

Leadership Essentials Curriculum

Module Name	Objectives	Skill Points
<p>Essential Skills of Leadership</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Deal with team members on a day-to-day basis in such a way as to maintain and enhance their self- esteem. • Base discussions about performance and work habits on behavior rather than on personalities and attitudes. • Involve team members in goal setting, problem solving and decision- making. 	<ul style="list-style-type: none"> • Maintain or Enhance Team Member Self-Esteem. • Focus on Behavior. • Encourage Team Member Participation.
<p>Essential Skills of Communicating</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • See that communication is a two-way process. • Construct clear, concise messages in the interest of the listener. • Manage nonverbal behaviors to reinforce the intent of messages. • Listen actively to improve communication. • Create a climate of open communication, which increases team members' motivation and commitment. 	<ul style="list-style-type: none"> • Create a Climate of Open Communication. • Design Clear, Concise Messages. • Manage Nonverbal Behaviors Effectively. • Listen to Communicate.
<p>Coaching Job Skills</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Understand what coaching is, why it is important, and how it supports individual and company goals. • Prepare for a coaching session by using observation and analysis to build a plan for a successful dialog. • Hold a coaching conversation that improves an individual's performance and increases productivity. • Use coaching as a way to build a valuable sense of teamwork between the team leader and team member through communication, shared goals and collaboration. 	<ul style="list-style-type: none"> • Observe and Analyze Performance. • Identify Area of Performance that Needs Improvement. • Demonstrate How Task Should be Performed and Ask Team Member for Questions. • Have Team Member Demonstrate and Give Team Member Feedback on Performance. • Set Up Time for Review.
<p>Communicating Up</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Understand the importance of framing all communication with their manager in terms of his/her self-interest. • Enter meetings with their manager armed with a well-thought-out and clearly stated objective. • Clearly link their objective with facts that support their plans and goals. • Work with their manager to uncover any questions or reservations he/she may have concerning their message. • Move conversations toward agreement with questions that focus on the benefits to be gained when the objective is reached. • Clearly and concisely restate the decisions that results from Communicating Up and insure that those decisions are mutually understood. 	<ul style="list-style-type: none"> • State objective concisely in terms of the needs and interests of their manager. • Detail objective and support it with facts. • Ask for and/or respond to questions. • Probe for agreement. • Summarize and confirm conclusion.

LEADERSHIP ESSENTIALS

Module Name	Objectives	Skill Points
<p>Delegating</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Understand the role of delegation in time management, resource utilization, job satisfaction and overall team productivity. • Use a delegation process that ensures team member participation, involvement, and success so that what needs to be done gets done – properly and on time. • Establish a team member’s responsibility and authority for a delegated task – creating a framework for accountability and personal growth. 	<ul style="list-style-type: none"> • Explain need for delegation. • Use delegation of task to motivate. • Explain task and ask team member’s view. • Specify responsibility and authority. • Confirm team member’s understanding and set up time for review.
<p>Developing Performance Goals and Standards</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Define goals, objectives, and performance standards. • Identify and set performance standards that are specific, measurable, attainable, results oriented, and time-framed, using concrete active language. • Establish time limits for all performance standards. • Involve team members in creating their own individual performance standards. • Negotiate to develop performance standards for team members that address both desired results and team members’ capabilities. • Monitor team members’ progress toward their goals by holding individual review meetings. 	<ul style="list-style-type: none"> • State broad goal of the plan. • Ask team member’s view of what his or her performance standards should be within the plan. • Negotiate by modifying unrealistically high or low performance standards. • Agree on a set of performance standards that are clear, specific, and measurable. • Confirm team member’s commitment and set up review.
<p>Effective Discipline</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Use the techniques of effective discipline to eliminate problem behavior. • Communicate concerns in terms of behavior rather than perception or opinion. • Minimize defensiveness and focus on solutions. • Reduce conflict avoidance behaviors that undermine team morale, impact perceived fairness and impede overall productivity. • Review performance to make sure the problem is resolved. • Recognize the importance of team member participation in defining the problems and solutions. 	<ul style="list-style-type: none"> • State Performance Problem. • Ask Team Member’s View. • Ask Team Member for a Solution. • Agree on Plan.
<p>Improving Work Habits</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Recognize the difference between job performance and work habits. Managers will understand that a work habits discussion is not coaching and requires different skills for successful resolution. • Understand that unsatisfactory work habits must be dealt with quickly before requiring disciplinary action. • Explain clearly and specifically the nature of the team member’s unsatisfactory work habit while focusing on behaviors rather than attitude. • Use an action plan and ongoing reviews to help team members improve work habits and demonstrate personal accountability. 	<ul style="list-style-type: none"> • State problem clearly and specifically. • Ask team member’s view. • Ask team member for solution. • Agree on plan. • Set up time for review.

LEADERSHIP ESSENTIALS

Module Name	Objectives	Skill Points
<p>Managing Complaints</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Understand why all team member complaints must be dealt with rather than ignored or dismissed. • Be more sensitive to all the problems-minor or trivial, real or imagined-that can lie behind complaints. • Understand techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties. • Use various techniques to solve such problems while maintaining a positive relationship with the team member. 	<ul style="list-style-type: none"> • Ask team member to detail complaint. • Get agreement on substance of complaint. • Ask team member for solution. • Schedule time for investigation and agree on action plan. • Set a date for follow-up meeting.
<p>Providing Performance Feedback</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Base assessments on facts and behavior. • Assess performance. • Use positive feedback to motivate team members. • Gain team member <i>participation</i> in assessment. • Gain team member <i>agreement</i> with the assessment. • Gain team member <i>commitment</i> to the change needed to improve performance. 	<ul style="list-style-type: none"> • Ask for team member's evaluation and give your evaluation of performance. • Identify what would help maintain or improve performance. • Ask team member to identify how improvement can be achieved. • Agree on plan. • Get commitment and set up review.
<p>Resolving Conflicts</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Accept conflict as an inevitable part of all work situations and deal with it in order to maintain individual and team focus and productivity. • Recognize the positive and negative impacts of conflicts and leverage conflict to everyone's advantage. • Distinguish between the two major sources of conflict so that they it can be resolved fairly and effectively. • Establish a cooperative atmosphere to resolve conflicts when they arise. 	<ul style="list-style-type: none"> • Ask each team member to state problem. • Ask each team member to state other's view of problem. • Ask each team member to confirm accuracy of other's re-statement. • Focus on objective facts, areas of mutual need or mutual goals. • Ask each to suggest solutions. • Bring both to agreement on specific steps to resolve conflict and set up time for review.
<p>Supporting Change</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Understand why change happens, how people react to it, and how to support team member's struggles with change. • Involve team members in a change initiative by promoting their understanding and ownership of the change and its benefits. • Plan for individual or group follow-up sessions that support the change process and reinforce personal and organizational goals. 	<ul style="list-style-type: none"> • Detail coming change and explain reason for it. • Let team member ask questions, express opinions and concerns. • Respond to team member's questions and concerns. • Get commitment and set up time for review.

Talent Management

Module Name	Objectives	Skill Points
<p>Hiring Winning Talent®</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 8 hours workshop (can be delivered in 2-4 hour workshops)</p> <p>Online – 3-4 hours</p>	<ul style="list-style-type: none"> • Establish an efficient process that will reduce the time it takes to interview and select a qualified candidate. • Maximize new hires' productivity once they join your team by ensuring that candidates are a good fit for the job (both technical and organizational fit). • Ensure team cohesion and support for new hires by involving team members in the process. • Increase the retention of all new hires and in particular reduce turnover during their first year on the job. 	<ul style="list-style-type: none"> • Introduce yourself, thank the candidate for his or her interest in the company and the job, and explain the interview agenda. • Review the candidate's resume and ask competency-based questions about his or her background and experience. • Listen, press for specifics, and take notes. • Discuss the job requirements and answer the candidate's questions. • Review your notes and ask for any final clarification of facts and information shared during the interview.
<p>Retaining Winning Talent®</p> <p>Delivery Methods Available: Classroom</p> <p>Classroom – 8 hours workshop (can be delivered in 2-4 hour workshops)</p>	<ul style="list-style-type: none"> • Describe the scope and severity of the talent shortage. • Calculate the costs of attrition. • Identify the attrition risks that currently exist within your own team. • Identify what motivates your team members and how to build their commitment. • Use the STARS Model to identify specific retention practices you can personally apply with your team members. • Conduct a discussion with your team members to surface retention needs. • Intervene when you see "early warning signals" exhibited by your team members. • Develop and implement a proactive Retention Action Plan that will reduce unwanted turnover within your work team. 	<ul style="list-style-type: none"> • Thank team member and reinforce the value of having the discussion. • Ask questions to identify what's most gratifying and most frustrating about current projects, work assignments, and/or work in general. • Listen for specifics (especially STARS-related information), paraphrase, and test for themes. • Ask for and suggest ideas on how you can help and support the team member moving forward. • Decide what actions you both will take and set a follow-up date. <hr/> <ul style="list-style-type: none"> • Thank the team member for meeting with you and explain the purpose of the meeting. • Refer to the early warning signal and probe to determine if it represents a deeper concern(s). • Summarize the response from the team member's perspective and, if necessary, ask additional questions to clarify concerns. • Ask for and suggest ideas for addressing concerns. • Decide what actions each of you will take to address the concern(s) and set a follow-up date. • Thank the team member for being candid and reinforce the mutual value of the business relationship.

Leadership Plus Curriculum

Module Name	Objectives	Skill Points
<p>Leading Successful Projects®</p> <p>Delivery Methods Available: Classroom</p> <p>Classroom – 16 hour workshop (can be delivered in 4-4 hour workshops and is designed for 6-18 participants).</p>	<ul style="list-style-type: none"> • Understand the four phases that every project goes through. • Assess the probable impact of a project on business goals. • Determine the roles, tasks and activities needed to complete any project. • Ask the right questions in each phase of a project. • Use a clear system to track project progress and update stakeholders. • Motivate project team members to maintain their commitment and support 	<ul style="list-style-type: none"> • Assess the situation by identifying problems and opportunities and determine the priority. • Determine feasibility by identifying alternatives and determining benefits, costs, risk, and choose best solution. • Write goal statement, create objectives, and define roles and responsibilities. • List all tasks required to achieve the objectives. • Identify resources required to complete tasks and assign responsibilities for each task. • Prepare project schedule. • Identify risks and the impact that the risk can cause to a project. • Monitor project and modify project as needed. • Formally close out project by measuring performance against expected performance.
<p>Motivating Team Members</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Improve your team member's performance. • Understand the factors that motivate team members to perform effectively. • Understand how motivation varies from team member to team member. • Distinguish between motivators and dissatisfiers • Learn how to create a work environment for each team member that will motivate higher performance. 	<ul style="list-style-type: none"> • Identify factors that motivate team member. • State team member's positive accomplishments. • Ask team member's view of what would enhance or maintain performance • Respond to team member's suggestion(s) and/or offer your own. • Agree on the next step and set up review.
<p>Solving Workplace Problems</p> <p>Delivery Methods Available: Classroom</p> <p>Classroom – 4 hours</p>	<ul style="list-style-type: none"> • Follow an orderly, step-by-step, problem-solving process • Write problem statement that clearly define problems encountered in work situations • Assess the contexts of problems • Analyze the likely root causes of problems • Involve team members in evaluating root causes and possible solutions • Create plans to implement solutions to problems • Agree and support implementation 	<ul style="list-style-type: none"> • Identify the problem • Identify the cause • Select best solution • Implement the solution • Feedback and follow-up

LEADERSHIP PLUS

Module Name	Objectives	Skill Points
<p>Developing and Coaching Others</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Ensure Training Changes Behavior – Successfully motivate, direct, and coach your team leaders through a learning process to ensure they transfer learning into improved on-the-job performance. • Coach Effectively – Effectively handle “coaching moments” to improve team leaders’ performance on the job. 	<ul style="list-style-type: none"> • Ask the individual’s view of what happened. • Ask why it happened the way it did (good or bad). • Ask what the consequences were. • Ask what lessons were learned and what the individual will consider doing differently next time. • Ask what the individual’s next step will be.
<p>Developing and Coaching Others-Senior Management Version</p> <p>Delivery Methods Available: Classroom</p> <p>Classroom – 4 hours Online – Coming 2nd Quarter 2007</p>	<ul style="list-style-type: none"> • Ensure Training Changes Behavior – Successfully motivate, direct, and coach your team leaders through a learning process to ensure they transfer learning into improved on-the-job performance. • Coach Effectively – Effectively handle “coaching moments” to improve team leaders’ performance on the job. 	<ul style="list-style-type: none"> • Specific details on how to handle “before”, “during”, and “after” meetings. • Ask the individual’s view of what happened. • Ask why it happened the way it did (good or bad). • Ask what the consequences were. • Ask what lessons were learned and what the individual will consider doing differently next time. • Ask what the individual’s next step will be.

Service Matrix

Module Name	Objectives	Skill Points
<p>Winning Through Customer Service – New Edition</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 8 hours, 12 hours, or 3 sessions at 4 hours each Online – 1 ½ to 2 hours Online course – Dealing with Difficult Customers Online course – Delivering Customer Focused Service</p>	<ul style="list-style-type: none"> • Demonstrate professionalism on the job while building a proactive, problem-solving culture. • Use essential communication skills in dealings with customers. • Recognize characteristics of human behavioral style and opportunities to adapt to their personal style. • Identify and utilize a structured process/model for conducting customer service transactions. • Master strategies for dealing appropriately with difficult customer situations. 	<ul style="list-style-type: none"> • Establish a professional relationship. • Identify how to help the customer. • Provide the required assistance • Complete the transaction and follow-up
<p>Dealing with Difficult Customer Situations</p> <p>Delivery Methods Available: Online</p> <p>Online – 1 ½ to 2 hours</p> <p>Note – Module 4 of Winning Through Customer Service</p>	<ul style="list-style-type: none"> • Demonstrate the calming and focusing techniques in a difficult customer service transaction. • Identify at least four clues that indicate the existence of a difficult customer situation. • Give two reasons why the use of calming and focusing skills are important in dealing with difficult customer situations. • Describe the calming technique for dealing with upset customers. • Describe the focusing technique for dealing with upset customers. 	<ul style="list-style-type: none"> • Calming. • Focusing.
<p>Delivering Customer Focused Service</p> <p>Delivery Methods Available: Online</p> <p>Online – 1 ½ to 2 hours</p> <p>Note – Module 1, 2, & 3 of Winning Through Customer Service</p>	<ul style="list-style-type: none"> • Define your customers, both internally and externally. • Understand the psychology of human values and expectations. • Identify those expectations that are attributes in providing exceptional customer service. • Demonstrate professionalism and self-mastery in addressing customer service. • List at least 10 characteristics associated with professionalism that you can exhibit on the job. • Define key customer service interactions. For example, where and when key interactions occur. • Identify personal challenges and obstacles. 	<ul style="list-style-type: none"> • Appearance. • Organization. • Attitude. • Communication.

SERVICE

Module Name	Objectives	Skill Points
<p>STAR Service</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Effectively integrate the expectations of your customers, organization, and yourself into your performance as a service professional. • Successfully apply each of the essential communication skills in your role as a service professional: listening questioning, paraphrasing, and explaining. • Consistently employ the STAR Service Process with empathy to regularly achieve Positive Memorable Experiences. 	<ul style="list-style-type: none"> • Sync. • Target. • Assist. • Reaffirm.

Productivity

Module Name	Objectives	Skill Points
<p>Proofamatics</p> <p>Delivery Methods Available: Classroom</p> <p>Classroom – 10 hours</p>	<ul style="list-style-type: none"> • Proofread with specific techniques. • Catch errors in daily communications. • Increase the accuracy of memos, letters, reports, and documents. • Increase the speed of finding errors. • Present a professional image in all written communications. 	<p>Session 1</p> <ul style="list-style-type: none"> • Assessment of visual acuity • Recognition of digits, digit-letter combinations • Visual perception • Development of concentration • Assessment of proofreading skills • Application and practice of 3-Phase System • Scanning techniques & practice • Language skills consistency • Assessment of listening skills <p>Session 2</p> <ul style="list-style-type: none"> • Recognition of letters • Reduction of fixations and regressions • Increased span of recognition • Scanning practice • Single- and two-copy proofreading • Subject/verb agreement, sentence structure, punctuation and capitalization practices • Discrimination of letters • Aural and visual skill practice <p>Session 3</p> <ul style="list-style-type: none"> • Span of recognition increase to nine places • Recognition of compound words • Reduction of fixations and regressions • Development of visual memory • Recognition of letter combinations • Scanning and proofreading proficiency • CRT simulation practices • Spelling and capitalization practices • Listening proficiency <p>Session 4</p> <ul style="list-style-type: none"> • Recognition of numbers and phrases • Reassessment of visual acuity • Reassessment of proofreading skills • Comprehension skimming • Scanning and proofreading proficiency • CRT simulation exercises • Grammar overview • Aural and visual skills applied to proofreading

PRODUCTIVITY

Module Name	Objectives	Skill Points
<p>Professionalism in the Office</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 8 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Recognize the qualities and learn the skills that make an employee more professional on the job. • Be aware of the standards and abilities required for professional job performance. • Better understand their organization’s policies, procedures, and philosophies. • Improve behavior related to interpersonal communication and courtesy. • Promote cooperation and teamwork through better communication with peers, managers, and other coworkers. • Increase productivity by knowing how to organize work, set priorities, and manage their time effectively. • Accept organizational change and benefit from new opportunities. • Understand that all professional skills and behavior can be learned, perfected, and used successfully in both the business world and their personal lives. 	<p>Module 1</p> <ul style="list-style-type: none"> • Knowing your Organization • How to Read an Annual Report • Job Descriptions <p>Module 2</p> <ul style="list-style-type: none"> • Professional Behavior • Telephone Courtesy <p>Module 3</p> <ul style="list-style-type: none"> • Communication Self-Evaluation • Giving “I” Messages • Communication Styles at Work • Managing Conflict • Communicating in a Conflict Situation <p>Module 4</p> <ul style="list-style-type: none"> • Analyzing your Time Log • Managing Time • To Do Lists • Personal Organization Chart <p>Module 5</p> <ul style="list-style-type: none"> • Managing Change • Goal Setting • Planning
<p>Number Skills®</p> <p>Delivery Methods Available: Classroom 8 hours</p> <p>Classroom – four 2-hour sessions or 2 four-hour sessions</p>	<ul style="list-style-type: none"> • Transfer data more accurately and quickly. • Improve perceiving, hearing, grouping, and proofing of numbers. • Increase overall performance and productivity. 	<ul style="list-style-type: none"> • Increase number accuracy by 50%. • Increase speed of number perception by 20%. • Retain up to 12 digit numbers. • Recognize groups of 3 in number patterns. • Improve accuracy of transfer and correct placement.

PRODUCTIVITY

Module Name	Objectives	Skill Points
<p>Achieving Communication Effectiveness</p> <p>Delivery Methods Available: Classroom, Online, Blended</p> <p>Classroom – 8 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Assess their own communication patterns to avoid self-defeating behaviors both in and out of the work environment. • Recognize their own listening barriers and, thus, improve their ability to interpret messages. • Communicate effectively and non-manipulatively when dealing with different personalities and specific situations. • Handle conflict constructively with confidence, composure, and flexibility. 	<p>Module 1</p> <ul style="list-style-type: none"> • Elements of Communication • Passive Listening • Active Listening • Barriers to Effective Listening <p>Module 2</p> <ul style="list-style-type: none"> • The Communication Process • Common Beliefs • Personal Communication Patterns • Communication Behaviors • Key Principles of Respect • Accepting Responsibility for your Communications • Barriers to the Communication Process <p>Module 3</p> <ul style="list-style-type: none"> • Body Language • Communication Models • Basic Assertions • Empathy Statements • Confrontational Statements • Effective Message Delivery <p>Module 4</p> <ul style="list-style-type: none"> • Dealing with Difficult Situations • Counterproductive Methods of Dealing with Anger • Effects of these Methods • Steps for Dealing with Anger