Course Catalog
FY 2019-2020

WORKFORCE INSTITUTE

SAN JOSÉ · EVERGREEN · COMMUNITY COLLEGE DISTRICT

San José Evergreen Community College District
Workforce Institute

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ANALYSIS & EVALUATION

APPLICATIONS OF TECHNOLOGY

ADOBE ACROBAT PRO XI: PART ONE

COURSE DESCRIPTION

Acrobat XI Pro is Adobe's powerful and easy-to-use Portable Document Format (PDF) reader and editor all-in-one application. This new version of Acrobat Pro includes a completely new PDF editing experience, better integration with Microsoft Office, touch capabilities, and integrated cloud services.

This course covers different features of the Acrobat Pro interface, shows users how to view and modify PDF documents, demonstrates how to convert PDF files, and explores techniques for using Acrobat Pro on a touchscreen device.

LEARNING OUTCOMES

- About Adobe Acrobat XI Pro
- About the PDF format
- About Adobe Reader
- About the Welcome Screen
- About the Acrobat XI Pro user interface
- About menus, context menus, toolbars, and panes

CONTENT OUTLINE

- Accessing PDF Documents
- Creating and Saving PDF Documents
- Navigating Content in a PDF Document
- Modifying PDF Documents
- Reviewing PDF Documents
- Converting PDF Files
- Acrobat XI Pro on Touchscreen Devices

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	Classroom, live webinar
LENGTH OF WORKSHOP	20 Hours, Multi-Session
TYPE OF AGENCIES	Public and private
RESOURCES	Computer Room

COURSE DESCRIPTION

LEARNING OUTCOMES

CONTENT OUTLINE

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	
LENGTH OF WORKSHOP	
TYPE OF AGENCIES	Public and private
RESOURCES	Computer Room

MICROSOFT EXCEL 2016 – PART TWO

COURSE DESCRIPTION

This course is intended to help all users get up to speed on the different features of Excel and to become familiar with its more advanced selection of features.

LEARNING OUTCOMES

- Create and use Advanced Formulas
- Analyse Data
- Organize Worksheet Data with Tables
- Visualize Data with Charts
- Insert Graphics
- Enhance Workbooks

CONTENT OUTLINE

- Create and use Advanced Formulas
- Analyse Data
- Organize Worksheet Data with Tables
- Visualize Data with Charts
- Insert Graphics
- Enhance Workbooks

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	Classroom
LENGTH OF WORKSHOP	6 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	Computer Room

MICROSOFT EXCEL 2016 – PART THREE

COURSE DESCRIPTION

Microsoft Office Excel 2016 is the newest version of Microsoft's popular spreadsheet program. This third level explores the advanced features in in Excel 2016. Students will cover how to automate worksheet functionality, audit worksheets, analyze data, work with multiple workbooks, export Excel data and import/export XML data.

LEARNING OUTCOMES

- Automating Worksheet Functionality
- Auditing Worksheets
- Analysing and Presenting Data
- Working with Multiple Workbooks
- Exporting Excel Data
- Importing and Exporting XML Data

CONTENT OUTLINE

- Automating Worksheet Functionality
- Auditing Worksheets
- Analysing and Presenting Data
- Working with Multiple Workbooks
- Exporting Excel Data
- Importing and Exporting XML Data

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	Classroom
LENGTH OF WORKSHOP	6 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	Computer Room

MICROSOFT OFFICE 365 – PART ONE

COURSE DESCRIPTION

Microsoft Office 365 is a subscription-based online office and software services suite, that incorporates access to online services such as cloud storage with the portability of Office Online. This course aims to teach users of Office 365 how to learn basic tasks using the included apps and services. Experienced users who have little to no experience with Office Online, Skype for Business 2016, and Microsoft Teams, will also benefit greatly from this course.

LEARNING OUTCOMES

- Logging in/out of the program
- Modifying basic account settings
- Communicating with others using Skype for Business, Outlook Online, and Microsoft Teams

CONTENT OUTLINE

- Navigating the program
- Changing settings
- Using desktop apps
- Communicating with the Outlook web app
- Communicating with colleagues
- Using Skype for Business
- Working with Office online apps

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	1-day workshop
TYPE OF AGENCIES	
RESOURCES	

MICROSOFT OFFICE 365 – PART TWO

COURSE DESCRIPTION

This is the second part of Office 365, Microsoft's cloud-based office software suite that incorporates online services with Office Online and other Microsoft tools. This course is intended to help Office 365 users understand how to complete advanced tasks using its various apps and services. Topics will include file storage and collaboration with OneDrive and SharePoint; using cloud-exclusive tools such as Delve and Planner; and managing users and security within Office 365.

LEARNING OUTCOMES

- Ability to use OneDrive, Delve, and Planner
- Perform administrative tasks
- Manage domains
- Use the Security & Compliance Center

CONTENT OUTLINE

- File storage and collaboration with OneDrive for Business
- File storage and collaboration with SharePoint online
- Organizing with Office 365
- Managing users
- Managing security, compliance, and domain settings

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	1-day workshop
TYPE OF AGENCIES	
RESOURCES	

MICROSOFT OFFICE WORD 2016 - PART ONE

COURSE DESCRIPTION

This course will introduce students to Microsoft Word's most important features. Key topics include creating a new document, making it look professional and presentable, adding graphics, and customizing the Microsoft Word interface. After completing this course, students will be ready to use Microsoft Word to efficiently complete daily tasks.

LEARNING OUTCOMES

- Getting Started with Word
- Editing a Document
- Formatting Text and Paragraphs
- Adding Tables
- Managing Lists
- Inserting Graphic Objects
- Controlling Page Appearance
- Proofing a Document

CONTENT OUTLINE

- Getting Started with Word
- Editing a Document
- Formatting Text and Paragraphs
- Adding Tables
- Managing Lists
- Inserting Graphic Objects
- Controlling Page Appearance
- Proofing a Document

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	Classroom
LENGTH OF WORKSHOP	6 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	Computer Room

MICROSOFT OFFICE WORD 2016 - PART TWO

COURSE DESCRIPTION

This course is designed to help users who are familiar with Word's basic features take their skills to the next level. The topics covered include using tools like styles, macros, templates, mail merge, and building blocks to automate tasks. Students will also learn how to create complex documents using tables, charts, and various types of illustrations.

LEARNING OUTCOMES

- Working with Tables and Charts
- Customizing Formats Using Styles and Themes
- Using Images in a Document
- Creating Custom Graphic Elements
- Inserting Content Using Quick Parts
- Controlling Text Flow
- Using Templates
- Using Mail Merge
- Using Macros

CONTENT OUTLINE

- Working with Tables and Charts
- Customizing Formats Using Styles and Themes
- Using Images in a Document
- Creating Custom Graphic Elements
- Inserting Content Using Quick Parts
- Controlling Text Flow
- Using Templates
- Using Mail Merge
- Using Macros

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	Classroom
LENGTH OF WORKSHOP	6 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	Computer Room

MICROSOFT OFFICE WORD 2016 - PART THREE

COURSE DESCRIPTION

This advanced course is designed to help power users leverage Microsoft Word to collaborate on documents and secure information. This course also covers techniques for creating complex documents, such as forms or documents that require reference pages.

LEARNING OUTCOMES

- Collaborating on Documents
- Adding Reference Marks and Notes
- Simplifying and Managing Long Documents
- Securing a Document
- Forms
- Managing Document Versions

CONTENT OUTLINE

- Collaborating on Documents
- Adding Reference Marks and Notes
- Simplifying and Managing Long Documents
- Securing a Document
- Forms
- Managing Document Versions

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	Classroom
LENGTH OF WORKSHOP	6 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	Computer Room

MICROSOFT OUTLOOK 2016 - PART ONE

COURSE DESCRIPTION

Microsoft Office Outlook 2016 incorporates some new features that will help make managing your e-mail and personal information easier than ever. This course will help students get comfortable with the Outlook 2016 interface, creating and sending messages, managing contacts, using the calendar, managing tasks, and working with notes.

LEARNING OUTCOMES

- Getting Started with Outlook 2016
- Composing Messages
- Reading and Responding to Messages
- Managing Your Messages
- Managing Your Calendar
- Working with Tasks and Notes

CONTENT OUTLINE

- Getting Started with Outlook 2016
- Composing Messages
- Reading and Responding to Messages
- Managing Your Messages
- Managing Your Calendar
- Working with Tasks and Notes

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	Classroom
LENGTH OF WORKSHOP	6 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	Computer Room

MICROSOFT OUTLOOK 2016 - PART TWO

COURSE DESCRIPTION

This course is aimed at all users of Microsoft Outlook 2016, Microsoft's powerful information management program. It will help users get up to speed on the various Outlook 2016 features and become familiar with its more advanced options. This course shows how to configure advanced message options, use advanced message management options, manage activities using tasks, edit electronic business cards, share your workspaces with others, manage Outlook data files, among other topics.

LEARNING OUTCOMES

- Configuring Advanced Message Options
- Advanced Message Management
- Advanced Calendar and Task Management
- Advanced Contact Management
- Sharing Workspaces with Others
- Managing Outlook Data Files
- Managing E-mail Security

CONTENT OUTLINE

- Configuring Advanced Message Options
- Advanced Message Management
- Advanced Calendar and Task Management
- Advanced Contact Management
- Sharing Workspaces with Others
- Managing Outlook Data Files
- Managing E-mail Security

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	Classroom
LENGTH OF WORKSHOP	6 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	Computer Room

LINKEDIN PROFILE DEVELOPMENT

COURSE DESCRIPTION

Social media remains an evolving aspect of our daily lives in addition to being a part of our businesses. This two-day course is designed for people who have some familiarity with social media already. Participants will learn to develop a social media marketing plan as a part of their overall marketing strategy, determine who should be on their team, and choose how they will measure what is taking place. In addition, we will explore some of the major social media sites and look at how specialty sites and social media management tools can take their social media marketing to the next level.

LEARNING OUTCOMES

- Describe the value of social media to their marketing plan
- Create and launch a social media marketing plan
- Select the right resources for a social media marketing team
- Define how to use social media to build an internal community
- Use metrics to measure the impact of a social media plan
- Manage difficult social media situations
- Describe features of some of the key social media sites, including Facebook, LinkedIn, and Twitter
- Decide whether a blog adds value to a social media plan
- Speak about specialty sites and social medial management tools
- Stay on top of social media trends and adjust their plan as the online world evolves

CONTENT OUTLINE

- What is social media?
- Understanding the marketing mix
- Developing a social media plan
- Building your social media team
- Using social media to build internal communities
- Analyzing your impact with metrics
- Keeping on top of the trends
- Damage control
- Using Facebook, LinkedIn, and Twitter
- Building a blog or vlog (including using YouTube)
- Using specialty sites (e.g. Pinterest and Yammer)
- Using social media management tools
- Launching your plan

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	1-day workshop

BUSINESS ETHICS & CULTURE

BECOMING A PROGRESSIVE EMPLOYER

COURSE DESCRIPTION

Many people like to think of themselves as progressive in some fashion, but is this usually the case? Employers can be considered progressive for numerous reasons, from the way they treat their staff to their approach to technology. This one-day course will point the way towards being a progressive employer for those who wish to be on the forefront of employee relations and develop an innovative stance on business.

LEARNING OUTCOMES

- About Adobe Acrobat XI Pro
- About the PDF format
- About Adobe Reader
- About the Welcome Screen
- About the Acrobat XI Pro user interface
- About menus, context menus, toolbars, and panes

CONTENT OUTLINE

- Accessing PDF Documents
- Creating and Saving PDF Documents
- Navigating Content in a PDF Document
- Modifying PDF Documents
- Reviewing PDF Documents
- Converting PDF Files
- Acrobat XI Pro on Touchscreen Devices

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

BUSINESS ETHICS FOR THE OFFICE

COURSE DESCRIPTION

What exactly makes a decision ethical? The problem with ethics is that what may seem morally right (or ethical) to one person may seem appalling to another.

This workshop will not provide you with an easy way to solve every ethical decision you will ever have to make. It will, however, help you define your ethical framework to make solving those ethical dilemmas easier. We'll also look at some tools that you can use when you're faced with an ethical decision. And, we'll look at some techniques you can use so you don't get stuck in an ethical quandary. Best of all, we'll look at a lot of case studies so that you can practice making decisions in a safe environment.

LEARNING OUTCOMES

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

CONTENT OUTLINE

- What are Ethics?
- Taking Your Moral Temperature, Part One
- Why Bother with Ethics?
- Kohlberg's Six Stages
- Some Objective Ways of Looking at the World
- What Does Ethical Mean?
- Avoiding Ethical Dilemmas
- Pitfalls and Excuses
- Developing an Office Code of Ethics
- 22 Keys to an Ethical Office
- Basic decision-making tools
- Ethical decision-making tools
- Dilemmas with Company Policy
- Dilemmas with Co-Workers
- Dilemmas with Clients
- Dilemmas and Supervisors
- What to Do When You Make a Mistake
- Taking Your Moral Temperature, Part Two

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	16 Hours, Multi-session

BUSINESS ETIQUETTE – GAINING THAT EXTRA EDGE

COURSE DESCRIPTION

If you've ever had an awkward moment where:
- You aren't sure which fork to use,
- You don't know which side plate is yours,
- You've ever had to make small talk with a Very Important Person and been lost for words…

Then you know just how agonizing such moments can be. Even worse (and what can be even more damaging to your career) are the social gaffes you aren't even aware you make.
This workshop will help you handle most of those socially difficult moments. You'll have an extra edge in areas that you may not have given a lot of thought of until now.

LEARNING OUTCOMES

- Network effectively, including making introductions, shaking hands, and using business cards appropriately
- Dress appropriately for every business occasion
- Feel comfortable when dining in business and formal situations
- Feel more confident about your business communication in every situation
- Develop that extra edge to establishes trust and credibility

CONTENT OUTLINE

- Business Etiquette Basics
- Test Your Business Etiquette
- The Handshake
- Business Card Etiquette
- The Skill of Making Small Talk
- Do You Remember Names?
- Making that Great First Impression
- Dress for Success
- Business Dining
- E-mail and Telephone Etiquette

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops

BULLYING IN THE WORKPLACE

COURSE DESCRIPTION

Bullying is called the silent epidemic. Although half of workers have experienced or witnessed bullying, policies and laws dealing with it are far less prevalent. This is, in part, because bullying can be hard to identify and address. People wonder what does bullying look like? How can we discourage it in our workplace? What can I do to protect my staff and co-workers?

LEARNING OUTCOMES

- Define what bullying is and is not
- Understand the costs of bullying to people and organizations
- Identify bullying behaviors and the reasons behind them
- Know some ways to prevent bullying and understand what role you can play
- Know some ways to protect yourself from bullying
- Know what to do if you are bullied
- Identify appropriate solutions for a bullying incident (within and outside the organization)
- Assist in creating an anti-bullying policy

CONTENT OUTLINE

- Defining Bullying
- Why Bullies Do What They Do
- Building a Shield Against Bullies
- What to Do If It Happens to You
- What to Do If You Witness Bullying
- Creating an Anti-Bullying Workplace
- The Law on Bullying

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

CODE OF CONDUCT: SETTING THE TONE FOR YOUR WORKPLACE

COURSE DESCRIPTION

Workplaces are made up of diverse groups of people with diverse motivations, backgrounds, and ethics. When such groups are brought together, sometimes there are opportunities for ethical, moral, financial, or even legal, boundaries to be crossed. Sometimes those boundaries are crossed with disastrous results.

A workplace code of conduct is a tool that can be used to prevent such digressions by providing a framework for employees to follow of what is expected of them and how to conduct themselves in various situations.

This course will look at the material that goes into a code of conduct and will allow participants to build their own as the day goes on.

LEARNING OUTCOMES

- Identify what a code of conduct is and why a business should have one
- Identify what goes into a code of conduct
- Discuss how to implement a code of conduct in the workplace
- Create a code of conduct for a business

CONTENT OUTLINE

- What is it, and why?
- What to leave in, what to leave out
- What's it all about?
- A Random Sample
- What to Do When You make a Mistake
- Auditing
- Putting It Together

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

CREATING A POSITIVE WORK ENVIRONMENT

COURSE DESCRIPTION

Not all of us have had the opportunity to work in a truly positive work environment. A positive work environment is important for the productivity of a company, but it is also important to us personally. Our emotional and physical health can be improved by working in a positive work environment. We should wake up each morning wanting to go to work - not trying to think of excuses to not go. We want to be proud of where we work and enjoy telling others about where we work. As an employee or a leader within a company you have a responsibility to create and maintain a positive work environment. Everyone has a responsibility to create and maintain a positive work environment. Even if this is not a companywide reality you can seek to provide this type of environment for your department/ division or those within your sphere of influence. This one-day course will give you tools to be able to create the type of company environment that you crave through building and nurturing effective workplace relationships.

LEARNING OUTCOMES

- Recognize what a positive workplace looks like
- Know and understand the key elements necessary to create and maintain a positive work environment
- Understand as an employee what you can to do personally to create and maintain a positive work environment
- Understand as a leader the responsibility you have to create and maintain a positive work environment
- Discover what type of team player you are and how that relates to your functioning in the team
- Know the importance of effective workplace relationships in creating and maintaining a positive work environment
- Know and understand the importance of working as a team and guidelines to good teamwork
- Discover your personal strengths and weaknesses in working cooperatively
- Discover your preference for dealing with workplace conflict
- Learn and practice various methods to deal with workplace problems
- Learn some of the common meeting problems to how make your meetings more positive and effective.

CONTENT OUTLINE

- What Does a Positive Environment Look Like?
- What Can I Do?
- Team Player
- Effective Workplace Relationships
- Conclusion

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops

DISABILITY AWARENESS – WORKING WITH PEOPLE WITH DISABILITIES

COURSE DESCRIPTION

People with disabilities represent a significant and largely underutilized resource for businesses. Many disabled persons are underemployed or unemployed. As a result of advocates for diversity, as well as a shrinking labor pool, employers are taking a serious look at hiring and retaining people with disabilities. This workshop will give supervisors, managers, and human resource consultants tools and tips for creating a diverse workplace.

LEARNING OUTCOMES

- Prepare to welcome people with disabilities into their workplace
- Interact with people with disabilities
- Identify and overcome barriers in the workplace
- Use respectful, appropriate, acceptable language in any circumstance
- Understand what their company can do during hiring and interviewing
- Understand what job accommodation is and how it applies in their workplace

CONTENT OUTLINE

- Defining Terms
- Misconceptions and Realities
- A Business Case
- Dissecting Labels
- Accessibility
- The Cornerstones of Diversity
- Encouraging Diversity by Hiring
- Using the STOP Technique
- Communication Essentials for Disability Awareness
- Communication styles
- Critical Conversations
- How Do We Make It Happen?

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	16 Hours, Multi-sessions
TYPE OF AGENCIES	Public and private

DIVERSITY TRAINING – CELEBRATING DIVERSITY IN THE WORKPLACE

COURSE DESCRIPTION

More than ever, a workplace is a diverse collection of individuals proud of who they are: their gender, their sexual orientation, their religion, their ethnic background, and all the other components that make an individual unique. One of the challenges for workplace leaders is how to help these diverse individuals work as a team.

We all know what happens to organizations that don't have effective teamwork: they fail. And, failing to embrace diversity can also have serious legal costs for corporations. This one-day workshop will give you ways to celebrate diversity in the workplace while bringing individuals together.

LEARNING OUTCOMES

- Describe what diversity and its related terms mean
- Explain how changes in the world have affected you and your view
- Identify your stereotypes
- Use terms that are politically correct and avoid those which are not
- Apply the four cornerstones of diversity
- Avoid the pitfalls related to diversity
- Use a technique for dealing with inappropriate behavior
- Develop a management style to encourage diversity
- Take action if you or one of your employees feels discriminated against

CONTENT OUTLINE

- Defining Diversity
- How Does Diversity Affect Me?
- Identifying Stereotypes
- Wise Words
- The Cornerstones of Diversity
- How to Discourage Diversity
- The STOP Technique
- Managing for Diversity
- Dealing with Discrimination

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private

MANAGING ACROSS CULTURES

COURSE DESCRIPTION

Our culture defines many aspects of how we think, feel, and act. It can be challenging for managers to bridge cultural differences and bring employees together into a functioning team. This course will give supervisors and managers easy-to-use techniques for communicating across cultures, building teams, promoting multiculturalism in the organization, and leveraging the global talent pool.

LEARNING OUTCOMES

- Define what culture is and how it shapes the workplace
- Identify how stereotypes shape our perception
- Develop useful cross-cultural attitudes
- Communicate effectively across cultures
- Effectively manage employees from different cultures
- Help teams overcome cross-cultural and virtual barriers
- Promote acceptance and awareness in your organization to help create a multicultural environment
- Leverage the global talent pool

CONTENT OUTLINE

- What Is Culture?
- Communicating Effectively
- Team Building Across Cultures
- Managing Across Cultures
- Building a Multicultural Organization
- Working with the Global Talent Pool

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops
TYPE OF AGENCIES	
RESOURCES	

CAREER DEVELOPMENT

BUILDING YOUR SELF-ESTEEM AND ASSERTIVENESS SKILLS

COURSE DESCRIPTION

A healthy self-esteem is essential for growth and achieving success. Of all the judgments you make in life, none is as important as the one you make about yourself. Without some measure of self-worth, life can be painful and unrelenting. In this one-day workshop, participants will discover some techniques that can dramatically change how they feel about themselves, and how they approach the world to get the things that they want.

LEARNING OUTCOMES

- The value of working as a team
- Ways to develop team norms, ground rules, and team contracts
- How to identify their team player style and how to use it with their own team
- Techniques for building team trust
- The stages of team development and how to help a team move through them
- The critical role communication skills will play in building and maintaining a team atmosphere
- Ways that team members can be involved and grow in a team setting

CONTENT OUTLINE

- Defining Teams
- Establishing Team Norms
- Working as a Team
- Your Team Player Type
- Building Team Trust
- The Stages of Team Development
- Team Building with TORI
- Communication
- Becoming a Good Team Player

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

CREATING SUCCESSFUL STAFF RETREATS

COURSE DESCRIPTION

A staff retreat can evoke some pretty strong emotions. Dread of a week hanging around with people you would never invite home for dinner. Queasy thinking about throwing yourself backwards hoping your 'new friends' will catch you. However, staff retreats still continue even in hard times. Why? Many of the things we really need to get done take longer than the two hours you have in meeting time. As well, the retreat itself can bring about a change in approach not possible sitting in your boardroom for a meeting. This course will give you tools to be able to create staff retreats that are successful and help to bolster productivity, sales and positive workplace culture.

LEARNING OUTCOMES

- Discuss experiences with staff retreats
- Know the reasons why staff retreats are conducted
- Understand the main staff retreat undertakings categories
- Develop and present retreat activities
- Identify the critical elements for success of a staff retreat
- Develop a planning checklist
- Appreciate the keys to running a staff retreat
- Develop an evaluation questionnaire
- Recognize post-retreat activities that will ensure the continuing success of your staff retreats
- Realize your top three take home ideas for creating successful staff retreats

CONTENT OUTLINE

- Staff Retreats
- Types of Understanding at a Staff Retreat
- Designing a Staff Retreat
- Running the Retreat
- Post-Retreat

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

PERSONAL PRODUCTIVITY

COURSE DESCRIPTION

A great presenter has two notable qualities: appropriate skills and personal confidence. Confidence comes from knowing what you want to say and being comfortable with your communication skills. In this two-day workshop, you will master the skills that will make you a better speaker and presenter.

LEARNING OUTCOMES

- Set and evaluate SMART goals
- Use routines to maximize their productivity
- Use scheduling tools to make the most of their time
- Stay on top of their to-do list
- Start new tasks and projects on the right foot
- Use basic project management techniques
- Organize their physical and virtual workspaces for maximum efficiency
- Take back time from e-mail and handheld devices
- Beat procrastination

CONTENT OUTLINE

- Setting SMART goals
- The power of routines
- Scheduling yourself
- Keeping on top of tasks
- Tackling new tasks and projects
- Using project management techniques
- Creating a workspace
- Organizing files and folders
- Managing e-mail
- Tackling procrastination

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	2-day workshop
TYPE OF AGENCIES	
RESOURCES	

COMMUNICATION SKILLS

ACTIVE LISTENING

COURSE DESCRIPTION

Communication skills are at the heart of everything we do each day, whether at home, at work, or at play. Active listening encompasses the best of communication, including listening to what others are saying, processing the information, and responding to it in order to clarify and elicit more information. This workshop will help participants develop and practice their active listening skills.

LEARNING OUTCOMES

- Define active listening and its key components
- Identify ways to become a better listener
- Use body language to reflect a positive listening attitude
- Understand the difference between sympathy and empathy, and when each is appropriate
- Create a listening mindset using framing, positive intent, and focus
- Be genuine in your communications
- Understand the communication process
- Ask questions, probe for information, and use paraphrasing techniques
- Build relationships to create an authentic communication experience
- Identify common listening problems and solutions

CONTENT OUTLINE

- Defining Active Listening
- Body Language Basics
- Attitude is Everything!
- Encouraging Conversation
- Building Relationships
- Getting Over Listening Roadblocks

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

ADVANCED WRITING SKILLS

COURSE DESCRIPTION

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

LEARNING OUTCOMES

- Make their writing clear, complete, concise, and correct.
- Improve sentence construction and paragraph development.
- Deal with specific business requests.
- Create effective business cases, proposals, and reports.
- Thoroughly document sources that they use in their writing.

CONTENT OUTLINE

- The C's of Writing
- Writing Mechanics
- Dealing with Specific Requests
- Preparing Business Documents
- Online Business Communications
- Editing Techniques

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

ANGER MANAGEMENT: UNDERSTANDING ANGER

COURSE DESCRIPTION

Anger is a universal experience. Dogs get angry, bees get angry, and so do humans. You don't have to be a psychologist to know that managing anger productively is something few individuals, organizations, and societies do well. Yet research tells us that those who do manage their anger at work are much more successful than those who don't.

The co-worker who can productively confront his teammate about his negative attitude increases his team's chance of success as well as minimizes destructive conflicts. The customer service agent who can defuse the angry customer not only keeps her customers loyal but makes her own day less troublesome. This workshop is designed to help give you and your organization that edge.

LEARNING OUTCOMES

- Recognize how anger affects your body, your mind, and your behavior.
- Use the five-step method to break old patterns and replace them with a model for assertive anger.
- Use an anger log to identify your hot buttons and triggers.
- Control your own emotions when faced with other peoples' anger.
- Identify ways to help other people safely manage some of their repressed or expressed anger.
- Communicate with others in a constructive, assertive manner.

CONTENT OUTLINE

- What is Anger?
- Costs and Pay-Offs
- The Anger Process
- How Does Anger Affect Our Thinking?
- Understanding Behavior Types
- Managing Anger
- Communication Tips and Tricks

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

BODY LANGUAGE: READING BODY LANGUAGE AS A SALES TOOL

COURSE DESCRIPTION

Body language can make or break our efforts to establish long, trusting relationships. Our body language can help to reinforce and add credibility to what we say, or it can contradict our words. Understanding what signals, you are sending, as well as being able to read the signals that your clients send, is an essential skill in sales and throughout our lives. What is your body language saying about you? Find out in this workshop!

LEARNING OUTCOMES

- Apply your knowledge of body language to improve communication
- Understand the impact of space in a conversation
- Understand the nuances of body language from a range of areas including your face, hands, arms, legs, and posture
- Use mirroring and matching techniques to build rapport
- Shake hands with confidence
- Dress for Success

CONTENT OUTLINE

- Body Language
- Give Me Some Space!
- What's Your Face Saying?
- What's Your Body Saying?
- Pre-Assignment Review
- Mirroring and Leading
- Monitoring Your Posture
- Dressing Up
- Shaking Hands
- How Are You Doing?

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

BUSINESS WRITING THAT WORKS

COURSE DESCRIPTION

We all know what good writing is. It's the novel we can't put down, the poem we never forgot, and the speech that changes the way we look at the world. Good writing is the memo that gets action and the letter that says what a phone call can't.

In business writing, the language is concrete, the point of view is clear, and the points are well expressed. Good writing is hard work, and even the best writers get discouraged. However, with practice you can feel more confident about your own writing. This workshop will give participants the tools to become better writers.

LEARNING OUTCOMES

- The value of good written communication.
- How to write and proofread your work so it is clear, concise, complete, and correct.
- How to apply these skills in real world situations.
- Understanding the proper format for memos, letters, and e-mails.

CONTENT OUTLINE

- Why Write?
- The Four C's
- Word Agreement
- Active and Passive Voice
- Sentences and Sentence Types
- Readability Index
- Manners and Courtesy
- Practical Language
- Inclusive Language
- Sentence Construction
- Punctuation
- Writing Business Letters
- Writing Effective E-mails
- Spelling and Proofreading
- Writing Memos
- Reviewing Your Writing
- Writing Challenges

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	16 Hours, Multi-session
TYPE OF AGENCIES	Public and private
RESOURCES	

COMMUNICATION STRATEGIES

COURSE DESCRIPTION

Have you ever wondered why it seems so difficult to talk with some people and so easy to talk with others? Can you recall an occasion where you met someone for the first time and immediately liked that person? Something about the individual made you feel comfortable.

A major goal of this workshop is to help participants understand the impact that their communication skills have on other people. They will also explore how improving these skills can make it easier for them to get along in the workplace, and in life.

LEARNING OUTCOMES

- Identify common communication problems that may be holding you back
- Develop skills to ask questions that give you information you need
- Learn what your non-verbal messages are telling others
- Develop skills to listen actively and empathetically to others
- Enhance your ability to handle
- Deal with situations assertively

CONTENT OUTLINE

- What is it, and why?
- What to leave in, what to leave out
- What's it all about?
- A Random Sample
- What to Do When You make a Mistake
- Auditing
- Putting It Together

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	16 Hours, Multi-session
TYPE OF AGENCIES	Public and private
RESOURCES	

CREATING WINNING WEBINARS GETTING YOUR MESSAGE OUT

COURSE DESCRIPTION

Webinars are now a common and effective tool being used by thousands and thousands of companies and people, across all industries. They are being used for everything from training to customer service, and education to marketing. Webinars are an affordable means of connecting with your staff, customers and online community. This course will take you through the entire process of creating an effective webinar.

This course will offer an introduction to webinar creation and provide you with a tool that is both appealing to you, the creator, and webinar attendees. With millions of webinars taking place online every month, this is a medium to be embraced.

LEARNING OUTCOMES

- Why and how to use webinars
- Defining your webinar objectives
- Choosing the structure and content of your webinar
- Creating the outline
- Choosing the platform
- Understand what webinars are and why they are important to your workplace
- Implement best practices when developing and delivering webinars
- Choose appropriate structure and platform for your webinar
- Outline a webinar for your development and delivery

CONTENT OUTLINE

- Webinars Defines
- Best Practices
- Choosing the Structure
- Creating the Outline
- Choosing the Platform

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours, or 2-4-Hour workshops
TYPE OF AGENCIES	Public and private

CREATING WINNING PROPOSALS

COURSE DESCRIPTION

Proposals are persuasive documents that are fundamental tools in organizational funding and output. This course will look at sources of funding, types of proposals and how to write proposals that will meet funding agencies requirements. This will include a number of tips and techniques to increase the potential success of your proposals.

An important but often overlooked aspect of proposal writing will also be covered- Building and Maintaining Relationships. Relationships are built on honesty. Potential projects must be a good fit for your organization and your organization must be ready to do the work contained in the proposal. The most successful proposals are going to be those that fulfill the mission and values of your organization and that of the funding agencies as well!

LEARNING OUTCOMES

- Locate potential funders for your organizations on the Internet and use evaluative skills to identify the appropriateness of funding related to their own organization
- Explain the necessity of matching funders interests with organizational needs and use this knowledge in decisions about the validity of submitting a funding proposal
- Describe and understand the basic elements of proposal writing for not-for-profit organizations
- Describe and understand the basic process for successful proposal writing
- Analyze effective relationship-building strategies to engage with funders and use this knowledge in writing a funding proposal
- Describe at least five reasons why funding proposals can be rejected
- Plan, write and submit a proposal in response to funders guidelines

CONTENT OUTLINE

- Sources of Funding
- Funder Selection
- Types of Proposals
- Proposals as a Relationship Builder
- RFPs/RFQs (Request for Proposals or Request for Quote)
- The Ten Steps of Proposal Writing
- Defining Your Proposal
- Key Elements of a Proposal
- Defining the Needs and Desired Results
- Resources and Activities and Evaluation
- Sustainability and Budget
- Conclusion, Introduction, and Executive Summary

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	16 Hours, Multi-session
TYPE OF AGENCIES	Public and private

EMOTIONAL INTELLIGENCE

COURSE DESCRIPTION

Emotional intelligence, also called EQ, is the ability to be aware of and to manage emotions and relationships. It's a pivotal factor in personal and professional success. IQ will get you in the door, but it is your EQ, your ability to connect with others and manage the emotions of yourself and others, that will determine how successful you are in life.

We have all worked with and listened to brilliant people. Some of them were great and… well, some were not so great. The mean and the meek and all those in between can teach us more than they realize. When we look at the truly extraordinary people who inspire and make a difference you will see that they do this by connecting with people at a personal and emotional level. What differentiated them was not their IQ but their EQ – their emotional intelligence.

LEARNING OUTCOMES

- Understand what emotional intelligence means
- Recognize how our emotional health and physical health are related
- Learn techniques to understand, use, and appreciate the role of emotional intelligence in the workplace
- Understand the different emotions and how to manage them
- Create a personal vision statement
- Understand the difference between optimism and pessimism
- Validate emotions in others

CONTENT OUTLINE

- History of Emotional Intelligence
- Emotional Intelligence Defined
- EI Blueprint
- Optimism
- Validating Emotions in Others
- Understanding Emotions
- Setting Your Personal Vision

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours, or 2-4-Hour workshops
TYPE OF AGENCIES	Public and private

WRITING FOR THE WEB: CATCHING THE READER'S ATTENTION

COURSE DESCRIPTION

The Internet is full of fascinating places to find information, check out your favorite companies and stores, look for deals, read the news, and much more. However, people don't read information on the web in the same way that they read a printed newspaper, magazine, or a book. As writers, we must be very aware of how people approach a web page so that we can create interesting and engaging content. This course is for people who write for readers on the web.

LEARNING OUTCOMES

- Apply engaging techniques that draw readers to web pages
- Plan what to write to reflect their web hierarchy
- Create engaging content, including catchy headlines
- Enhance their writing with other forms of media
- Make their writing accessible to a variety of readers

CONTENT OUTLINE

- Getting to Know the Web
- Creating Your Content
- Writing for Different Mediums
- Testing the Waters
- Deciding What's Fit to Print
- Adding Audio and Video to Your Content
- Getting Your Content Noticed

MAXIMUM PARTICIPANTS	30
LEARNING STYLE	Classroom, live-webinar
LENGTH OF WORKSHOP	8 Hours or 2-4-hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	Computer Room

CRITICAL THINKING/ PROBLEM SOLVING

CRITICAL THINKING

COURSE DESCRIPTION

In today's society, many people experience information overload. We are bombarded with messages to believe various ideas, purchase things, support causes, and lead our lifestyle in a particular way. How do you know what to believe? How do you separate the truth from the myths?

The answer lies in critical thinking skills. The ability to clearly reason through problems and to present arguments in a logical, compelling way has become a key skill for survival in today's world. This workshop will give you some practical tools and hands-on experience with critical thinking and problem solving.

LEARNING OUTCOMES

- Define critical and non-critical thinking
- Identify your critical thinking style(s), including areas of strength and improvement
- Describe other thinking styles, including left/right brain thinking and whole-brain thinking
- Work through the critical thinking process to build or analyze arguments
- Develop and evaluate explanations
- Improve key critical thinking skills, including active listening and questioning
- Use analytical thought systems and creative thinking techniques
- Prepare and present powerful arguments

CONTENT OUTLINE

- Understanding Critical Thinking
- Where Do Other Types of Thinking Fit In?
- Pitfalls to Reasoned Decision Making
- The Critical Thinking Process
- A Critical Thinker's Skill Set
- Creating Explanations
- Dealing with Assumptions
- Common Sense
- Critical and Creative Thought Systems
- Putting It into Practice

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

CONFLICT RESOLUTION – DEALING WITH DIFFICULT PEOPLE

COURSE DESCRIPTION

We can get into a routine where it feels like everyone, we speak with is either having a bad day, or we are having a bad day ourselves. We feel like we constantly meet people who seem to be inconsiderate, stubborn, incorrigible, indecent, miserable, or passive-aggressive. Sometimes we can be equally awkward ourselves. While it might seem that the easiest remedy is to lock yourself up at home and avoid people, we eventually have to pick up the phone or step outside and have an interaction with somebody.

Success comes from understanding how we behave, as well as how we can influence others. If we approach difficulties as needing to take place in one or a series of conversations, and we approach those conversations with a plan, we will find that we have less difficult people to deal with. More often than not, we will also have more meaningful and significant conversations. In this one-day workshop, you will teach participants how to turn difficult situations into opportunities for growth.

LEARNING OUTCOMES

- Recognize how their own attitudes and actions impact others.
- Use new and effective techniques for dealing with difficult people.
- Use techniques for managing and dealing with anger.
- Develop coping strategies for dealing with difficult people and difficult situations.

CONTENT OUTLINE

- Conflict as Communication
- Preventing Problems
- Getting Focused
- Managing Anger
- Dealing with Problems
- Practice Makes Pretty Good
- Changing Yourself
- Why Don't People Do What They Are Supposed To?
- De-Stress Options to Use When Things Get Ugly

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

CONFLICT RESOLUTION – GETTING ALONG IN THE WORKPLACE

COURSE DESCRIPTION

Many people see conflict as a negative experience. In fact, conflict is a necessary part of our personal growth and development. Think of when you were trying to choose your major in college, for example, or trying to decide between two jobs. However, conflict becomes an issue when the people involved cannot work through it. They become engaged in a battle that does not result in growth. When this type of conflict arises, negative energy can result, causing hurt feelings and damaged relationships. This course will give participants the tools that will help you resolve conflict successfully and produce a win-win outcome.

LEARNING OUTCOMES

- What conflict is and how it can escalate.
- The types of conflict and the stages of conflict.
- The five most common conflict resolution styles and when to use them.
- How to increase positive information flow through non-verbal and verbal communication skills.
- Effective techniques for intervention strategies.
- Ways to manage conflicts to enhance productivity and performance.

CONTENT OUTLINE

- Defining Conflict and Types of Conflict
- Spontaneous and Reflective Action
- The Johari Window
- Stages of Conflict
- Conflict Resolution Style Questionnaire
- The Role of Communication in Conflict Resolution (including information on active listening, paraphrasing, asking questions, and body language)
- The Conflict/Opportunity Test
- Conflict and it's Resolution
- Helping Others Through Conflict

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	16 Hours, Multi-session
TYPE OF AGENCIES	Public and private
RESOURCES	

CUSTOMER SERVICE

CUSTOMER SERVICE TRAINING:
CRITICAL ELEMENTS OF CUSTOMER SERVICE

COURSE DESCRIPTION

While many companies promise to deliver an incredible customer experience, some are better at delivering than others. This course is designed around six critical elements of customer service that, when the company lives them, bring customers back to experience service that outdoes the competition.

LEARNING OUTCOMES

- Demonstrate a customer service approach
- Understand how your own behavior affects the behavior of others
- Demonstrate confidence and skill as a problem solver
- Apply techniques to deal with difficult customers
- Make a choice to provide customer service

CONTENT OUTLINE

- What is Customer Service?
- Who are Your Customers?
- Meeting Expectations
- Setting Goals and Expectations
- The Second Critical Element – Defined In Your Organization
- The Third Critical Element – Given Life by the Employees
- Communication Skills
- Telephone Techniques
- Dealing with Difficult Callers
- Dealing with Challenges Assertively
- Dealing with Difficult People
- Dealing with Conflict
- The Fourth Critical Element – Be a Problem Solver
- Seven Steps to Customer Problem Solving
- The Fifth Critical Element – Measure It
- The Sixth Critical Element – Reinforce It
- Dealing with Stress

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	16 Hours, or Multi-sessions
TYPE OF AGENCIES	Public and private
RESOURCES	

CUSTOMER SERVICE TRAINING:
MANAGING CUSTOMER SERVICE

COURSE DESCRIPTION

The need to lead, model, and promote the organizational values within a customer service environment is essential for business success. This one-day workshop will provide participants with opportunities to explore their responsibilities within their role as a leader (supervisor or manager) in a customer service environment.

LEARNING OUTCOMES

- Identify ways to establish links between excellence in customer service and your business practices and policies.
- Develop the skills and practices that are essential elements of a customer service-focused manager.
- Recognize what employees are looking for to be truly engaged.
- Recognize who the customers are and what they are looking for.
- Develop strategies for creating engaged employees and satisfied customers in whatever business units you manage.

CONTENT OUTLINE

- The Six Critical Elements of Customer Service
    - A customer service focus
    - Defined in your organization
    - Given life by the employees
    - Problem solving
    - Measure it
    - Reinforce it
- Understanding Leadership
- Five Practices of Leadership

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours, or 2-4-Hours
TYPE OF AGENCIES	Public and private
RESOURCES	

HR PRACTICES

CONDUCTING EFFECTIVE PERFORMANCE REVIEWS

COURSE DESCRIPTION

Performance reviews are an essential component of employee development. The performance review meeting is an important aspect of career planning, and the outcomes of the meeting should be known to the employee and supervisor before the meeting actually takes place. Remember what the German philosopher Goethe said: "Treat people as if they were what they ought to be and you help them become what they are capable of being."

Setting goals and objectives to aim for will give both supervisors and employees a focus and is one of the key aspects to meeting overall company objectives. Supervisors must also learn how to give feedback, both positive and negative, on a regular and timely basis so that employees can grow and develop. Performance appraisals involve all these activities.

LEARNING OUTCOMES

- To recognize the importance of having a performance review process for employees.
- How to work with employees to set performance standards and goals.
- Skills in observing, giving feedback, listening, and asking questions.
- An effective interview process and the opportunity to practice the process in a supportive atmosphere.
- How to make the performance review legally defensible.

CONTENT OUTLINE

- Performance Appraisals Done Well
- Errors We Make
- Types of Performance Reviews
- The Performance Management Process
- Goals with SPIRIT
- The Performance Management Cycle
- Setting Standards
- Creating a Performance Development Plan
- Feedback and Communication
- Listening Skills
- Communication Strategies
- Giving Feedback
- Accepting Criticism
- Planning the Interview
- The Interview
- Goal Setting Role Play
- Providing Feedback
- Coaching
- Appraisal Preparation
- The Interview
- Maintaining Performance
- Handling Performance Problems
- The Part where Someone gets Fired

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	24 Hours, Multi-session
TYPE OF AGENCIES	Public and private

EMPLOYEE DISPUTE RESOLUTION: MEDIATION THROUGH PEER REVIEW

COURSE DESCRIPTION

Have you ever been in a workplace situation where a supervisor has made a decision that you didn't agree with? Did you wish that you could ask someone else what they thought of the decision; whether they would have done the same thing? The peer review process offers employees just that chance, using a formalized procedure to ask, consider, and resolve just these sorts of questions. This one-day workshop will teach you everything you need to know about employee dispute resolution through mediation.

LEARNING OUTCOMES

- What the peer review process is
- A process for employees to file grievances and for management to respond
- How to choose a facilitator and panel
- What is involved in the hearing process, from preliminary meetings to the hearing, and the decision process
- What responsibilities and powers a panel should have
- How to apply professional questioning and probing techniques
- Why peer review panels fail and how to avoid those pitfalls

CONTENT OUTLINE

- What is Peer Review?
- Initiating the Process
- The Peer Review Panel
- Asking Questions
- The Peer Review Process
- Panel Walkthrough
- Why Does the Process Fail?

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

EMPLOYEE RECOGNITION: APPRECIATING YOUR WORKFORCE

COURSE DESCRIPTION

Everyone likes to be recognized for a job well done. Some people like more recognition than others, but it's all important on some level. It can be doubly important in the workplace, as it keeps employees happy and therefore results in a strong business that serves customers well and keeps the bottom line strong. Employee recognition can be a simple, but effective, tool.

This course looks at the value of recognizing employees and how to carry it out in the workplace, both formally and informally.

LEARNING OUTCOMES

- Define who employees are
- State why employees should be recognized
- Develop a program for employee recognition
- Implement and measure an employee recognition program

CONTENT OUTLINE

- Employees
- Why Do It?
- Appreciation
- Laying the Ground

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

TRANSGENDER EMPLOYEES – CREATING AN INCLUSIVE WORK COMMUNITY

COURSE DESCRIPTION

A safe, inclusive workplace in many jurisdictions is not just the law; it is a goal of every employee and company that values the contributions, well-being, and productivity of everyone in the organization. In society today, individuals are of many personal communities. In addition to heterosexual or 'straight' there is also LGBTQI2SAP – Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, 2S, for two-spirited: an indigenous concept of two sexualities within one body, asexual and pansexual. 'Trans', however, refers to gender identity, whereas the other terms describe primarily sexual orientation. The importance of understanding terms of identification is critical to creating and maintaining a safe workplace.

Transgender Employees: Creating an Inclusive Work Community is a one-day course to introduce the importance and elements of safe inclusive workspaces for Transgender persons – those identifying as a gender other than the one assigned at birth. This course will offer an introduction to terminology, elements, policies, and resources to build and sustain a safe, inclusive environment for Transgender employees and increase the comfort level and productivity off all in your organization.

LEARNING OUTCOMES

- Understand the importance and history of inclusivity in the workplace
- Increase your understanding of the Transgender experience
- Explore and address personal and societal biases, misconceptions, and choices
- Identify and implement elements to support a safe inclusive workplace

CONTENT OUTLINE

- Overview of Transgender People in the Workplace
- Beliefs and Attitudes
- Power of Language
- Safe Spaces
- Inclusive Community
- Resource Location and Development

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	1-day workshop

INNOVATION

CREATIVE THINKING AND INNOVATION

COURSE DESCRIPTION

Creative thinking and innovation are vital components in both our personal and professional lives. However, many people feel as though they are lacking in creativity. What most of us do not recognize is that we are creative on a daily basis, whether it's picking out what clothes to wear in the morning or stretching a tight budget at work. While these tasks may not normally be associated with creativity, there is a great deal of creativity involved to get those jobs done. While some people seem to be simply bursting with creativity, others find it a struggle to think outside the square. If you fall into the latter category, it is important to understand that boosting your creative and innovative abilities takes practice. Recognizing and honing your own creative potential is a process. That's what this two-day workshop is all about.

LEARNING OUTCOMES

- How to identify the difference between creativity and innovation
- How to recognize their own creativity
- Ways to build their own creative environment
- The importance of creativity and innovation in business
- Problem solving steps and tools
- Individual and group techniques to help generate creative ideas
- How to implement creative ideas

CONTENT OUTLINE

- What is creativity and innovation?
- Individual creativity and how to get creative
- Developing the right environment for creativity
- Creativity and innovation in business
- Where does creativity fit into the problem-solving process?
- Defining the problem
- Creative techniques (RAP model, shoe swap, mind mapping, metaphors and analogies, situation/solution reversal)
- Encouraging creativity in a team (brainstorming, rolestorming, brainwriting, stepladder, and slip writing)
- Putting it all together

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	2-day workshop

LEADERSHIP

CHANGE MANAGEMENT - CHANGE AND HOW TO DEAL WITH IT

COURSE DESCRIPTION

Change is something that excites people who love opportunities for growth, to see and learn about new things, or who like to shift the status quo. Some changes, however, are harder to adjust to and lead to expressions of resistance and anger. We can take concrete steps to make change more palatable by understanding people's hesitation, enlisting the help of others, setting up plans, and managing stressors. These steps can also ensure that desired changes are implemented successfully.

In this workshop, you will learn how to manage and cope with change and how to help those around you too.

LEARNING OUTCOMES

- Accept there are no normal or abnormal ways of reacting to change, but that we must start from where we are.
- See change not as something to be feared and resisted but as an essential element of the world to be accepted.
- Understand that adapting to change is not technical but attitudinal. Change is not an intellectual issue but one that strikes at who you are.
- Recognize that before we can embrace the way things will be, we must go through a process of grieving, and of letting go of the way things used to be.
- See change as an opportunity for self-motivation and innovation.
- Identify strategies for helping change be accepted and implemented in the workplace.

CONTENT OUTLINE

- What is Change?
- The Change Cycle
- The Human Reaction to Change
- The Pace of Change
- A Four Room Apartment
- Dealing with Resistance
- Adapting to Change
- Strategies for Dealing with Anger
- Managing Stress

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

CONVERSATIONAL LEADERSHIP

COURSE DESCRIPTION

Effective leaders understand how powerful an opportunity can be when they can tap into the intelligence, wisdom, and innovation present in their workforce. Conversational leadership provides the space and infrastructure for knowledge sharing to take place; for employees, stakeholders, and the community to be involved in discussing big, important questions; and to generate solutions that people within the organization can take action on.

LEARNING OUTCOMES

- About the wisdom inherent in encouraging conversational leadership
- How to describe the four I's of conversational leadership
- How to apply the principles of conversational leadership to improve results
- How to organize a simple World Café as an example of conversational leadership

CONTENT OUTLINE

- What's In A Word?
- Fundamentals Elements
- The Four-I Model of Organizational Conversation
- The Conversational Leadership Framework

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

CREATING A TOP-NOTCH TALENT MANAGEMENT PROGRAM

COURSE DESCRIPTION

Organizations recognize that they do better business when their people are engaged, motivated, and yes, talented. Having the right people in place at the right time is a key aspect to continued growth, success, or even just stability. This course will provide you with just what it takes to have the right people ready. It will help you create a program to measure the talents of your people and how to help them grow in preparation for the future. It will also help you support and grow your organization by teaching you how to apply the most current research and adapt your organization to the ever-changing marketplaces.

LEARNING OUTCOMES

- Apply the multifaceted aspects of talent management in their own organization
- Describe the skills required to manage high potential candidates
- Recognize and foster talent within an organization
- Explain the principles of competency-based management
- Use the language for talent management

CONTENT OUTLINE

- Understanding Talent Management
- Understanding Performance Management
- Understanding Succession Planning
- Creating a Talent Management Plan
- About Competency-Based Programs
- Identifying Talent
- Bring on Bench Strength
- Conducting Talent Assessments to Create a Talent Profile
- Keeping People Interested
- Talent Review Meetings
- Show Me the Money!
- Communicating with High Potentials
- Development Strategies
- Reality Check!
- Fostering Engagement
- Evaluating the Plan

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	16 Hours, Multi-Session
TYPE OF AGENCIES	Public and private
RESOURCES	

DEVELOPING YOUR EXECUTIVE PRESENCE

COURSE DESCRIPTION

Some people immediately command attention and respect when they walk into a room. Do you have that kind of presence? If not, is it something that you would like to develop? This workshop will help you do just that by building your credibility, improving your personal appearance, honing your networking skills, and enhancing your ability to communicate effectively. You will also receive an introduction to core leadership skills.

LEARNING OUTCOMES

- Identify the elements of a strong executive presence
- Build trust and credibility with others
- Communicate effectively using verbal and non-verbal techniques
- Create a strong, positive first impression and maintain that impression as you build a relationship with others
- Develop key leadership skills, including techniques for coaching, motivating, and delivering feedback

CONTENT OUTLINE

- Managing Your First Impression
- Interpersonal Communication Skills
- Speaking with Impact
- Maintaining Your Impression
- Three Leadership Skills to Start Mastering Right Now

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

PRESENTATION SKILLS

PUBLIC SPEAKING:
PRESENTATION SURVIVAL SCHOOL

COURSE DESCRIPTION

A great presenter has two notable qualities: appropriate skills and personal confidence. Confidence comes from knowing what you want to say and being comfortable with your communication skills. In this two-day workshop, you will master the skills that will make you a better speaker and presenter.

LEARNING OUTCOMES

- Establish rapport with your audience
- Learn techniques to reduce nervousness and fear
- Understand your strengths as a presenter and how to appeal to different types of people
- Recognize how visual aids can create impact and attention
- Develop techniques to create a professional presence
- Learn some different ways to prepare and organize information
- Prepare, practice, and deliver a short presentation

CONTENT OUTLINE

- Communication skills
- Personality types
- Positive self-talk, rapport, and body language
- Maximizing meetings
- Managing sticky situations
- Overcoming nervousness
- The five S's
- Writing and planning a presentation
- Audience profile
- Your speaking voice
- Add punch to your presentation

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	1-day workshop
TYPE OF AGENCIES	
RESOURCES	

PROCESS IMPROVEMENT

BUSINESS PROCESS MANAGEMENT

COURSE DESCRIPTION

Business process management helps organizations leverage processes to achieve their goals and be successful. Once processes are implemented, they must be monitored, evaluated, and optimized to make sure they are still meeting the goals that they were designed to accomplish. A business that can successfully manage its processes is able to maintain a competitive edge, while increasing productivity and efficiency and decreasing costs.

This course will introduce participants to business process management. Students will learn how business processes can help improve their company's bottom line by providing a higher level of quality and consistency for customers.

LEARNING OUTCOMES

- Define business process management and related concepts
- Recognize the vital role processes play in a business
- Appreciate the role of technology in process management
- Develop a vision to guide process improvement
- Understand how to design or enhance an existing process using the business process life cycle
- Construct a process map
- Perform what-if analysis
- Implement and monitor process changes
- Identify how Lean and Six Sigma methods can assist in managing and improving processes
- Use a variety of tools and techniques to eliminate waste and redundancies

CONTENT OUTLINE

- The Fundamentals of Business Process Management
- Defining Business Process Management
- Reflecting on Processes
- The Business Process Life Cycle
- The Vision Phase

- The Design Phase
- The Modeling Phase
- The Execution Phase
- The Monitoring Phase
- The Optimizing Phase

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	16 Hours, Multi-session
TYPE OF AGENCIES	Public and private
RESOURCES	

CONTINUOUS IMPROVEMENT WITH LEAN

COURSE DESCRIPTION

Companies everywhere, no matter what their industry, can benefit from the principles of continuous improvement with Lean. Whether they adopt a very formal process or commit to something less structured, they can follow its principles and improve their bottom line by reducing wasted time and resources.

This course is designed for learners who have completed the pre-requisite Lean Process Improvement course, and perhaps have been involved in implementation of its principles in their workplace. It is the ideal next step along the path of learning and creating a workplace culture committed to continuous improvement.

LEARNING OUTCOMES

- Describe what continuous improvement with Lean is all about
- Explain the concepts of the continuous improvement cycle: Identify, Plan, Execute, and Review
- Apply Lean continuous improvement concepts to a case study
- Present ideas for continuous improvement

CONTENT OUTLINE

- Defining Continuous Improvement
- Stage One – Identify Areas for Improvement
- State Two – Create a Plan for Improvement
- Stage Three – Implement the Changes
- Stage Four – Review the Impact
- Test Driving

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

CRISIS MANAGEMENT

COURSE DESCRIPTION

Viable organizations need to be ready for emergencies because they are a fact of doing business. The worst plan is not to have any kind of plan at all, and the best plans are tested and adjusted so that they work over time. Fortunately, you do not need separate plans for fire, weather disasters, and all the different kinds of crises that can occur. One solid plan will help you to prevent, respond, and recover from all crises. This course will help you ensure your organization is ready to manage any kind of crisis.

LEARNING OUTCOMES

- Assign people to an appropriate crisis team role
- Conduct a crisis audit
- Establish the means for business continuity
- Determine how to manage incidents
- Help teams recover from a crisis
- Apply the crisis management process

CONTENT OUTLINE

- What is Crisis Management
- Training Leaders and Staff
- Conducting the Crisis Audit
- Performing a Risk Level Analysis
- Developing a Response Process
- Consulting with the Experts
- Incident Management Techniques
- Working through the Issues
- Establishing and Emergency Operations Center
- Building Business Continuity and Recovery
- Walliallia
- Recovering and Moving On

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	16 Hours, Multi-session
TYPE OF AGENCIES	Public and private
RESOURCES	

PROCESS IMPROVEMENT WITH GAP ANALYSIS

COURSE DESCRIPTION

Charles Kettering, an inventor for General Motors, once said, "A problem well-stated is half-solved." The gap analysis tool can help you define problems and identify areas for process improvement in clear, specific, achievable terms. It can also help you define where you want to go and how you are going to get there.

This one-day course will give you the skills that you need to perform an effective gap analysis that will solve problems, improve processes, and take your project, department, or organization to the next level.

LEARNING OUTCOMES

- Define the term "gap analysis"
- Identify different types of gap analyses
- Perform all stages of the gap analysis process
- Create a gap analysis report

CONTENT OUTLINE

- What is Gap Analysis?
- The Gap Analysis Process
- Supporting Tools
- Creating a Gap Analysis Report
- Test Driving

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	1-day workshop
TYPE OF AGENCIES	
RESOURCES	

PROJECT MANAGEMENT

ADVANCED PROJECT MANAGEMENT

COURSE DESCRIPTION

It's easy to forget the "manager" part of your "project manager" title among the other range of activities you are responsible for. However, your management skills are an important part of your success as a project manager, so it is crucial that you grow both of those skill sets. There are also some advanced project management techniques that you can master to help bring your projects to successful completion.

This workshop presumes that participants have a thorough understanding of project management, including topics such as preparing a statement of work, setting project goals, scheduling, budgeting, managing project risks, and executing a project.

LEARNING OUTCOMES

- Think critically when choosing a project team
- Make the best of an assigned project team
- Help teams move through various stages to become a high-functioning unit
- Maximize productivity at team meetings
- Reward and motivate a team
- Develop and execute a communication plan
- Communicate with sponsors and executives more effectively
- Identify strategies for working with problem team members

CONTENT OUTLINE

- Choosing the Project Team
- Building a Winning Team
- Managing Team Meetings
- Easy Ways to Reward Your Team
- Communicating with Sponsors and Executives
- Dealing with Problem Team Members

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours, 2-4-Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

SOCIAL MEDIA COMMUNICATIONS

BASIC INTERNET MARKETING

COURSE DESCRIPTION

This course is an ideal start for business owners and people new to marketing to learn the basics of Internet marketing. We've included information on how to market online, and even more importantly, how to determine what results you are getting. Then, you can figure out whether you are reaching your target market, where your qualified prospects are, and how they are engaged as a result of your efforts. This course includes sessions on search engine optimization, e-mail campaigns, pay per click advertising, and more.

LEARNING OUTCOMES

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

CONTENT OUTLINE

- What is Internet Marketing?
- Creating an Internet Marketing Plan
- Extending Your Influence
- E-mail Marketing
- Search Engine Optimization (SEO)
- Advertising Online

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

BUILDING A BRAND ON SOCIAL MEDIA

COURSE DESCRIPTION

Your brand speaks for your company and its products and/or services. In today's online-focused world, it's important that your brand has a definitive, consistent, and responsive presence.

Whether you're looking to build a brand from scratch, or strengthen an existing brand, this course will help you build a brand using social media. We'll cover how to build a social media strategy, identify social media platforms that fit your brand, craft strong messages that will engage your audience, and evaluate and revise your strategy.

LEARNING OUTCOMES

- Define terms related to social media branding
- Create a strategy for your social media brand
- Describe various social media platforms and identify what platforms fit your brand
- Communicate effectively over social media
- Deal with negative feedback and criticism
- Create a social media playbook to guide brand ambassadors
- Evaluate your brand strength and revise your strategy

CONTENT OUTLINE

- Defining the Terms
- Building Your Social Media Branding Strategy
- Identifying Your Social Media Audience
- The Key Social Media Platforms
- Creating Brand-Focused Messages
- Building Customer Trust
- Developing a Communication Strategy
- Reviewing and Revising

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

CREATING A GOOGLE ADWORDS CAMPAIGN

COURSE DESCRIPTION

Many companies advertise with pay per click ads. This course focuses on the largest machine available: Google AdWords. In this one-day course, participants will learn how Google AdWords work, what pay per click means, the importance of correctly setting an AdWords budget, how to select keywords and set up ad groups, how to design a compelling ad, and how to make adjustments to increase success.

LEARNING OUTCOMES

- Define Google AdWords and pay per click
- Set up keywords lists and groups
- Find tracking and statistical information
- Describe conversions from clickthrough's
- Decide whether they will write their own ads or enlist help

CONTENT OUTLINE

- Understanding AdWords Lingo
- Creating an AdWords Strategy
- Creating a PPC Campaign
- Designing Your Ads
- Looking at Success

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	

MARKETING WITH SOCIAL MEDIA

COURSE DESCRIPTION

Social media remains an evolving aspect of our daily lives in addition to being a part of our businesses. This two-day course is designed for people who have some familiarity with social media already. Participants will learn to develop a social media marketing plan as a part of their overall marketing strategy, determine who should be on their team, and choose how they will measure what is taking place. In addition, we will explore some of the major social media sites and look at how specialty sites and social media management tools can take their social media marketing to the next level.

LEARNING OUTCOMES

- Describe the value of social media to their marketing plan
- Create and launch a social media marketing plan
- Select the right resources for a social media marketing team
- Define how to use social media to build an internal community
- Use metrics to measure the impact of a social media plan
- Manage difficult social media situations
- Describe features of some of the key social media sites, including Facebook, LinkedIn, and Twitter
- Decide whether a blog adds value to a social media plan
- Speak about specialty sites and social medial management tools
- Stay on top of social media trends and adjust their plan as the online world evolves

CONTENT OUTLINE

- What is social media?
- Understanding the marketing mix
- Developing a social media plan
- Building your social media team
- Using social media to build internal communities
- Analyzing your impact with metrics
- Keeping on top of the trends
- Damage control
- Using Facebook, LinkedIn, and Twitter
- Building a blog or vlog (including using YouTube)
- Using specialty sites (e.g. Pinterest and Yammer)
- Using social media management tools
- Launching your plan

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	2-day workshop
TYPE OF AGENCIES	
RESOURCES	

SUPERVISORY SKILLS

ACCOUNTING SKILLS FOR NEW SUPERVISORS

COURSE DESCRIPTION

Many of us flinch when we hear terms like depreciation, cash flow, balance sheet, and (worst of all!) budgets. However, these are all important concepts to understand if you're going to succeed in today's business world, particularly as a supervisor. Even better, financial terms are not as scary as they seem!

LEARNING OUTCOMES

- The art of finance and financial management
- Key financial terms
- Their role in company finances
- Where to find the rules and regulations for their area and industry
- Various types of financial reports, including income statements, balance sheets, cash flow statements, and statements of retained earnings
- How a chart of accounts is created
- Cash and accrual accounting
- Single and double entry bookkeeping
- Debits and credits
- Identifying and analyzing important financial data
- Making financial decisions
- Reading annual reports
- Determining whether a company is financially high or low risk
- Different types of organizational financial plans
- What budgets are and how to prepare them
- What computer skills they need to make you a financial whiz
- Dealing with financial situations that impact the people that work for them

CONTENT OUTLINE

- Getting the Facts Straight
- The Accounting Cycle
- The Key Reports
- Keeping Score
- A Review of Financial Terms
- Understanding Debits and Credits
- Your Financial Analysis Toolbox
- Identifying High and Low Risk Companies
- The Basics of Budgeting
- Working Smarter
- People and Numbers
- Workshop Wrap-Up

MAXIMUM PARTICIPANTS	25 - 30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour, or 2-4-Hour workshops

DELEGATION-THE ART OF DELEGATING EFFECTIVELY

COURSE DESCRIPTION

Effective delegation is one of the most valuable skills you can master. It reduces your workload and develops employee skills. Delegating prepares employees who work for you to be able to handle your responsibilities and simultaneously allows you to advance to other career opportunities within your organization.

Delegation is often one of the hardest skills for a manager to master. However, the skill can be learned. This workshop will explore many of the facets of delegation, including when to delegate and whom to delegate to. We will also go through the delegation process step by step and learn about techniques to overcome problems.

LEARNING OUTCOMES

- Clearly identify how delegation fits into their job and how it can make them more successful
- Identify different ways of delegating tasks
- Use an eight-step process for effective delegation
- Give better instructions for better delegation results
- Recognize common delegation pitfalls and how to avoid them
- Monitor delegation results
- Give effective feedback

CONTENT OUTLINE

- Why Delegate?
- What is Delegation?
- Picking the Right Person
- The Delegation Meeting
- Putting it into Practice
- Monitoring Delegation
- Practicing Delegation
- Giving Feedback
- Becoming a Good Delegator

MAXIMUM PARTICIPANTS	25 - 30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hours, or 2-4-Hour workshops
TYPE OF AGENCIES	Public and Private

EFFECTIVE PLANNING AND SCHEDULING

COURSE DESCRIPTION

Effective delegation is one of the most valuable skills you can master. It reduces your workload and develops employee skills. Delegating prepares employees who work for you to be able to handle your responsibilities and simultaneously allows you to advance to other career opportunities within your organization.

Delegation is often one of the hardest skills for a manager to master. However, the skill can be learned. This workshop will explore many of the facets of delegation, including when to delegate and whom to delegate to. We will also go through the delegation process step by step and learn about techniques to overcome problems.

LEARNING OUTCOMES

- Define and create a Work Breakdown Structure
- Identify and understand task relationships
- Estimate task durations and determine project duration
- Construct a network diagram
- Calculate the critical path of a project
- Use the Program Evaluation and Review Technique (PERT) to create estimates
- Plan for risks
- Create a communication plan
- Effectively allocate project resources
- Update and monitor the project schedule

CONTENT OUTLINE

- Project and Schedules
- The Work Breakdown Structure (WBS)
- Estimating Activity Durations
- Camping Case Study
- Identifying Task Dependencies
- Aligning Resources with Activities
- Project Planning
- Scheduling Software
- Uncertainty and Risk Management
- Communication Strategies
- Creating a Viable Schedule
- Updating and Monitoring the Schedule

MAXIMUM PARTICIPANTS	25 - 30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	16 Hours, Multi-session
TYPE OF AGENCIES	Public and Private

MANAGE PERSONAL WORK PRIORITIES AND PROFESSIONAL DEVELOPMENT:
MANAGEMENT ACADEMY SESSION 1

COURSE DESCRIPTION

You will spend the first part of the day getting to know participants and discussing what will take place during the workshop. Students will also have an opportunity to identify their personal learning objectives.

LEARNING OUTCOMES

- Learn some ways to deal with the challenges of being a manager
- Recognize some of the responsibilities they have as a manager, to themselves, their team, and their organization
- Learn key techniques to help them plan and prioritize effectively

CONTENT OUTLINE

- Adjusting to Your Role as a Manager
- Making Plans
- Planning
- Setting Goals
- Planning Tools
- Setting a Ritual
- Case Study – Another Day at the Office
- The Four D's

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and private

MANAGE PEOPLE AND PERFORMANCE:
MANAGEMENT ACADEMY SESSION 2

COURSE DESCRIPTION

You will spend the first part of the workshop getting to know participants and discussing what will take place during the workshop. Students will also have an opportunity to identify their personal learning objectives. This 'new management' workshop will give you a good overview of personnel management.

LEARNING OUTCOMES

- Identify their leadership profile and explore ways to use this knowledge to improve their success as a manager.
- Clarify their role and responsibilities in allocating work assignments.
- Identify some techniques to deal with employee challenges, such as hostility, complaints, and laziness.
- Develop strategies for motivating their team.
- Develop their skills on giving feedback to employees.
- Understand the importance of non-verbal responses in communication.

CONTENT OUTLINE

- Situational Leader Effectiveness and Adaptability
- The Situational Leadership Model
- Dealing with Problem People
- The Carrot, the Whip, and the Plant
- Giving Constructive Feedback
- Feedback Techniques
- Non-Verbal Responses

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and Private
RESOURCES	

MANAGE PEOPLE AND PERFORMANCE :
MANAGEMENT ACADEMY SESSION 3

COURSE DESCRIPTION

You will spend the first part of the workshop getting to know participants and discussing what will take place during the workshop. Students will also have an opportunity to identify their personal learning objectives. This 'new management' workshops will give you a good overview of managing people.

LEARNING OUTCOMES

- Recognize the importance of having a performance review process for employees.
- Know how to make performance appraisals a cooperative process.
- Make the performance review legally defensible.
- Know how to monitor an employee's performance
- Know the process in disciplining an employee
- Know how to effectively fire an employee

CONTENT OUTLINE

- Formal Evaluations
- Performance Review Problems
- About Performance Reviews
- Monitoring Performance
- Discipline
- Termination
- Exit Interviews

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and Private
RESOURCES	

ENSURE TEAM EFFECTIVENESS : MANAGEMENT ACADEMY SESSION 4

COURSE DESCRIPTION

You will spend the first part of the day getting to know participants and discussing what will take place during the workshop. Students will also have an opportunity to identify their personal learning objectives. This 'new management' workshop will give you a good overview of effective team development.

LEARNING OUTCOMES

- Provide an opportunity for participants to get to know one another and share ideas for developing teams.
- Understand the value of working as a team.
- Recognize the critical role communication skills will play in building and maintaining a team atmosphere.
- Explore team player style and identify how it can be used effectively within a team.
- Identify ways that team members can be involved and grow in a team setting.

CONTENT OUTLINE

- Teams
- Ground Rules
- The Stages of Team Development
- Glenn Parker Team Survey
- Parker's Characteristics
- Beckhart's Four Activities
- Case Study

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and Private
RESOURCES	

A MANAGE QUALITY CUSTOMER SERVICE : MANAGEMENT ACADEMY SESSION 5

COURSE DESCRIPTION

You will spend the first part of the workshop getting to know participants and discussing what will take place during the workshop. Students will also have an opportunity to identify their personal learning objectives. This 'new management' workshop will give you a good over view of customer service.

LEARNING OUTCOMES

- Understand customer needs
- Learn techniques to prevent service problems
- Learn techniques to analyse and solve problems in delivery of products and services
- Learn ways to ensure excellent customer service

CONTENT OUTLINE

- What is Customer Service?
- Critical Elements of Customer Service
- Who are Your Customers?
- Meeting Expectations
- Requirement Driven Product Selection
- Determining Function
- Customer Scenarios
- The Problem-Solving Process
- Eliminating Customer Service Problems
- Service PRIDE is a Team Effort

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and Private
RESOURCES	

MANAGE BUDGET AND FINANCIAL PLANS :
MANAGEMENT ACADEMY SESSION 6

COURSE DESCRIPTION

You will spend the first part of the workshop getting to know participants and discussing what will take place during the workshop. Participants will also have an opportunity to identify their personal learning objectives. This 'new management' workshop will give you a good over view of budget and finance.

LEARNING OUTCOMES

- Understand basic financial terminology.
- Enhance your decision-making skills by integrating financial management concepts into your thinking.
- Control the flow of money through your department.
- Understand the budgeting process and forecasting techniques.

CONTENT OUTLINE

- What is Finance?
- Who are the Players?
- Record Keeping Terminology.
- Balance Sheet Overview
- Liabilities and Equity
- Profit and Loss Statement (AKA Income Statement)
- Credits vs. Debits
- Tracking Business Expenses
- Analysing Financial Statements
- Defining a Budget

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and Private
RESOURCES	

SUPERVISORY SKILLS: MANAGEMENT ACADEMY SESSION 7

COURSE DESCRIPTION

You will spend the first part of the workshop getting to know participants and discussing what will take place during the workshop. Students will also have an opportunity to identify their personal learning objectives. This 'new management' workshop will give you a good overview of financial issues.

LEARNING OUTCOMES

- Enhance your decision-making skills by integrating financial management concepts into your thinking.
- Control the flow of money through your department.

CONTENT OUTLINE

- Case Study

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and Private
RESOURCES	

PROVIDE MENTORING AND COACHING WITHIN THE WORKPLACE: MANAGEMENT ACADEMY SESSION 8

COURSE DESCRIPTION

You will spend the first part of the workshop getting to know participants and discussing what will take place during the workshop. Students will also have an opportunity to identify their personal learning objectives. This 'new management' workshop will give you a good overview of personnel management.

LEARNING OUTCOMES

- Understand how coaching can be used to develop your team.
- Develop the coaching skills that help improve individual performance.
- Demonstrate the behaviours and practices of an effective coach.
- Recognize employees' strengths and give them the feedback they need to succeed.
- Identify employee problems and ways you can help to correct them.

CONTENT OUTLINE

- Defining Coaching
- The Coaching Model
- The Five Critical Coaching Skills
- Interpersonal Communication Skills
- Exercises:
    - Interpersonal Communication Skills
    - The Four Other Critical Coaching Skills
- Benefits/Consequences
- Skills Involved in Coaching
- Coaching Problems

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and Private
RESOURCES	

MANAGE PROJECTS: MANAGEMENT ACADEMY SESSION 9

COURSE DESCRIPTION

You will spend the first part of the day getting to know participants and discussing what will take place during the workshop. Students will also have an opportunity to identify their personal learning objectives. This 'new management' workshop will give you a good overview of managing projects.

LEARNING OUTCOMES

- Understand what is meant by a project.
- Recognize what steps must be taken to complete projects on time and on budget.
- Have methods ready for keeping their team focused and motivated.

CONTENT OUTLINE

- What is a Project?
- Project Management Basics
- Preparing for a Project
- The Life Cycle of a Project
- Additional Considerations in a Project Management
- The Statement of Work
- Closing Out a Project

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and Private
RESOURCES	

MANAGE PROJECTS:
MANAGEMENT ACADEMY SESSION 10

COURSE DESCRIPTION

You will spend the first part of the day getting to know participants and discussing what will take place during the workshop. Students will also have an opportunity to identify their personal learning objectives.

LEARNING OUTCOMES

- Recognize what steps must be taken to complete projects on time and on budget.
- Know how to use simple techniques and tools for planning and tracking your project

CONTENT OUTLINE

- Beginning to Plan
- Case Study: Pete's Construction
- Preparing a Basic Schedule
- Exercise: Estimated Times
- Work Breakdown Structure
- Two Basic Tools
- PERT Diagrams
- Gantt Charts
- The Network Diagram
- The Flow Chart

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	?
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and Private
RESOURCES	

MANAGE RECRUITMENT SELECTION AND INDUCTION PROCESSES: MANAGEMENT ACADEMY SESSION 11

COURSE DESCRIPTION

You will spend the first part of the workshop getting to know participants and discussing what will take place during the workshop. Participants will also have an opportunity to identify their personal learning objectives.

LEARNING OUTCOMES

- Know the critical factors involved in the hiring and selection process and your role as a manager in the process.
- Recognize the costs incurred by an organization when a wrong hiring decision is made.
- Develop a fair and consistent interviewing process for selecting employees.
- Prepare better job advertisements and use a variety of markets.
- Be able to develop a job analysis and position profile.
- Check references more effectively.
- Understand how important an orientation program is to an organization.
- Know the characteristics of an effective orientation program.
- Understand the basic employment and human rights laws that can affect the hiring process.

CONTENT OUTLINE

- Finding and Hiring Good People
- Recruitment & Selection Process
- Factoring in the Hiring Process
- Cost Analysis
- Job analysis and Position Profiles
- Finding Candidates
- Advertising
- The Screening Process
- Behavioral Interviewing
- Performance Assessments
- Checking References
- Characteristics of a Successful Orientation Process
- The Importance of Perception
- Human Rights

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and Private

IDENTIFY AND EVALUATE MARKETING OPPORTUNITIES: MANAGEMENT ACADEMY SESSION 12

COURSE DESCRIPTION

You will spend the first part of the workshop getting to know participants and discussing what will take place during the workshop. Students will also have an opportunity to identify their personal learning objectives. This 'new management' workshop will give you a good overview of marketing.

LEARNING OUTCOMES

- Identify marketing opportunities
- Gather the proper information so that they can make good decisions
- Objectively evaluate each opportunity
- Choose the marketing opportunities that are right for them

CONTENT OUTLINE

- What is Marketing?
- Performing a Needs Analysis
- Big Picture Planning
- Performing Market Research
- Recognizing Trends
- Identifying Opportunities
- Basic Analytic and Evaluation Tools
- Forecasting Tools
- Creating a Marketing Plan

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	3 Hour workshops
TYPE OF AGENCIES	Public and Private

MEETING MANAGEMENT

COURSE DESCRIPTION

Meetings come in all shapes and sizes, from the convention to a quick huddle in an office hallway. This one-day workshop will be concerned with small working meetings; with groups that have a job to do requiring the energy, commitment, and talents of those who participate. Members of such a group want to get some kind of result out of their time together: solving problems, brainstorming, or simply sharing information. At its best, such a group knows what it is about, and knows and utilizes the strengths of individual members.

LEARNING OUTCOMES

- Understand the value of meetings as a management tool
- Recognize the critical planning step that makes meeting time more effective
- Identify process tools that can help create an open and safe forum for discussion
- Develop and practice techniques for handling counterproductive behaviors

CONTENT OUTLINE

- The basics for effective meetings
- The best and worst of meetings
- Holding productive meetings
- Preparing for meetings
- Setting the place
- Leading a meeting
- Process and content
- How to control a meeting
- A plan for success

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	Classroom, live webinar
LENGTH OF WORKSHOP	1-day workshop

MOTIVATING YOUR WORKFORCE

COURSE DESCRIPTION

It's no secret that employees who feel they are valued and recognized for the work they do are more motivated, responsible, and productive. This one-day workshop will help supervisors and managers create a more dynamic, loyal, and energized workplace. It is designed specifically to help busy managers and supervisors understand what employees want, and to give them a starting point for creating champions.

LEARNING OUTCOMES

- Identify what motivation is
- Describe common motivational theories and how to apply them
- Learn when to use different kinds of motivators
- Create a motivational climate
- Design a motivating job

CONTENT OUTLINE

- What is motivation?
- Supervising and motivation
- Motivational theories
- Setting goals
- The role of values
- Creating a motivational climate
- Applying your skills
- Designing motivating jobs

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	Classroom, live webinar
LENGTH OF WORKSHOP	20 Hours, Multi-Session
TYPE OF AGENCIES	Public and private
RESOURCES	Computer Room

NEGOTIATION SKILLS

COURSE DESCRIPTION

It's no secret that employees who feel they are valued and recognized for the work they do are more motivated, responsible, and productive. This one-day workshop will help supervisors and managers create a more dynamic, loyal, and energized workplace. It is designed specifically to help busy managers and supervisors understand what employees want, and to give them a starting point for creating champions.

LEARNING OUTCOMES

- Understand the basic types of negotiations, the phases of negotiations, and the skills needed for successful negotiating
- Understand and apply basic negotiating concepts: WATNA, BATNA, WAP, and ZOPA
- Lay the groundwork for negotiation
- Identify what information to share and what to keep to yourself
- Understand basic bargaining techniques
- Apply strategies for identifying mutual gain
- Understand how to reach consensus and set the terms of agreement
- Deal with personal attacks and other difficult issues
- Use the negotiating process to solve everyday problems
- Negotiate on behalf of someone else

CONTENT OUTLINE

- The three phases of negotiation
- Establish and identify WATNA, BATNA, WAP, and ZOPA
- Lay the groundwork
- Exchanging information
- Bargaining
- Mutual gain
- Closing

MAXIMUM PARTICIPANTS	16
LEARNING STYLE	Classroom, live webinar
LENGTH OF WORKSHOP	1-day workshop

TEAMWORK

BEING A TEAM PLAYER

COURSE DESCRIPTION

Teamwork is essential in any successful enterprise, and to have effective teams, an organization must be comprised of individuals who pride themselves on being great team players. Many of us consider ourselves to be team players, but are we really? Do we know what that takes; and what managers consider to be the qualities that make a person a team player, or that make a good team player a 'great' team player? Everyone brings their own skills and strengths to the table; understanding how to use those skills within the context of a team is vital to help an organization succeed.

LEARNING OUTCOMES

- Understand the definition of a team player and a non-team player
- Know the difference between a team player and a non-team player
- Learn the qualities possessed by a team player
- Determine what type of team player you are and how that functions in your workplace
- Know and understand what it takes to be a team player
- Discover the different types of teams that exist within a company
- Learn what working together as a team looks like
- Learn the different types of workplace teams and what types of team's successful organizations need
- Develop strategies to improve teamwork
- Give participants a moment to write down their own learning objectives in their workbook.

CONTENT OUTLINE

- Being a Team Player
- Being a Good Team Player
- Teamwork
- Why Teamwork Fails
- Six Strategies to Improve Teamwork

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops
TYPE OF AGENCIES	Public and private
RESOURCES	Public and Private

BUILDING BETTER TEAMS

COURSE DESCRIPTION

Teams are an important building block of successful organizations. Whether the focus is on service, quality, cost, value, speed, efficiency, performance, or other similar goals, teams are the basic unit that supports most organizations.

With teams at the core of corporate strategy, an organization's success can depend on how well team members operate together. How are their problem-solving skills? Is the team enthusiastic and motivated to do its best? Do they work well together? This course can help participants get there!

LEARNING OUTCOMES

- The value of working as a team
- Ways to develop team norms, ground rules, and team contracts
- How to identify their team player style and how to use it with their own team
- Techniques for building team trust
- The stages of team development and how to help a team move through them
- The critical role communication skills will play in building and maintaining a team atmosphere
- Ways that team members can be involved and grow in a team setting

CONTENT OUTLINE

- Defining Teams
- Establishing Team Norms
- Working as a Team
- Your Team Player Type
- Building Team Trust
- The Stages of Team Development
- Team Building with TORI
- Communication
- Becoming a Good Team Player

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	8 Hour or 2-4 Hour workshops
TYPE OF AGENCIES	Public and Private
RESOURCES	Computer Room

TIME MANAGEMENT

GET ORGANIZED FOR PEAK PERFORMANCE

COURSE DESCRIPTION

Time is money, the saying goes, and lots of it gets lost in disorganization and disruption. We also deal with a constant barrage of technology, people, and tasks that can contribute to that disorganization. Many people find that they flit from one task to another, trying to get everything done. In this one-day workshop, you will learn how to make the most of your time by getting a grip on your workflow and office space, using your planner effectively, and delegating some of your work to other people.

LEARNING OUTCOMES

- Better organize yourself and your workspace for peak efficiency.
- Understand the importance of, and the most useful techniques for, setting and achieving goals.
- Identify the right things to be doing and develop plans for doing them.
- Learn what to delegate and how to delegate well.
- Take control of things that can derail your workplace productivity

CONTENT OUTLINE

- The Power of a Change
- Changing Our Perspective
- Setting Goals
- Planning Tips and Tricks
- Setting a Routine
- Doing it Right
- Putting an End to Procrastination
- Getting Organized
- Organizing Your Files
- Managing Your Workload

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	1-day workshop
TYPE OF AGENCIES	

TRAIN-THE-TRAINER

ADVANCED SKILLS FOR THE PRACTICAL TRAINER

COURSE DESCRIPTION

Behind every spectacular training session is a lot of preparation and meticulous attention to detail. The truly skilled trainer can make a program exciting. The learners will have fun while they are learning if the facilitator is able to involve their emotions as well as their minds. You will see the involvement, and you will feel the energy.

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

LEARNING OUTCOMES

- Enhance your understanding of learning styles and how to accommodate all four learning styles in the classroom
- Understand the key principles of effective communication in a workshop setting
- Use a variety of training techniques to stimulate participation
- Develop a plan and prepare for an effective training session
- Understand the different levels of evaluation and when to use each
- Understand how and when to add fun and humor to your training session
- Identify advanced interventions for difficult situations
- Practice the skills needed for a team presentation

CONTENT OUTLINE

- Preparing to Learn
- Understanding Learning
- Competencies for Adult Educators
- Accommodating Learning Preferences
- Increasing Your Expertise
- Using Existing Materials
- Managing the Stress of Training
- Planning a Workshop
- Visual Aids

- Your Role as an Effective Communicator
- Questioning as a Training Technique
- Kirkpatrick's Levels of Evaluation
- On-the-Job Support
- Dealing with Difficult Situations
- Training in Different Forums
- Team Teaching
- Webinar
- Training Preparation and Presentations

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	24 Hours, Multi-session

WELLNESS

CREATING A WORKPLACE WELLNESS PROGRAM

COURSE DESCRIPTION

Whether you are creating a workplace wellness program from scratch, or enhancing what you already have, you're already on the right track! With increasing costs of health care, a shrinking workforce, and aging workers, a savvy workplace understands the value in supporting workers to improve their conditioning and to live a fitter lifestyle. This two-day course includes all aspects of designing or upgrading a program, from concept through implementation, to review.

LEARNING OUTCOMES

- Describe the necessity of workplace wellness programs
- Create program elements that reflect the needs of employees and the objectives of the organization
- Select program elements that fit the context of current operations
- Establish implementation and evaluation strategies

CONTENT OUTLINE

- The case for wellness
- Building the foundation
- Gathering support
- Gathering data
- Performing a needs analysis
- Key program elements
- In-depth case studies
- Implementing your workplace wellness program
- Reviewing the plan
- Evaluating and reporting results

MAXIMUM PARTICIPANTS	25-30
LEARNING STYLE	Classroom, blended, online
LENGTH OF WORKSHOP	1-day workshop
TYPE OF AGENCIES	
RESOURCES	