



# 2019 RelatedED Curriculum



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## LAUNCHED

### NQF 2: NATIONAL CERTIFICATE: NEW VENTURE CREATION (SMME) 49648

#### **PURPOSE**

The purpose of the NQF level 2 New Venture Creation qualification is to provide a qualification that can form the basis for structured programmes for potential and existing entrepreneurs to capitalise on opportunities to start and grow sustainable businesses that form part of the mainstream economy, enabling the learners to tender for business opportunities within both the public and private sectors. This qualification is designed for learners who intend to set up or have already set up own ventures. Assessment of the competencies and knowledge in the qualification needs to be done in the context of the learner's own new venture.

Research has indicated that people working with their own new ventures at this level need the following competencies:

Acquisition of an entrepreneurial profile which includes an innovation orientation

An understanding of the industry/sector in which they wish to establish a new venture

An ability to match new venture opportunities to market needs within a chosen industry/sector

An ability to determine and manage the financial requirements of a new venture

An ability to match new venture opportunities to market needs

An ability to compile and utilise a business plan to manage a new venture and also where relevant, to seek funding for a new venture

#### **AIM**

Develop appropriate skills and knowledge for the establishment and development of an enterprise.

Address the economic/administrative and behavioural barriers that contribute to failures in starting and sustaining an enterprise.

Create long-term solutions for job creation and SMME development via the building blocks and structure of a qualification that practically addresses the learning requirements of budding entrepreneurs.

Approved by SERVICES SETA

## WRITING A BUSINESS PLAN

This two-day course is designed for business owners and entrepreneurs who are ready to create a business plan. All the essential steps are covered, including drafting the original document; identifying the audience; gathering information; researching; describing product plans; and marketing, sales, and accounting terms. Students will come away from the course energized and prepared to write their business plan.

### What Will Students Learn?

Research and analyze the individual components needed for a business plan

Apply skills to create a business plan for different audiences, including investors, banks, and other stakeholders

Explain the purpose and future of your business in easy to understand terms

Use accounting terms to describe the future for their business

Describe their marketing, sales, and planning strategies

### What Topics are Covered?

What is a business plan for?

A general business plan framework

Identifying your audience

Gathering and analysing information

Defining your company

Getting to work

Creating a marketing strategy

Creating the sales plan

Developing financial projections

Putting it all together

## COMMUNICATIONS FOR SMALL BUSINESS OWNERS

Communication between individuals is a two-way street, but communication between a small business and its customers is a multi-lane highway. Navigate this highway successfully and you increase customer numbers and profits. Set out on this highway unaware, ill-prepared, or unconvinced of its importance, and you will lose ground to your competitors. This is a two-day course to introduce and reinforce the essential components of written communication that will connect you with existing and potential customers. If you are new to the communications highway, this course will provide the foundation for future development. If your company has some communications expertise, this course will help you strengthen and polish your essential components.

### What Will Students Learn?

Define the essential pieces of communication

Customize these essential pieces for their company

Identify the processes and plans needed for clear communications

Develop, maintain, and evolve effective content for their communications

### What Topics are Covered?

Key communication components

Your communications plan

The five C's of a successful message

Communication strategies

Sharing information through media releases

Communicating online

Using stories to communicate

Polishers and time savers

Enhancing your results  
 Maintaining your message in crisis

## PERSONAL BRAND: MAXIMIZING PERSONAL IMPACT

This course is a two-day exploration about the type of impact we want to have in life and work. Participants will consider and define the influence that they can have on their life and work. They will also learn skills for success and how to create those circumstances.

### What Will Students Learn?

- Speak in terms of the impact and influence that you want to have in life and work
- Understand your personal style in terms of your personal brand
- Develop skill in areas like focus, concentration, and communication to support your brand
- Build credibility and trust by living your brand
- Take ownership of your image, both online and in person

### What Topics are Covered?

- Importance of a personal brand
- Your brand approach to others
- Looking at the outside and the inside
- Setting goals
- Networking for success
- Communication strategies
- Building your credibility
- Brand You
- Living your brand
- Managing your social media presence
- Having influence
- Dealing with challenging people
- Presentations and meetings

## KICKSTARTING YOUR BUSINESS WITH CROWDSOURCING

Today's fast-paced marketplace demands that businesses think fast. Crowdsourcing can help all types of businesses keep on top of trends and stay competitive. This one-day course will show you how to leverage all types of crowdsourcing (including microwork, macrowork, crowdvoting, crowdcontests, crowdwisdom, and crowdfunding) to kickstart your business' growth.

### What Will Students Learn?

- Define what crowdsourcing is and its value to businesses
- Determine when crowdsourcing makes sense for a project
- Describe the crowdsourcing process
- Identify platforms and social media tools that can support your crowdsourcing campaigns
- Describe the major types of crowdsourcing, including microwork, macrowork, crowdvoting, crowdcontests, crowdwisdom, and crowdfunding
- Attract and engage your crowd

### What Topics are Covered?

- What is crowdsourcing?
- The crowdsourcing process
- Choosing your crowdsourcing platform
- Types of crowdsourcing (microwork, macrowork, crowdvoting, crowdcontests, crowdwisdom, and crowdfunding)
- Social media and crowdsourcing
- Engaging the crowd
- Test driving

## ENTREPRENEURSHIP 101

Wouldn't it be nice to be your own boss, work on your own schedule, and make money doing something that you're passionate about? Millions of people around the world are living that dream and running their own business. This three-day course will teach you the basics of entrepreneurship. You'll consider if entrepreneurship is right for you and learn the basic steps of creating your own business. At the end of the course, you'll have a solid foundation to start your entrepreneurial journey.

### What Will Students Learn?

- Assess your own entrepreneurial capabilities
- Outline and evaluate a business and product idea
- Identify your target market and customers
- Develop your value proposition
- Understand different types of business ownership and structures
- Evaluate franchising and business purchasing opportunities
- Create key business planning documents
- Create financial projections for your business and gather funding
- Create a product development plan, marketing plan, & sales strategy
- Identify ways to protect your intellectual property
- Describe effective ways to brand your product
- Launch and grow your business
- Demonstrate the behaviours of an entrepreneurial leader
- Find appropriate resources to help you on your journey

### What Topics are Covered?

- What it takes to make it
- Resources to consider
- Laying the groundwork
- Building on your business idea
- Business ownership options
- Key documents to prepare
- Gathering funding and developing your product
- Creating a sales and marketing strategy
- Branding 101
- Setting up your office
- Launching the business
- Keeping the business moving
- Being an entrepreneurial leader
- Bringing it all together

## SAFETY IN THE WORKPLACE

Workplace accidents and injuries cost corporations millions of dollars and thousands of hours lost every year. They also have a profound, often lifelong impact on workers. Introducing a safety culture into your organization, where safety is valued as an integral part of the business's operation, not only saves the business time and money, it also builds a committed, loyal, healthy workforce. This one-day workshop will give you the foundation to start building your safety culture.

### What Will Students Learn?

- Understand the difference between a safety program and a safety culture
- Use resources to help you understand the regulations in your area
- Launch a safety committee
- Identify hazards and reduce them
- Apply hiring measures that can improve safety
- Explain what a safety training program will involve
- Identify groups particularly at risk for injury and know how to protect them

### What Topics are Covered?

- Defining a safety culture
- Governing bodies and resources
- Getting started
- Identifying hazards
- Resolving hazards
- Taking proactive measures
- Identifying groups at risk
- Writing a safety plan
- Implementing the plan

Help your organization write, implement, and review a safety plan  
 Respond to incidents and near misses  
 Understand the basics of accident investigation and documentation

Incident management  
 Reviewing the program

### BODY LANGUAGE: READING BODY LANGUAGE AS A SALES TOOL

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 one-day workshop!

#### What Will Students Learn?

- 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

#### What Topics are Covered?

- Body language
- Give me some space!
- What's your face saying?
- What's your body saying?
- Mirroring and leading
- Monitoring your posture
- Dressing up
- Shaking hands
- Role plays and interactive activities

### BUILDING RELATIONSHIPS FOR SUCCESS IN SALES

No one questions that making friends is a good thing. In this one-day workshop, you are going to discover that the business of business is making friends, and the business of all sales professionals is making friends and building relationships. Strategic friendships will make or break any business, no matter how big and no matter what kind of market.

#### What Will Students Learn?

- Discover the benefits of developing a support network of connections.
- Understand how building relationships can help you develop your business base.
- Learn how to apply communication techniques to build your network.
- The key elements in strong working relationships, and how to put more of these elements in working relationships.
- Recognize key interpersonal skills and practice using them.

#### What Topics are Covered?

- Focusing on your customer
- What influences people in forming relationships?
- Disclosure
- How to win friends and influence people
- Communication skills for relationship selling
- Non-verbal messages
- Managing the mingling
- The handshake
- Small talk and networking

## BUSINESS ETIQUETTE: GAINING THAT EXTRA EDGE

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 one-day workshop will help you handle most of those socially difficult moments.

### What Will Students Learn?

Effective networking, including making introductions, shaking hands, and using business cards appropriately

How to dress appropriately for every business occasion

How to feel comfortable when dining in business and formal situations

How to feel more confident of your business communication in every situation

That extra edge that establishes trust and credibility

### What Topics are Covered?

Business etiquette basics

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



## DELIGHTED

While many companies promise to deliver an incredible customer experience, some are better at delivering than others. This two-day 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.

## CUSTOMER CENTRICITY SKILLS

### What Will Students Learn?

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

### What Topics are Covered?

- What is customer service? Who are your customers?
- Meeting expectations
- Setting goals
- Communication skills and telephone techniques
- Dealing with difficult customers and people
- Dealing with challenges assertively
- Dealing with stress
- The first critical element: A customer service focus
- The second critical element: Defined in your organization
- The third critical element: Given life by employees
- The fourth critical element: Be a problem solver
- The fifth critical element: Measure it
- The sixth critical element: Reinforce it

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**TARGET AUDIENCE: All team members that deal with Customers in a Wholesale and Retail environment**

**Customer Care - NQF 3-27/SP- 13409**

258156 – Build Customer Relations in a W&R unit - 10 credits

243806 - Deal with Customers in a retail business – 8 credits

258155 – Explain the factors that impact on the bottom line of a W&R unit – 10 credits

Approved by W&RSETA

**TARGET AUDIENCE: Team members that are decision makers in leading Customer Centricity across all sectors**

### CRITICAL ELEMENTS OF CUSTOMER SERVICE

While many companies promise to deliver an incredible customer experience, some are better at delivering than others. This two-day 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.

#### What Will Students Learn?

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- 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
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#### What Topics are Covered?

- What is customer service? Who are your customers?
- Meeting expectations
- Setting goals
- Communication skills and telephone techniques
- Dealing with difficult customers and people
- Dealing with challenges assertively
- Dealing with stress
- The first critical element: A customer service focus
- The second critical element: Defined in your organization
- The third critical element: Given life by employees
- The fourth critical element: Be a problem solver
- The fifth critical element: Measure it
- The sixth critical element: Reinforce it

### BUILDING RELATIONSHIPS FOR SUCCESS IN SALES

No one questions that making friends is a good thing. In this one-day workshop, you are going to discover that the business of business is making friends, and the business of all sales professionals is making friends and building relationships. Strategic friendships will make or break any business, no matter how big and no matter what kind of market.

#### What Will Students Learn?

- Discover the benefits of developing a support network of connections.
- Understand how building relationships can help you develop your business base.
- Learn how to apply communication techniques to build your network.
- The key elements in strong working relationships, and how to put more of these elements in working relationships.

#### What Topics are Covered?

- Focusing on your customer
- What influences people in forming relationships?
- Disclosure
- How to win friends and influence people
- Communication skills for relationship selling
- Non-verbal messages

Recognize key interpersonal skills and practice using them.

Managing the mingling

The handshake

Small talk and networking

## DYNAMITE SALES PRESENTATIONS

A great sales presentation does not demand that you have all the bells and whistles to impress the client with your technical skills. Rather, try impressing your clients with your knowledge of the products and services you sell and your understanding of their problems and the solutions they need. This one-day workshop will show you how to create a winning proposal and how to turn it into a dynamite sales presentation.

### What Will Students Learn?

Identify the key elements of a quality proposal

Perfect your first impression, including your dress and your handshake

Feel more comfortable and professional in face-to-face presentations

Write a winning proposal

Feel more comfortable and professional in face-to-face presentations

### What Topics are Covered?

Getting down to business

Writing your proposal

Getting thoughts on paper

Proposal formats

Expert editing tips

The handshake

Getting ready for your presentation

Elements of a successful presentation

Dressing appropriately

Presentations

## OVERCOMING OBJECTIONS TO NAIL THE SALE

If you are like most sales professionals, you are always looking for ways to overcome customer objections and close the sale. This one-day course will help you to work through objectives effectively. We will help you plan and prepare for objections so that you can address customer concerns, reduce the number of objections you encounter, and improve your averages at closing sales.

### What Will Students Learn?

Steps that they can take to build credibility.

How to identify the objections that they encounter most frequently.

How to develop appropriate responses when prospective buyers

### What Topics are Covered?

Building credibility

Your competition

Critical communication and observation skills

throw a curveball.

Ways to disarm objections with proven rebuttals that get the sale back on track.

How to recognize when a prospect is ready to buy.

How working with their sales team can help them succeed.

Handling customer complaints

Overcoming and handling objections

Pricing issues

How can teamwork help me?

Buying signals

Closing the sale

## NEGOTIATING FOR RESULTS

Negotiating is about resolving differences. People who can master the process of negotiation find they can save time and money, develop a higher degree of satisfaction with outcomes at home and at work, and earn greater respect in their communities when they understand how to negotiate well.

Negotiating is a fundamental fact of life. Whether you are working on a project or fulfilling support duties, this workshop will provide you with a basic comfort level to negotiate in any situation. This interactive workshop includes techniques to promote effective communication and gives you techniques for turning face-to-face confrontation into side-by-side problem solving.

### What Will Students Learn?

Understand how often we all negotiate and the benefits of good negotiation skills.

Recognize the importance of preparing for the negotiation process, regardless of the circumstances.

Identify the various negotiation styles and their advantages and disadvantages.

Develop strategies for dealing with tough or unfair tactics.

Gain skill in developing alternatives and recognizing options.

Understand basic negotiation principles, including BATNA, WATNA, WAP, and the ZOPA.

### What Topics are Covered?

What is negotiation?

The successful negotiator

Preparing for negotiation

Making the right impression

Getting off to a good start

Exchanging information

The bargaining stage

Reaching mutual gain and moving beyond

"no"

Dealing with negative emotions

Moving from bargaining to closing

Solution types

## SELLING SMARTER

It's no secret that the sales industry continues to change and evolve rapidly. This is an exciting and dynamic profession, although it is often underrated and misunderstood. The back-slapping, high pressure, joke-telling sales person has disappeared. In his place is a new generation of sales professionals: highly trained and well groomed, with the characteristics of honesty, trustworthiness, and competence. This one-day workshop will help you learn how to be one of those smart sales professionals!

### What Will Students Learn?

How to explain and apply concepts of customer focused selling  
How to use goal-setting techniques as a way to focus on what they want to accomplish and develop strategies for getting there  
How to apply success techniques to get the most out of work  
Productivity techniques to maximize their use of time.  
Ways to find new clients and network effectively

### What Topics are Covered?

Selling skills  
The sales cycle  
Framing success  
Setting goals with SPIRIT  
The path to efficiency  
Customer service  
Selling more  
Ten major mistakes  
Finding new clients  
Selling price

## TELEMARKETING

Virtually everybody in sales today sells over the phone at least part of the time. Perhaps it is time for you to evaluate how you use the telephone and where it fits into your sales and marketing mix. This one-day workshop will show you how the telephone can supplement, enhance, and sometimes replace other means of marketing and selling, and how this personal approach can dramatically increase your sales success. We will also talk about how to hone your communication skills, your ability to persuade, and techniques to personalize each sales call.

### What Will Students Learn?

Build trust and respect with customers and colleagues.  
Warm up your sales approach to improve success with cold calling.  
Identify ways to make a positive impression.  
Identify negotiation strategies that will make you a stronger seller.  
Create a script to maximize your efficiency on the phone.  
Learn what to say and what to ask to create interest, handle objections, and close the sale.

### What Topics are Covered?

Verbal communication  
To serve and delight  
Exceptional things about telephone sales  
Building trust  
Negotiation primer  
Communication essentials  
Developing your script  
Pre-call planning  
Phone tag and call backs  
Following up and closing the sale

## PROSPECTING FOR LEADS LIKE A PRO

Prospecting is one of the keys to your sales success. Keeping your pipeline full ensures that you will continue to attract new business, and so your success today is a result of the prospecting you did six months ago. In this one-day workshop, you will become skilled at prospecting and learn the 80/20 rule. After this course, you will know who to target and how to target them and commit to do some prospecting every day through warming up cold calls, following up on leads, or networking. You will also build your personal prospecting plan and learn how to ensure your future by planting seeds daily.



### What Will Students Learn?

- The importance of expanding your client base through effective prospecting.
- How to use a prospecting system to make you more successful.
- How to identify target markets and target companies with the 80/20 rule in mind.
- How to develop and practice networking skills at every opportunity.
- How to develop, refine, and execute the art of cold calling.

### What Topics are Covered?

- Targeting your market
- The prospect dashboard
- Setting goals
- Why is prospecting important?
- Networking
- Public speaking
- Trade shows
- Regaining lost accounts
- Warming up cold calls
- The 80/20 rule

## PREPARED

### SHORT SKILLS PROGRAMMES – FOCUSED ON LEARNERS NEEDS

**TARGET AUDIENCE:** This programme is intended for all interested in entering the “world of retailing”

#### Bridging between academic to workplace

Retail Readiness

#### NQF 3 – Skills 27/SP- 13409

258155 – Explain the factors that impact on the bottom line of a W&R unit – 10 credits

258156 – Build Customer Relations in a W&R unit - 10 credits

243806 - Deal with Customers in a retail business – 8 credits

Approved by W&RSETA

### SHORT SKILLS PROGRAMMES – FOCUSED ON LEARNERS NEEDS – NON-CREDIT BEARING

**TARGET AUDIENCE:** These short courses are developed for all learners interested in entering the “WORLD OF WORK”

#### WRITING A BUSINESS PLAN

This two-day course is designed for business owners and entrepreneurs who are ready to create a business plan. All the essential steps are covered, including drafting the original document; identifying the audience; gathering information; researching; describing product plans; and marketing, sales, and accounting terms. Students will come away from the course energized and prepared to write their business plan.

### What Will Students Learn?

Research and analyze the individual components needed for a business plan

### What Topics are Covered?

What is a business plan for?  
A general business plan framework

Apply skills to create a business plan for different audiences, including investors, banks, and other stakeholders  
Explain the purpose and future of your business in easy to understand terms  
Use accounting terms to describe the future for their business  
Describe their marketing, sales, and planning strategies

Identifying your audience  
Gathering and analysing information  
Defining your company  
Getting to work  
Creating a marketing strategy  
Creating the sales plan  
Developing financial projections  
Putting it all together

## TIME MANAGEMENT:

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.

### What Will Students Learn?

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.

### What Topics are Covered?

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

## MASTERING THE INTERVIEW

The interview is one of the key elements of the job search process. As with any skill, we can get better at it with preparation and practice. In this workshop, participants will explore how to prepare for an interview and become familiar with the types of questions to expect, as well as the questions they should think about asking. They will learn how to prepare for second interviews, testing, and shadowing, as well as how to follow up on their interview sessions.

### What Will Students Learn?

Understand the different types of interview questions and how to prepare to answer them.  
 Apply the most effective ways to prepare for an interview, including how to present yourself professionally.  
 Express yourself effectively.  
 Know how to ask for feedback following an interview.

### What Topics are Covered?

Understanding the interview  
 Types of questions  
 Getting ready  
 Unwinding for the interview  
 Common problems and solutions  
 Phase two  
 Sealing the deal  
 Getting what you're worth  
 Plenty of mock interview practice

## PERSONAL BRAND

This course is a two-day exploration about the type of impact we want to have in life and work. Participants will consider and define the influence that they can have on their life and work. They will also learn skills for success and how to create those circumstances.

### What Will Students Learn?

Speak in terms of the impact and influence that you want to have in life and work  
 Understand your personal style in terms of your personal brand  
 Develop skill in areas like focus, concentration, and communication to support your brand  
 Build credibility and trust by living your brand  
 Take ownership of your image, both online and in person

### What Topics are Covered?

Importance of a personal brand  
 Your brand approach to others  
 Looking at the outside and the inside  
 Setting goals  
 Networking for success  
 Communication strategies  
 Building your credibility  
 Brand You  
 Living your brand  
 Managing your social media presence  
 Having influence  
 Dealing with challenging people  
 Presentations and meetings

## ENTREPRENEURSHIP 101

Wouldn't it be nice to be your own boss, work on your own schedule, and make money doing something that you're passionate about? Millions of people around the world are living that dream and running their own business. This three-day course will teach you the basics of entrepreneurship. You'll consider if entrepreneurship is right for you and learn the basic steps of creating your own business. At the end of the course, you'll have a solid foundation to start your entrepreneurial journey.

### What Will Students Learn?

Assess your own entrepreneurial capabilities

### What Topics are Covered?

- Outline and evaluate a business and product idea
- Identify your target market and customers
- Develop your value proposition
- Understand different types of business ownership and structures
- Evaluate franchising and business purchasing opportunities
- Create key business planning documents
- Create financial projections for your business and gather funding
- Create a product development plan, marketing plan, & sales strategy
- Identify ways to protect your intellectual property
- Describe effective ways to brand your product
- Launch and grow your business
- Demonstrate the behaviours of an entrepreneurial leader
- Find appropriate resources to help you on your journey

- What it takes to make it
- Resources to consider
- Laying the groundwork
- Building on your business idea
- Business ownership options
- Key documents to prepare
- Gathering funding and developing your product
- Creating a sales and marketing strategy
- Branding 101
- Setting up your office
- Launching the business
- Keeping the business moving
- Being an entrepreneurial leader
- Bringing it all together

## COMMUNICATIONS FOR SMALL BUSINESS OWNERS

Communication between individuals is a two-way street, but communication between a small business and its customers is a multi-lane highway. Navigate this highway successfully and you increase customer numbers and profits. Set out on this highway unaware, ill-prepared, or unconvinced of its importance, and you will lose ground to your competitors. This is a two-day course to introduce and reinforce the essential components of written communication that will connect you with existing and potential customers. If you are new to the communications highway, this course will provide the foundation for future development. If your company has some communications expertise, this course will help you strengthen and polish your essential components.

### What Will Students Learn?

- Define the essential pieces of communication
- Customize these essential pieces for their company
- Identify the processes and plans needed for clear communications
- Develop, maintain, and evolve effective content for their communications

### What Topics are Covered?

- Key communication components
- Your communications plan
- The five C's of a successful message
- Communication strategies
- Sharing information through media releases
- Communicating online
- Using stories to communicate
- Polishers and time savers
- Enhancing your results
- Maintaining your message in crisis

## BODY LANGUAGE: READING BODY LANGUAGE AS A SALES TOOL

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 one day workshop!

### What Will Students Learn?

### What Topics are Covered?

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

Body language  
 Give me some space!  
 What's your face saying?  
 What's your body saying?  
 Mirroring and leading  
 Monitoring your posture  
 Dressing up  
 Shaking hands  
 Role plays and interactive activities

## SAFETY IN THE WORKPLACE

Workplace accidents and injuries cost corporations millions of dollars and thousands of hours lost every year. They also have a profound, often lifelong impact on workers. Introducing a safety culture into your organization, where safety is valued as an integral part of the business's operation, not only saves the business time and money, it also builds a committed, loyal, healthy workforce. This one-day workshop will give you the foundation to start building your safety culture.

### What Will Students Learn?

Understand the difference between a safety program and a safety culture  
 Use resources to help you understand the regulations in your area  
 Launch a safety committee  
 Identify hazards and reduce them  
 Apply hiring measures that can improve safety  
 Explain what a safety training program will involve  
 Identify groups particularly at risk for injury and know how to protect them  
 Help your organization write, implement, and review a safety plan  
 Respond to incidents and near misses  
 Understand the basics of accident investigation and documentation

### What Topics are Covered?

Defining a safety culture  
 Governing bodies and resources  
 Getting started  
 Identifying hazards  
 Resolving hazards  
 Taking proactive measures  
 Identifying groups at risk  
 Writing a safety plan  
 Implementing the plan  
 Incident management  
 Reviewing the program

## BUSINESS ETIQUETTE: GAINING THAT EXTRA EDGE

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 one-day workshop will help you handle most of those socially difficult moments.

### What Will Students Learn?

Effective networking, including making introductions, shaking hands, and using business cards appropriately  
How to dress appropriately for every business occasion  
How to feel comfortable when dining in business and formal situations  
How to feel more confident of your business communication in every situation  
That extra edge that establishes trust and credibility

### What Topics are Covered?

Business etiquette basics  
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

## CREATING A DYNAMITE JOB PORTFOLIO

The job market continues to change, as does the way we look for work. This course examines the value of presenting yourself as a complete package by using a resume as an introduction to an employer and backing it up with a portfolio presented at the interview.

In order to make the most of this course, participants need to have recently completed the Getting Your Job Search Started workshop or identified target positions and completed a full skills assessment and goal setting exercise.

### What Will Students Learn?

Speak about yourself using descriptive language.  
Apply the essential elements of cover letters and resumes.  
Understand the need for pre-employment testing and what to expect in your target market.  
Design a personalized portfolio.  
Develop a plan that moves you to a new job within 60 days.

### What Topics are Covered?

Who are you?  
Writing the resume  
Creating a noticeable package  
Cover letters  
The portfolio  
Dealing with awkward points  
Getting to a new job in 60 days  
Giving references  
Thank-you notes

## BUILDING RELATIONSHIPS FOR SUCCESS IN SALES

No one questions that making friends is a good thing. In this one-day workshop, you are going to discover that the business of business is making friends, and the business of all sales professionals is making friends and building relationships. Strategic friendships will make or break any business, no matter how big and no matter what kind of market.

### What Will Students Learn?

Discover the benefits of developing a support network of connections.

### What Topics are Covered?

Focusing on your customer  
What influences people in forming relationships?

Understand how building relationships can help you develop your business base.

Learn how to apply communication techniques to build your network.

The key elements in strong working relationships, and how to put more of these elements in working relationships.

Recognize key interpersonal

skills and practice using them.

Disclosure

How to win friends and influence people

Communication skills for relationship selling

Non-verbal messages

Managing the mingling

The handshake

Small talk and networking

## DYNAMITE SALES PRESENTATIONS

A great sales presentation does not demand that you have all the bells and whistles to impress the client with your technical skills. Rather, try impressing your clients with your knowledge of the products and services you sell and your understanding of their problems and the solutions they need. This one-day workshop will show you how to create a winning proposal and how to turn it into a dynamite sales presentation.

### What Will Students Learn?

Identify the key elements of a quality proposal

Perfect your first impression, including your dress and your handshake

Feel more comfortable and professional in face-to-face presentations

Write a winning proposal

Feel more comfortable and professional in face-to-face presentations

### What Topics are Covered?

Getting down to business

Writing your proposal

Getting thoughts on paper

Proposal formats

Expert editing tips

The handshake

Getting ready for your presentation

Elements of a successful presentation

Dressing appropriately

Presentations

## OVERCOMING OBJECTIONS TO NAIL THE SALE

If you are like most sales professionals, you are always looking for ways to overcome customer objections and close the sale. This one-day course will help you to work through objections effectively. We will help you plan and prepare for objections so that you can address customer concerns, reduce the number of objections you encounter, and improve your averages at closing sales.

### What Will Students Learn?

Steps that they can take to build credibility.

### What Topics are Covered?

Building credibility

How to identify the objections that they encounter most frequently.  
 How to develop appropriate responses when prospective buyers throw a curveball.  
 Ways to disarm objections with proven rebuttals that get the sale back on track.  
 How to recognize when a prospect is ready to buy.  
 How working with their sales team can help them succeed.

Your competition  
 Critical communication and observation skills  
 Handling customer complaints  
 Overcoming and handling objections  
 Pricing issues  
 How can teamwork help me?  
 Buying signals  
 Closing the sale

## NEGOTIATING FOR RESULTS

Negotiating is about resolving differences. People who can master the process of negotiation find they can save time and money, develop a higher degree of satisfaction with outcomes at home and at work, and earn greater respect in their communities when they understand how to negotiate well.

Negotiating is a fundamental fact of life. Whether you are working on a project or fulfilling support duties, this workshop will provide you with a basic comfort level to negotiate in any situation. This interactive workshop includes techniques to promote effective communication and gives you techniques for turning face-to-face confrontation into side-by-side problem solving.

### What Will Students Learn?

Understand how often we all negotiate and the benefits of good negotiation skills.  
 Recognize the importance of preparing for the negotiation process, regardless of the circumstances.  
 Identify the various negotiation styles and their advantages and disadvantages.  
 Develop strategies for dealing with tough or unfair tactics.  
 Gain skill in developing alternatives and recognizing options.  
 Understand basic negotiation principles, including BATNA, WATNA, WAP, and the ZOPA.

### What Topics are Covered?

What is negotiation?  
 The successful negotiator  
 Preparing for negotiation  
 Making the right impression  
 Getting off to a good start  
 Exchanging information  
 The bargaining stage  
 Reaching mutual gain and moving beyond “no”  
 Dealing with negative emotions  
 Moving from bargaining to closing  
 Solution types

## SELLING SMARTER

It's no secret that the sales industry continues to change and evolve rapidly. This is an exciting and dynamic profession, although it is often underrated and misunderstood. The back-slapping, high pressure, joke-telling sales person has disappeared. In his place is a new generation of sales professionals: highly trained and well groomed, with the characteristics of honesty, trustworthiness, and competence. This one-day workshop will help you learn

how to be one of those smart sales professionals!

**What Will Students Learn?**

How to explain and apply concepts of customer focused selling  
 How to use goal-setting techniques as a way to focus on what they want to accomplish and develop strategies for getting there  
 How to apply success techniques to get the most out of work  
 Productivity techniques to maximize their use of time.  
 Ways to find new clients and network effectively

**What Topics are Covered?**

Selling skills  
 The sales cycle  
 Framing success  
 Setting goals with SPIRIT  
 The path to efficiency  
 Customer service  
 Selling more  
 Ten major mistakes  
 Finding new clients  
 Selling price

**NETWORKING FOR SUCCESS**

Business networking is an effective and efficient way for business people to connect, develop meaningful relationships, and grow their businesses. These achievements don't come through a direct sales approach, however. They come from being interested in helping others, in listening, and in purposefully meeting and introducing people to one another. In this two-day course, you'll learn the essential ingredients for business networking, including in-person, people-centred connections and online spaces such as LinkedIn.

**What Will Students Learn?**

Introduce yourself in a meaningful, memorable way, even if you've never worked on an elevator pitch before  
 Be goal focused about networking so that you make the most of events you attend  
 Apply the concept of give first and be helpful as part of a system of reciprocity  
 Use strategy and systems in order to network effectively  
 Leverage the availability and usefulness of the Internet, including LinkedIn and Twitter

**What Topics are Covered?**

Assessing your networking skills  
 Identifying opportunities and customizing your approach  
 Creating a positive first impression  
 Your memorable intro  
 Starting the conversation  
 The handshake  
 Business cards  
 Handling tough situations  
 Following up  
 Organizing your network  
 Leveraging the internet

**PUBLIC SPEAKING: PRESENTATION SURVIVAL SCHOOL**

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.

### **What Will Students Learn?**

- 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

### **What Topics are Covered?**

- 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

## **WRITING REPORTS AND PROPOSALS**

It is essential to understand how to write reports and proposals that get read. We write reports in a range of formats and a variety of purposes. Whether you need to report on a product analysis, inventory, feasibility studies, or something else, report writing is a skill you will use again and again. Having a method to prepare these documents will help you be as efficient as possible with the task. This course will build on a solid base of writing skills to present information in formal, informal, and proposal styles.

### **What Will Students Learn?**

- Prepare reports and proposals that inform, persuade, and provide information.
- Review your work so that it is clear, concise, complete, and correct.
- Apply these skills in real work applications.

### **What Topics are Covered?**

- The stages of report writing (investigating, planning, writing, and revising)
- Using headings, charts, and graphs
- The parts of a proposal
- Persuasion, designing a message, and tough questions
- Giving credit

## **ACTIVE LISTENING**

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 one-day workshop will help participants develop and practice their active listening skills.

### What Will Students Learn?

- 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

### What Topics are Covered?

- Defining active listening
- Body language basics
- Attitude is everything!
- Encouraging conversation
- Building relationships
- Getting over listening roadblock

## GETTING STUFF DONE

Why are there so many different organizational systems and time management methods out there? The answer is simple: it's like any other personal challenge, like weight loss or money management. There is no simple, one size fits all answer. You must build a solution that works for you. Over the course of this two-day workshop, we will explore various time management and organizational tools and techniques so that you can build a customized productivity plan for your personal and professional lives. At the end of the course, you will emerge with a plan that works for you, so that you can start regaining control of your life!

### What Will Students Learn?

- Identify what personal efficiency is, what skill sets can improve personal productivity, and what attitudes we should cultivate
- Explain why multi-tasking is a myth
- Describe what role long-term goals play in short-term efficiency
- Share a personal vision and develop dreams and goals from it
- Apply the 80/20 rule and learn how it should affect planning
- Identify the characteristics of a good organizational system
- Develop a plan for an efficient workspace, including a customized information center and a filing system
- Apply a system that will allow them to process any type of information that crosses their desk
- Use the Eisenhower principle to prioritize work and routines to simplify lives

### What Topics are Covered?

- Understanding personal efficiency
- Developing the right attitude
- Laying the foundation
- Building blocks of an organizational system
- Creating the right environment
- Setting up your virtual environment and information management center
- Managing information in six easy steps
- Prioritizing your tasks
- Saying no
- Creating routines
- Stopping procrastination now (not later!)

Understand why they procrastinate and develop methods for tackling tasks  
 Apply tools to make their households more productive and efficient

Applying our lessons at home

## FOR TRAINING TEAM

### TRAINING WITH VISUAL STORYTELLING

Training is constantly evolving, just as the needs and desires of learners are constantly changing. This one-day course is for trainers who are ready to make their training stronger, more memorable, and more engaging for learners by using visual storytelling and graphical techniques to create better learning experiences that lead to better retention.

#### What Will Students Learn?

- Describe how storyboarding leads to better training results
- Apply storyboarding techniques to create a strong foundation for training
- Design training that uses storytelling to make it memorable, compelling, and relevant to the audience
- Evaluate technology tools to determine what will create the best learning experiences needed for adequate training

#### What Topics are Covered?

- How Storytelling Can Boost Your Training Power
- The Elements of a Powerful Story
- Storyboarding Techniques
- Bringing the Story to Life
- Tools and Technology

### DEVELOPING A TRAINING NEEDS ANALYSIS

The right training at the right time can make a huge difference in the productivity and profitability of your organization. Whether you are scanning your workplace for opportunities to make things better and training is the answer, or a client asks you to come into their organization and do an assessment, your answer is best framed in the form of a training needs analysis. Your ability to create an analysis that is comprehensive yet simply prepared is critical for it to be understood and acted upon. This one-day workshop will help you to gather the information, assess the data, and present your suggestions for training or non-training solutions.

#### What Will Students Learn?

- Understand the value of creating a training needs analysis
- Apply the ICE method to assess the situation and build a training needs analysis
- Create a simple yet thorough training needs analysis for their organization or client

#### What Topics are Covered?

- A Closer Look at the Training Needs Analysis
- Collecting Data
- Diving Deeper Into the Data
- Creating the Report
- Taking Action

### MAKING TRAINING STICK

We have all participated in training courses or workshops. Some of these have been helpful and useful in our everyday lives and others have seemed redundant and a waste of time. How often have we cheered or grumbled

at being asked to participate in a training day?

The good news is that all training can be useful and applicable if the trainer keeps some simple tips in mind when developing and applying training. We all learn differently, but there are some truths about learning that can be applicable to most groups and can be tweaked to fit any training session.

### What Will Students Learn?

- What are some ways to help learners make connections?
- How and why to write learning objectives
- Ways that adults learn and retain information
- Tips for following up after training
- Training tips
- Ways to take training further

### What Topics are Covered?

- Strategies for stickiness
- Designing a program that will stick
- Teaching tips and tricks
- What method is stickiest?
- Following up
- Taking training further

## ADVANCED SKILLS FOR THE PRACTICAL TRAINER

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 three-day workshop will help you reach that goal.

**NOTE:** We strongly recommend completing *The Practical Trainer* workshop before taking this course.

### What Will Students Learn?

- Demonstrate your understanding of learning styles and how to accommodate all four learning styles in the classroom
- Apply the key principles of effective communication in a workshop setting
- Use a variety of training techniques to stimulate participation
- Develop a plan and prepare for an effective training session

### What Topics are Covered?

- Preparing to learn and understanding learning
- Competencies for adult educators
- Accommodating learning preferences
- Increasing your expertise and using existing materials
- Planning a workshop, including preparing visual aids
- Effective communication (incl. questioning)
- Kirkpatrick's levels of evaluation

Explain the different levels of evaluation and when to use each  
 Identify advanced interventions for difficult situations  
 Put your skills to work for a team presentation

On-the-job support  
 Managing stress and dealing with difficult situations  
 Training in different forums (i.e. virtual learning)  
 Mock training presentations

## DEVELOPING YOUR TRAINING PROGRAM

Training is an essential element of development in any organization. Being knowledgeable and continuing to learn throughout your career can make you a very valuable asset. We also know that training and orientation (or 'onboarding') for newly hired employees is a key factor in retention. This two-day workshop is designed for a trainer who wants to develop training programs that are meaningful, practical, and will benefit both trainees and the organizations they work for.

### What Will Students Learn?

Describe the essential elements of a training program  
 Apply different methodologies to program design  
 Demonstrate skills in preparation, research, and delivery of strong content  
 Explain an instructional model  
 Be prepared to create a training program proposal

### What Topics are Covered?

Program design  
 Identifying needs  
 Training and instructional systems design models  
 The program's basic outline  
 Evaluation strategies  
 Researching and developing content  
 Pre-assignments in training  
 Choosing openings and energizers  
 Training instruments, assessments, and tools  
 Creating supporting materials  
 Testing the program  
 Creating proposals  
 Building rapport

## FACILITATION SKILLS

How can you facilitate, rather than control, group decision-making and team interaction? With no formal training, people may find it difficult to make the transition from instructors or managers to facilitators. This two-day workshop has been created to make core facilitation skills better understood and readily available for your organization. It represents materials and ideas that have been tested and refined over twenty years of active facilitation in all types of settings.

### What Will Students Learn?

How to distinguish facilitation from instruction and training  
 How to identify the competencies linked to effective small group facilitation  
 The difference between content and process  
 The stages of team development and ways to help teams through each stage

### What Topics are Covered?

Defining your role and how facilitators work  
 Establishing ground rules  
 Content and process  
 Types of thinking  
 Dealing with controversial issues and divergent perspectives  
 Communication skills

Common process tools to make meetings easier and more productive

Listening for common ground  
Common facilitation techniques  
Giving effective feedback  
The language of facilitation  
Dealing with difficult dynamics  
Building sustainable agreements  
Stages of team development  
Analysis tools

## THE PRACTICAL TRAINER

People who work as trainers are often put into difficult situations without much understanding of what training is or how to do it well. We know that being a good trainer is the result of developing skills to bring information to an audience. This information will then engage, empower, and encourage continued learning and development. This three-day course will give you the skills that you need so that your students not only learn, but also enjoy the process, retain information shared, and use their new skills back in the workplace.

### **What Will Students Learn?**

Recognize the importance of considering the participants and their training needs, including the different learning styles and adult learning principles.

Know how to write objectives and evaluate whether these objectives have been met at the end of a training session.

### **What Topics are Covered?**

Defining a successful training program/trainer

Adult learning and the learning process

Principles of adult learning

Style assessment, including introvert/extrovert analysis

Applying the learning cycle

Develop an effective training style, using appropriate training aids and techniques.

Conduct a short group training session that incorporates these training concepts.

The training process (planning training, choosing methods, designing learning sequences)

Adding games

Setting the climate

Presentation skills

Dealing with difficult trainees

On-the-job training

Evaluation techniques

Mock training presentations for peer review

## USING ACTIVITIES TO MAKE TRAINING FUN

Most people have been at a party or some other social occasion where someone has told an inappropriate joke and ruined the mood (at least temporarily). Likewise, we've all been somewhere where the class clown is able to lighten the mood and help people have fun.

The good news is that humour can help you make your training sessions just as engaging as those fun social occasions. Even better, you don't need to be the class clown or an award-winning comedian to do it. This one-day workshop will help you identify what kind of humour you can bring to the classroom, and how games can help you engage your participants.

### What Will Students Learn?

How training can include the use of humour and games

Different types of games

Methods to elicit participant buy-in

How to apply humour principles in adult learning

How to troubleshoot when games go badly

How to develop their own games

### What Topics are Covered?

Let's have some fun!

Getting everyone on board

Choosing the right game

When games go badly

Using humour in training

Wavy lines

Quick and easy games

Creating a game

## SURVIVAL SKILLS FOR THE NEW TRAINER

If you are thinking about becoming a trainer or have started doing some training already and want to know more about what will help you to become an excellent trainer, this workshop will help. This one-day workshop is designed as an exploration of the essential skills that trainers need to develop, and to get you started in the learning process in an interactive and fun environment.

### What Will Students Learn?

Understand the essential background for trainers to have

Explore how being genuine enhances training

Identify the elements of good questions

### What Topics are Covered?

What makes a good trainer?

Personal best, professional best

Being genuine

Assertiveness skills



Identify the business benefits of onboarding  
 List the factors that contribute to a successful onboarding program  
 Build a team to create an onboarding program  
 Prepare a vision statement and goals for an onboarding program  
 Design a framework for an onboarding program that includes program setup, various types of training, games, progress tracking, follow-up  
 Customize your onboarding framework  
 Identify which metrics you should track to evaluate program results  
 Create a branded, unique program

Creating the Onboarding Steering Team  
 Gathering Supporting Information  
 Setting Goals  
 Developing the Program  
 A Personal Onboarding Plan  
 Customizing the Framework

Program Onboarding Executives Understanding Employee Engagement  
 Ten Ways to Make Your Program Unique  
 Fun and Games  
 Case Study Analysis

## HIRING FOR SUCCESS

Interviewing sounds easy enough: you arrange for a conversation between you and potential candidates, and then select the best person for a particular position. But what if you could refine the process in such a way that you were confident that you are selecting the right person? How do you separate the good from the great, when they have similar work experience and strengths to offer? This two-day workshop will give you the skills and tools to hire successful candidates.

### What Will Students Learn?

How to recognize the costs incurred by an organization when a wrong hiring decision is made

### What Topics are Covered?

History of the interviewing process  
 The recruitment and selection process

Ways to develop a fair and consistent interviewing process for selecting employees  
How to prepare better job advertisements and use a variety of markets  
How to develop a job analysis and position profile  
How to use traditional, behavioral, achievement oriented, holistic, and situational (critical incident) interview questions  
Communication skills that are essential for a skilled recruiter  
How to effectively interview difficult applicants  
Ways to check references more effectively  
Basic employment and human rights laws that can affect the hiring process

Cost analysis  
Job analysis and position profiles  
Finding candidates and advertising guidelines  
Screening resumes and performance assessments  
Problems recruiters face and interviewing barriers  
Non-verbal communication and types of questions  
Traditional vs. behavioural interviews  
The critical incident technique  
Difficult applicants  
Interview preparation and format  
Scoring responses and checking references  
Human rights

## BUILDING BETTER TEAMS

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, your success as an organization can often depend on how well you and other team members operate together. How are your problem-solving skills? Is the team enthusiastic and motivated to do its best? Do you work well together? This one-day course can help you get there!

**What Will Students Learn?**

**What Topics are Covered?**

- The value of working as a team
- How to develop team norms, ground rules, and team contracts
- Their team player style and how it can be used effectively
- Ways to build 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

- 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

## ORIENTATION HANDBOOK

An effective human resource professional knows that managing employee performance is more than responding to problems, conducting performance reviews, or hiring staff. Performance management begins with an orientation to the organization and the job and continues on a daily basis as employees are trained and coached.

A thoughtful new employee orientation program, coupled with an employee handbook (or website) that communicates workplace policies, can reduce turnover and those reductions save your organization money. Whether your company has two employees or a thousand employees, don't leave employee retention to chance. Engage them from the moment they are hired; give them what they need to feel welcome and let them impress you with what they bring to your company. This two-day workshop is just the start that you need!

### What Will Students Learn?

- How important an orientation program is to an organization
- The role of the human resource department in the orientation program
- How the commitment curve affects both new employees and their managers
- What companies can do to deliver their promise to new employees
- The critical elements of effective employee training
- The importance of having an employee handbook for new and long-term employees

### What Topics are Covered?

- Finding, hiring, and keeping good people
- Building employee commitment and engagement
- Fast-track orientation
- Designing a successful orientation program
- The commitment curve and obtaining buy-in
- Employee training and adult learning
- Working with external providers
- Helping people make connections
- Creating employee manuals

## CONDUCTING EFFECTIVE PERFORMANCE REVIEWS

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.

### What Will Students Learn?

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 have the opportunity to practice the process in a supportive atmosphere.

How to make the performance review legally defensible.

### What Topics are Covered?

Common errors and solutions

Types of performance reviews

The performance management process

Setting standards and goals

Creating a performance development plan

Feedback and communication skills

Accepting criticism

Appraisal preparation

Planning and conducting the interview

Coaching and maintaining performance

Terminating an employee

Performance management checklists

## GENERATION GAP: CLOSING THE GENERATION GAP IN THE WORKPLACE

There are currently five generations in the workforce. Only a few short years ago employers who were expecting to be faced with mass retirements are now looking at accommodating workers who cannot afford to retire, or are simply healthy and happy enough they'd like to stay at work. However, the labour force continues to put in hard work and lots of strategy to find the right people to fill vacancies and to be able to serve their customers.

This course examines the history and reality of the generation gap, especially for recruiters and succession planning. In it, we will explore whether defining the actual limits of each generation is most important, or whether the merits of people within the context of employment is the bigger issue. After all, understanding others helps us to understand ourselves and to manage the people that we work with. We will also explore problems, solutions, and strategies to help overcome issues of the generation gap.

### What Will Students Learn?

Identify where the generation gap issue surfaces, and the impact it has on the modern workforce

Describe and apply language that is specific to each generation currently in the workplace

Explore organization strategies that overcome gap issues

Evaluate the need and effectiveness of recruiting, retention, and succession plans in context of the generation gap

### What Topics are Covered?

History in Brief

Finding Common Ground

Silents, Boomers, X'ers, Y's, Millennials, and Gen Z

Recruiting that Bridges the Gap

Pre-Assignment Review

Creative Solutions

The Value of Planning

Developing Targeted Retention Strategies

What We Really Want

## NURTURED

### NQF 1: GENERAL EDUCATION AND TRAINING CERTIFICATE: ADULT BASIC EDUCATION AND TRAINING: 71751

#### **Purpose:**

The General Education and Training Certificate (GETC) in Adult Basic Education and Training (ABET) is suitable for adult learners and will provide them with fundamental basics of general education learning.

The purpose of the Qualification is to equip learners with foundational learning by acquiring knowledge, skills and values in specified Learning Areas.

In addition, it also allows learners to choose Elective Unit Standards which relate to occupational type learning relevant to their area of interest or specialisation.

Provide a solid foundation of general education learning which will help prepare learners and enable them to access Further Education and Training learning and qualifications, particularly occupational workplace-based or vocational qualifications.

Promote lifelong learning to enable learners to continue with articulated learning.

#### **Approved by W&RSETA**

### NQF 2: NATIONAL CERTIFICATE: WHOLESALE AND RETAIL OPERATIONS 58206

#### **Purpose:**

The National Certificate: Wholesale and Retail Operations, addresses skills and competencies for enabling entry-level employment and positions. The qualifying learner will to access opportunities for further development and training in the specialised areas of Wholesale and Retail such as:

Operations.

Administration.

Merchandising.

Stock control.

Customer service.

Visual display merchandising.

Help desk operations.

After successful completion of this qualifications learners will be able to:

Understand the sector in which they work.

Provide customers with a high level of service.

Operate effectively and efficiently in their area of specialisation

#### **Approved by W&RSETA**

### NQF 2: NATIONAL CERTIFICATE: WHOLESALE AND RETAIL DISTRIBUTION 49280

#### **Purpose:**

The purpose of this Certificate is to equip learners to understand and acquaint themselves with the underlying principles of all of the major areas related to distribution within the Wholesale & Retail sector,

The Certificate further aims to provide career paths through various levels and areas of the Wholesale and Retail environment thus promoting the notion of quality lifelong learning.

The Certificate in Wholesale and Retail Distribution, NQF Level 2, is designed to meet the needs of the learners who are already employed and involved in Wholesale, Distribution or Mail Order Retail within the Wholesale and Retail field.

Additionally, however, it may also allow access to, and meet the needs and aspirations of the youth and unemployed who wish to pursue a career in these areas, or in fields where this learning may be useful.

This Certificate provides learners with a grounding in all areas of Distribution. This may enable them not only to increase their productivity within the Wholesale and Retail Sector but also to apply their learning in various other business environments.

#### **Approved by W&RSETA**

#### **NQF 3: NATIONAL CERTIFICATE: WHOLESALE AND RETAIL OPERATIONS 63409**

This qualification will serve will serve as the second in the Wholesale and Retail Operations learning pathway and provide a basis for further learning. While the qualifying learners will experience personal growth and development, workplace succession planning will be more readily achieved.

The operational process includes;

ordering stock

receiving

dispatching

stock control

cash control,

sales and marketing and displaying

responsible credit promotion

perishable foods preparation

sales and display

the running of an informal small business.

This qualification will serve to provide the W and R sector with personnel that can perform the operation functions to industry standards, optimise productivity and improve service levels. The qualifying learner will undergo personal development that will contribute to social and economic development.

The learner assessed as competent against this qualification will be able to:

Ensure a positive customer experience in a W and R business unit.

Explain how employees can influence the objectives of a W and R business unit

#### **Approved by W&RSETA**

#### **NQF 4: NATIONAL CERTIFICATE: WHOLESALE AND RETAIL OPERATIONS SUPERVISION 49397**

This qualification is a further step in a learning pathway that underpins a career in the Wholesale and Retail arena and helps the progression for a career path within an organisation.

This qualification is rooted in actual practice and the learner is expected to be part of a public or private organisation and/or company operating in the area.

The Certificate will form part of a learning pathway that currently stretches from NQF Levels 2 to 5. This pathway will culminate in a qualification at NQF Level 5 with the prospect of a management position within an organisation.

Specifically, the purpose of this Certificate qualification is to equip learners to:  
understand and acquaint themselves with the principles of supervision and team leadership within the Wholesale & Retail sector

to provide career paths with associated learnerships through various levels and areas of the Wholesale and Retail environment.

Supervision in this context includes all activities ensuring the achievement of desired results and the correct implementation of prescribed policies, procedures and activities.

The Certificate thus aims to build capacity and improve skills at lower management level in the Wholesale and Retail sector thus ensuring the development of competence and increased service delivery in this field.

The qualification provides learners with greater competence in people management within the Wholesale and Retail Sector.

**Approved by W&RSETA**

## SAFETY IN THE WORKPLACE

Workplace accidents and injuries cost corporations millions of dollars and thousands of hours lost every year. They also have a profound, often lifelong impact on workers. Introducing a safety culture into your organization, where safety is valued as an integral part of the business's operation, not only saves the business time and money, it also builds a committed, loyal, healthy workforce. This one-day workshop will give you the foundation to start building your safety culture.

### What Will Students Learn?

- Understand the difference between a safety program and a safety culture
- Use resources to help you understand the regulations in your area
- Launch a safety committee
- Identify hazards and reduce them
- Apply hiring measures that can improve safety
- Explain what a safety training program will involve
- Identify groups particularly at risk for injury and know how to protect them
- Help your organization write, implement, and review a safety plan
- Respond to incidents and near misses
- Understand the basics of accident investigation and documentation

### What Topics are Covered?

- Defining a safety culture
- Governing bodies and resources
- Getting started
- Identifying hazards
- Resolving hazards
- Taking proactive measures
- Identifying groups at risk
- Writing a safety plan
- Implementing the plan
- Incident management
- Reviewing the program

## PERSONAL BRAND: MAXIMIZING PERSONAL IMPACT

This course is a two-day exploration about the type of impact we want to have in life and work. Participants will consider and define the influence that they can have on their life and work. They will also learn skills for success and how to create those circumstances.

### What Will Students Learn?

- Speak in terms of the impact and influence that you want to have in life and work
- Understand your personal style in terms of your personal brand
- Develop skill in areas like focus, concentration, and communication to support your brand
- Build credibility and trust by living your brand
- Take ownership of your image, both online and in person

### What Topics are Covered?

- Importance of a personal brand
- Your brand approach to others
- Looking at the outside and the inside
- Setting goals
- Networking for success
- Communication strategies
- Building your credibility
- Brand You
- Living your brand
- Managing your social media presence
- Having influence
- Dealing with challenging people
- Presentations and meetings

## NETWORKING FOR SUCCESS

Business networking is an effective and efficient way for business people to connect, develop meaningful relationships, and grow their businesses. These achievements don't come through a direct sales approach, however. They come from being interested in helping others, in listening, and in purposefully meeting and introducing people to one another. In this two-day course, you'll learn the essential ingredients for business networking, including in-person, people-centered connections and online spaces such as LinkedIn.

### What Will Students Learn?

- Introduce yourself in a meaningful, memorable way, even if you've never worked on an elevator pitch before
- Be goal focused about networking so that you make the most of events you attend
- Apply the concept of give first and be helpful as part of a system of reciprocity
- Use strategy and systems in order to network effectively
- Leverage the availability and usefulness of the Internet, including LinkedIn and Twitter

### What Topics are Covered?

- Assessing your networking skills
- Identifying opportunities and customizing your approach
- Creating a positive first impression
- Your memorable intro
- Starting the conversation
- The handshake
- Business cards
- Handling tough situations
- Following up
- Organizing your network
- Leveraging the internet

## BUILDING RELATIONSHIPS FOR SUCCESS IN SALES

No one questions that making friends is a good thing. In this one-day workshop, you are going to discover that the business of business is making friends, and the business of all sales professionals is making friends and building relationships. Strategic friendships will make or break any business, no matter how big and no matter what kind of market.

### What Will Students Learn?

Discover the benefits of developing a support network of connections.

Understand how building relationships can help you develop your business base.

Learn how to apply communication techniques to build your network.

The key elements in strong working relationships, and how to put more of these elements in working relationships.

Recognize key interpersonal skills and practice using them.

### What Topics are Covered?

Focusing on your customer

What influences people in forming relationships?

Disclosure

How to win friends and influence people

Communication skills for relationship selling

Non-verbal messages

Managing the mingling

The handshake

Small talk and networking

## CRITICAL ELEMENTS OF CUSTOMER SERVICE

While many companies promise to deliver an incredible customer experience, some are better at delivering than others. This two-day 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.

### What Will Students Learn?

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

### What Topics are Covered?

What is customer service? Who are your customers?

Meeting expectations

Setting goals

Communication skills and telephone techniques

Dealing with difficult customers and people

Dealing with challenges assertively

Dealing with stress

The first critical element: A customer service focus

The second critical element: Defined in your organization

The third critical element: Given life by employees

The fourth critical element: Be a problem solver

The fifth critical element: Measure it

The sixth critical element: Reinforce it

## BODY LANGUAGE: READING BODY LANGUAGE AS A SALES TOOL

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 one-day workshop!

#### **What Will Students Learn?**

- 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

#### **What Topics are Covered?**

- Body language
- Give me some space!
- What's your face saying?
- What's your body saying?
- Mirroring and leading
- Monitoring your posture
- Dressing up
- Shaking hands
- Role plays and interactive activities

### CONDUCTING ACCURATE INTERNET RESEARCH

As the Internet grows, it becomes more challenging to find the correct information from a reliable source in a timely manner. As research expert Gary Price puts it, "The haystack is growing and finding the needles takes more time and requires greater skill."

This one-day course will teach students how to conduct accurate Internet research by creating a search plan, searching both the surface web and the deep web, and staying organized. Students will also learn how to think critically and find the best sources for their Internet search.

#### **What Will Students Learn?**

- Describe why Internet research skills are important
- Create a search plan
- Identify what resources are the most appropriate for your search
- Search the surface web and the deep web using a variety of tools
- Assess the credibility and validity of a website
- Organize research notes
- Cite sources and avoid plagiarism

#### **What Topics are Covered?**

- Creating a Search Plan
- Searching the Surface Web
- Diving Into the Deep Web
- Searching for Multimedia
- Assessing Research Sites
- Staying Organized with Research Tools
- Citing Sources

### WRITING REPORTS AND PROPOSALS

It is essential to understand how to write reports and proposals that get read. We write reports in a range of formats and

a variety of purposes. Whether you need to report on a product analysis, inventory, feasibility studies, or something else, report writing is a skill you will use again and again. Having a method to prepare these documents will help you be as efficient as possible with the task. This course will build on a solid base of writing skills to present information in formal, informal, and proposal styles.

### **What Will Students Learn?**

Prepare reports and proposals that inform, persuade, and provide information.

Review your work so that it is clear, concise, complete, and correct.

Apply these skills in real work applications.

### **What Topics are Covered?**

The stages of report writing (investigating, planning, writing, and revising)

Using headings, charts, and graphs

The parts of a proposal

Persuasion, designing a message, and tough questions

Giving credit

## **ACTIVE LISTENING**

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 one-day workshop will help participants develop and practice their active listening skills.

### **What Will Students Learn?**

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

### **What Topics are Covered?**

Defining active listening

Body language basics

Attitude is everything!

Encouraging conversation

Building relationships

Getting over listening roadblocks

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 one-day workshop will help you handle most of those socially difficult moments.

#### What Will Students Learn?

- ✓ Effective networking, including making introductions, shaking hands, and using business cards appropriately
- ✓ How to dress appropriately for every business occasion
- ✓ How to feel comfortable when dining in business and formal situations
- ✓ How to feel more confident of your business communication in every situation
- ✓ That extra edge that establishes trust and credibility

#### What Topics are Covered?

- ✓ Business etiquette basics
- ✓ 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

## CREATING A DYNAMITE JOB PORTFOLIO

The job market continues to change, as does the way we look for work. This course examines the value of presenting yourself as a complete package by using a resume as an introduction to an employer and backing it up with a portfolio presented at the interview.

In order to make the most of this course, participants need to have recently completed the Getting Your Job Search Started workshop or identified target positions and completed a full skills assessment and goal setting exercise.

#### What Will Students Learn?

- Speak about yourself using descriptive language.
- Apply the essential elements of cover letters and resumes.
- Understand the need for pre-employment testing and what to expect in your target market.
- Design a personalized portfolio.
- Develop a plan that moves you to a new job within 60 days.

#### What Topics are Covered?

- Who are you?
- Writing the resume
- Creating a noticeable package
- Cover letters
- The portfolio
- Dealing with awkward points
- Getting to a new job in 60 days
- Giving references
- Thank-you notes

NQF 5: NATIONAL CERTIFICATE: GENERIC MANAGEMENT – WHOLESALE AND RETAIL 63334

**Purpose:**

A person acquiring this qualification will be able to manage first line managers in an organisational entity. First line managers may include team leaders, supervisors, junior managers, section heads and foremen. The focus of this qualification is to enable learners to develop competence in a range of knowledge, skills, attitudes and values including:

Initiating, developing, implementing and evaluating operational strategies, projects and action plans, and where appropriate, recommending change within teams and/or the unit so as to improve the effectiveness of the unit.

Monitoring and measuring performance and applying continuous or innovative improvement interventions in the unit in order to attain its desired outcomes, including customer satisfaction, and thereby contributing towards the achievement of the objectives and vision of the entity.

Leading a team of first line managers, by capitalising on the talents of team members and promoting synergistic interaction between individuals and teams, to enhance individual, team and unit effectiveness in order to achieve the goals of the entity.

Building relationships using communication processes both vertically and horizontally within the unit, with superiors and with stakeholders across the value chain to ensure the achievement of intended outcomes.

Applying the principles of risk, financial and knowledge management and business ethics within internal and external regulatory frameworks in order to ensure the effectiveness and sustainability of the unit.

Enhancing the development of teams and team members through facilitating the acquisition of skills, coaching, providing career direction, and capitalising on diversity in the unit.

**Approved by Wholesale and Retail SETA**

**TARGET AUDIENCE: This programme is intended for Assistant Managers to Regional Managers and their teams.**

**The Company specific Material is developed according to the level of the learner**

The Management Action Plan (MAP) - Skills Programme – Retail Manager 142101

The programme is interactive, practical and culminates in the managers producing their own management action plan for their own unit!

The programmes can be run concurrently or as two separate interventions

The Skills Programme 142101 – NQF 5 – Operations - Retail Manager covers the following modules:

1. Operations
  - Manage Stockholding procedures - 255497 - 6 Credits
  - Manage Shrinkage and losses 255499 - 12 Credits
  - Manage Procedures that increase the Net Income - 255500 - 8 Credits

And

2. Team Skills
  - Build teams to achieve goals and objectives – 252037- 6 Credits
  - Monitor and evaluate team members against performance standards – 252034 – 8 Credits
  - Use communication techniques effectively -- 12433 – 8 Credits

### **Outcome**

At the end of the programme the Managers develop their own MAP for their store – highlighting at least three changes per department that they will implement and measure to gauge success!!

Approved by W&RSETA

## GENERATION GAP: CLOSING THE GENERATION GAP IN THE WORKPLACE

There are currently five generations in the workforce. Only a few short years ago employers who were expecting to be faced with mass retirements are now looking at accommodating workers who cannot afford to retire, or are simply healthy and happy enough they'd like to stay at work. However, the labor force continues to put in hard work and lots of strategy to find the right people to fill vacancies and to be able to serve their customers.

This course examines the history and reality of the generation gap, especially for recruiters and succession planning. In it, we will explore whether defining the actual limits of each generation is most important, or whether the merits of people within the context of employment is the bigger issue. After all, understanding others helps us to understand ourselves and to manage the people that we work with. We will also explore problems, solutions, and strategies to help overcome issues of the generation gap.

### What Will Students Learn?

Identify where the generation gap issue surfaces, and the impact it has on the modern workforce  
 Describe and apply language that is specific to each generation currently in the workplace  
 Explore organization strategies that overcome gap issues  
 Evaluate the need and effectiveness of recruiting, retention, and succession plans in context of the generation gap

### What Topics are Covered?

History in Brief  
 Finding Common Ground  
 Silents, Boomers, X'ers, Y's, Millennials, and Gen Z  
 Recruiting that Bridges the Gap  
 Pre-Assignment Review  
 Creative Solutions  
 The Value of Planning  
 Developing Targeted Retention Strategies  
 What We Really Want

## WRITING A BUSINESS PLAN

This two-day course is designed for business owners and entrepreneurs who are ready to create a business plan. All the essential steps are covered, including drafting the original document; identifying the audience; gathering information; researching; describing product plans; and marketing, sales, and accounting terms. Students will come away from the course energized and prepared to write their business plan.

### What Will Students Learn?

- Research and analyze the individual components needed for a business plan
- Apply skills to create a business plan for different audiences, including investors, banks, and other stakeholders
- Explain the purpose and future of your business in easy to understand terms
- Use accounting terms to describe the future for their business
- Describe their marketing, sales, and planning strategies

### What Topics are Covered?

- What is a business plan for?
- A general business plan framework
- Identifying your audience
- Gathering and analysing information
- Defining your company
- Getting to work
- Creating a marketing strategy
- Creating the sales plan
- Developing financial projections
- Putting it all together

## MANAGING PRESSURE AND MAINTAINING BALANCE

When things are extremely busy at work and you have your hands full with many tasks and dealing with difficult people, having skills you can draw on are essential for peace of mind and growth. This one-day course will help participants understand the causes and costs of workplace pressure, the benefits of creating balance, and how to identify pressure points. They will also learn how to apply emotional intelligence, increase optimism and resilience, and develop strategies for getting ahead.

### What Will Students Learn?

- ✓ Apply a direct understanding of pressure points and their costs and payoffs
- ✓ Speak in terms related to emotional intelligence, optimism, and resilience
- ✓ Create a personalized toolkit for managing stressors and anger
- ✓ Work on priorities and achieve defined goals

### What Topics are Covered?

- ✓ Under pressure!
- ✓ Getting to the heart of the matter (including identifying pressure points and creating an action plan)
- ✓ Emotional intelligence
- ✓ Coping toolkit (including anger and stress management)
- ✓ Getting organized

## EFFECTIVE PLANNING AND SCHEDULING

As project managers and leads, we all know how difficult it can be to accurately determine the duration of a project, yet that is exactly what is expected of us on a regular basis. This workshop will not disclose the secret of creating an accurate schedule, because there isn't one. However, it will provide the factors and fundamental elements that you should consider and address when creating any type of schedule.

Participants should complete the Intermediate Project Management workshop prior to this course, or have equivalent knowledge.

### What Will Students Learn?

- 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

### What Topics are Covered?

- Projects and schedules
- The Work Breakdown Structure (WBS)
- Estimating activity durations
- Identifying task dependencies
- Aligning resources with activities
- Project Planning with network diagrams, the Critical Path Method, PERT, and Gantt charts
- Scheduling software
- Uncertainty and risk management
- Communication strategies
- Creating a viable schedule
- Updating and monitoring the schedule

## MEETING MANAGEMENT: THE ART OF MAKING MEETINGS WORK

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.

### What Will Students Learn?

- 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

### What Topics are Covered?

- 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

## WORKING SMARTER: USING TECHNOLOGY TO YOUR ADVANTAGE

Rudeness in the workplace is increasing to the level that universities are studying it. Everyone is busy, everyone is stressed, and most people take it out on their colleagues at one time or another. We've all been in a situation where we need to print something ASAP and someone has left the printer jammed, or we need coffee and the coffeepot is empty. Technology is supposed to make life easier and simpler, but most managers find themselves cleaning up the messes caused by too many gadgets. This two-day workshop will show you how to leverage technology to work smarter, not harder.

### What Will Students Learn?

- Make your workplace a technology-friendly place
- Make the most of computers, telephones, instant messaging, e-mail, contact management applications, and scheduling software
- Communicate better with the IT department
- Make the best software and training choices
- Set an IT budget
- Set expectations and responsibilities for security and privacy
- Keep employees safe and healthy
- Develop and implement a system usage policy
- Implement policies for dealing with company property
- Decide whether or not employees should telecommute
- Make telecommuting work
- Deal with workplace rage
- Address technological issues

### What Topics are Covered?

- Making your company a technology-friendly place
- Conquering computers
- Communicating with the IT department
- Choosing software wisely and technical training
- Setting an IT budget
- Security and privacy, including network types
- Ergonomics
- System usage policies
- Taking care of company property
- Time-Saving Tools (including telephone, e-mail, and instant messaging)

Telecommuting  
 Workplace rage  
 A policies and procedures checklist

## NEGOTIATING FOR RESULTS

Negotiating is about resolving differences. People who can master the process of negotiation find they can save time and money, develop a higher degree of satisfaction with outcomes at home and at work, and earn greater respect in their communities when they understand how to negotiate well.

Negotiating is a fundamental fact of life. Whether you are working on a project or fulfilling support duties, this workshop will provide you with a basic comfort level to negotiate in any situation. This interactive workshop includes techniques to promote effective communication and gives you techniques for turning face-to-face confrontation into side-by-side problem solving.

### What Will Students Learn?

- Understand how often we all negotiate and the benefits of good negotiation skills.
- Recognize the importance of preparing for the negotiation process, regardless of the circumstances.
- Identify the various negotiation styles and their advantages and disadvantages.
- Develop strategies for dealing with tough or unfair tactics.
- Gain skill in developing alternatives and recognizing options.
- Understand basic negotiation principles, including BATNA, WATNA, WAP, and the ZOPA.

### What Topics are Covered?

- What is negotiation?
- The successful negotiator
- Preparing for negotiation
- Making the right impression
- Getting off to a good start
- Exchanging information
- The bargaining stage
- Reaching mutual gain and moving beyond "no"
- Dealing with negative emotions
- Moving from bargaining to closing
- Solution types

## PROBLEM SOLVING AND DECISION MAKING

We make decisions and solve problems continually. We start making decisions before we even get out of bed (shall I get up now or not?). Sometimes, we will have made as many as 50 decisions by the time we leave for work. Despite all the natural decision making that goes on and the problem solving we do, some people are very uncomfortable with having to make decisions. You may know someone who has a hard time making decisions about what to eat, never mind the internal wrestling they go through in order to take on major decisions at work. Likewise, we've probably all looked at a solution to something and said, "I could have thought of that." The key to finding creative solutions is not just creativity, although that will certainly help. The answer rests in our ability to identify options, research them, and then put things together in a way that works. Having a process to work through can take the anxiety out of problem solving and make decisions easier. That's what this two-day workshop is all about.

### What Will Students Learn?

- ✓ How to apply problem solving steps and tools
- ✓ How to analyze information to clearly describe problems
- ✓ How to identify appropriate solutions
- ✓ Ways to think creatively and be a contributing member of a problem solving team

### What Topics are Covered?

- ✓ Problem-solving definitions
- ✓ Making decisions
- ✓ Problem solving model and toolkit
- ✓ Getting into It
- ✓ SWOT Analysis

- ✓ How to select the best approach for making decisions
- ✓ How to create a plan for implementing, evaluating, and following up on decisions
- ✓ Ways to avoid common decision-making mistakes
- ✓ Making good group decisions
- ✓ Analysing and selecting solutions
- ✓ Planning and organizing
- ✓ Many hands-on case studies and exercises

## PROCESS IMPROVEMENT WITH GAP ANALYSIS

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.

### What Will Students Learn?

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

### What Topics are Covered?

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

## PROJECT MANAGEMENT FUNDAMENTALS

Project management isn't just for construction engineers and military logistics experts anymore. Today, in addition to the regular duties of your job, you are often expected to take on extra assignments, and to get that additional job done well, done under budget, and done on time.

This one-day workshop is not intended to take participants from a supervisory or administrative position to that of a project manager. However, these topics will familiarize them with the most common terms and practices in terms of working on projects.

### What Will Students Learn?

- Describe what is meant by a project
- Explain what project management means
- Identify benefits of projects
- Identify the phases of a project's life cycle
- Sell ideas and make presentations related to pitching a project
- Prioritize projects
- Begin conceptualizing your project, including goals and vision statements

### What Topics are Covered?

- Defining projects and project management
- The role of a project manager
- How can projects help me?
- A project's life cycle
- Selling a project
- Creating a vision
- Project goals
- Using a target chart
- Preparing your project

Use project planning tools  
Contribute to creating a Statement of Work

Laying out the project

## PROJECT MANAGEMENT TRAINING

In this three-day workshop, we will walk you through the nuts and bolts of project management, from setting priorities to controlling expenses and reporting on the results. You may still have to cope with the unexpected, but you'll be better prepared.

### What Will Students Learn?

- ✓ Understand what is meant by a project.
- ✓ Recognize what steps must be taken to complete projects on time and on budget.
- ✓ Have a better ability to sell ideas and make presentations.
- ✓ Know simple techniques and tools for planning and tracking your project.
  - Have methods for keeping the team focused and motivated.

### What Topics are Covered?

What a project is  
Project management basics  
How projects can help you  
A project's life cycle  
Selling and preparing a project  
The role of a project manager  
Project goals  
Laying out a project  
Project risks and contingency planning  
The work breakdown structure  
Planning tools and budgets  
Teamwork and development  
Communication  
Closing out a project  
Team meetings  
Project presentations

## ADVANCED PROJECT MANAGEMENT

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.

### What Will Students Learn?

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-

### What Topics are Covered?

Choosing the project team  
Building a winning team

functioning unit

- Maximize productivity at team meetings
- Reward and motivate your team
- Develop and execute a communication plan
- Communicate with sponsors and executives more

effectively

- Identify strategies for working with problem team members

Managing team meetings

- Easy ways to reward your team
- Developing a communication plan
- Communicating with sponsors and

executives

- Dealing with problem team members

## CRISIS MANAGEMENT

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 two-day course will help you ensure your organization is ready to manage any kind of crisis.

### What Will Students Learn?

- ✓ Assign people to an appropriate crisis team role
- ✓ Conduct a crisis audit
- ✓ Establish the means for business continuity
- ✓ Determine how to manage incidents
- ✓ Help your team recover from a crisis
- ✓ How to apply the process

### What Topics are Covered?

- ✓ 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 an emergency operations center
- ✓ Building business continuity and recovery
- ✓ Recovering and moving on
- ✓ Plenty of case studies and practice opportunities

## WORKPLACE HARASSMENT: WHAT IT IS AND WHAT TO DO ABOUT IT

Between 2010 and 2015, employers paid out \$698.7 million to employees alleging harassment (through the U.S. Employment Equity Opportunity Commission's administrative enforcement prelitigation process.) The largest sexual harassment jury award totaled \$168 million in 2012. But financial repercussions are not the only reason why workplaces need to be proactive when it comes to preventing harassment. This type of behavior has harmful effects on the victims such as health and self-esteem problems, as well as negative impacts on the workplaces where it occurs, including decreased productivity and increased absenteeism.

But how do you prevent harassment from occurring? What sorts of policies should be in place? What should managers do to protect their employees? And if a complaint is filed, what will we do? All of these questions (and more!) will be answered in this two-day workshop.

### What Will Students Learn?

- Explain what is acceptable behaviour in the workplace and what is not, and why
- Apply the benefits of harassment training
- Define the various types of harassment, including sexual harassment
- Assist in creating a harassment policy
- State some ways to prevent harassment
- Demonstrate some ways to protect yourself from harassment
- Know what to do if you are harassed or accused of harassment
- Understand the complaint process, from the complaint to the reply, to mediation or investigation, to a solution
- Identify situations where mediation is appropriate, and understand how mediation works in those situations
- Describe appropriate solutions for a harassment incident
- Know what to do if a complaint is false
- Help your workplace return to normal after a harassment incident

### What Topics are Covered?

- Defining harassment
- Defining sexual harassment
- The purpose of training
- Creating a harassment policy
- Other prevention strategies
- Nipping it in the bud
- What if it happens to me?
- What if it's happening to someone else?
- Someone has filed a complaint against me!
- Addressing a complaint
- Handling false complaints
- Mediation
- Investigating a complaint
- Making the decision
- Creating solutions
- After it is over
- Skill application

## GIVING EFFECTIVE FEEDBACK

This one day course is designed to help workplace leaders learn how to provide feedback any time that the message is due. Whether feedback is formal or informal, and whether it is provided to employees, peers, or someone else, there are ways that it can be structured to be effective and lasting.

This course will help participants learn why the way we deliver is feedback is important, how to deliver a message so that people accept it and make changes that may be needed, and how to accept feedback that we are offered.

### What Will Students Learn?

- ✓ Explain why feedback is essential
- ✓ Apply a framework for providing formal or informal feedback
- ✓ Use descriptive language in delivering feedback
- ✓ Describe six characteristics of effective feedback
- ✓ Provide feedback in real situations

### What Topics are Covered?

- ✓ Feedback definitions
- ✓ Speaking clearly
- ✓ Communication strategies
- ✓ Characteristics of effective feedback
- ✓ Receiving feedback graciously
- ✓ Testing the waters (role play practice)

## TIME MANAGEMENT: GET ORGANIZED FOR PEAK PERFORMANCE

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.

### What Will Students Learn?

- ✓ 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.

### What Topics are Covered?

- ✓ The Power of a Change
- ✓ Changing Our Perspective
- ✓ Setting Goals
- ✓ Planning Tips and Tricks
- ✓ Setting a Routine

✓ Take control of things that can derail your workplace productivity.

- ✓ Doing it Right
- ✓ Putting an End to Procrastination
- ✓ Getting Organized
- ✓ Organizing Your Files
- ✓ Managing Your Workload

## GETTING STUFF DONE

Why are there so many different organizational systems and time management methods out there? The answer is simple: it's like any other personal challenge, like weight loss or money management. There is no simple, one size fits all answer. You must build a solution that works for you. Over the course of this two-day workshop, we will explore various time management and organizational tools and techniques so that you can build a customized productivity plan for your personal and professional lives. At the end of the course, you will emerge with a plan that works for you, so that you can start regaining control of your life!

### What Will Students Learn?

- Identify what personal efficiency is, what skill sets can improve personal productivity, and what attitudes we should cultivate
- Explain why multi-tasking a myth is
- Describe what role long-term goals play in short-term efficiency
- Share a personal vision and develop dreams and goals from it
- Apply the 80/20 rule and learn how it should affect planning
- Identify the characteristics of a good organizational system
- Develop a plan for an efficient workspace, including a customized information centre and a filing system
- Apply a system that will allow them to process any type of information that crosses their desk
- Use the Eisenhower principle to prioritize work and routines to simplify lives
- Understand why they procrastinate and develop methods for tackling tasks
- Apply tools to make their households more productive and efficient

### What Topics are Covered?

- Understanding personal efficiency
- Developing the right attitude
- Laying the foundation
- Building blocks of an organizational system
- Creating the right environment
- Setting up your virtual environment and information management centre
- Managing information in six easy steps
- Prioritizing your tasks
- Saying no
- Creating routines
- Stopping procrastination now (not later!)
- Applying our lessons at home

## INTRAPRENEURSHIP

Intrapreneurship has been described as a great way to make beneficial changes to your organization. People can choose to continue with the status quo, or they can work to make a difference in the lives of themselves and others within the company.

Who wants to feel empowered and recognized for their innovative and creative ideas? Who wants to make a difference? If you answered yes to these questions, then this course will help you become energized and ready to push your ideas forward. After you complete this workshop, you will have ways to get started and implement your plans.

### What Will Students Learn?

- Understand the importance of intrapreneurship in today's economy
- Identify the characteristics of an intrapreneur and assess your own strengths
- Create an intrapreneurial team within your organization
- Understand the process of intrapreneurship
- Develop a new product or process idea
- Understand the importance of a sales strategy
- Create a start-up financial statement

### What Topics are Covered?

- What is intrapreneurship?
- Why is intrapreneurship important?
- Characteristics of intrapreneurs
- Picking your team
- Are you an intrapreneur?
- Becoming an intrapreneur
- Creating and selling your ideas
- The implementation plan
- ✓ Mock innovation fair

## NETWORKING FOR SUCCESS

Business networking is an effective and efficient way for business people to connect, develop meaningful relationships, and grow their businesses. These achievements don't come through a direct sales approach, however. They come from being interested in helping others, in listening, and in purposefully meeting and introducing people to one another. In this two-day course, you'll learn the essential ingredients for business networking, including in-person, people-centred connections and online spaces such as LinkedIn.

### What Will Students Learn?

- Introduce yourself in a meaningful, memorable way, even if you've never worked on an elevator pitch before
- Be goal focused about networking so that you make the

### What Topics are Covered?

- Assessing your networking skills
- Identifying opportunities and customizing your approach

most of events you attend

Apply the concept of give first and be helpful as part of a system of reciprocity

Use strategy and systems in order to network effectively

Leverage the availability and usefulness of the Internet, including LinkedIn and Twitter

Creating a positive first impression

Your memorable intro

Starting the conversation

The handshake

Business cards

Handling tough situations

Following up

Organizing your network

Leveraging the internet

## CRITICAL ELEMENTS OF CUSTOMER SERVICE

While many companies promise to deliver an incredible customer experience, some are better at delivering than others. This two-day 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.

### What Will Students Learn?

- ✓ 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

### What Topics are Covered?

- ✓ What is customer service? Who are your customers?
- ✓ Meeting expectations
- ✓ Setting goals
- ✓ Communication skills and telephone techniques
- ✓ Dealing with difficult customers and people
- ✓ Dealing with challenges assertively
- ✓ Dealing with stress
- ✓ The first critical element: A customer service focus
- ✓ The second critical element: Defined in your organization
- ✓ The third critical element: Given life by employees
- ✓ The fourth critical element: Be a problem solver
- ✓ The fifth critical element: Measure it
- ✓ The sixth critical element: Reinforce it

## CONQUERING YOUR FEAR OF SPEAKING IN PUBLIC

Do you get nervous when presenting at company meetings? Do you find it hard to make conversation at gatherings and social events? Do you lock up in awkward social situations? If so, this one-day workshop is just for you! It's aimed at anybody who wants to improve their speaking skills in informal situations. We'll give you the confidence and the skills to interact with others, to speak in informal situations, and to present in front of small groups.

### What Will Students Learn?

### What Topics are Covered?

- ✓ Speak with more confidence in one-on-one conversations
- ✓ Feel more confident speaking socially or small groups such as meetings
- ✓ Practice developing these skills in a safe and supportive setting
- ✓ Good communication skills
- ✓ Interpersonal skills
- ✓ Getting comfortable in conversation
- ✓ Practicing dialogue
- ✓ Redesigning yourself for strength
- ✓ Professionalism
- ✓ Maximizing meetings
- ✓ Sticky situations
- ✓ Controlling nervousness

## ADVANCED WRITING SKILLS

This is a one-day 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.

### What Will Students Learn?

- ✓ How to make your writing clear, complete, concise, and correct.
- ✓ How to improve sentence construction and paragraph development.
- ✓ How to deal with specific business requests.
- ✓ How to create effective business cases, proposals, and reports.
- ✓ How to thoroughly document sources that you use in your writing.

### What Topics are Covered?

- ✓ The C's of writing
- ✓ Writing mechanics
- ✓ Dealing with specific requests
- ✓ Preparing business documents
- ✓ Editing techniques

## WRITING REPORTS AND PROPOSALS

### What Will Students Learn?

- ✓ Prepare reports and proposals that inform, persuade, and provide information.
- ✓ Review your work so that it is clear, concise, complete, and correct.
- ✓ Apply these skills in real work applications.

### What Topics are Covered?

- ✓ The stages of report writing (investigating, planning, writing, and revising)
- ✓ Using headings, charts, and graphs
- ✓ The parts of a proposal
- ✓ Persuasion, designing a message, and tough questions
- ✓ Giving credit

## GETTING STUFF DONE

Why are there so many different organizational systems and time management methods out there? The answer is simple: it's like any other personal challenge, like weight loss or money management. There is no simple, one size fits all answer. You must build a solution that works for you. Over the course of this two-day workshop, we will explore various time management and organizational tools and techniques so that you can build a customized productivity plan for your personal and professional lives. At the end of the course, you will emerge with a plan that works for you, so that you can start regaining control of your life!

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- Describe what role long-term goals play in short-term efficiency

- Share a personal vision and develop dreams and goals from it

- Apply the 80/20 rule and learn how it should affect planning

- Identify the characteristics of a good organizational system

- Develop a plan for an efficient workspace, including a customized information centre and a filing system

- Apply a system that will allow them to process any type of information that crosses their desk

- Use the Eisenhower principle to prioritize work and routines to simplify lives

- Understand why they procrastinate and develop methods for tackling tasks

- Apply tools to make their households more productive and efficient

### What Topics are Covered?

- Understanding personal efficiency

- Developing the right attitude

- Laying the foundation

- Building blocks of an organizational system

- Creating the right environment

- Setting up your virtual environment and information management centre

- Managing information in six easy steps

- Prioritizing your tasks

- Saying no

- Creating routines

- Stopping procrastination now (not later!)

- Applying our lessons at home

## GUIDED

### EMOTIONAL INTELLIGENCE

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. This one-day workshop will help you develop your emotional intelligence.

#### What Will Students Learn?

- 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

#### What Topics are Covered?

- History of emotional intelligence
- Emotional intelligence defined
- EI blueprint
- Optimism
- Validating emotions in others
- Understanding emotions
- Setting your personal vision

## CRITICAL THINKING

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 two-day workshop will give you some practical tools and hands-on experience with critical thinking and problem solving.

### What Will Students Learn?

- 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
- Use analytical thought systems and creative thinking techniques
- Prepare and present powerful arguments

### What Topics are Covered?

- Understanding critical thinking
- Where do other types of thinking fit in? (including whole-brain and left and right brain)
- 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
- Plenty of hands-on case studies

## SELF-LEADERSHIP

Self-leadership puts together taking responsibility for our outcomes, setting direction for our lives, and having tools to manage priorities. Self-leaders work at all levels of an organization. They are front-line workers in every possible role, middle managers, and CEOs. Self-leaders like Walt Disney and Wayne Gretzky worked hard to achieve their dreams without using

the term self-leadership. However, they have clearly demonstrated that being in control of their behavior and results, focus, practice, and learning were necessary to achieve their goals.

Self-leadership requires a commitment from individuals to decide what they want from life and to do what's necessary to get the results they want. This one-day workshop will help participants internalize the four pillars of self-leadership and to make meaningful, empowered choices while taking action to get where they want to go.

#### What Will Students Learn?

- Define self-leadership and what it means on an individual level
- Assume responsibility for their results by understanding who they are, what they want, and how to reach they goals
- Describe the four pillars of self-leadership
- Use techniques related to adjusting to change, cultivating optimism, and developing good habits to build self-leadership

#### What Topics are Covered?

- What is self-leadership?
- Knowing who you are
- Change management
- Knowing what you do
- Motivation for optimists
- Using what you know

### CREATIVE THINKING AND INNOVATION

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.

#### What Will Students Learn?

- 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

#### What Topics are Covered?

- 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, role storming, brainwriting, stepladder, and slip writing)
- Putting it all together

### STRESS MANAGEMENT

Today's workforce is experiencing job burnout and stress in epidemic proportions. Workers at all levels feel stressed out, insecure, and misunderstood. Many people feel the demands of the workplace, combined with the demands of home, have become too much to handle. This one-day workshop explores the causes of such stress and suggests general and specific stress management strategies that people can use every day.

### What Will Students Learn?

- Understand that stress is an unavoidable part of everybody's life
- Recognize the symptoms that tell you when you have chronic stress overload
- Change the situations and actions that can be changed
- Deal better with situations and actions that can't be changed
- Create an action plan for work, home, and play to help reduce and manage stress

### What Topics are Covered?

- Defining stress and how it affects us
- What is stress about?
- Building a solid foundation
- Mental strategies
- Stress at work
- Time management tips
- Stress at home
- Drainers and fillers

## ANGER MANAGEMENT: : UNDERSTANDING ANGER

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 one-day workshop is designed to help give you and your organization that edge.

### What Will Students Learn?

- ✓ 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.

### What Topics are Covered?

- ✓ What is anger?
- ✓ Costs and pay-offs
- ✓ Using an anger log
- ✓ The anger process
- ✓ How does anger affect our thinking?
- ✓ Understanding behavior types
- ✓ Managing anger
- ✓ Communication tips and tricks

## DIVERSITY TRAINING: CELEBRATING DIVERSITY IN THE WORKPLACE

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.

### What Will Students Learn?

- 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

### What Topics are Covered?

- 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

## MANAGING DIFFICULT CONVERSATIONS

We have so many interactions in the run of a day, it's reasonable to expect that some of them are going to be difficult. Whether these are conversations that you have in person, or you manage a virtual team and need to speak with someone in another city, there are things that you can do to make these conversations go smoothly. This one-day workshop will give you the tools to manage difficult conversations and get the best results possible out of them.

### What Will Students Learn?

- ✓ How to define their frame of reference
- ✓ How to establish a positive intent and a desired outcome
- ✓ Good communication skills
- ✓ How to draft a script for a difficult conversation
- ✓ Use specific steps to carry out a difficult conversation
- ✓ How to access additional resources as required
- ✓ How to maintain safety in a conversation

### What Topics are Covered?

- ✓ Choosing to have the conversation
- ✓ Toolkit for successful conversations
- ✓ Choosing the time and place
- ✓ Framework for difficult conversations
- ✓ Conversation template
- ✓ Staying safe
- ✓ Role play practice
- ✓

## CONFLICT RESOLUTION: GETTING ALONG IN THE WORKPLACE

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 two-day course will give participants the tools that will help you resolve conflict successfully and produce a win-win outcome.

### What Will Students Learn?

- ✓ 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.

### What Topics are Covered?

- ✓ Defining conflict and types of conflict
- ✓ Spontaneous and reflective action
- ✓ The Johari windows
- ✓ 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 its resolution
- ✓ Helping others through conflict

## BUSINESS ETHICS FOR THE OFFICE

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.

### What Will Students Learn?

- 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

### What Topics are Covered?

- What are ethics? Why bother with ethics?
- Taking your moral temperature
- Kohlberg's six stages
- Philosophical approaches
- Avoiding ethical dilemmas
- Pitfalls and excuses
- Developing an office code of ethics
- 22 keys to an ethical office
- Decision making tools



Be familiar with some common ethical dilemmas

Handling dilemmas with company policy,  
co-workers, clients, and supervisors

What to do when you make a mistake