcomes:

- Understand why change initiatives fail and how to ensure their success.
- Implement a framework to actively lead change efforts.
- Plan for the success of future change through close evaluation of the current initiative.
- Identify, acknowledge, and manage resistance to ensure an efficient transition.
- Apply techniques for increasing and gaining commitment to the change.

### Onboarding: How to Successfully Integrate New Employees

**Length:** Approx. 50 minutes

Most would agree that introductions to company processes and policies are a “must” when bringing in a new hire. While true, it’s also just as important to help new hires gain a comprehensive view of their role and establish an effective network to whom they may turn for support. Relationships and roles have the greatest impact on an employee’s immediate productivity and satisfaction in their new position. In fact, clear role expectations between a manager and his/her direct reports can make the difference between a relationship that succeeds and one that fails—and if it fails, turnover typically follows.

*Onboarding* is the training course you need to help your new hires build a foundation for success from the get-go. At its core is the

**Onboarding Model** with four overlapping elements — *Resources, Rules, Relationships, and Roles*. Using these elements as a cornerstone in the onboarding process, managers learn how to become an active participant in helping new hires not only accelerate their involvement, but establish a groundwork for continual progression.

#### Learning Outcomes:

- Explain the purpose of onboarding and the benefits it provides to new employees.
- Describe four key onboarding elements and how they support the onboarding process.
- Describe actions you can take and information you can use to successfully integrate new employees within the context of the four key elements.
- Prepare information relating to the four onboarding elements to use and share

## PROFESSIONAL DEVELOPMENT FOR SUPERVISORS II CERTIFICATE

### Assertiveness Skills

**Length:** Approx 55 minutes

Assertiveness Skills are crucial to professional development, as well as other aspects of life. Some of these skills include asking for what you need, handling confrontations gracefully, and putting ideas forward with confidence. Not only do these skills improve teamwork, focus discussions, and build relationships, but they also help individuals to become competent, constructive, confident, and perform at their best. Assertiveness Skills provides the skill development, practice, and understanding individuals need to learn to how to be truly assertive.

#### Learning Outcomes:

- Learn what it means to be assertive
- Recognize the assertiveness continuum
- Identify personal blocks to assertiveness
- Demonstrate assertive language and behaviors
- Know how to avoid using language and behaviors that are not assertive
- Discover how to use assertive behaviors in everyday situations

### Behavioral Interview Skills

**Length:** Approx. 1 hour 16 minutes

When new hires fail to meet initial expectations, not only must organizations spend time and resources hiring replacement employees, but also potentially suffer a loss of productivity and, in some cases, a damaged reputation as the result of an employee’s poor performance. A negative attitude, lack of punctuality, and an inability to work well with others or resolve conflict are all behavioral issues that employers can otherwise uncover during an interview—with the right know-how. Basing its teachings on the basic premise that past performance is the best indicator of future performance, Behavioral Interviews leads participants through a structured interview process from reviewing resumes to conducting interviews to evaluating candidates.

The program discloses practical, valuable tips and techniques for uncovering the most pertinent information necessary to make the best possible hiring decision. What’s more, numerous real-life practice exercises, activities, and role-plays provide participants the opportunity to apply their newfound knowledge in their own place of work, ensuring greater chances for success.

#### Learning Outcomes:

- Identify competencies for which to screen
- Write behavior-based questions
- Conduct an interview effectively
- Avoid legal pitfalls
- Evaluate candidates’ responses objectively
- Start new employees off on the right foot

### Business Etiquette for Supervisors

**Length:** Approx. 1 hour 45 minutes

Business etiquette is defined as the conduct or procedures that are generally acceptable and polite in the workplace. It is typically a set of unspoken expectations that most people either meet—or find out about when they do *not* meet them.

This course provides guidelines for common business etiquette, how to show respect for yourself and others, how to establish positive connections with anyone, and how to choose polite and positive responses to rude behavior.

**Learning Outcomes:**

- Use basic courtesy and manners
- Practice common business etiquette to build and maintain relationships
- Implement practices for respecting yourself
- Be resilient in difficult situations
- Interact in a respectful manner with coworkers and subordinates
- Interact respectfully with individuals with disabilities
- Establish positive human connections
- Maintain relationships with strong communication skills
- Use technology effectively
- Incorporate the traits of successful and respected managers into daily routines
- Balance work and personal life appropriately

**Critical Thinking Skills**

**Length:** Approx. 45 minutes

What's the #1 skill executives look for in their employees? Critical thinking. It's not about criticizing others—it's about understanding the problem, evaluating the evidence, and making logical and thoughtful decisions. It's a skill that can help your organization find smart solutions to tricky problems, avoid emotional thinking and mistakes, and work together more efficiently. *Critical Thinking Skills* is a training solution that provides individuals with tips, techniques, and thought exercises that help to develop critical thinking skills.

**Learning Outcomes:**

- Define critical thinking
- Identify and adopt the characteristics of critical thinking
- Recognize and avoid critical thinking mistakes
- Identify assumptions
- Evaluate information accurately and thoroughly
- Distinguish between fact and opinion
- Implement the critical thinking process in business situations

**Delegating for Growth**

**Length:** Approx. 45 minutes

*Delegating for Growth* is an interactive skills training course that will help any manager to better understand the purpose of delegation, prepare for and apply the steps to delegating effectively, and learn to recover from inevitable mistakes or disappointments. This training program will help to increase company-wide productivity, foster employee confidence at all levels, and develop a team-driven culture.

Most tasks and projects can be delegated. In particular, if you find yourself doing the tasks and activities you were promoted from, that's a clear sign of items you should be delegating. Not sure how? That's where we come into play.

**Learning Outcomes:**

- Recognize delegation as a tool for employee growth
- Prepare yourself to delegate effectively
- Assess your employees to determine their delegation needs
- Match employees and projects appropriately
- Identify barriers to delegation and overcome them
- Apply the steps to delegating effectively
- Handle mistakes, missteps, and failures as learning opportunities

**Fundamentals of Strategic Planning**

**Length:** Approx. 45 minutes

Strategic planning means different things to different people. To some it means creating vision and practicing values. To others it means setting deadlines for action items and managing changes. Whether you come from the more philosophical end or the task-oriented end, strategic planning does include moving the company forward toward a shared vision through agreed-upon goals and objectives.

**Learning Outcomes:**

- Identify the elements of an effective strategic planning model
- Identify a good foundation for creating a strategic team
- Discover your strengths, weaknesses, opportunities, and threats when setting directions
- Define strategic values
- Participate in a strategic planning effort
- Avoid common pitfalls that derail strategic plans

## Meetings

**Length:** Approx. 48 minutes

Meetings—we all have them. The bad news? It is estimated that Fortune 500 companies waste 75 million dollars per year in unproductive meeting time. The good news? Most of the factors that disrupt productivity are in the control of meeting attendees. This training helps participants identify and develop the skills for ensuring the meetings are an advantage as opposed to a disadvantage to both employees and organizations alike. Successful completion of this training will increase your knowledge and ability to effectively prepare for meetings. Whether running the meeting or simply participating in it, this program provides the knowledge and techniques for making the most of meetings. Among other practices, participants learn to provide a specific meeting focus, identify the signs of an unproductive meeting, generate ideas for creating an environment of fun to encourage participation, and prepare a proper agenda.

### Learning Outcomes:

- Recognize ways to change your mindset about meetings
- Eliminate habits that make meetings unproductive
- Identify alternatives to holding traditional meetings
- Demonstrate effective facilitation skills
- Help your group make decisions quickly
- Ensure that every meeting ends with actionable items

## Navigating Difficult Conversations

**Length:** Approx. 30 minutes

Most managers and team leaders will not readily welcome the task of having to let an employee go or provide them with a negative performance review. These are just a couple of examples of those difficult conversations which are an unavoidable and recurring instance in the workplace. Despite their compelling presence, they don't have to be feared or dreaded—they can be handled in such a way that increases self-confidence and encourages an environment of positivity. *Navigating Difficult Conversations* introduces participants to a seven-stage process for taking control in these situations and minimizing negative backlash to effect an environment of reduced stress, increased trust, improved relationships, and higher productivity. With realistic examples and role-playing activities, this program helps participants as they prepare, carry-out, and close difficult conversations in the most productive manner—leading them to embrace, rather than fear confrontation and produce long-lasting benefits for both the employee and organization.

### Learning Outcomes:

- Understand the nature of difficult conversations and what it takes to handle them.
- Identify the seven stages of handling difficult conversations.
- Use empathy in a way that minimizes negative responses and strengthens relationships.
- Apply best practices for preparing, initiating, and delivering the conversation.
- Discover how to generate solutions and bring the conversation to a close.

## Skillful Collaboration

**Length:** Approx. 60 minutes

Creative thinking, effective problem solving, increased productivity, job satisfaction, and more. The benefits of collaboration are significant, both for individuals and organizations. That is, when things run smoothly. But there's much more to collaboration than working side-by-side with people. There's an effective way to collaborate – and an ineffective way to collaborate. And believe it or not, sometimes it's the wrong choice altogether. That's because successful collaboration requires a combination of the right situation, well-honed skills, and an open mindset.

Before the individuals in your organization attempt the next project, introduce them to *Skillful Collaboration: Working Successfully with Others to Achieve a Common Goal*. It's the soft-skills training program that will help them to make sense of the ins and outs of collaboration. From setting common objectives, defining roles, and establishing processes to communication strategies, troubleshooting obstacles, and building networks, *Skillful Collaboration* focuses on how to structure an effective framework that enables individuals to develop harmonious and productive working relationships.

### Learning Outcomes:

- Discover when collaboration can be an effective and beneficial approach - and when it's not.
- Learn how to establish and successfully communicate expectations to group members.
- Recognize the inward attitudes and outward behaviors necessary to collaborate well.
- Understand communication strategies that foster or hinder collaboration.
- Identify non-collaborative behaviors and implement strategies to cope with them.
- Recognize the scope of your network to increase the ability to collaborate.

## Taking Control of Conflict

**Length:** Approx 1 hour 15 minutes

Is conflict an ongoing battle in your organization? Apparently, it is for most. A recent study reveals that 85 percent of employees experience conflict at work—a staggering 2.8 hours each week—ranging from mild squabbles with teammates to explosive disagreements between managers. Let's face it. Conflict isn't going to become obsolete anytime soon. But individuals can learn how to handle it maturely and collaboratively with insight, knowledge, and the proper skills. And better yet, organizations can actually benefit from conflict in the form of increased productivity and improved relationships—that is, when it's managed successfully.

A half-day classroom training program, *Taking Control of Conflict: How to Resolve and Minimize Workplace Disputes* introduces the different types of conflict, shows individuals how to communicate clearly and tactfully, explores appropriate resolution strategies, and establishes a common-sense approach for preventing unnecessary conflict.

### **Learning Outcomes:**

- Identify a preferred strategy for handling conflict
- Understand the characteristics and drawbacks of five conflict strategies
- Recognize the sources of conflict that most often occur in the workplace
- Learn effective strategies for managing and resolving conflict
- Practice behaviors that minimize tension and conflict
- Discover how to address an issue before it escalates into conflict

### **Team Excellence**

**Length:** Approx. 55 minutes

Organizations know that every one of their employees is valuable and contributes unique talents and experience to each project or task at hand. So, comparatively, when employees come together as a team, the end result is typically even greater success—that is, when members understand how to work collaboratively. Effective collaboration not only helps to increase the quality of results, but also the productivity. Team Excellence is the training resource that ensures teams achieve these outcomes. Participants fundamentally learn to CARE by discovering techniques for effective Communication, maximizing individual Ability, producing Results, and fostering Esprit de corps. Among these techniques, they learn to create synergy, set goals, cultivate accountability, and coordinate effective team building activities, effectively allowing them to achieve high performance.

### **Learning Outcomes**

- Recognize the communication characteristics of high-performing teams
- Assess individual strengths in order to ensure the best possible team performance
- Recognize and avoid common goal-setting mistakes
- Learn how to focus on goals and results effectively
- Recognize the elements of esprit de corps
- Learn what makes team building successful and what types of activities to avoid

### **The Art of Influencing Others**

**Length:** Approx. 1 hour 20 minutes

**The Art of Influencing Others** will teach people the skills they need so that others will want to grant them the power to affect outcomes. Our approach is to teach someone how to develop and maintain rapport, how to resolve conflicts and handle difficult situations, and how to recognize others' needs and support them in meeting their needs while meeting their own as well ("win-win"). The training concludes with emphasizing the qualities that influential people have and give the participants an opportunity to assess themselves in these areas.

### **Learning Outcomes**

- Successful completion of this course will increase your knowledge and ability to:
- Build rapport and develop genuine relationships
- Improve communication skills, including verbal and nonverbal messages, to be more effective with others
- Recognize common barriers to communication
- Understand and use communication styles to tailor your communications
- Resolve conflicts

### **Why We Struggle with Tough Decisions**

**Length:** Approx. 60 minutes

In the workplace, some people get stuck overanalyzing all of their choices—they want a spreadsheet packed with data before proceeding with any decision. Others swear by their intuition and have no data to back up how they arrived at a particular decision.

How can you make a high-impact decision that is effective, practical, and successful? By having a clear objective, gathering and evaluating information in a structured way, avoiding common decision traps, and by using your intuition to confirm or question your decision. This course will enhance your confidence and skill at making—and implementing—tough decisions, allowing you to increase your value to your organization and actively contribute to its success.

### **Learning Outcomes:**

- Understand the role that emotions play in decision-making.
- Describe how to make a decision effectively, recognizing key steps to take before, during, and after the decision-making process.
- Identify your values in order to guide your actions, behaviors, and decisions.
- Put into practice various methods for collecting and evaluating information.
- Recognize—and avoid—the most common traps that complicate tough decisions.
- Develop strategies to overcome your concerns about making and implementing tough decisions.

## **SEXUAL AND WORKPLACE HARASSMENT FOR MANAGERS**

Provides tools for managers to help create a safe environment for employees. Explores the consequences of ignoring reports of inappropriate or unwelcome behavior that may be considered sexual harassment and workplace harassment, such as bullying, and includes tips on how to handle reports of sexual harassment.

After completing this course, students will be able to:

- Describe what situations constitute workplace harassment
- Describe guidelines to use to report incidents of harassment
- Describe the role of managers in preventing conduct that could be viewed as sexual harassment

- Examine the guidelines commonly used when a sexual harassment or workplace harassment claim is made

## **SUPERVISION**

*This class is designed for both practicing and aspiring supervisors who have little formal knowledge of supervision.*

Supervision blends skill-building techniques and traditional management principles to prepare students to become supervisors in today's business world. The course will emphasize that supervision is working through people to develop and empower them to become better and more efficient in their roles, and closely follows the SCANS requirements for the five workplace competencies and three-part foundation of skills and personal qualities needed for job performance.

## **SUPERVISOR/TEAM LEADER CERTIFICATE**

Develop skills critical for becoming a well-rounded leader – whether with or without direct reports. Build communication skills for a variety of situations: including: collaboration, coaching, motivation, recognition, and corrective action. Gain insight into better managing employee relations and fostering open communication among staff members. Explore ways to interview, evaluate, and select employees while being mindful of legal considerations. Discover ways to manage the change process and communicate changes with stakeholders.

By completing the ABA Supervisor/Team Leader Certificate curriculum, you'll strengthen your ability to effectively lead teams and supervise employees.

### **Required Courses**

You must complete the following courses to earn your certificate:

- Banking Basics Suite
  - Introduction to Banking
  - Banks and the Economy
  - Banks as a Business
  - Bank Payment Systems and Technology
  - Banks and the Deposit Function
  - Lending as a Cornerstone of Banking
  - Banks and Personal Wealth Management
  - Business and International Banking Services
  - Bank Marketing: Building Customer Relationships
  - Bank Sales and Service: Expanding Customer Relationships
  - Safeguarding the Customer and the Bank
  - Safeguarding Bank Assets and the Nation
- Building Collaborative Team
- Communication Basics Suite
  - Communicating Effectively
  - Becoming a Better Listener
  - The Importance of Body Language
- Employment Law
- Empowerment
- Ethical Issues for Bankers
- Leveraging the Benefits of a Diverse Workforce
- Management Essentials Suite
  - Interviewing
  - Managing Performance
  - Employee Recognition
  - Coaching
  - Effective Meetings
  - Corrective Action
- Managing Change
- Online Communication Suite
  - Social Media Etiquette
  - Effective Social Media Communication
- Presentation Skills Suite
  - Getting Started
  - Crafting Your Message
  - Delivering Your Message
  - Presenting Virtually
- Verbal Communication Suite
  - Greetings and Introductions
  - Effective Conversations
  - Handling Customer Concerns
- Why Quality Customer Service Matters Suite
  - The Importance of Customer Service

- Customer Service Basics
- The Importance of Communication
- Handling Stress
- Handling Upset Clients
- Written Communication Suite
  - Writing for Your Audience
  - Clarity in Writing
  - Effective Email Communications

The estimated time to complete this certificate is approximately 9.5 hours. Students have access to the curriculum for 1 year from date of purchase.

### **Banking Basics Suite**

This suite of 12 courses is a comprehensive introduction to the banking industry. Ideal for those new to banking, completing this suite provides a deeper understanding of the changing world of financial services and the vital role that banks play in the economy. Concise, impactful lessons can be applied on the job immediately.

#### **Bank Marketing: Building Customer Relationships**

Guides you through attracting customers and building strong relationships through marketing. Explore current methodologies. Craft a market-driven strategy for product development.

After successfully completing the course, you will be able to:

- Explain how marketing helps to build customer relationships
- Describe the components of a market-driven strategy
- Outline the components of effective product development
- Explain the laws governing marketing by phone, fax, email, the Internet, and mobile devices

#### **Bank Payment Systems and Technology**

Guides you through bank payment systems. Take a deep dive into the check payment process. Explore innovations enabled by electronic banking and the electronic funds transfer system.

After successfully completing the course, you will be able to:

- Describe the use of cash in payments and its care and distribution
- Explain the check payment process and the various types of bank checks
- Outline developments in electronic processing and payment transfers
- Identify banking laws and regulations related to payment processes and electronic funds transfer

#### **Bank Sales and Service: Expanding Customer Relationships**

Guides you through strategies for earning customer loyalty. Create and maintain strong bank customer and partner relationships. Meet customers' expectations by understanding their needs and decision processes. Be better prepared to offer value-add products and services.

After successfully completing the course, you will be able to:

- Describe the customer purchasing and decision process
- Understand what customers expect from bankers
- Match products and services to meet customer needs

#### **Banks as a Business**

Guides you through the business of banking. Master the essentials of bank organizational structures and bank financial management, including bank assets, liabilities, income, and expenses. Learn how banks meet their financial goals.

After successfully completing the course, you will be able to:

- Describe a bank's organizational structure
- Explain how banks manage assets and liabilities to achieve objectives
- Identify primary sources of bank income and expenses
- Describe how banks maximize loan and investment returns and fee income
- Examine typical performance measures in banking and how they are used in budgeting to achieve bank objectives.

#### **Banks and the Deposit Function**

Guides you through a primary function of banks - the deposit function. Learn the various deposit account types and deposit-related services. Understand the processes for servicing consumer and business deposit accounts. Identify key regulations that govern deposit products and services.

After successfully completing the course, you will be able to:

- Explain how the Federal Reserve determines and applies monetary policy in the economy
- Describe the types of account ownership
- List the requirements for opening deposit accounts
- Understand electronic banking for consumers and businesses
- Describe federal deposit insurance coverage

### **Banks and the Economy**

Guides you through the role of banks in the U.S. economy and the environment in which banks operate and compete. Discover who the various bank regulatory agencies are and the key banking laws and regulations you need to know. Explore future industry trends.

After successfully completing the course, you will be able to:

- Describe major bank competitors
- Identify bank regulators and major banking laws and regulations
- Discuss the evolution of the U.S. banking system and its role in the U.S. economy
- Describe the Federal Reserve monetary policy in the economy
- Identify future trends in banking

### **Banks and Personal Wealth Management**

Guides you through managing customers' personal financial assets. See the active role banks play in their communities by growing assets. Explore the services banks may offer for financial planning and wealth management. Discover trust and investment products and services that meet many financial needs.

After successfully completing the course, you will be able to:

- Explain financial planning tools and process
- Describe insurance and investment products that banks offer
- Define retirement planning considerations and products
- Explain the laws, regulations, and expectations for banks and bankers engaged in providing investment, insurance, and trust services

### **Business and International Banking Services**

Guides you through the products and services that banks provide to businesses. Explore checking, savings, and investment accounts; lines of credit and loans; cash management services; insurance products; and capital market products and services. Examine the primary laws and regulations that govern business and international banking services.

After successfully completing the course, you will be able to:

- Explain cash management services for businesses
- Describe products banks offer to businesses
- Outline bank trust services available to businesses
- Define international banking services that foster foreign trade

### **Introduction to Banking**

Guides you through the role banks play in the community. Discover various banking career tracks and become inspired to grow your banking career.

After successfully completing the course, you will be able to:

- Identify the role of bank employees
- Discover how banks serve their customer needs
- Understand the role of banks in their communities

### **Lending as a Cornerstone of Banking**

Guides you through consumer and business loan products and services. Get insight into lending processes. Identify key laws and regulations that govern the lending process.

After successfully completing the course, you will be able to:

- Identify sources of credit for consumers and businesses
- Describe lending products and services for bank customers
- List the steps in the lending process
- Understand how the bank board of directors governs loan policy

### **Safeguarding Bank Assets and the Nation**

Guides you through the role of banks and bank personnel in safeguarding assets, preventing crime, and protecting the nation's financial system. Explore the importance of employee screening, vendor management, and cybersecurity management. Understand responsibilities for helping prevent terrorist financing and money laundering.

After successfully completing the course, you will be able to:

- Describe the responsibilities of bank personnel in safeguarding bank assets and preventing crime
- Explain the important role of banks as stewards and protectors of the nation's financial system
- Outline the laws and regulations that pertain to safeguarding customer information and protecting bank assets

### **Safeguarding the Customer and the Bank**

Guides you through safeguarding customers' financial and personal information and helping prevent fraud and financial harm. Explore bank information security programs and practices. Discover customer communication requirements around protective practices. Learn what banks must demonstrate to regulators regarding information security and privacy.

After successfully completing the course, you will be able to:

- Describe the methods by which banks secure customer information

- Explain how banks identify customers
- Outline the types of fraud perpetrated against bank customers and how fraud can be prevented
- Describe the laws and regulations that pertain to safeguarding customer information and protecting bank assets

### Building a Collaborative

Guides you through leading teams comprised of individuals with various skills and abilities. Explore the decision-making process in a team dynamic. Discover ways to build success through a collaborative environment.

After successfully completing the course, you will be able to:

- Identify the value of collaborative teams to your organization
- Describe the elements of team collaboration to gain commitment and build success
- Explain the decision making process to help teams move forward and deliver results

### Communication Basics Suite

This suite of three courses\* explores the primary elements of effective communications, key in delivering good customer service. Completing this suite provides tips for becoming an active listener, developing effective questioning, and understanding body language. Concise, impactful lessons can be applied on the job immediately.

*\*Only available as a suite*

- **Becoming a Better Listener**  
Guides you through the concept of "active listening." Learn how to use the Sender/Receiver model.
- **Communicating Effectively**  
Guides you through the elements of effective communication. Discover how to apply the tenets of the T.H.I.N.K. acronym in your communications
- **The Importance of Body Language**  
Guides you through understanding the role of body language in communicating. Discover how to better read body language in others. Understand the cultural differences of non-verbal gestures. Gain tips on controlling body language in order to support your verbal message.

### Employment Law

Reviews the legislation that protects employees from discriminatory and unfair practices, and teaches management's legal responsibilities and requirements when situations arise.

After completing this course, students will be able to:

- Explore general principles of employment laws to answer employee questions and make employment decisions
- Describe the purpose and intent of employment laws governing workplace supervision

### Empowerment

Guides you through cultivating the elements of empowerment within the workplace. Explore the elements of empowerment and their benefits. Gain insight into better using delegation to develop individuals.

After successfully completing the course, you will be able to:

- Identify how empowered individuals benefit your organization
- Describe six elements of empowerment

Use the three-step model for delegation

### Ethical Issues for Bankers

This cornerstone course is an in-depth exploration of the ethical standards expected of financial service professionals. Master best practices for observing a bank's code of conduct and adhering to federal laws. Develop a sound ethical framework to handle commonly experienced ethical dilemmas. Learn how to make ethically appropriate decisions.

After successfully completing the course, you will be able to:

- Describe the purpose and attributes of personal and banking ethics
- Explore the purpose and requirements of laws that mandate ethical banking practices
- Explore how to approach ethical problem solving
- Identify common ethical dilemmas and how to navigate them

### Leveraging the Benefits of a Diverse Workforce

Includes real-life scenarios to illustrate how to manage diversity issues by explaining the skills needed and apply the five-step process for handling conflict resolutions. Provides strategies for successful managers to recruit diverse work teams, encourage diversity of thought, and welcome differing opinions. Describes potential solutions to discourage stereotyping and encourage diversity.

After completing this course, students will be able to:

- Recognize the business case for diversity
- Define the management practices that support diversity in the workplace
- Explain the difference between diversity vs. stereotypes
- Apply the five-step process for handling diversity conflict resolution

## **Management Essentials Suite**

This suite of six courses explores best practices for successfully managing employees, from interviewing to managing performance. Completing this suite provides tips and tactics for coaching employees, developing a recognition program, and holding effective meetings. Concise, impactful lessons can be applied on the job immediately.

### **Coaching**

Guides you through cultivating a coaching relationship. Learn how to recognize coaching opportunities and invite an employee into a coaching relationship. Explore how to identify each employee's skills and their opportunities for development. Discover ways to collaboratively create a coaching plan.

After successfully completing the course, you will be able to:

- Describe the benefits of coaching
- Discuss development opportunities with the employee
- Create an effective coaching plan with the employee

### **Corrective Action**

Guides you through facilitating an employee's improvement using the progressive disciplinary model. Understand how to apply corrective action in a balanced and objective manner. Learn when corrective action is justified and the consequences of not taking action.

After successfully completing the course, you will be able to:

- Describe the four steps of corrective action to determine which actions to take
- Document corrective action effectively
- Conduct a successful corrective counseling session with the employee

### **Effective Meetings**

Guides you through planning and managing effective meetings. Learn how to hold meetings that give your team the opportunity to interact, collaborate, and share ideas, as well as resolve problems and make informed decisions.

After successfully completing the course, you will be able to:

- Explore the key areas of preparing an effective meeting
- Facilitate on-site and virtual meeting participation
- Handle problem behaviors in meetings effectively

### **Employee Recognition**

Guides you through preparing and delivering recognition in a way that makes the employee feel valued and appreciated. Get tactics for reinforcing desired behaviors and actions for ongoing employee performance success.

After successfully completing this course, you will be able to:

- Describe the difference between compensation and rewards and recognition
- Communicate recognition effectively
- Explain the importance of recognition for individuals and your team
- Use key components of a meaningful recognition process that suits individual employees

### **Interviewing**

Guides you through methods for conducting an effective interview. Learn how to quickly identify job requirements and skills. Discover various types of interview questions to ask and listening techniques to use. Ensure your interviewing follows legal guidelines, and helps you make fair hiring decisions.

After successfully completing the course, you will be able to:

- Prepare for and initiate the interview
- Ask the appropriate questions in the interview
- Use the appropriate interview closing
- Assess candidates objectively

### **Managing Performance**

Guides you through managing performance proactively. Learn how to leverage the three steps in the performance management cycle to ensure that your employees stay focused on - and remain accountable for - business goals and outcomes.

After successfully completing this course, you will be able to:

- Create and modify performance objectives
- Discuss the performance objectives with the employee
- Determine how to monitor employee progress

### **Managing Change**

Teaches leadership strategies to approach change. Covers communication skills to apply them to a four-step change communication process and manage the impact of change. Provides ways to identify reactions to change and address them effectively. Covers how to gain commitment from others to support change and to take action.

After completing this course, students will be able to:

- Distinguish between change and transition

- Identify seven typical effects of change
- Describe the primary reactions employees have to change events
- Examine the three stages of change
- Identify possible reactions to each stage of change
- Identify the seven strategies to demonstrate change leadership
- Identify the influence and action you can take in change situations
- Describe the key elements of effective communication
- Identify the four steps to communicating change effectively
- Describe the impact of the four-step communication approach on a change event

### Online Communication Suite

This suite of two courses\* explores creating appropriate social media posts in a business environment. Completing this suite provides tips on social media etiquette. Concise, impactful lessons can be applied on the job immediately.

*\*Only available as a suite*

- **Effective Social Media Communication**  
Guides you through the types of individual and public social media posts that are appropriate and inappropriate.
- **Social Media Etiquette**  
Guides you through the rules of social media etiquette. Learn what your postings should and should not say. Compose business-appropriate social media communication.

### Presentation Skills Suite

This suite of four courses\* explores delivering effective presentations in-person and virtually. Get tips and tactics for developing strong openings and closings, maintaining an audience's attention, and exuding confidence. Concise, impactful lessons can be applied on the job immediately.

*\*Only available as a suite.*

- **Crafting Your Message**  
Guides you through keeping an audience's attention during your presentation. Get tips on using attention-getters such as open and closed questions and presentation slides.
- **Delivering Your Message**  
Guides you through delivering a presentation professionally. Get tips for controlling symptoms of nervousness. Discover appropriate body language techniques to show confidence.
- **Getting Started**  
Guides you through grabbing an audience's attention with strong openings and memorable closings.
- **Presenting Virtually**  
Guides you through effectively using a virtual platform for delivering presentations. Learn how to customize the presentation topic to suit a virtual audience. Get tips on ways to hold the attention of a virtual audience, which are different than managing face-to-face presentations.

### Verbal Communication Suite

This suite of three courses\* explores tactics for creating memorable customer interactions, from initial greeting to conclusion, whether in-person or over the phone. Completing this suite provides best practices to create positive customer service experiences. Concise, impactful lessons can be applied on the job immediately.

*\*Only available as a suite*

- **Effective Conversation**  
Guides you through the elements of an effective conversation. Learn best practices for using a customer's name, choosing your words thoughtfully, and allowing the customer to respond. See how to effectively conclude a conversation by summarizing, answering final questions, and setting follow-up expectations.
- **Greetings and Introductions**  
Guides you through a five-step process for delivering effective greetings. Explore the importance of setting an appropriate tone at the start of your conversations. Gain tips applying these techniques in-person or over the phone.
- **Handling Customer Concerns**  
Guides you through building a positive connection with customers. Learn ways to help your conversation flow smoothly. Get tips for staying calm when a customer becomes upset.

### Why Quality Customer Service Matters Suite

This suite of five courses and one exercise module\* delves into the skills critical to making clients feel valued. Completing this suite provides insight into improving customer service skills, especially during stressful situations, to help build client relationships. Concise, impactful lessons can be applied on the job immediately.

*\*Only available as a suite*

- **The Importance of Customer Service**  
Guides you through making your clients feel valued by meeting their expectations. Develop a deep understanding of the customer service skills critical to increasing sales, and to the overall success of your bank.
- **Customer Service Basics**  
Guides you through using basic customer service skills during client interactions, both internal and external.

- **The Importance of Communication**  
Guides you through improving client interactions. Gain insight into the factors that influence communication, such as word choice, tone of voice, and body language.
- **Handling Stress**  
Guides you through handling stress when symptoms arise during client interactions. Manage stress by reframing tense situations as opportunities for building relationships and retaining clients.
- **Handling Upset Clients**  
Guides you through applying good customer service skills to challenging situations. Explore ways to return angry clients to a rational state of mind, so that you may more easily understand their problem. Get tips to help clients feel that you are taking personal responsibility for resolving issues.
- **Why Quality Customer Service Matters – Apply What You've Learned**  
Practice providing quality customer service by applying good customer service and communication skills to client interactions.

### **Written Communication Suite**

This suite of three courses\* explores keys to crafting effective written communications, helpful for delivering good customer service and for building workplace relationships. Completing this suite provides tips for writing clearly for different audiences. Concise, impactful lessons can be applied on the job immediately.

*\*Only available as a suite*

- **Clarity in Writing**  
Guides you through crafting quality writing using a three-part approach. Ensure your written communications are easy to follow, error-free, and on-point. Discover tactics for ensuring an appropriate combination of words is used to avoid misinterpretation.
- **Effective Email Communication**  
Guides you through writing business-appropriate emails. Learn best practices for writing emails to work audiences.
- **Writing for Your Audience**  
Guides you through writing for different audiences. Learn how to use clear language, with minimal use of bank jargon and acronyms, and develop a friendly and professional tone.

### **TEACHING ADULTS FOR SUPERVISORS: MOTIVATE AND ENGAGE LEARNERS**

The most effective learning professionals seek to develop learning experiences that result in improved performance in the workplace. This course introduces tools and strategies that learning professionals use to help learners apply newly-acquired knowledge and skills on their jobs.

At the end of this program, you will be able to:

- Classify options for learning beyond the traditional classroom environment.
- Recognize learning needs when selecting learning options.
- Recognize connections among learning objectives, intended learning outcomes, and learning options.
- Examine factors that promote learning and knowledge retention.
- Apply strategies for extending learning beyond the classroom environment.

### **TODAY'S SUPERVISOR CERTIFICATE**

#### **Session One**

**What's My Coaching Style Assessment:** Understanding personal style is the first step to developing successful coaching relationships. By responding to the 18-item *What's My Coaching Style?* inventory and receiving feedback from your classroom-coach, you will identify your personal style and build and understanding of the people you coach.

**Behavioral Interviewing:** When new hires fail to meet initial expectations, not only must organizations spend time and resources hiring replacement employees, but also potentially suffer a loss of productivity and, in some cases, a damaged reputation as the result of an employee's poor performance. A negative attitude, lack of punctuality, and an inability to work well with others or resolve conflict are all behavioral issues that employers can otherwise uncover during an interview - with the right know-how. Basing its teachings on the basic premise that past performance is the best indicator of future performance, Behavioral Interviews leads participants through a structured interview process from reviewing resumes to conducting interviews to evaluating candidates.

The program discloses practical, valuable tips and techniques for uncovering the most pertinent information necessary to make the best possible hiring decision. What's more, numerous real-life practice exercises, activities, and role-plays provide participants the opportunity to apply their newfound knowledge in their own place of work, ensuring greater chances for success.

#### **Session Two**

**Legal Issues for Managers:** This workshop is designed to provide leaders with legal guidelines for hiring and managing staff, focusing guidance on avoiding legal pitfalls and recognizing when to enlist Human Resources' expertise. As a group you will learn how to avoid any potential discrimination by learning and utilizing all crucial aspects of the Civil Rights Act 1964, define and be able to enforce your organizations Sexual Harassment Policy, explain how behavioral interviewing can help avoid discrimination in the hiring process, work with Employment to accommodate the special needs of individuals with limitations or disabilities, knowledgeably provide appropriate information to employees requesting Family & Medical Leave, take corrective action in a fair and effective manner, document thoroughly all phases of a corrective action

**Ethics in the Workplace:** Being ethical isn't simply doing what's right, because what's right is in the eye of the beholder. Two people can be faced with the same situation and make two different decisions about how to behave and both claim they are doing what's right. Ethics can be managed and

trained; however, a business needs to specifically communicate its expectations and standards of behavior. Successful completion of this course will increase your knowledge and ability to: dispel common myths about business ethics, describe the ideal ethical workplace, implement ethics guidelines and policies in your organization, identify and resolve typical ethical dilemmas, recognize common excuses for unethical behavior, and what to do about them, deal with unethical coworkers, customers, and vendors.

### Session Three

**Toughest Supervisor Challenges and How to Overcome Them:** Every job has its challenges. Everyone has to master the skills necessary to succeed in a particular position. What sets you (supervisors) apart from other positions is that you manage people. So your toughest challenges will be employee-related issues. Supervising others can be rewarding and give you a sense of accomplishment when you see employees grow and succeed. But supervising others can also be a big headache when employees don't show up on time, don't do what they're supposed to do, fight with each other, etc. The focus in this program will be on taking the time to do the right thing in these situations for the long-term success of the organization, the employees, and you.

**Managing Time so it Doesn't Manage You:** This session will help you learn how to focus on priorities and learn techniques to manage your time and energy, as a supervisor, in the manner that's most meaningful to you and your staff. You will learn valuable concepts to help you manage your energy, thereby controlling your stress.

Workshop objectives:

- Understand how to manage your energy versus your time;
- Identify high value activities to help you focus on what is most important on a consistent basis;
- Discover how to manage your life by focusing on 3 critical areas;
- Gather quick tips to keep the momentum going and manage stress.

**How to Handle Change and Upheaval:** Change is inevitable, in organizations and in life. Learn the intricacies of change and how to handle resistance to change. Successful completion of this course will increase your knowledge and ability to: evaluate typical attitudes toward change, recognize the signals of change-related stress, understand the four parts of the change cycle, apply positive strategies for coping with change

### Session 4

#### Maximizing Performance

◆**Effective Performance Management:** Performance management is more than the annual evaluation. This session delivers information to help managers deal with poor performance, negative behavior or simply constructive feedback as needed. We will cover guidelines for recognizing the opportunity and formulating the discussion to help develop employees.

Content:

- Benefits and consequences to employees and company
- Dynamic expectation activity
- The difference between constructive feedback and corrective action
- Documentation guidelines
- A 7-step *Effective Performance Management Planning Tool* to help managers prepare and deliver effective discussions.

Participants will learn how to:

- Identify situations that require action - constructive feedback or corrective action
- Understand the difference between constructive feedback and corrective action
- Realize the value and importance of setting and communicating clear expectations
- Apply the steps for preparation
- Understand techniques for implementation of performance conversation and follow up
- Practice delivering messages

◆**Managing in Thirds:** Regardless of whether you have 1 or 101 direct reports, the process of determining whether your employees are top, middle or bottom performers is critical to your ability to coach and develop them.

The content of this program will provide participants the opportunity to:

- Understand how to determine their top, middle and bottom performers and assign them accordingly
- Identifying the qualities and strategies to develop each of the 3 levels
- Learn techniques to challenge, develop and retain top performers, the most important employees to retain.
- Insight on goal setting techniques
- Use a development planning tool

◆**Coaching, Rewards & Recognition:** By understanding the benefits of coaching, managers will learn how to coach direct reports to maximize potential. They will be provided tools to help them recognize the need to encourage others toward personal growth, seek out the potential in others and encourage others to stretch their comfort zone of skills. A significant aspect of coaching is recognition and is one of the most important tools supervisors have to contribute to the job satisfaction of their direct reports and ultimately the retention of employees. Participants will learn why recognition is so important to employees, the benefits and consequences, the difference between rewards and recognition, and the type of recognition all coaches have the power to deliver.

◆**Effective Performance Appraisals:** This workshop will help participants prepare for and conduct effective performance appraisals. After completion of this module participants will: set performance expectations, measure performance and determine a fair overall performance rating

based on performance goals and individual assessment, communicate and document performance results and set future goals, identify common pitfalls and how to avoid them.

## **YOUR QUEST FOR EXCELLENCE**

**Who should attend?** Managers, supervisors, and leaders, regardless of position, experience, age or aspirations.

**Purpose:** To advance leadership, management and supervisory knowledge and skills to maximize individual and team excellence, as well as one's potential and capacity in order to contribute more significantly to the greater good of the Organization.

**Overview:** Quest is defined as a "search for something - a journey." As you pursue your quest to enhance your leadership excellence, the following elements are vital skills on your journey of continuous improvement:

- " Excellence in developing relationships through exceptional communication.
- " Establishing goals that become reality for you and your team.
- " Enhancing your ability to accomplish the most important aspects of your job each and every day.
- " Tapping into your creativity to promote a more innovative culture and collaborative team.

### **Learning objectives:**

- " Identify your dominant communication style, and a powerful communication technique to enhance the influence you have on everyone with whom you interact.
- " Realize the various perspectives that get in the way of good communication.
- " Learn a powerful technique that helps individuals control and maintain productive and positive communications.
- " Discover how to communicate clear expectations and hold employees accountable for their performance.
- " Identify the 3 primary responsibilities of leadership, and the areas in which leadership has an impact.
- " Discover what followers want.
- " Lead, teach, and encourage the innovation process to enhance service, efficiencies, problem solving and more.
- " Take the lead on change — leading in a positive and productive manner.
- " Learn the power of high-value activities when it comes to productivity and accomplishing the most important activities that will move you forward in the most productive manner.
- " Provide thought-provoking team activities that you can take back and use with your team.
- " Understand communication gaps.
- " Uncover the importance of using prototyping in the development process of any new idea, initiative, or procedure.