COURSE CATALOG

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CI International

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CONTENTS

Click on the page number

INTRODUCTION

ABOUT CI INTERNATIONAL

CATALYSTS FOR EXCEPTIONAL PERFORMANCE

CI International is the comprehensive source for all of your individual and organizational development needs. We are uniquely positioned to change your government agency or organization for the better, from the inside out. Each aspect of your organization is assessed and enhanced, impacting employee development, organizational effectiveness, strategy and business results, training, and leadership.

We offer consulting, workshops, and coaching solutions designed to fuel exceptional performance throughout any organization. Our work is focused on creating sustainable change in individuals, teams, and entire organizations.

CI was born on the idea that greatness exists in all of us. Helping our clients realize greatness is central to our vision and inherent in our values. Throughout our history we have remained focused on helping our clients:

- Lead more effectively
- Communicate better
- Work more efficiently
- Learn, grow, and thrive personally and professionally

These ideals remain alive and strong today.

EXCELLENCE AT EVERY STEP

Excellence begins when we immerse ourselves into your organization and listen intently to your needs. We are distinguished by our people and our approach. We provide only senior-level trainers, the time to thoroughly assess and tailor services to address your needs, even with our off-the-shelf products.

Our clients look to us to dig deeper, listen more fully, and provide higher-impact services that deliver lasting results. With every step, no matter how straightforward or challenging, we act in your best interest. Our commitment to excellence is evident at every touch point—from the first phone call to the final handshake.

VALUES THAT RUN DEEP

For more than 25 years, our commitment has been to provide solutions that serve the best interests of our clients and lead them to the outcomes they desire. Our values run deep and include the following commitments:

- Visible integrity, consistency, and compassion
- Actions and attitudes that elevate the individual, the team, and the organization
- Service and results that exceed expectations
- Partnerships built on trust, candor, and sound advice
- Passion and proven expertise
- Excellence at every step

FAR-REACHING IMPACT

Working with the Federal Government is our specialty. We have been privileged to serve individuals and teams at all levels, reaching far and wide throughout departments, agencies such as General Services Administration, Health and Human Services, Federal Reserve Board, United States Forest Service, Natural Resources Conservation Service, and with private sector teams such as Verizon, Sun Microsystems, FirstBank, Texas A&M, and Colorado State University.

OUR SERVICES

CONSULTING

- Team & Organizational Assessments
- Meeting and Conference Facilitation
- Strategic Planning
- Communications Consulting
- Productivity Improvement
- Organizational Effectiveness

WORKSHOPS

- Leadership Workshop Series
- Team Building
- Speaking with Courage & Conviction
- Writing with Clarity & Impact
- Change Management
- Customer Service
- Performance Management
- Time, Information & Priority Management

CONSULTING

IMPROVE PERFORMANCE. ACHIEVE RESULTS.

With us, consulting is an inclusive partnership designed to help you overcome difficult challenges, thrive through change, and discover new ways to achieve more. We consult with our clients to assess organizational effectiveness, create strategic plans for the future, and address transformational change.

Our customized strategic planning services are designed to bring clarity to the steps you need to take and how to measure progress in reaching your organization's vision.

When your needs involve organizational effectiveness, our holistic approach is applied to evaluate systems that are critical to success, including business and human capital planning, performance management, large-scale organizational change, metrics, and employee engagement.

Our communications consulting services will guide you to maintain consistency and clarity in your communications during large-scale change management initiatives.

When you need real-world solutions and tangible ways to improve productivity within people, processes, or systems, our productivity improvement services will support your success. Add to this our proven approach to meeting facilitation and you'll achieve the outcome you desire and attendees will feel that their time and ideas were valued.

No matter what your consulting needs may be, look to us for the expert guidance, knowledge, and resources that inspire innovation and success.

TAILORED TO YOUR NEEDS

Our consulting services are designed according to your unique circumstances, challenges, and goals. Services include the following:

- Team & Organizational Assessments
- Meeting and Conference Facilitation
- Strategic Planning
- Communications Consulting
- Productivity Improvement
- Organizational Effectiveness

Learn how we can help you maximize your time and resources through our targeted consulting services.

WORKSHOPS

ADDRESS CHALLENGES. BUILD STRENGTHS.

There are many ways to develop the potential of leaders and teams in your organization. Our comprehensive workshops address your challenges and build your strengths in an open, safe and supportive environment. Led by our knowledgeable team of experts, each workshop is crafted according to our proven model while addressing your unique organization and circumstances. Every detail, from the duration of each session to the material we cover, is geared toward improving your performance.

Our course descriptions, while a good guide for our off-the-shelf offerings, can be tweaked and combined with materials from other courses that we offer to cover the exact topics that are needed by our customers. In most cases, depending on the level of customization needed, this is done without any additional cost.

Look to us for the expert guidance, knowledge, and support you need to overcome obstacles and instill the type of confidence that leads to success.

CI's workshops are highly interactive, relevant, and create a clear bridge to your workplace. Let us show you how we can support your efforts to improve performance and inspire greatness within our organization.

To determine the right training solution for your needs, CI can help with specific, targeted assessments.

Workshops include the following:

- Leadership Workshop Series
- Team Building
- Speaking with Courage & Conviction
- Writing with Clarity & Impact
- Change Management
- Customer Service
- Performance Management
- Time, Information & Priority Management

VIRTUAL TRAINING

INSTRUCTOR-LED WEBINARS

Creating a bridge to the workplace requires critical application of concepts to participants' work throughout a training experience. While many vendors offer webinar versions of their courses, they often miss the mark when it comes to virtual engagement. We make sure that the classroom experience makes it into our virtual courses. CI International employs a unique toolkit in the delivery of our web-based learning solutions to ensure participants are engaged, and not just staring at a talking head on their computer screen. We take great care to make sure our web-based training has the highest impact possible, and offer online versions of the majority of our workshops. Typically, each day of in-person training equates to two 3-hour webinars.

COACHING

UNCOVER GREATNESS

At CI International, we help good leaders become great leaders. Through our targeted coaching services, we'll empower you to lead more authentically, work more efficiently, and steer tomorrow's leaders toward success.

To us, Executive Coaching is a proactive process that sharpens your skills and empowers you to achieve formerly inconceivable dreams and aspirations while improving your bottom line. Our approach to executive coaching will help you manage and lead more effectively, communicate more powerfully, and transition through change successfully.

We share our coaching expertise and wisdom through our Coach Training and inspire leaders to become effective coaches within their own organizations.

Look to us for the expert guidance, knowledge, and support to rise to new challenges, gain the confidence that leads to success and build leadership potential on many levels.

SHARPEN UP

Our coaching services are designed according to your unique situation, challenges, and goals. Learn how we can help you sharpen your skills and become a more effective leader:

- Effective Coaching
- Efficiency and Productivity Coaching
- Internal Coach Certification Training

To get the most out of our coaching, CI also offers a series of leadership assessments.

LEADERSHIP PROGRAMS

COURSE OVERVIEW

BUSINESS NEED

Becoming a new supervisor is one of the toughest transitions in the workplace, requiring a set of skills far beyond technical competence. Give your new supervisors the jump start they need with this three-day interactive workshop.

COURSE DESCRIPTION

This workshop will provide a set of immediately useful and practical tools to increase both the capability and confidence of new supervisors. Participants begin with an exploration of leadership definitions and characteristics in order to develop a vision for their own supervisory success. Once a common leadership framework has been established, participants will dive into the "nuts and bolts" of supervision. They will learn tools and techniques for setting and communicating performance standards and expectations, creating performance measures, giving feedback, conducting appraisals, resolving conflict, and delegating.

COURSE OBJECTIVES

- Describe the roles and characteristics of good leaders
- Conduct effective employee performance appraisals
- Understand how to resolve conflict situations that arise in the workplace
- Create a workplace environment conducive to greater staff engagement and commitment
- Enhance interpersonal communication skills
- Develop skills for giving and receiving feedback
- Learn how to effectively use a proven delegation model

COURSE TOPICS

THE ROLE OF A SUPERVISOR

- Characteristics of effective leaders and how to develop them
- Characteristics of effective teams and the leader's role in building the team
- The changing demographics of today's workplace and the implications for our leadership model

CONFLICT MANAGEMENT

- Defining conflict and identifying the sources of conflict
- Conflict resolution technique and approaches
- Understanding your own approach to conflict and its impact on others

PERFORMANCE MANAGEMENT

- The performance management cycle
- How to use the SMART model to write effective performance standards
- Using action verbs in your standards.
- Criteria for quantitative measures
- How to write effective qualitative (behavior-based) measures
- Activities versus outcomes

DELEGATION

- Delegation as a tool for motivation/ empowerment
- Building trust through delegation
- Steps for effective delegation: goal, guidelines, resources, communication, and consequences

COMMUNICATION

- Skillful Discussion model to encourage dialogue about performance and ensure employee participation in the performance management process
- Active listening
- Using a consistent feedback model
- Conducting a performance appraisal meeting
- Practice activities/role play

MOTIVATION

- Connecting productivity and rewards
- Role of a leader to create a self-motivating environment
- Use the four key elements of effective recognition to motivate and inspire
- Connecting productivity and rewards

WRAP-UP

- Commitments and action planning

COURSE SCHEDULE

DAYS	1	2	3
AM	▪ Characteristics of ▪ Defining leadership ▪ Effective leadership and effective teams	▪ Performance management cycle ▪ Performance standards and measures ▪ Skillful discussion model ▪ Active listening	▪ Types and sources of conflict ▪ Conflict resolution techniques
PM	▪ The changing workplace ▪ The changing role of leadership	▪ Feedback model ▪ Conducting appraisals ▪ Dealing with performance problems ▪ Practice activities	▪ The delegation model ▪ Motivational and recognition factors ▪ Action planning

Field of Study	Leadership Development Programs
Course Level	Introductory
Learning Methods	Presentation, discussion, practice activities
Equipment	Projector and screen
Suggested Prerequisites	None
Recommended Follow-up Courses	Mid-level Leadership Program

ASSESSMENTS

The Thomas-Kilmann Conflict Mode Indicator (TKI) will be administered to participants prior to the workshop.

MID-LEVEL LEADERSHIP PROGRAM

DAYS ●●●●●●●●●●

COURSE OVERVIEW

BUSINESS NEED

Leadership is about getting results. However, results are only achieved with and through the commitment of the people we lead, and that requires self-awareness and a set of skills on the part of the leader.

COURSE DESCRIPTION

This leadership development workshop is composed of five two-day sessions that may be delivered on a schedule that fits your organizational needs. In Session One, participants will examine the process of transitioning to a leadership role and learn about different leadership styles and personality types. In Session Two, we link emotional intelligence to personal and interpersonal effectiveness, and learn techniques for time management and delegation. Session Three focuses on communication skills, giving and receiving feedback, conflict management, and negotiation/ persuasion. Session Four examines motivational factors, collaboration, coalition-building, and situational awareness. In Session Five, we'll focus on decision-making, problem-solving, strategic thinking, and managing change.

COURSE OBJECTIVES

- Identify and apply leadership characteristics
- Create a motivating workplace environment
- Effectively communicate at all levels of the organization
- Learn and apply your individual leadership style
- Demonstrate resilience through emotional intelligence
- Manage time wisely
- Give and receive effective feedback
- Manage conflict and negotiate agreement
- Build strong coalitions
- Coach subordinates to develop critical thinking skills
- Become culturally intelligent
- Be a more effective decision maker
- Learn and apply effective strategies for managing change for managing change

SESSION TOPICS

WORKSHOP	1	*SELF-AWARENESS AND THE LEADERSHIP FUNCTION (PART 1)*

Session 1.1: Transitioning into Supervisory Roles; Leadership Styles

Becoming a supervisor for the first time is one of the most difficult transitions in the workplace. It can be an overwhelming experience. Knowing how to apply a key set of tools and skills can ease this transition considerably. Further, having a good understanding of leadership styles and how to apply them in the workplace can bolster the opportunity for success. There are many definitions of leadership and many different styles. This first session will focus on establishing a common framework for the leadership work and discussions that will occur within the program. Leadership is challenging but the desired outcome is really quite simple: achieve results. That's what leaders are in place to do. Results, however, are only achieved with and through the commitment of the people we lead.

COURSE OBJECTIVES

- Identify and apply leadership characteristics
- Create a motivating workplace environment
- Effectively communicate at all levels of the organization
- Learn and apply your individual leadership style
- Demonstrate resilience through emotional intelligence

Session 1.2: Understanding Personality Types

The Myers-Briggs Type Indicator (MBTI) reinforces the concept that every individual is unique. The value of MBTI (and personality theory in general) is that it enables participants to expect differences in people and to cope with those differences more constructively than they otherwise could. This knowledge will help participants be better team members, leaders, and decision makers. They will learn that type does not define who they are as a person nor does it limit their ability to act in ways counter to their preferences. Rather, knowledge of their preferences allows them to know when it is appropriate to act counter to those preferences in order to be successful.

COURSE OBJECTIVES

- Understand normal personality differences
- Determine your best-fit "true-type" using the MBTI and a series of interactive exercises on type differences
- Learn how personality type impacts leadership style and effectiveness
- Gain insight into how personality differences can be used to build and maintain effective teams

WORKSHOP	2	*SELF-AWARENESS AND THE LEADERSHIP FUNCTION (PART 2)*

Session 2.1: Emotional Intelligence and Interpersonal Effectiveness

In this interactive session, participants will increase their understanding of emotional intelligence and how a greater awareness increases their interpersonal effectiveness and their ability to be a more effective leader, manager, and public servant. Participants will explore the background of emotional intelligence, take a behavioral-based personal EQ (Emotional Quotient) assessment, and learn skills to apply their EQ awareness in the workplace. The program will cover intrapersonal and interpersonal intelligence as well as one's ability to understand the intentions, motivations, fears, desires of others and self, and the impact on our lives and the decisions we make. EQ concepts and applications will be explored using the widely regarded Emotional Quotient Inventory Assessment EQi 2.0.

COURSE OBJECTIVES

- Understand the concept of "Emotional Intelligence"
- User emotional intelligence to improve resilience
- Raise awareness of personal emotional intelligence competencies
- Explore emotional intelligence as a leadership competency
- Discover how emotional intelligence can enhance work performance
- Practice tools that improve emotional intelligence as a method for leading Session

Session 2.2: Personal Effectiveness: Time Management

The most common time management problem is that people are reactive rather than proactive. Rather than acting towards long-term goals, they react to external pressures. This workshop teaches participants how to reverse this process. Through stimulating and interactive participation and analysis of their own data, participants learn a set of tools which they can apply on a continuing basis.

COURSE OBJECTIVES

- Achieve better results through more effective planning and clarifying objectives
- Spend more time doing tasks that will allow participants to achieve their end goals
- Use time management tools more effectively
- Use less time putting out fires each day

Session 2.3: Delegation

Supervisors who can effectively delegate can free up a great deal of their own time and help their direct reports to cultivate expertise in learning. At the same time, employees can learn to self-empower and increase their own decision making ability — a skill set that is critical for problem solving, goal attainment, learning, and engagement.

In this workshop, a set of skills and tools are taught that enable employees to make their own decisions while increasing supervisor confidence that employees are moving forward with a clear understanding of expectations and the limits and conditions under which the decisions are made. Through discussion, practice, and interactive exercises participants will learn how to put these skills to use in creating the most effective workplace environment.

COURSE OBJECTIVES

- Learn how to effectively use a proven delegation model
- Learn to self-motivate and self-empower

WORKSHOP	3	*UNDERSTANDING AND COLLABORATING WITH OTHERS (PART 1)*

Session 3.1: Interpersonal Communications; Giving and Receiving Feedback

Improving our ability to communicate and collaborate raises the bar on professionalism, effectiveness, efficiency, and overall ability to influence others. It is impossible to be an effective leader without being an effective communicator.

COURSE OBJECTIVES

- Become effective and principled negotiators
- Gain tools for finding common ground
- Learn to help yourself and others focus on interests and not take unreasonable positions

Session 3.2: Conflict Management

It is impossible to be truly effective in the workplace without the assistance and cooperation of others. Such interdependence, however, can produce conflict, which can be very difficult to resolve in a productive way. Resolving conflict in a way that helps people find common ground and mutual understanding is a critical leadership skill. Finding a resolution that satisfies conflicting priorities can stimulate new approaches to old problems. Innovation is often a by-product of well-managed conflict.

COURSE OBJECTIVES

- Identify your personal conflict management style and how it helps and hinders resolution of conflict
- Increase your confidence in dealing with conflict
- Turn conflict situations into opportunities to communicate openly and effectively

Session 3.3: Negotiations and Persuasion

Whether they realize it or not, leaders are constantly negotiating — with customers, peers, subordinates and bosses. Effective negotiators get what they need while being focused on the needs of the other party. Finding a resolution that satisfies conflicting priorities can stimulate new approaches to old problems. Innovation is often a by-product of well-managed conflict.

This workshop session provides tools and techniques to find common ground while uncovering how each party sees the issues, and how to reach an equitable agreement on what should be done, who should do what, and when. Participants in this workshop will learn how to build on their knowledge of conflict and negotiate agreement without giving in. They will also learn to influence upwards in support of projects and organizational goals.

COURSE OBJECTIVES

- Become effective and principled negotiators
- Gain tools for finding common ground
- Learn to help yourself and others focus on interests and not take unreasonable positions

WORKSHOP	4	*UNDERSTANDING AND COLLABORATING WITH OTHERS (PART 2)*

Session 4.1: Innovation in Public Service

Leadership is entirely about learning, and continuing to expand our own and our organization's horizons. No one is put in a leadership role with the mandate to maintain status quo. Innovation is necessary for teams and organizations to grow. Unfortunately, for government leaders, their ability to innovate can feel limited due to the laws, rules, and regulations under which they operate. As a consequence, leaders may "self-limit" and not step into innovation as well as they might have otherwise. This session of the workshop will explore how to be innovative and creative within the bounds of public service.

COURSE OBJECTIVES

- Create an innovative mindset toward problem solving
- Identify cultural elements in public service that serve to foster or inhibit innovation
- Learn to manage risk in pursuing innovative approaches
- Secure management support and commitment

Session 4.2: Coaching Skills for Supervisors

Growing leaders of tomorrow requires engaging with employees in new and different ways -- making the choice to interact with them through a different kind of conversation. Coaching is about application of learning and positive, visible change. Through coaching, employees develop their own critical thinking skills.

COURSE OBJECTIVES

- Understand what makes a leader a good coach
- Build an environment of coaching

Session 4.3: Motivation

It is very difficult to motivate others; most motivation comes from within. Yet some leaders have the ability to motivate and inspire others to do great things. This session will explore how effective leaders create and sustain the environment that fosters the self-motivation necessary for organizational success.

COURSE OBJECTIVES

- Understand their role as leaders in providing vision, visibility and momentum to create a self-motivating environment
- Use the four key elements of effective recognition to motivate and inspire
- Learn why and how most recognition programs miss the mark
- Gain insight into how recognition serves to create a workplace environment that increases morale and productivity

WORKSHOP	5	*KEY BUSINESS ACUMEN*

Session 5.1: Analysis and Problem Solving

This workshop explores analysis and problem solving by tackling the most difficult problems of all: the application of personal values and ethics to decision making. The interactive session, based on the book, How Good People Make Tough Choices, involves lecture and small group work, explores the most challenging decisions an individual faces - right verses right decisions. Additionally, participants will learn other decision making models and when it is appropriate to use those models. They will develop their own and their subordinates' problem solving skills.

COURSE OBJECTIVES

- Learn to analyze and resolve right versus right ethical dilemmas
- Develop skills to make decisions when deeply held values are in conflict
- Learn to be a more decisive and effective decision maker
- Learn to develop their own, as well as subordinates', problem solving skills

Session 5.2: Strategic Thinking and Managing Change

Strategic thinking and organizational change management is the process of developing a planned approach to leading change in an organization. Typically the objective is to maximize the collective benefits for all people involved in the change and minimize the risk of failure of implementing the change. The discipline of change management deals primarily with the human aspect of change.

COURSE OBJECTIVES

- Understand the importance of a strategic approach to organizational growth and development
- Learn various change models and how to apply them in the workplace
- Gain an increased understanding of how to get beyond resistance and build support for change

COURSE SCHEDULE

DAYS	1	2
SESSION 1		
AM	▪ Orientation ▪ Defining Leadership	▪ Understanding personality (MBTI)
PM	▪ Making the transition ▪ Team building	▪ MBTI continued ▪ Action steps and closing activities
SESSION 2		
AM	▪ Emotional intelligence and personal effectiveness	▪ Motivational theories and the connection to empowerment ▪ Delegation
PM	▪ Planning and setting priorities ▪ Time management techniques	▪ Creating a learning organization ▪ Action steps and closing activities
SESSION 3		
AM	▪ Communication models ▪ Giving feedback	▪ Understanding your TKI results ▪ Principles of win-win negotiation
PM	▪ The performance problem solving model ▪ The Thomas Kilmann conflict resolution model	▪ Negotiation skills and techniques ▪ Action steps and closing activities

DAYS	1	2
SESSION 4		
AM	▪ Innovation in Public Service	▪ Situational awareness
PM	▪ Coaching skills for supervisors ▪ Motivation and recognition	▪ Action steps and closing activities
SESSION 5		
AM	▪ Understanding and resolving ethical dilemmas	▪ Strategic thinking ▪ Change management
PM	▪ Analysis and problem solving	▪ Change management (continued) ▪ Program wrap-up

Field of Study	Leadership Development Programs
Course Level	Intermediate
Learning Methods	Presentation, discussion, practice activities
Equipment	Projector and screen
Suggested Prerequisites	None
Recommended Follow-up Courses	Executive Leadership Program

ASSESSMENTS

The following assessments will be administered to participants prior to individual sessions: a360 degree assessment, the Myers-Briggs Type Indicator (MBTI), the Thomas-Kilmann Instrument, and the Emotional Quotient Inventory Assessment (EQ-i 2.0).

COURSE OVERVIEW

BUSINESS NEED

Today's agency executives are faced with many tough challenges, including: the need to make quick decisions, a rapidly and constantly changing environment, a consistent requirement to be "on stage" while delivering a credible message, and the challenge of building coalitions both within the organization and externally. Taking time out to increase self-awareness and sharpen one's leadership skill set is crucial for success.

COURSE DESCRIPTION

This leadership development workshop includes an executive coaching component and is composed of five two-day sessions that may be delivered on a schedule that fits your organizational needs.

In Session One, "Ethics, Integrity, and Courageous Decision Making", participants will be introduced to the program, their 360 assessment instruments, and their executive coaches. They will also begin creating leadership development plans, and will explore practical ethics with a focus on making difficult "right vs. right" ethical choices.

In Session Two, "Executive Presence", executives will learn to enhance their credibility and convey the agency's message skillfully, confidently, and persuasively through a series of videotaped practice presentations with feedback from a professional coach. Session Three, "Expanding Organizational Impact", will focus on sharpening participants' skill in collaboration.

In Session Four, "Investing in Talent", participants will leverage their own experiences with their assigned executive coaches to develop coaching skills of their own. Finally in Session Five, "Strategic Thinking and Accountability", participants will develop a set of tools to facilitate a shift from the tactical, day-to-day, and short-term to the strategic, visionary, anticipatory, and long-term through the use of scenario planning.

SESSION TOPICS

WORKSHOP	1	*INTEGRITY AND ETHICAL LEADERSHIP*

The program kick-off and orientation will set the stage for the entire program. This is an opportunity for the Executive Leadership Team to identify the organizational goals of the program and reiterate their commitment to learning and professional development. It's also an opportunity for participants to get to know one another, identify their personal goals for the program, and commit to assisting their colleagues in achieving success. In addition to these overarching goals, the session will:

- Provide a program overview
- Connect participants to executive coaches
- Introduce the 360 assessment and how to maximize its use
- Begin the creation of leadership development plans

The workshop portion will focus on "practical ethics." In our society, we've conflated ethics with laws, policies and regulation to a simple understanding of right versus wrong. A long recitation of "do's and don'ts" isn't ethics, it is rules, policy, and law. Ethics is much more than that; ethics is about making decisions and building relationships. Following a list of rules doesn't help in either case.

While an ethical person certainly would choose the right thing when presented with a choice between right and wrong, what leaders really need is the ability to choose between two rights. That's the higher level of ethics and that is what we particularly need senior members of organizations to be able to do.

Ethics and character are the foundation of effective leadership. That foundation is demonstrated through action and, in particular, decision making. Leaders make tough decisions every day. The toughest decisions are those that put deeply held values in conflict. This is especially true in the Federal government where leaders are constantly balancing multiple agendas, rights of future generations, agency policy, and the interests of numerous stakeholders. The "right thing to do" for these decision makers is further compounded when the right thing to do collides with the political thing to do.

Federal government decision and policy makers are faced with these complex decisions on a daily basis. This workshop provides the foundation for ethical leadership and courageous decision making. Even more important, it gives leaders a foundation to stand on in tough times. In a world of unremitting change, leaders must display unremitting character, integrity, and courageousness when faced with their toughest decisions.

COURSE OBJECTIVES

- Increase decision making ability
- Discover shared organizational and personal values
- Analyze and resolve "right versus right" ethical dilemmas

WORKSHOP	2	*SPREADING THE MESSAGE: EFFECTIVE ORAL COMMUNICATIONS*

Senior executives are always on stage; they are continually evaluated, judged, critiqued and appraised for their ability to effectively convey the message of their organization. Their stage may be Capitol Hill in front of a congressional committee or it may be in front of a small group of employees who are asking what's in store for the Department in the upcoming year. At all times, they need to convey confidence, poise, and professionalism when engaging audiences in order to put their organization (and themselves) in the best possible light. An ability to communicate ideas persuasively is at the heart of effective leadership, and never more so than for senior executives. Yet this skill set is often neglected or taken for granted.

The ability to represent themselves and their organization in the best possible light is a strong attribute of effective leaders. Leaders must be able to "sell" their organization to stakeholders and customers in order to ensure they receive the resources they need to achieve their mission. Further, leaders must be able to connect with bosses, peers, and subordinates in both formal and informal settings. This ability to "connect" often spells the difference between effective communications and wasted time.

Participants will make four recorded presentations (of increasing complexity) in front of the cohort then receive one-on-one feedback from a professional coach. The ability to see oneself as a presenter, and understand the positive impact of strong presentation skills, reinforces the importance of establishing and maintaining a strong connection when communicating. The greatest idea in the world will go unheard without the ability to connect, influence, inspire and persuade. These traits are at the heart of effective senior executive leadership.

COURSE OBJECTIVES

- Establish strong connections and enhance credibility as a communicator
- Organize presentations to get the message across
- Increase confidence in making presentations
- Deliver high impact presentations
- Give and receive elevating feedback

WORKSHOP 3 — *CONFLICT MANAGEMENT, NEGOTIATIONS, AND COALITION BUILDING*

Throughout their time in Federal service, from employee to supervisor, to senior leader and executive, these senior executives have learned to manage conflict and use it as a springboard to more effective decision making and problem solving. Resolving conflict in a way that helps people find common ground and mutual understanding is a critical leadership skill, particularly for senior executives. Finding a resolution that satisfies conflicting priorities can stimulate new approaches to old problems. Innovation is often a by-product of well-managed conflict. In addition, successful conflict management approaches can minimize risk by gathering multiple perspectives and enhance understanding and collaboration throughout the organization.

This workshop will build on the conflict and negotiations skills these senior leaders have developed over their career and take it to the next level: how to build effective coalitions. The 21st century requires real collaboration and teamwork as well as a bringing together of all the knowledge, issues, possible solutions, and the needs and funding of multiple, well-informed stakeholders. Senior executives need to build coalitions, both within their organizations and with other governmental as well as private stakeholders.

Coalition building is needed when one organization recognizes it alone does not have the resources or people power to have a real impact on an issue. Coalitions assist in setting priorities for action, helping to identify specific data and informational needs from other groups and agencies, sharing resources and expertise, and broadening the development of new audiences.

COURSE OBJECTIVES

- Identify your personal conflict management style and how it helps and hinders resolution of conflict
- Learn to manage conflict — and use it positively
- Become effective and principled negotiators
- Develop skills to build and maintain strategic coalitions
- Create coalitions that serve the interests of all parties

WORKSHOP	4	*INVESTING IN TALENT*

There are many ways to develop others: have them attend training; mentor them; provide new opportunities; etc. Senior executives are familiar with and have employed these elements to help their subordinates be successful. This workshop will provide a new set of skills for developing others. Senior leaders have a responsibility to help their subordinates develop their critical thinking abilities. They have a responsibility to create strong decision-makers who are able to learn and grow. The best way to provide this development is through coaching.

Executives in this program have coaches assigned to them. This workshop will build on that experience and provide participants the ability to coach those who work for them. Coaching engages employees' own unique knowledge and experiences to help them figure out how to solve problems. Coaching utilizes objectivity, curiosity and powerful questions to engage employees and this workshop provides senior executives the ability to assume this important role. The questions serve as catalysts to unlock employees own experiences, training, and background and apply them to wise decision-making and an appropriate course of action. Coaching also trains an employee to more effectively receive and utilize constructive feedback.

Through a coaching conversation, employees identify the steps to take to achieve a specific goal or course correction, and a timeframe in which to take those steps. This workshop will help participants learn how to walk through this accountability process and use it as an additional learning and communication tool.

Participants will gain powerful new communication tools that create stronger, more confident employees with initiative, creativity and enhanced decision-making skills. Leaders who coach rather than direct, experience more significant returns on their investment in employee development. They also enjoy a significant increase in their own satisfaction with their management role.

Develop a coaching mindset not only helps senior leaders develop others more effectively, it enhances their own leadership skills as well.

COURSE OBJECTIVES

- Help subordinates develop critical thinking skills
- Improve the impact of developmental opportunities
- Hold powerful coaching conversations
- Link the purpose and results of coaching to achieving organizational results
- Create and foster an environment of coaching for success

WORKSHOP	5	*STRATEGIC THINKING AND ACCOUNTABILITY*

In these turbulent budgetary times, the need for a strategic perspective grows increasingly important. While these can be seen as difficult, even dangerous, times for government agencies the future is also full of opportunities. Strategic thinkers give these opportunities life and capitalize on them. In today's rapidly changing environment, leaders need broad perspective, vision, and an intrinsic awareness of the trends and developments shaping their work.

This workshop will provide leaders with a set of tools that will facilitate a shift from the tactical, day-to-day and short-term to the strategic, visionary, anticipatory and long-term through the use of scenario planning. At the same time, it will serve to reinforce the importance of those day to day, short-term focused activities that actually move the organization forward. Strategic thinking is only effective to the extent that it leads to action.

The rapid pace of change has made it increasingly difficult to predict the future, especially beyond the next few years. Leaders, however, still need to make decisions for their organizations which have long-term implications. Traditional strategic planning focuses on identifying and describing one most probable or likely future and then developing a strategy which will allow the organization to succeed in that future. The effort usually entails a review of external forces and some detailed modeling of price, cost, and other variables. Unfortunately, in the current rapidly changing environment, many organizations have seen the fundamental underpinnings of their assumptions collapse while they waited for their most probable future to emerge.

The scenario planning process systematically explores the uncertainty inherent in looking at the longterm future. The process involves developing a set of alternative descriptions of the future which differ from each other in fundamental ways via differences in technology, consumer expectations, or other factors. The goal of developing these multiple scenarios is not to improve the odds of correctly predicting the future, but rather to allow managers to fully understand the driving forces affecting the future. By understanding and recognizing these driving forces, the ability of managers to plan for alternative operating environments and to react to change is enhanced.

The emphasis for this workshop is to increase awareness of the importance of strategic thinking and provide the necessary background and skills to effectively put that thinking to work to form plans in advance of change and bring the organization along as changes occur.

These skills need to be overlain with a sense of political savvy that enables success and helps leaders hold themselves and their organizations accountable for results. Accomplishing the goals and objectives of any organization requires more than just smart people who work hard. It requires the political savvy to know how to forge alliances and avoid animosities in order to be effective. This workshop presents participants with a radical challenge—to understand all the unspoken things which can quickly derail their efforts and agendas as well as their careers. Participants learn to become a master of organizational politics while remaining positive, affirming of themselves and others, and being wholly devoted to making them, their fellow leaders, and their organization more effective and accountable.

COURSE OBJECTIVES

- Understand the multiplicity of factors (economic, budgetary, regulatory, political, social, etc.) that impact government organizations
- Develop a set of likely scenarios that account for and embrace uncertainty while providing strategic focus and direction
- Learn and apply the "Forty Rules of Positive" regarding organizational politics
- Build politically savvy relationships within and external to the Department

COURSE SCHEDULE

DAYS	1	2
SESSION 1		
AM	▪ Program orientation, including 360 assessments and executive coaching assignments	▪ Understanding political ethics ▪ Personal and organizational values
PM	▪ Begin creation of leadership development plans	▪ Dilemma analysis and decision making for “right vs. right” decisions
SESSION 2		
AM	▪ Organizing your oral presentation material	▪ Videotaped presentations with coaching
PM	▪ Delivery techniques for high impact presentations	▪ Videotaped presentations with coaching
SESSION 3		
AM	▪ Conflict resolution models ▪ Understanding your own conflict style	▪ Creating and maintaining coalitions
PM	▪ Negotiation principles, tools, and techniques	▪ Discussion activities to practice coalition building

DAYS	1	2
SESSION 4		
AM	▪ A coaching model	▪ Encouraging coaching
PM	▪ Techniques for powerful coaching	▪ Coaching case studies and role play
SESSION 5		
AM	▪ The case for strategic perspective ▪ Scenario planning model	▪ Organizational politics and the “40 Rules of Positive”
PM	▪ Scenario planning practice activities	▪ Leadership development plans ▪ Program wrap-up

Field of Study	Leadership Development Programs
Course Level	Advanced
Learning Methods	Presentation, discussion, practice activities
Equipment	Projector and screen
Suggested Prerequisites	Mid-level Leadership Program
Recommended Follow-up Courses	Individual Coaching

ASSESSMENTS

The following assessments will be administered to participants prior to individual sessions: a360 degree assessment, the Myers-Briggs Type Indicator (MBTI), the Thomas-Kilmann Instrument, and the Emotional Quotient Inventory Assessment (EQ-i 2.0).

LEADERSHIP SESSIONS

FUNDAMENTALS OF LEADERSHIP

DAYS

COURSE OVERVIEW

BUSINESS NEED

In order to be able to lead others we must first be able to lead ourselves; self leadership, in fact, is the best example any leader can set. In order to lead ourselves we must first develop an understanding of how our mental models and communication skills impact our leadership styles.

COURSE DESCRIPTION

This workshop is about reflection and understanding. Through discussion and interactive activities, participants will define effective leadership and explore the impact of assumptions and mental models on dialogue skills. They will also learn techniques for revealing one's own thinking, understanding the thinking of others, and communicating more effectively in conflict situations.

COURSE OBJECTIVES

- Identify the habits of effective leaders and how to develop those habits
- Learn the characteristics of effective teams, and the leader's role in building and maintaining the environment for success
- Learn and understand mental models

COURSE TOPICS

DEFINING LEADERSHIP

- Introductions
- What is leadership?
- Group work to identify characteristics of effective leaders
- Habits of leadership: attitude, skill, and knowledge

CHARACTERISTICS OF EFFECTIVE TEAMS

- Group work to identify characteristics of great teams

MENTAL MODELS

- Core beliefs of an effective leadership model
- Developing active listening skills; listening on three levels
- Practice activity
- The ladder of inference as a tool to understand mental models

SKILLFUL DISCUSSION

- Balancing advocacy and inquiry
- Protocols for improved advocacy; making your thinking process visible
- Protocols for improved inquiry; understanding someone else's thinking process
- Protocols for better dialogue in conflict situations

EFFECTIVE DELEGATION

- Steps for effective delegation: goal, guidelines, resources, communication, consequences
- Action steps and closing

COURSE SCHEDULE

	TOPICS
AM	▪ Defining leadership ▪ Characteristics of effective teams
PM	▪ Mental models ▪ Skillful discussion ▪ Delegation

Field of Study	Leadership Development Programs
Course Level	Entry-level and Mid-level leaders
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

INFLUENCING UPWARD

DAYS

COURSE OVERVIEW

BUSINESS NEED

Leadership is largely about influence. Leaders must be able to influence those who work for them to accomplish the mission and goals of the organization. Typically the organization provides a nice set of tools to help accomplish this. Leaders also have to be able to influence peers and bosses; an organization may provide fewer tools to accomplish this. Yet all leaders are faced on occasion with the need to “tell truth to power” and influence up the chain of command. Some leaders do this well others less so.

COURSE DESCRIPTION

There is both an art and a science to influencing upwards that can be learned. This workshop will provide the necessary skills, knowledge, and ability to both get your ideas heard and do it in a way that serves the organization, your boss, and your own team.

COURSE OBJECTIVES

- Present ideas positively and persuasively
- Find and use the right “levers” to move ideas forward
- Use positive workplace politics to be more influential

COURSE TOPICS

WHAT MAKES IT HARD	WORKING WITH TEAM MEMBERS
▪ Sharing stories of challenging situations ▪ Understanding why we hesitate to influence upward	▪ Own expertise ▪ Understanding of boss ▪ Insight into organizational issues
COMMUNICATING EXPECTATIONS	**MANAGING CONFLICT AND NEGOTIATION AGREEMENT**
▪ Adopt the boss' point of view ▪ Paint a picture ▪ Make it come alive ▪ Pitch in terms of greater good ▪ Do cost/benefit analysis	▪ In service of the organization ▪ Act with both courage and understanding of risk

Field of Study	Leadership Development
Course Level	All levels
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

LEADING WITHOUT FORMAL AUTHORITY

DAYS

COURSE OVERVIEW

BUSINESS NEED

The role of team leader is one of the toughest to fill, and one commonly assigned to top performers who haven't yet been assigned a formal leadership role. Such individuals lead project teams in which team members don't officially report to them. This can be a tough, even intimidating assignment, especially if team members don't hold themselves accountable. Team leaders need tools to employ in such circumstances if they are to be successful in their new roles.

COURSE DESCRIPTION

In this interactive workshop participants will examine the role of assumptions and mental models in influencing others. They will also learn and practice using tools such as a team charter, a delegation model, theories of employee motivation, and steps for giving and receiving feedback.

COURSE OBJECTIVES

- Learn and understand communication models and the impact of mental models
- Gain tools for giving and receiving more effective feedback
- Clarify roles and responsibilities to gain commitment
- Gain tools to delegate effectively
- Influence team members by learning about and appealing to their interest
- Coordinate effectively with senior leaders and team sponsors

COURSE TOPICS

COMMON SUCCESS FACTORS

- Identifying challenges to leading without formal authority
- Starting well
- Stages of group development
- Delegation: using a team charter model

WORKING WITH TEAM MEMBERS

- The Johari Window
- Steps for giving and receiving feedback, with tips for success
- Relationship with team sponsor

COMMUNICATING EXPECTATIONS

- Understanding mental models
- Ladder of inference
- Skillful discussion
- Roles and responsibilities

MANAGING CONFLICT AND NEGOTIATION AGREEMENT

- "Getting to Yes"
- Activity: the ultimatum game
- Understanding team member motivation

COURSE SCHEDULE

	TOPICS
AM	▪ Common success factors ▪ Communicating expectations
PM	▪ Working well with team members ▪ Managing conflict and negotiating agreement

Field of Study	Leadership Development
Course Level	Team leaders and lower-level supervisors
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

WHY GOOD LEADERS FAIL

DAYS

COURSE OVERVIEW

BUSINESS NEED

Leaders can be defined in a moment, or over a period of years. Effective leaders acknowledge that it is preparation that can quietly or quickly advance them or result in a career-ending move. Leaders do fail at times, and the study of these situations can provide us with valuable lessons in leadership.

COURSE DESCRIPTION

This workshop will explore case studies of leaders and public figures that were faced with defining moments in their leadership legacy and came up short. While most of our day-to-day decisions and situations don't rise to this level of consequence, we can learn a great deal by looking at what each leader faced, the options they had, and the paths they took. Afterward, we will then explore alternative paths and outcomes based on today's leadership principles.

COURSE OBJECTIVES

- Explore contemporary lessons in leadership
- Understand what causes leaders to fail
- Examine the application of contemporary leadership models
- Help build "muscle memory" to better prepare and respond to leadership challenges

COURSE TOPICS

COMMON ELEMENTS OF LEADERSHIP FAILURE

- Sharing stories of leadership failure
- Identify common elements
- Self-assessment: what are your risk factors?

ENSURING AUTHENTICITY

- Identify values
- Identify expectations
- Formulate leadership philosophy

TAKING LEADERSHIP STRENGTHS TOO FAR

- Research from Tim Irwin
- Behaviors that derail: authenticity, self-management, humility, courage
- Case studies

ENSURING HUMILITY

- The Ladder of Inference (identifying your assumptions and managing your stories)

ENSURING COURAGE

- The Left-hand Column activity (evaluating whether you should speak your mind)
- Left-hand column practice activity

COURSE SCHEDULE

	TOPICS
AM	▪ Common elements of leadership failure ▪ Taking leadership strengths too far
PM	▪ Ensuring authenticity ▪ Ensuring self-management ▪ Ensuring humility ▪ Ensuring courage

Field of Study	Leadership Development
Course Level	Senior-level and mid-level leaders
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

COURAGEOUS DECISION MAKING

DAYS

COURSE OVERVIEW

BUSINESS NEED

Leaders make tough decisions every day. The toughest decisions are those that put deeply held values in conflict. Making the right decision is easy when there's a clear distinction between right and wrong, but often the distinction isn't so obvious. This workshop provides the foundation for courageous decision making. Even more important, it gives leaders a foundation to stand on in tough times. In a world of unremitting change, leaders must display unremitting character, integrity, and courage when faced with their toughest decisions.

COURSE DESCRIPTION

Courageous and values-based decision making can create the atmosphere that allows judgments to be made within the context of vision, mission, and agency goals. Put simply, this workshop provides leaders with the ability to make better decisions. Even the most challenging decisions are less gut-wrenching if they flow from common well thought-out values, clear priorities, and strategic agreement. Through case studies, reflection, exercises, and lively discussion, participants learn the importance of values-based decision making based on the organization's mission and develop a set of useful tools to put that learning into action. This workshop is presented in partnership with the Institute for Global Ethics.

COURSE OBJECTIVES

- Expand awareness of why courageous decision making matters to leaders and decision makers
- Learn to analyze and resolve right versus right dilemmas in a courageous, forthright, and thoughtful manner

COURSE TOPICS

THE ETHICS OF RIGHT VS. RIGHT

- Two real-life case studies which go to the heart of courageous decision making

DILEMMA ANALYSIS

- Learn to analyze and understand the relevant choices before making decisions.
- Examine and apply four "dilemma paradigms" which help to see choices more clearly

WHY ETHICS MATTER

- How changing expectations of leadership, a more transparent society, and the influence of technology are making ethics and ethical decision making increasingly important for leaders

ENSURING COURAGE

- Learn the three resolution principles to use in reaching a decision on a right vs. right issue
- Apply the principles to your own dilemmas to reinforce the validity of the model

COURSE SCHEDULE

	TOPICS
AM	▪ The ethics of right vs. right ▪ Case studies ▪ Group discussion and analysis of why ethics is especially important to leadership and decision making in the 21st century ▪ Presentation of four dilemma paradigms ▪ Participants share their own stories of courageous decision making
PM	▪ Presentation of three resolution principles ▪ Participants apply resolution principles to their own stories ▪ Conclude with action planning and presentation of overarching model of courageous decision making

Field of Study	Leadership Development
Course Level	Senior-level and mid-level leaders
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

EFFECTIVE DECISION MAKING

COURSE OVERVIEW

BUSINESS NEED

Decision making is at the very heart of effective leadership. The ability to make important decisions in a timely manner often spells the difference between success and failure for individuals and organizations. How do effective decision makers operate? What are the criteria they consider? How do they conduct analysis without getting bogged down? How do leaders learn to be decisive without coming across as "shooting from the hip"?

COURSE DESCRIPTION

This workshop will examine the answers to these and other questions. Participants will examine both classic decision making models as well as gain insight into the latest decision making tools and applications. They'll have the opportunity to practice both individual and group decision making through a series of interactive, challenging, and enjoyable learning exercises and case studies. The workshop provides an intuitive and usable framework for making important organizational and individual decisions. Participants will leave the workshop feeling more confident in their decision making abilities and in their overall skill as leaders.

COURSE OBJECTIVES

- Learn key elements in effective decision making
- Examine and put to use various decision making models
- Identify characteristics of decisive leaders and how to build effective decision making habits
- Avoid decision making "traps" that sabotage our best efforts

COURSE TOPICS

INTRO TO DECISION MAKING

- Characteristics of effective decision makers
- Classic decision making model
- "Sources of Power" decision making model

GROUP DECISION MAKING

- Pre-mortem exercise
- Overcoming group think
- Exercise/case study

UNDERSTANDING FACTORS

- Decision-making factors
- Decision-making habits
- Overcoming decision traps

COURSE SCHEDULE

	TOPICS
AM	▪ Decision making models ▪ Application to the workplace ▪ Understanding and addressing factors
PM	▪ The power of group decision making ▪ Addressing and overcoming group think ▪ Case study/exercise

Field of Study	Leadership Development
Course Level	Leaders at all levels
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, exercises/activities, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

TACTICAL TO STRATEGIC THINKING

DAYS

COURSE OVERVIEW

BUSINESS NEED

In these turbulent budgetary times the need for a strategic perspective grows increasingly important. While these can be seen as difficult or dangerous times for government agencies, the future is also full of opportunities. Strategic thinkers are the people who will give these opportunities life and capitalize on them. In today's rapidly changing environment, leaders need a broad perspective, vision, and an intrinsic awareness of the trends and developments shaping their work. The need for a strategic approach to work is no longer limited to senior leaders. Operational leaders, typically limited to a tactical focus, will need to develop a more strategic outlook in order to help their teams adapt to this rapidly changing world.

COURSE DESCRIPTION

This workshop will provide participants with a set of tools that will facilitate a shift from the tactical to the strategic. The emphasis will be on increasing awareness of the importance of strategic thinking and providing the necessary background and skills to effectively put that thinking to work. Participants will also learn decision making tools, tips, and traps that they can immediately incorporate into their daily work.

COURSE OBJECTIVES

- Learn the difference between tactical and strategic thinking approaches
- Take a systems thinking approach to decision making
- Identify and interpret environmental factors that influence strategic thinking
- Forecast the ripple effects of strategic decisions
- Identify detractors that commonly prevent strategic thinking

COURSE TOPICS

PRACTICAL STRATEGIC THINKING

- Strategic vs. tactical thinking
- Urgent/important matrix for practical strategic thinking

BALANCING COMPETING ROLES OF LEADERSHIP

- Vision setter
- Environment maker
- Analyzer
- Task master

PEST: ANALYSIS OF ISSUES IMPACTING AGENCY

- Political, economic, social, technological
- Scenario planning with practice activities

SINGLE VS. DOUBLE LOOP LEARNING

- Single loop continuous learning: incremental change
- Double loop continuous learning: transformational change
- The Five Whys

COURSE SCHEDULE

	TOPICS
AM	▪ Practical strategic thinking ▪ Competing roles of leadership ▪ Single vs double loop learning
PM	▪ PEST analysis ▪ Scenario planning ▪ Action planning

Field of Study	Leadership Development
Course Level	Senior-level and mid-level leaders
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

MENTORING SKILLS

DAYS

COURSE OVERVIEW

BUSINESS NEED

A leader has many responsibilities, and the list seems to be growing. Nonetheless, there are several items which appear on practically every list of leadership responsibilities: One, the ability to create an environment for success because above all the leader must show the ability to get results, and two, the responsibility for developing others. Our legacy as leaders will be determined less by what we've accomplished than by what we leave behind.

COURSE DESCRIPTION

Participants in this workshop will examine the skill sets of effective mentors and mentees, and develop tools to manage mentoring relationships. These tools include a mentoring contract, active listening, giving feedback, and preparing for meetings.

COURSE OBJECTIVES

- Learn the characteristics of effective mentors and mentees
- Gain tools for effective mentoring
- Learn how to build a strong mentoring relationship

COURSE TOPICS

CHARACTERISTICS OF EFFECTIVE MENTORS AND MENTEES

- Definition of mentorship
- Expectations of mentors and mentees
- The mentor roadmap: six steps for an effective relationship
- The mentor skill set

THE MENTOR CONTRACT AND EARLY MEETINGS

- Setting ground rules
- Practice activity: the first meeting
- Determining goals
- Practice activity: the second meeting

LISTENING AND BUILDING RAPPORT

- Techniques to build rapport in the first meeting
- Active listening on three levels
- Practice activity
- Using curious questions

GIVING FEEDBACK

- Johari Window
- Tips for successfully giving and receiving feedback
- Six steps for providing effective feedback

LATER MEETINGS

- Meeting preparation
- Closeout meetings
- Common pitfalls

COURSE SCHEDULE

	TOPICS
AM	▪ Characteristics of effective mentors and mentees ▪ Listening and building rapport
PM	▪ The mentor contract and earlier meetings ▪ Giving feedback ▪ Later meetings

Field of Study	Leadership Development
Course Level	Senior-level and mid-level leaders
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

COURSE OVERVIEW

BUSINESS NEED

It's impossible to be truly effective in the workplace without the assistance and cooperation of others. Such interdependence, however, can produce conflict. Resolving conflict in a way that helps people find common ground and mutual understanding is a critical leadership skill. Finding a resolution that satisfies conflicting priorities can stimulate new approaches to old problems, thus innovation is often a by-product of well-managed conflict. Unfortunately, many people are afraid of conflict so conflict goes underground, sabotaging projects, and destroying team spirit.

COURSE DESCRIPTION

This workshop provides tools and techniques to find common ground while uncovering perspectives on how each party sees the issues, and how to reach an equitable agreement on what should be done, by whom, and when. Participants in this workshop will learn how to address conflict and negotiate agreement without giving in. They will also learn to influence upwards in support of projects and organizational goals.

COURSE OBJECTIVES

- Identify your personal conflict management style and how it helps and hinders resolution of conflict
- Learn to manage conflict and use it positively
- Increase your confidence in dealing with conflict
- Turn conflict situations into opportunities to communicate openly and effectively
- Become an effective and principled negotiator
- Gain tools for finding common ground
- Learn to help yourself and others focus on interests and not take unreasonable positions

COURSE TOPICS

SOURCES OF CONFLICT

- Sharing stories of leadership failure
- Identify common elements
- Self-assessment: what are your risk factors?

DESCRIPTION AND APPROPRIATE USES OF EACH CONFLICT MODE, INTRODUCTION TO NEGOTIATION: GETTING TO YES

- Separate the people from the problem
- Focus on interests, not positions
- Invent options for mutual gain
- Insist on using objective criteria
- The Ultimatum Game
- Using emotions as you negotiate
- Practice activity: conflict scenario

CONFLICT MANAGEMENT APPROACHES AND DEALING WITH CONFLICT SITUATIONS

- Conflict modes: assertiveness and cooperation
- Personal conflict style inventor (adapted from the Kraybill conflict style model)

COURSE SCHEDULE

	TOPICS
AM	▪ Sources of conflict ▪ Conflict management modes
PM	▪ Intro to negotiation ▪ Getting to Yes practice activities

Field of Study	Leadership Development
Course Level	Senior-level and mid-level leaders
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

ASSESSMENTS

The Thomas-Kilmann Conflict Mode Indicator (TKI) will be administered to participants prior to the workshop.

COURSE OVERVIEW

BUSINESS NEED

No one is put in a leadership role with the mandate to maintain status quo. Innovation is necessary for teams and organizations to fulfill their mission under changing circumstances. Effective leaders understand this, and strive to expand their own and their organization's horizons. Unfortunately, for government leaders, their ability to innovate can feel limited due to the laws, rules, and regulations under which they operate. As a consequence, leaders may "self-limit" and not step into innovation as well as they might. This workshop will explore how to be innovative within the bound of public service, using the very limits organizations operate under as a spur to creativity and identifying new ideas for solving old problems.

COURSE DESCRIPTION

In this interactive workshop participants will learn to overcome individual and organizational barriers to innovation. "Do more with less" has been the mantra for many government agencies over the last few years due to the economic and budgetary climate. Though the call is daunting, there is an element of creativity that comes into play when goals change and/or cuts are called for and existing processes and approaches are no longer sufficient. Finding the balance between respecting the tried-and-true, and moving the organization forward, lies at the heart of what makes innovation in public service both challenging and rewarding. This workshop will provide practical tools to find that balance.

COURSE OBJECTIVES

- Create an innovative mindset towards problem solving
- Identify cultural elements in public service that serve to foster or inhibit innovation
- Learn to manage risk in pursuing innovative approaches
- Secure management support and commitment for new ideas

COURSE TOPICS

WHAT IS INNOVATION

- Defining innovation and creativity
- Tapping into our own experiences
- Demystifying creativity

SINGLE LOOP AND DOUBLE LOOP LEARNING

- Problem solving vs. innovation
- Applying creative approach to existing problems Innovation Tools and Techniques
- Working within our "circle of influence
- Conducting a "pre-mortem"
- 12 ways to build and maintain an innovation mindset

CREATING A LEARNER MINDSET

- What is learning?
- How does our mindset about learning impact our innovation and creativity
- Adopting a learner mindset

COURSE SCHEDULE

	TOPICS
AM	▪ Defining and understanding innovation ▪ The power of limit ▪ Becoming a learner ▪ Creating a learning mindset in your organization
PM	▪ Focusing on the core issue to release innovation ▪ Circle of influence ▪ Building and maintaining an innovation mindset

Field of Study	Leadership Development
Course Level	Leaders at all levels
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, exercises/activities, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

COURSE OVERVIEW

BUSINESS NEED

A silo mentality is often the result when departments or sectors do not share information with others in the same organization, or across organizations that are working towards a shared goal. This mentality will reduce efficiency in the overall operation, reduce morale, and contribute to the demise of a productivity. Leaders have a responsibility to prepare and equip their teams with the proper mind-set to break down this destructive organizational barrier.

COURSE DESCRIPTION

Silos form for seemingly legitimate reasons. People who perform like tasks and/or have similar skill sets are gathered together by their organization for increased efficiency and effectiveness. This logical structure, however, can inadvertently create an us vs. them mindset between different elements of the organization that should be working together. Many of the teambuilding challenges in organizations are not issues within particular teams, but rather the connection between the teams. Participants will learn a practical model for breaking down silos and have the opportunity to practice the skills to do so in the classroom setting.

COURSE OBJECTIVES

- Understand the underlying causes of a silo mentality
- Learn how to address the issue on both an organizational and team level
- Create a unifying vision
- Motivate towards that vision
- Collaborate and co-create for success

COURSE TOPICS

THE ORIGIN OF SILOS

- Benefits
- Impact on organizations —good and bad
- Case studies

GROUP DECISION MAKING

- Connecting across silos at lower level in the organization
- The UNITE model for collaboration and silo-busting
- Networking: reaching across the divide

FINDING COMMON GROUND

- Identifying what enables connections across organizations
- Finding the common ground

COURSE SCHEDULE

	TOPICS
	▪ The power of silos ▪ Case studies ▪ Finding common ground ▪ UNITE model for breaking down silos ▪ Action planning

Field of Study	Leadership Development
Course Level	Leaders at all levels
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, exercises/activities, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

IMPOSTER SYNDROME

DAYS

COURSE OVERVIEW

BUSINESS NEED

Imposter syndrome referring to high-achieving individuals marked by an inability to internalize their accomplishments and a persistent fear of being exposed as a fraud. Despite external evidence of their competence, those exhibiting the syndrome remain convinced that they are frauds and do not deserve the success they have achieved. Proof of success is dismissed as luck, timing, or deceiving others into thinking they are more intelligent and competent than they believe themselves to be. As a consequence, individuals with this mindset may limit their visibility and their contributions, "hiding their light under a bushel" to the detriment of themselves and their organizations.

COURSE DESCRIPTION

Participants will learn how to address and overcome this issue. There are many ways to address the imposter syndrome. At the heart of them all is the constant reminder to ourselves that it is better to be real than perfect. Being willing to admit challenges and shortcomings, in the context of the many great things we do and are capable of, demonstrates an openness that allows us to achieve our true potential. Participants will learn and be able to practice the ten key strategies for success.

COURSE OBJECTIVES

- Understand the symptoms, causes and impact of the "Imposter Syndrome"
- Learn and apply a set of strategies to address the syndrome to enable us to operate at our full potential

COURSE TOPICS

BACKGROUND ON THE SYNDROME

- Understanding symptoms, causes and impacts
- Applying personal experience
- Case studies

THE LOOK OF CONFIDENCE

- "Feelings follow actions"
- Looking confident to increase confidence

STRATEGIES FOR SUCCESS

- Focus on value, not perfection
- Own your own stories
- Manage self-talk
- Visualize success

SERVICE TO THE ORGANIZATION

- Putting best self forward
- Serving the organization by being at our best

COURSE SCHEDULE

	TOPICS
	▪ Background on the model ▪ Case studies ▪ Application of own experience ▪ 10 strategies for success ▪ The look and feel of confidence ▪ Action planning; service to the organization

Field of Study	Leadership Development
Course Level	Leaders at all levels
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, exercises/activities, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

COURSE OVERVIEW

BUSINESS NEED

How you ever struggled to make sense of your Federal Employee Viewpoint Survey results?
Do you wonder how to turn the data into actionable results?
Acting on the data provided by the Federal Employee Viewpoint Survey can seem overwhelming to agency leaders, managers, and supervisors. Some data appears contradictory; other data seems difficult if not impossible to address. How is one to make sense of the data and move forward in a productive and appropriate manner?

COURSE DESCRIPTION

This half-day course will teach you how to focus on important areas that will have an impact on employee engagement and performance. Through a series of interactive exercises, participants will uncover the most important areas to address and create action plans to address those areas. Participants will learn the importance of engaging employees in finding the solution to issues raised by the survey and increase their commitment to successfully resolving these issues.

COURSE OBJECTIVES

- Establish a common understanding of FEVS results
- Turn survey data into actionable goals
- Learn and apply a goal setting model
- Work with other session participants to develop action plans for improving employee engagement and job satisfaction

COURSE TOPICS

BACKGROUND ON FEVS

- Purpose and intent
- How to make sense of the results

SETTING GOALS

- Crafting effective goals to address root causes
- Measurement strategies

IDENTIFYING ROOT CAUSES

- Looking beyond symptoms and quick fixes
- Identifying root causes
- Balancing importance and performance

EMPLOYEE INVOLVEMENT

- Helping employees to take charge of their own engagement
- Action planning with employee input

COURSE SCHEDULE

	TOPICS
	▪ What is the FEVS and how can organizations apply it? ▪ Moving beyond symptoms ▪ Setting goals and expectations to address shortcomings ▪ Action planning

Field of Study	Leadership Development
Course Level	Leaders at all levels
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, exercises/activities, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

COURSE OVERVIEW

BUSINESS NEED

Supervisors have far more power to motivate and engage employees than they may believe. While the most lasting motivation comes from within, supervisors can create an environment in which people step into motivation and choose to maximize their engagement. Leaders do have the ability to motivate and inspire others to do great things. Individual leaders have the greatest impact on areas in their immediate working environments. When these leaders are successful in their smaller spheres, there is, by extension, a positive influence on the larger organization's results.

COURSE DESCRIPTION

Far more than an academic exploration of motivation, the workshop will provide a set of practical tools and models that leaders can immediately apply in the workplace. The session will give leaders new insights to create and sustain the environment that fosters the self-motivation and engagement necessary for team and organizational success.

COURSE OBJECTIVES

- Understand their role as leaders in providing vision, visibility and momentum to create a self-motivating environment that leads to employee engagement
- Hold constructive performance conversations
- Hold effective career development conversations
- Gain insight into how recognition serves to create a workplace environment that increases morale and productivity
- Create action plans for improving engagement and job satisfaction

COURSE TOPICS

THE SOURCES OF MOTIVATION

- Intrinsic vs extrinsic
- Applying personal experience
- Case studies

GIVING AND RECEIVING FEEDBACK

- The impact of feedback on employee engagement
- Practical application

THE POWER OF RECOGNITION

- The 4 foundational elements of all successful recognition
- Practical application of recognition to improve performance

CAREER DEVELOPMENT

- Tools for helping self and others take charge of their own career development
- Meaningful career development conversations

COURSE SCHEDULE

	TOPICS
	▪ Sources of motivation ▪ Recognition as the gateway to motivation ▪ Effective feedback tools and techniques ▪ On-going career development conversations

Field of Study	Leadership Development
Course Level	Leaders at all levels
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, exercises/activities, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

DAYS ● or ●●

COURSE OVERVIEW

BUSINESS NEED

Research on emotional intelligence has shown that successful performance on the job is significantly impacted by the skills and attributes of emotional self-awareness, stress management, and the ability to pick up on social cues and build effective working relationships. While we may know the right thing to do in a given situation, we are often "hijacked" by our emotions in stressful situations and behave in ways that interfere with our own and our team's success.

COURSE DESCRIPTION

Through Emotional Intelligence (EI) for Leadership and Self-Awareness, participants increase their understanding of emotional intelligence and learn how a greater awareness of EI increases their effectiveness as a leader, manager, and public servant. They explore the results of a behavioral-based personal EI assessment in relation to the five core competencies of EI, and then learn skills to apply their EI awareness in the workplace. The EI workshop covers both intrapersonal and interpersonal intelligence, the ability to understand the intentions, motivations, fears, and desires of others and self, and the impact of increased EI on our lives and the decisions we make.

COURSE OBJECTIVES

- Discover what emotional intelligence is and why it matters
- Take the EQ-i 2.0 assessment and raise awareness of one's EI competencies
- Identify emotional patterns — personal strengths and weaknesses
- Effectively manage behaviors that may limit optimal performance
- Discover how emotional intelligence can enhance work performance
- Explore EI as a leadership competency

COURSE TOPICS

WHAT IS EMOTIONAL INTELLIGENCE?

- History and perception of Emotional Intelligence
- Emotional Intelligence and leadership effectiveness
- The business case of emotional intelligence

EMOTIONAL INTELLIGENCE MODEL

- Introduce emotional intelligence model
- Introduce emotional self-scan model to identify and acknowledge the emotion and physical symptoms

EI COMPETENCIES

- Review the emotional intelligence competencies and the behaviors expressed in each competency

PERSONAL EMOTIONAL INTELLIGENCE ASSESSMENT

- Review personal emotional intelligence assessment results

VALUES AND EI

- The impact of values on emotions and feelings

EMOTIONS AND LEVELS OF INTENSITY

- Heightened awareness and response to emotional situations
- Recognizing personal triggers and identifying strategies

AWARENESS WHEEL

- Processing internal and external experiences through the dimensions of the Awareness Wheel

BUILDING PERSONAL AND SOCIAL COMPETENCE

- Strategies to develop emotional intelligence in these areas

COURSE SCHEDULE

1 day program

	TOPICS
AM	▪ What is Emotional Intelligence? ▪ Emotional Intelligence Models ▪ Emotional Intelligence Competencies ▪ Bar-On EQ-i Assessment Review
PM	▪ Values and EI ▪ Emotions and Intensity ▪ Building Personal and Social Awareness ▪ Action Planning

2 day program

DAYS	1	2
AM	▪ What is Emotional Intelligence? ▪ Emotional Intelligence Models ▪ Emotional Intelligence ▪ Competencies	▪ Ladder of Inference ▪ Differentiating Data, Thoughts, and Feelings ▪ Awareness Wheel
PM	▪ Bar-On EQ-i Assessment Review ▪ Values and EI ▪ Levels of Intensity ▪ Feelings and Emotions	▪ Building Personal and Social ▪ Awareness ▪ Action Planning

Field of Study	Leadership Development
Course Level	Beginner to Advanced
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, exercises/activities, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Conflict Management and Negotiation

MYERS-BRIGGS TYPE INDICATOR PERSONALITY ASSESSMENT FOR LEADERSHIP AND SELF-AWARENESS

DAYS

COURSE OVERVIEW

BUSINESS NEED

The Myers-Briggs Type Indicator (MBTI) is a self-report personality inventory designed to give people information about their psychological type preferences. Isabel Myers and Katherine Cook Briggs began developing the MBTI in the early 1940s to make Carl G. Jung's theory of human personality understandable and useful in everyday life. The MBTI, and this workshop, reinforce the concept that every individual is unique.

The doctrine of uniqueness, however, gives no practical help in understanding the people whom participants must work with or interact with. Most of us tend to assume unconsciously that other people's minds work on the same principles as our own. But all too often, people do not reason the same way, do not value the same things, or are not interested in the same things. The assumption of similarity, therefore, can promote misunderstanding of the motives and behaviors of people who think differently from each other.

COURSE DESCRIPTION

The value of personality theory is that it enables participants to expect differences in people and to cope with them more constructively than they otherwise could. This one-day workshop is designed to help participants explore the normal differences (and similarities) between people that contribute to workplace success.

COURSE OBJECTIVES

- Myers-Briggs Type Indicator (MBTI) instrument for understanding personality differences and preferences
- Understand individual MBTI results
- Understand the impact of personality on leadership style, effectiveness, and building stronger teams

COURSE TOPICS

HISTORY OF THE MBTI DICHOTOMIES TYPE INDICATOR

- MBTI Theory
- Purpose and intent

MBTI DICHOTOMIES

- Understanding the four pairs of opposites

ASSESSMENT RESULTS

- Determining best-fit type
- How to make sense of the results

COURSE SCHEDULE

	TOPICS
	▪ History and purpose ▪ Understanding the MBTI preferences ▪ Dichotomy Splitting Activities ▪ Action planning

Field of Study	Leadership Development
Course Level	Leaders at all levels
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, exercises/activities, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

ASSESSMENTS

The Myers-Briggs Type Indicator (MBTI) will be administered to participants prior to the workshop.

DISC INVENTORY ASSESSMENT FOR LEADERSHIP AND SELF-AWARENESS

DAYS

COURSE OVERVIEW

BUSINESS NEED

The DISC inventory, developed by William Moulton Marston, profiles four primary behavioral styles, each with a very distinct and predictable pattern of observable behavior. Applied in corporate, business and personal situations the DISC inventory can lead to professional and personal insights. The results of the online disc profile report are designed to provide strategies for interpersonal success through more effective communication, understanding and tolerance. DISC is used for personal growth and development, training, coaching and managing of individuals, groups, teams, and organizations.

The DISC is used as a learning tool to and is fundamental to leadership. Understanding behavioral styles benefits personal and professional relationships by improving communication skills and reducing conflict; creating rapid rapport and connection with people. Imagine being able to better understand what motivates people and being able to recognize how to effectively deal with others.

COURSE DESCRIPTION

The DISC Profile is a validated learning tool, focusing on people-skills for personal and professional relationships and development. This workshop uses the DISC Profile as a nonjudgmental survey for understanding behavioral types and personality styles by helping people explore behavior across our primary dimensions. The results participants receive provide an enhanced understanding of their own workplace and personality preferences and clear, practical tips on how to be more effective with their teammates styles.

COURSE OBJECTIVES

- Understand and appreciate the different DISC styles
- Learn to better connect with colleagues whose priorities and preferences differ from yours
- Improve the quality of your workplace by using DISC to build more effective relationships

COURSE TOPICS

PRINCIPLES OF DISC

- DISC overview
- Purpose and intent

DISC DIMENSIONS

- Reviewing the model
- Understanding the four dimension

ASSESSMENT RESULTS

- How to make sense of the results
- DISC Style and Dot

COURSE SCHEDULE

	TOPICS
	▪ History and purpose ▪ Understanding the DISC preferences ▪ Strategies for working with other preferences ▪ Action planning

Field of Study	Leadership Development
Course Level	Leaders at all levels
Maximum Participants	30
Learning Methods	DISC assessment, discussion, personal reflection, exercises/ activities, and lecture
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

ASSESSMENTS

The DiSC Inventory assessment will be administered to participants prior to the workshop.

COURSE OVERVIEW

BUSINESS NEED

Today's leaders are faced with many challenges. The work and the environment are constantly evolving and changing. In order to be effective, leaders need the skills that will allow them to navigate these challenges and pressures, to be present, focused and resilient.

COURSE DESCRIPTION

This online workshop provides both managers and employees with the tools and techniques that will allow them to meet these challenges with compassion and clarity. Participants will also explore mindfulness and its benefits in the workplace. Studies show that cultivating mindfulness strengthens our resilience. This is an opportunity to learn new skills to make you an even better leader, manage stress, enhance resilience and improve your overall wellbeing.

COURSE OBJECTIVES

- Explore resilience as a leadership competency
- Understand the four areas of resilience: physical, mental, emotional and social
- Learn different resiliency strategies that can be applied throughout the day
- Discover how mindfulness can enhance leadership effectiveness
- Learn and practice mindfulness techniques and tools

COURSE TOPICS

RESILIENCE	MINDFULNESS
▪ Defining resilience ▪ Why is resilience important? ▪ The four areas of resilience ▪ Learn resilience strategies	▪ What is mindfulness? ▪ Benefits of mindfulness ▪ Explore mindfulness techniques ▪ Practice mindfulness techniques

Field of Study	Leadership Development
Course Level	Entry-level and Mid-level leaders
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, lecture
Equipment	CI's virtual platform
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

COURSE OVERVIEW

BUSINESS NEED

The world is a complex place and leading within it can be challenging. How do we know we're moving in the right direction? How do we get our teams onboard and create buy-in? The ability to recognize the patterns that don't serve us and then change to make things better, more productive, and effective can be difficult, but it is possible! Unbeknownst to ourselves, we are falling into leadership mindtraps that hold our teams and ourselves back.

COURSE DESCRIPTION

Our minds naturally look to simplify our complex world and the challenges leaders face today have changed in such a way that our human instincts mislead us. Leadership strategies from the past may not be working anymore. Leaders may be having problems with over-simplifying situations, being too risk-averse, delegating appropriately, navigating conflict and micromanaging teams, while putting extreme pressure on oneself to be everything to everyone. What if there was a way to lean into the complexities of life and the workplace for our own leadership growth and development? This session will introduce participants to the Five Leadership Mindtraps by Jennifer Garvey Berger to offer actionable, albeit seemingly counterintuitive ideas that help us to evolve, grow and lead in a complex world.

COURSE OBJECTIVES

- Learn the five leadership mindtraps
- Examine our individual patters of leadership behavior
- Determine actions that will shift us away from behaviors that do not serve us and our teams

COURSE TOPICS

WHAT IS COMPLEXITY?

- In a complex world with constant change, uncertainty, and demanding workforce needs, your systematic and logical problem-solving of the past may no longer work. Complexity adds a dimension of uncertainty to leaders trying to be everything to everyone.
- Self-reflection: Patterns of behavior that do not serve me well.

THE FIVE MINDTRAPS

- **The Simple Story:** What are the stories you tell yourselves about others that aren't true or the full story?
- **Rightness:** Examine the emotional responses to being right and wrong and how that impacts decision making in an uncertain future.
- **Agreement:** Consider the role of belonging in your efforts to have harmony. Explore the challenges and benefits of disagreement in the workplace.
- **Control:** Explore our desire to control for failure and instead discover what one can influence.
- **Ego:** How do our ego's get in the way of leading others? Examine ways to continue to grow, learn and develop.

MINDFULNESS AND PERSONAL GROWTH

- Connections: Recognize how connections provide direction.
- Navigating uncertainty: How to connect to your purpose as inspiration to avoid the mindtraps leaders find themselves in.
- Key questions to help us grow and lead.

COURSE SCHEDULE

	TOPICS
AM	▪ Complexity and Complication ▪ The Five Leadership Mindtraps: • The Simple Story • Rightness • Agreement
PM	• Control • Ego ▪ Personal Growth and Action Planning

Field of Study	Leadership Development, Vertical Leadership Development
Course Level	Emerging Leaders, Mid-level leaders and Senior-level leaders
Maximum Participants	30
Learning Methods	Big and small group discussion, personal reflection, lecture, polls
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

IMPROVING TEAM PERFORMANCE BY ENHANCING PSYCHOLOGICAL SAFETY

COURSE OVERVIEW

BUSINESS NEED

When a team stops functioning effectively the issue often reveals itself to be a lack of trust, or psychological safety. Leaders shouldn't wait for lack of trust to become an explicit topic of conversation because that may never happen. Absence of trust is a subtle, creeping phenomenon that may derail your team before anyone notices that it's happening.

COURSE DESCRIPTION

Can team members feel like they can bring up problems and tough issues? Can team members take risks without feeling insecure or embarrassed? Will mistakes be held against them? Exploring these questions and others can help determine the presence of psychological safety within a team, which is crucial for quality decision making, team trust and belonging, productivity, and innovation. This workshop will explore how leaders can leverage psychological safety in the workplace and gain skills that promote a psychologically safe place to nurture safety and trust.

COURSE OBJECTIVES

- Define the concept of psychological safety
- Describe the role leaders play in creating psychological safety among teams and in the workplace
- Identify tools and strategies to create and maintain a psychologically safe environment within teams
- Develop a personalized action plan to enhance psychological safety

COURSE TOPICS

PSYCHOLOGICAL SAFETY

- Define the concept of psychological safety
- Describe the role leaders play in creating psychological safety among teams and in the workplace

ACTION PLANNING

- Identify tools and strategies to create and maintain a psychologically safe environment within teams
- Develop a personalized action plan to enhance psychological safety

COURSE SCHEDULE

	TOPICS
AM	▪ Understanding Psychological Safety ▪ Impact of Psychological Safety on the Workplace ▪ Tips, Tools, and Strategies for Enhancing Psychological Safety

Field of Study	Teams
Course Level	Beginning to Mid-level Leaders
Maximum Participants	30
Learning Methods	Facilitated large group and small group discussion, personal reflection, activities
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Building Trust Within or Between Teams; Team Building for Existing Teams

COURSE OVERVIEW

BUSINESS NEED

"It may be nearly impossible for us to bring about any important change in a system or organization without changing ourselves (at least somewhat)" Robert Kegan and Lisa Lahey. Often when talking about leadership we focus on change at the organizational level. In reality, organizational change is dependent on making personal change because making personal change is where you have the most control and leverage in any system.

COURSE DESCRIPTION

Each of us has an innate human aversion to change making organizational change very challenging. We can quickly identify it in others, but it is incredibly difficult to identify our own aversion to change in ourselves. The Immunity to Change process developed by Robert Kegan and Lisa Lahey at Harvard University helps surface your own aversion to personal change. You will create a map of your mindset that is creating a barrier to making personal change and hindering your success. By the end of the course, you will create a plan to transform your mindset and unleash new energy to fuel your success.

COURSE OBJECTIVES

- Identify a personal change goal.
- Create a map of your mindset that is creating a barrier to your success.
- Develop an action plan to transform your mindset and move past your barrier.

COURSE TOPICS

PERSONAL CHANGE

- Personal Change Goal
- Mindsets

ACTION PLANNING

- Completing Commitments
- Assumptions

COURSE SCHEDULE

	TOPICS
AM	▪ Identify a Change Goal ▪ Create a map of your Immunity to Change ▪ Create an Action Plan

Field of Study	Leadership Development
Course Level	Senior Executives, Team leaders, and lower-level supervisors
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, action planning
Equipment	LCD projector and screen; easel/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Leading in a Complex World

COACHING

COURSE OVERVIEW

BUSINESS NEED

People are an organization's most valuable resource. Executive and Leadership Coaching is a strategic investment that enhances the agility of your leaders and positions your organization to drive results. CI International Coaches partner with leaders at all levels to positively impact their capacity to learn, lead, meet, and exceed 21st century workplace opportunities and challenges. CI International has been coaching leaders at all levels for more than two decades. We understand there are fundamental differences between the coaching needs and expectations of Senior Executive Service members and first-time supervisors. Executives need laser-focused, strategic, and confidential coaching conversations that are respectful of and responsive to the multiple demands on their limited time. New supervisors need to deepen their basic leadership skills and their understanding and demonstration of agency core competencies. Our coaching approach and packages were developed around these key distinctions.

Working with CI International is easy; we partner with you to create a coaching program that leverages a leader's unique strengths and focuses on your organization's strategic priorities. Your customized package is based on your specific objectives, desired level of engagement, and budget. Call us to learn more about how our coaching services can positively impact you, your leaders, and your organizations.

A LA CARTE COACHING

CI International's training workshops, webinars, and programs offer your leaders high quality and high touch experiential learning opportunities. We invite you to explore our A La Carte Coaching to further deepen your leaders' learning. CI International's A La Carte Coaching picks up where the training left off. It is customized one-on-one coaching engagements tailored to the unique strengths, needs, learning and work style of your leaders. Shorter than our traditional coaching engagements, A La Carte Coaching can start with as little as 2 hours per participant and focuses on the specific topics and competencies covered in the CI training sessions sponsored by your organization. Conducted virtually, A La Carte Coaching provides each workshop participant with additional one-on-one practice and support, personalized feedback, and a development plan to further anchor the concepts, competencies, and behaviors that make good leaders great.

COURSE OVERVIEW

BUSINESS NEED

This experiential workshop provides supervisors with the skills and frameworks used by coaches to have effective, generative, and forward moving conversations to accelerate results. Effective communication is fundamental to the success of leaders at all levels. This workshop supports supervisors in integrating competencies that deepen their capacity to enhance their direct reports' proficiency to think critically and formulate their own learning - leaders growing leaders. Available in a variety of formats, this workshop provides user-friendly practices and models that can be implemented immediately into any work environment.

COURSE OBJECTIVES

- Understand the distinctions between coaching, consulting, counseling, and mentoring
- Enhance listening skills
- Learn the power of questioning
- Learn how to give effective, useable feedback
- Practice coaching skills

COURSE SCHEDULE

DAYS	1	2
AM	▪ Coaching Distinctions ▪ Skillful Discussion ▪ Levels of Listening ▪ Practice	▪ Values ▪ Ladder of Inference ▪ Awareness Wheel ▪ Practice
PM	▪ Powerful Questioning ▪ Practice ▪ Appreciative Inquiry	▪ Feedback Model ▪ Practice ▪ Q & A

COURSE OVERVIEW

BUSINESS NEED

CI Leadership Coaching Training Program - Internal Coach Cadre

CI International's Leadership Coaching Training Program prepares leaders to bring the power of coaching into your organization. Our coaching approach, including the CI International EXCEEDS Coaching Model, provides a dynamic framework that enables coaches to create a safe space in which clients can explore, discover, and uncover new ways of thinking, doing, and being. Our approach will prepare your leaders to be in full partnership with their colleagues, supporting them in identifying possibilities not previously visible while implementing practices that drive them toward goals that align with your organizational priorities. Our International Coaching Federation-Accredited coach training program trains and prepares your leaders to coach so that your Executive, Mid-level, and Emerging leaders are better positioned for success.

The International Coaching Federation (ICF) is the leading global organization dedicated to advancing the coaching profession by setting high standards, providing independent credentialing, and continued professional development. Although there are other credentialing bodies; ICF is considered the international gold standard. CI International's Leadership Coach Training Program is accredited by ICF as an Approved Coach Specific Training Hours Program (ACSTH) and provides the rigor and training hours required to pursue an ICF coaching credential.

CI International’s Leadership Coaching Program equips members of your organization with the coaching skills to support your Leaders in achieving more, leading people more effectively, and driving better results. Our 30-hour program begins with 24 hours of classroom instruction over 3 days and 6 hours of virtual training. Each training day is steeped in coaching practice. The program explores coaching distinctions and how to clarify values. Coaching presence is a critical competency, and participants will experience the power of presence and the nuances of active listening, powerful questioning and creating the coaching session agreement. Participants will learn CI International’s unique EXCEEDS coaching model and discuss ethical considerations for coaching in the Federal Government.

COURSE OBJECTIVES

- Understand the distinctions between coaching, counseling, consulting, and mentoring
- Learn and demonstrate the following International Coach Federation Core
- Competencies:
    - Ethical guidelines and professional standards
    - Creating the coaching agreement
    - Creating trust and intimacy
    - Coaching presence
    - Active listening
    - Powerful questioning
- Identify and leverage core values
- Identify ethical considerations and distinctions for coaching in the Federal Government
- Practice coaching skills
- Understand and use the EXCEEDS Coaching Model

COURSE SCHEDULE

	TOPICS

	▪ What is Coaching?
	  ▪ Professional Services
	  ▪ Definitions
	  ▪ Coaching Conversation
	    ▪ Stages of Competence
	    ▪ Interesting vs Intentional Conversations
	▪ Creating Trust and Intimacy - ICF Core Competency
	  ▪ Coaching Practice
	▪ Values Clarification
	  ▪ Coaching Practice

	▪ Coaching Presence – ICF Core Competency
	  ▪ Ladder of Inference
	  ▪ BEL Model
	  ▪ OAR Model
	  ▪ Coaching Practice
	▪ Active Listening – ICF Core Competency
	  ▪ Coaching Practice
	  ▪ The Supervisor’s Meeting
	  ▪ Assessments and Assertions
	  ▪ Coaching Practice

COURSE OVERVIEW

BUSINESS NEED

COACH TRAINING: ICF ACCREDITED WEBINAR SERIES

Digging Deep: Exploring the Core Competencies

Like any expedition, there are treasures to be found by exploring the fundamental foundation of coaching - the ICF core competencies. DIGGING DEEP: EXPLORING THE CORE COMPETENCIES is an interactive webinar series that creates a safe place for coaches to probe, practice, and power-up their coaching skills. Participants will deepen their understanding of the competencies and discover how to use the ICF PCC markers to enhance their coaching skills. Credentialed coaches receive 2 continuing coach education units (CCEs) for each workshop.

There are four webinars in this series; each is 2-hours in duration, includes an exploration of the ICF competency definition and provides participants with a coaching "practice" to support them moving forward. These sessions can be taken in any sequence and will serve both novice and seasoned coaches. Participants should come prepared to practice coaching.

- Creating the Coaching Agreement
- Coaching Presence
- Active Listening
- Powerful Questioning

COURSE OBJECTIVES

- Explore the meaning and purpose of the core coaching competency
- Examine elements of the core coaching competency
- Practice coaching

COACHING CIRCLES

COURSE OVERVIEW

START WHERE YOU ARE

COACHING CIRCLES provide a place for leaders to engage in open and honest conversations about challenges and opportunities facing the 21st century workplace. Just as coaching provides leaders a confidential space to acknowledge concerns, process, brainstorm, strategize, to be thoughtful – to “be,” COACHING CIRCLES were designed to do the same in a group setting.

CI’S COACHING CIRCLES are a place for you and other leaders to go to discuss and reflect on what you stand for as a leader, how you currently lead, and what insights, innovations, and initiatives might be possible given an expanded lens through which to see yourself, your teams, and your organization.

COACHING CIRCLES provide a forum for leaders to hold confidential conversations with peers to explore issues such as resilient leadership and developing high-performing teams. COACHING CIRCLES are not trainings. They are a starting place for dialogue to deepen your self-awareness, ask questions, share experiences, and determine what this means for you and your organization. Following each CIRCLE, you will receive one-on-one executive coaching to support you in getting grounded and finding your way forward.

WHAT

COACHING CIRCLES are focused, facilitated discussions that enable you to engage in candid conversations about your views and questions, past experiences, personal and professional impact, and the future you want to create for yourself and your organization relating to a specific topic. Supporting materials such as video clips and articles will supplement the discussions. There are four CIRCLE sessions. Session one is two hours; sessions two through four are 90 minutes. In partnership with an executive coach, you will further your thinking and reflecting by designing sustainable actions that align with your learning intentions for the program.

WHO

COACHING CIRCLES are comprised of no more than 10 participants at similar leadership levels – officer, executive, mid-, or emerging. Circle members may be leaders from across the government or within the same agency who commit to being fully present, contributing to rich, safe, and confidential discussions for the purpose of moving themselves and their organizations forward.

WHERE

COACHING CIRCLES and coaching sessions are conducted virtually on a video platform.

WHEN

COACHING CIRCLES are scheduled once a month. Your one- on-one coaching sessions are scheduled directly with your coach.

COURSE TOPICS

1 Coaching Circle 1: **Building Resilience**

The first step on the journey towards a more resilient self, is understanding what resilience is, what it is not, and where you are on that spectrum. The first Coaching Circle 1: Building Resilience, invites participants to explore resilience and what it takes to build and strengthen one's resiliency.

2 Coaching Circle 2: **Mindfulness**

Resiliency requires energy; mindfulness facilitates the intentional pauses that help to restore that energy. Coaching Circle 2: Mindfulness, invites participants to explore mindfulness as a strategy for managing one's energy and building resilience.

3 Coaching Circle 3: **Transcending Life's Uncertainties**

Life, by its very nature is dynamic and unpredictable with relatively little room for complete control. Coaching Circle 3: Transcending Life's Uncertainties, invites participants to examine the Bridges Model of Transition, a framework and process for moving through life's constant and often unpredictable changes.

4 Coaching Circle 4: **The Resilient Leader**

Being a resilient leader is about more than just bouncing back, it means bouncing forward. Coaching Circle 4: The Resilient Leader, integrates the ideas and insights gained from the previous Circles, and puts them in the context of achieving one's short and long-term personal and organizational goals.

MENTOR COACHING

OVERVIEW

Mentor coach is an integral part of a coach's journey. It provides the coach with the opportunity to hone their coaching skills and ensure their coaching aligns with the International Coaching Federation (ICF) standards. Mentor coaching is a collaborative process to assess a coach's demonstration of the ICF core competencies for the purpose of deepening understanding of the competencies and strengthening and enhancing coaching skills.

Practice is the cornerstone of CI's mentor coaching offerings – Mentor Coaching Practicum and Coaching Clinic. Participants should come to each session prepared to coach and/or be coached. CI's Mentor Coaching Practicum is for coaches seeking a series of sessions (group and individual) and includes the assessment and debrief by a mentor coach of two recorded sessions. Coaches who have not been assessed in some time and are looking for immediate feedback on their coaching skills – our Coaching Clinic is the place for you.

Mentor Coaching Practicum is a series of 7 highly participatory group sessions that engage coaches in a review of the ICF core competencies, exploration of the ICF assessment markers, and provides a safe place to practice coaching. In addition to 7 hours of group mentor coaching, each participant receives 3 hours of individual, 1:1 mentor coaching.

Conducted virtually over a period of a few months, this Practicum provides meaningful, competency-based teaching, practice, and feedback. Both novice and seasoned coaches will benefit from both group and individualized performance evaluations. This offering can be combined with CI's Coach Training Program or serve as a stand-alone coach development opportunity.

CI's Mentor Coaching Practicum is comprised of:

- ICF Core Competency review
- ICF Assessment Markers exploration
- Seven hours of group mentor coaching (maximum of 10 people)
- Real-time coaching feedback
- Three hours of one-on-one mentor coaching, including:
  - Two mentor feedback sessions using 2 recorded coaching sessions

CI's Mentor Coaching Practicum Objectives:

- Demonstrate ICF Core Competencies
- Explore ICF Assessment Markers
- Practice Competency-based Coaching

COURSE OVERVIEW

Coaching Clinic is a single, highly experiential session for coaches wanting a quick review of the competencies followed by an opportunity to immediately put into practice what was learned. Through group discussion, breakouts, and other activities, coaches will dive into the competencies, identify their learning edge for the session and apply what was learned in an observed coaching session. Learning for the coaches will come through serving as coach, client, and observer of live coaching sessions. Professional and Master Certified Coaches serve as assessors and provide both appreciative and developmental feedback.

COACHING SUPERVISION

COURSE OVERVIEW

CI's Coaching Supervision is a series of developmental conversations for coaches that allows them to lean into the tenets of "Embodies A Coaching Mindset" as they engage in ongoing learning and development and develop an ongoing reflective practice to enhance their coaching. Coaching Supervision is a safe space for coaches to reflect on their experiences and review case studies to help them identify opportunities for enhanced self-awareness and growth. Active engagement is needed as coaches bring their client questions and challenges as well as offer their wisdom from lessons learned to fellow coaches. Coaching Supervision is not a review of coaching skills nor a place where the International Coaching Federation (ICF) competencies are practiced and assessed (see Mentor Coaching). Coaching Supervision is a dialogue held in a safe and confidential virtual space to facilitate growth in service to both coach and client.

COMMUNICATIONS

COURSE OVERVIEW

BUSINESS NEED

The solutions to the problems that face organizations are largely found within the organizations themselves. There are individuals and teams within the organization who know what needs to be done yet whose voices often go unheard. How can great ideas be more effectively communicated? How can we better hear and understand the great ideas of others? If we can answer these questions we would markedly improve our workplaces.

"We just need to communicate better' has become a common lament in organizations. In fact, it's heard so often that poor communication starts to seem like something we just need to accept. No notion could be more dangerous. Our failure to hear and to be heard is at the heart of most organizational problems. This workshop was developed to provide individuals and teams with the communication tools necessary to achieve success.

COURSE DESCRIPTION

Our Interpersonal Communication Workshop helps participants acquire new tools for effective interpersonal communications. A set of skills and tools are examined that can break through the barriers that typically restrict effective communications. While there is far more to clear communications than simply using a tool or following a checklist, an understanding of these communication-enhancing tools will minimize the likelihood of missed opportunities or miscommunications. Through discussion, practice, and interactive exercises participants will learn how to put these skills to use in creating an environment for effective communications to take place.

COURSE OBJECTIVES

- Examine mental models and how they shape our view of the world
- Acquire new tools for effective interpersonal communications
- Learn the art and science of skillful discussion
- Develop skills for giving and receiving feedback

COURSE TOPICS

LISTENING

- What makes it hard
- Understanding and applying the three levels of listening

SKILLFUL DISCUSSION

- Balancing advocacy and inquiry
- Managing our "ladder of inference" in order to best influence other
- Being open to the influence of other

MENTAL MODELS

- How we adopt beliefs
- Understanding how our "ladder of inference" impacts our view of the world
- Avoiding the "fundamental attribution error" in interacting with others

GIVING AND RECEIVING FEEDBACK

- Application of skillful discussion
- Using "Johari Window" to understand our own and others' blind spots
- Learn and apply a six-step feedback model

COURSE SCHEDULE

	TOPICS
AM	▪ Listening ▪ Ladder of Inference ▪ Skillful discussion
PM	▪ Johari Window ▪ Giving and Receiving Feedback

Field of Study	Communication
Course Level	Beginner to Mid-Level
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, and lecture
Equipment	Projector and Screen; Easel, pads, and markers; Separate, small room for coach and participant to view presentations
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ High Impact Communications ▪ High Impact Writing

COURSE OVERVIEW

BUSINESS NEED

We are overwhelmed with data. Rather than increasing understanding, too much data can instead obscure essential truths. Data isn't an end unto itself, but a means to an end. We use data effectively when we use it to tell a story, and to influence and persuade others. Storytelling allows others to gain insight from the data, not be stunned by it.

COURSE DESCRIPTION

It's all about the story. Participants will learn to identify the compelling narrative in the topic they're presenting and share that narrative with strong visuals, a clear structure, and in a manner that quickly captures people's attention. Overlaying that narrative with an understanding of audience needs allows the message to be heard and understood. A novice or generalist needs the story pitched at a different level than the expert or executive. Participants will learn that data must support the story and be presented clearly, compelling, and objectively. Using data selectively, or in support of a presupposed outcome, damages credibility and undermines both the presenter and the organization. Lastly, participants will learn the concept that "less is more" in telling the story and presenting the data to ensure key elements are clearly conveyed and readily remembered.

COURSE OBJECTIVES

- Tap into the innate human desire to learn and communicate through story
- Present data in support of that story with clarity\Increase confidence in presenting complex subject matter

COURSE TOPICS

THE POWER OF STORY

- What makes it hard
- Understanding and applying the three levels of listening

BUILDING EFFECTIVE PRESENTATIONS

- Balancing advocacy and inquiry
- Managing our "ladder of inference" in order to best influence other
- Being open to the influence of other

PRESENTING DATA

- How we adopt beliefs
- Understanding how our "ladder of inference" impacts our view of the world
- Avoiding the "fundamental attribution error" in interacting with others

COURSE SCHEDULE

	TOPICS

AM	▪ The Power of Story
	▪ Presenting Data
	  ▪ Visual representation of data
	  ▪ Effective PowerPoint

PM	▪ Building Effective Presentations
	  ▪ Pulling it all together
	  ▪ Storyboarding

Field of Study	Communication
Course Level	All levels
Maximum Participants	12 in-person; 30 online
Learning Methods	Discussion; presentation/practice
Equipment	LCD projector, easels, internet access
Suggested Prerequisites	None
Recommended Follow-up Courses	High Impact Communications

HIGH IMPACT COMMUNICATION

DAYS ●●

COURSE OVERVIEW

BUSINESS NEED

Enhanced skill and newfound confidence in communication are life-skills that can be applied while speaking before groups, participating in and conducting meetings, working with or leading a team, or simply communicating one-on-one. Even effective communicators will have the opportunity to learn new skills and gain experience to make them even better communicators who command respect and authority.

COURSE DESCRIPTION

Communication at its best is a two-way process requiring not only the ability to speak so others will listen, but also the ability and discipline to listen while others speak. Individuals learn techniques to enhance both their speaking and listening skills. Individuals learn techniques to increase their comprehension and retention, and also learn to look like they are listening. Both aspects of communication need to be learned, adhered to, and practiced in order for an individual and an organization to operate at its best.

COURSE OBJECTIVES

- Enhance the ability to speak so others will listen, and listen while others speak
- Learn techniques to better communicate by enhancing the ability to better connect
- Add to personal power and confidence by learning the most effective techniques to communicate with increased confidence, authority, and efficiency
- Acquire non-verbal communication skills to command presence and enhance credibility
- Learn a powerful tool that will help focus thinking and organize thoughts
- Organize and deliver high-impact, professional-level briefings and presentations
- Learn techniques to inform, inspire, persuade and call others to action
- Learn to think and speak under pressure
- Learn techniques for effective Q & A sessions

COURSE TOPICS

LISTENING	INCREASE AWARENESS TO IMPROVE COMMUNICATION EFFECTIVENESS
▪ Understand how good listening is a core component of communication ▪ Identify the levels of listening	▪ Learn the three key tools for confident, compelling communication ▪ Learn about the psychological barriers to effective communication ▪ Practice using a powerful tool that will help focus thinking and organize thoughts ▪ Put the tools into practice through four progressively more challenging presentations (two-four minutes each) ▪ Work one-on-one with a coach viewing your four presentations on video ▪ Create an improvement plan for each successive workshop presentation
ESTABLISH ACCOUNTABILITY AND CREDIBILITY WITH EMPLOYEES, PEERS, AND THE PUBLIC	**ACTION PLANNING**
▪ Tools and practice for communicating in a succinct, targeted manner ▪ Action tips for dealing with Q&A sessions, interruptions, and time wasters	▪ Identify ways to transition tools from the workshop to the workplace ▪ Plan specific actions and approaches to take the next step up in communication effectiveness

COURSE SCHEDULE

DAYS	1	2
AM	▪ Psychological barriers to good speaking ▪ Listening ▪ Presentation ▪ One-on-one coaching	▪ Exercises to enhance the 3 tools ▪ Tool to use to effectively inform others ▪ Presentation ▪ One-on-one coaching
PM	▪ Three tools for enhancing confident speaking ▪ Tool to pull thoughts together quickly and effectively ▪ Presentation ▪ One-on-one coaching	▪ Tool to use to effectively persuade and sell your ideas ▪ Presentation ▪ One-on-one coaching ▪ Tips for Q&A sessions ▪ Practice Q&A sessions using real questions from your presentation

Field of Study	Communication
Course Level	Beginner to Advanced
Maximum Participants	10
Learning Methods	Presentation and practice, individual coaching
Equipment	Projector and Screen; Easel, pads, and markers; Separate, small room for coach and participant to view presentations
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Interpersonal Communications ▪ Building the Team ▪ Leading Change

COURSE OVERVIEW

BUSINESS NEED

Organizational credibility and productivity are tied directly to the ability to convey ideas and concepts in easy to understand straightforward language.

COURSE DESCRIPTION

Bearing little, if any, resemblance to English composition courses, High-Impact Writing focuses on developing professional writing skills through guided practice and personalized coaching. Even if writing doesn't come naturally to you, our research-based techniques will quickly build your skills and confidence through a customized combination of classroom work and individual coaching. You'll learn techniques you can apply right away to get your messages across faster and better. High-Impact Writing has made a difference at Fortune 500 companies such as Google and Starbucks, all 15 federal cabinet departments, and the White House.

COURSE OBJECTIVES

- Gain insight into the keys to clear and precise writing
- Learn to organize your thoughts
- Focus your writing and write to the point for the convenience of the reader
- Review the basics, build on them, and learn new techniques
- Establish your own unique writing style and set a higher writing standard: professional, positive, pointed, powerful

COURSE TOPICS

CONTENT

- What makes it hard
- Understanding and applying the three levels of listening

WORDING

- Balancing advocacy and inquiry
- Managing our "ladder of inference" in order to best influence other
- Being open to the influence of other

ORGANIZATION

- How we adopt beliefs
- Understanding how our "ladder of inference" impacts our view of the world
- Avoiding the "fundamental attribution error" in interacting with others

COURSE SCHEDULE

DAYS	1	2
AM	▪ Grammar Pre-Assessment ▪ What is Plain Language?	▪ Getting Started ▪ The Writing Process ▪ Effective Rules for Clarity
PM	▪ Writing Mechanics ▪ Writing to Your Audience ▪ Common Writing Errors	▪ Clarity Aides ▪ Editing and Revising ▪ Composing Specific Documents ▪ Action Steps

Field of Study	Communication
Course Level	All levels; important for mid-level and senior leaders
Maximum Participants	10
Learning Methods	Individual practice, group activities, coaching
Equipment	Projector and Screen; flip chart
Suggested Prerequisites	None
Recommended Follow-up Courses	Increasing Productivity with Outlook

PRODUCTIVITY AND EFFICIENCY

TIME AND EMAIL MANAGEMENT

COURSE OVERVIEW

BUSINESS NEED

All organizations are challenged to effectively gamer high productivity of their most valuable resource: their human resource. This challenge becomes even more critical during times of downsizing, re-organization, and other changes within organizations. Workers must be given the organizational and productivity education to assist them in reaching their full potential. Learning how to manage time, email and tasks effectively supports achieving job objectives and being fully accountable to the organization.

COURSE DESCRIPTION

This is a one day workshop that will focus on the theory and application of time, task and email management. In the morning, participants will learn best practices of writing, managing and saving emails. Participants will learn how to reclaim their email inboxes by understanding how to process emails on their desktops and phones. Options will be provided on how to easily file and organize emails for quick access. In addition, email guidance on best practices for writing and crafting emails will also be discussed. In the afternoon, participants will learn the key concepts of time and task management. Strategies on how workers can prioritize and manage their time efficiently, utilizing their electronic productivity tools (e.g., Outlook, Gmail and Lotus Notes) will be reviewed. Various task management systems will be introduced to assist in accountability and completing actions in a timely manner.

COURSE OBJECTIVES

- Learn how to manage, track, organize email more effectively
- Gain strategies in creating effective email communications
- Learn key tools and techniques to manage time effectively
- Manage action items and tasks effectively through electronic task tools
- Learn how to utilize electronic productivity tools (e.g. Outlook, Gmail, Lotus Notes) more effectively

COURSE TOPICS

EMAIL MANAGEMENT STRATEGIES

- Learn the three key strategies to managing email
- Learn the five steps to process email inboxes
- Learn strategies to tag and identify email action items
- Learn the four ways to organize, save and file email messages
- Understand how and why to archive email messages
- Gain strategies on how to deal with large inboxes
- Learn about the search functions within the email system
- Learn how to maximize functionality with email systems to improve efficiency
- Gain skills on how to manage email with mobile devices

CREATING EFFECTIVE EMAIL COMMUNICATIONS

- Understand the purpose and reason for email etiquette and protocol
- Learn how to write effective email subject lines
- Gain strategies in getting quick email response
- Understand formatting guidelines to make email easy to read and respond to
- Review the basic contents to get quick response and improve communications
- How to respond to inappropriate email messages
- Exercises to practice crafting emails and identifying problems
- Understand basic legality to email retention
- Learn key questions to ask before sending an email
- Review the basic international protocol with email communications

TIME MANAGEMENT

- Understand time management principles and theory
- Understand the four major challenges to time management
- Understand the process of prioritization and developing systems to identify priorities
- Gain strategies for successful calendar management to improve time allocation
- Learn how to utilize calendar functions in time management tools
- Learn the six steps to effectively planning your day/week
- Learn the four steps to being more proactive and less reactive
- Learn to manage office interruptions successfully
- Learn strategies to manage procrastination proactively
- Understand how to utilize mobile devices to support time efficiencies

CREATING EFFECTIVE EMAIL COMMUNICATIONS

- Understand how to identify, choose and track priorities
- Learn the different types of tasks and how best to manage and accomplish them
- Understand how to use, track and maintain task lists
- Understand how to use the task list system in electronic task management tools
- Gain tips on how to get tasks done in your day and week
- Understand the 7 reasons why task lists fail
- Learn strategies on how to focus and multi-task effectively
- Understand the best working zone to accomplish the right tasks in the right place

COURSE SCHEDULE

	TOPICS
AM	▪ Email Management Strategies ▪ Creating Effective Email Communications
PM	▪ Time and Task Management

Field of Study	Productivity
Course Level	Beginner to Intermediate
Maximum Participants	25
Learning Methods	Interactive discussion, classroom exercises, computer training demonstration
Equipment	LCD projector, easels
Suggested Prerequisites	None
Recommended Follow-up Courses	Work-Life Balance

ENHANCE AND IMPROVE PRODUCTIVITY

DAYS ●●

COURSE OVERVIEW

BUSINESS NEED

All organizations are challenged to effectively garner high productivity of their most valuable resource: their human resource. This challenge becomes even more critical during times of downsizing, re-organization, and other changes within organizations. Workers must be given the organizational and productivity education to assist them in reaching their full potential. Learning how to manage time and tasks effectively supports achieving job objectives and being fully accountable to the organization.

COURSE DESCRIPTION

This two day workshop is designed to jump-start participants to become more efficient and productive starting day one after the training. The first half of the day is classroom instruction focused on productivity strategies, methods and best practices. During the second half of the day (following the classroom session), a nationally recognized productivity trainer meets with each participant one-on-one to collaborate on how best to implement and customize systems to meet their specific and unique job responsibilities. This practical, hands-on productivity training can be for all personnel within an organization. It is formatted with the intention to propel each participant to begin implementation of new organizational systems immediately.

COURSE OBJECTIVES

- Understand fundamentals of organizing theory
- Learn best practices of managing paper and electronic records
- Gain strategies on managing email effectively
- Learn time management theory and implementation of strategies
- Understand how to track, manage and complete tasks and projects
- Learn how to manage and track meeting and project information
- Learn how to utilize the functionality in productivity applications (e.g., Outlook or Gmail)
- Gain one-on-one coaching to customize organizational systems

COURSE TOPICS

BECOMING AN EFFECTIVE DATA AND RECORDS MANAGER

- Understand fundamentals of organizing theory
- Learn to build an effective hierarchical filing system for all document management systems
- Clarify the definition of a record and record formats
- Understand records retention requirements, regulations and guidelines
- Learn best practices for managing, organizing and accessing information
- Gain strategies on how to purge and reduce paper and become more 'paperless'
- Learn how to create system for managing desktop and active paper files
- Learn how to organize electronic documents on local drives and cloud based systems
- Understand me various record management locations
- Learn how to effectively name documents for easy retrieval and access
- Gain searching strategies to rind information quickly with electronic tips and tacks
- Effective strategies of using the desktop to manage information

EMAIL MANAGEMENT AND EFFICIENCY

- Learn the three key strategies to managing email
- Learn the five steps to process email inboxes
- Learn strategies to tag and identify email action items
- Learn the four ways to organize, save and file email messages
- Understand how and why to archive email messages
- Gain strategies on how in deal with large inboxes
- Learn about me search functions main me email system
- Learn how to maximize functionality with email systems to improve efficiency
- Gain skills on how to manage email with mobile devices

TIME MANAGEMENT

- Understand time management principles and theory
- Understand the four major challenges to time management
- Understand the process of prioritization and developing systems to identify priorities
- Gain strategies for successful calendar management to improve time allocation
- Learn how to utilize calendar functions in time management tools
- Learn the six steps to effectively planning your day/week
- Learn the four steps to being more proactive and less reactive
- Learn to manage office interruptions successfully
- Learn strategies to manage procrastination proactively
- Understand how to utilize mobile devices to support time efficiencies

COURSE TOPICS CONTINUED

TASK MANAGEMENT

- Understand how to identify, choose and track priorities
- Learn the different types of tasks and how best to manage and accomplish them
- Understand how to use track and maintain task lists
- Understand how to use the task list system in electronic task management tools
- Gain tips on how to get tasks done in your day and week
- Understand the seven reasons why task lists fail
- Learn strategies on how to focus and multi-task effectively
- Understand the best working zone to accomplish the right tasks in the right place

GETTING PROJECTS DONE

- Understand the basics of the project planning cycle
- Learn how to break down projects and large tasks
- Learn options to track projects using Microsoft Office programs
- Gain insight how to develop timelines and estimate length of projects
- Discover key tips for leading and managing projects
- Learn strategies of how to delegate tasks and follow-up effectively
- Identify methods to maintain and track project documentation
- How to capture and record meeting notes for effectiveness
- Learn key tips to managing multiple projects

COURSE SCHEDULE

DAYS	1	2
AM	▪ Becoming an Effective Data and ▪ Record Manager ▪ Email Management and Efficiency	▪ Time Management ▪ Task Management ▪ Getting Projects Done
PM	▪ One on One Productivity Coaching Sessions with Participants	▪ One on One Productivity Coaching Sessions with Participants

Field of Study	Productivity
Course Level	Beginner to Intermediate
Maximum Participants	12
Learning Methods	Interactive discussion, classroom exercises, computer training demonstration
Equipment	Projector and Screen; flip chart
Suggested Prerequisites	None
Recommended Follow-up Courses	Meeting Management

WORK LIFE BALANCE

COURSE OVERVIEW

BUSINESS NEED

In today's technology and face-paced world it is very difficult to maintain a sense of work-life balance. Work seems to penetrate into after hours and on weekends resulting in the feeling of being overwhelmed, stressed and a general lack of enthusiasm for life. The American Institute of Stress claims that stress is American's number one health problem with work being the major culprit. Today workers need clarity, skills and education on how to attain and maintain work-life balance.

COURSE DESCRIPTION

This half day workshop will focus on how workers can gain more work-life balance into their life. First, participants will begin to identify their own definition, goals and specific actions to create work-life balance. Then, through facilitated dialogue, the participants will discuss the challenges and barriers that impede work-life balance. In depth instruction is provided on how participants can use their electronic productivity tool (e.g., Outlook or Gmail) to support and integrate their work-life balance strategies into their daily lives.

COURSE OBJECTIVES

- Define work-life balance and how it applies to participants
- Develop work-life balance goals and specific actions
- Determine accountability triggers to support achieving work-life balance
- Learn how to utilize productivity tools to support and incorporate work-life balance goals
- Gain strategies in how to acquire the time to get important personal activities integrated into the calendar
- Understand how to maintain work-life balance through effective daily and weekly planning

COURSE SCHEDULE

	TOPICS
	▪ Achieving Work Life Balance

Field of Study	Productivity
Course Level	Beginner to Intermediate
Maximum Participants	12
Learning Methods	Interactive discussion, classroom exercises, computer training demonstration
Equipment	LCD projector, easels
Suggested Prerequisites	None
Recommended Follow-up Courses	Meeting Management

PRODUCTIVITY COACHING

8 hour minimum

COURSE OVERVIEW

BUSINESS NEED

Did you know that over two hours are wasted daily due to reactivity, lack of focus and disorganization? That is over ten work weeks a year of valuable time wasted. Workers are busy but are they getting done what matters most? It is essential that individuals be provided with organizational and time management coaching that will allow them to strategically organize their time, email, paper, projects, computer documents and communications so that they can be productive and effective. Coaching sessions provide individuals understanding of how their current behavior can be inhibitors to getting things done. The focus of productivity coaching is about changing habits and utilizing more effectively productivity tools and applications.

COURSE DESCRIPTION

This one-on-one coaching for organizational and time management skills is a positive and transforming experience that offers both professional and personal benefits. It is designed with a high level of accountability in order for both the organization and the individual to receive the highest possible return on the investment of time. This is a highly customized service so time is focused on the specific needs of the individual as it relates to productivity and organizational systems.

COURSE OBJECTIVES

- Understand basic time management and organizational strategies
- Learn how to utilize email application more effectively to improve email management
- Understand how to utilize an individual's calendar for better daily and weekly planning
- Determine strategy and tool to manage and track action items
- Revise and refine current record and document filing systems
- Handling interruptions and gaining focus
- Learn how to utilize other electronic productivity tools to help manage time, email, tasks and projects more effectively (e.g., Outlook or Gmail)

COURSE TOPICS

TIME MANAGEMENT

- The productivity coach will conduct a thorough analysis on how the individual currently manages and allocates his/her time. A customized time management strategy will be developed to fit the clients habits, and job responsibilities. A plan to manage an individual's day will be developed so there is a guide and sufficient time allotted to get priorities accomplished. The individual will learn how to handle interruptions and get daily focused work time.

EMAIL, TASK, AND COMMUNICATION MANAGEMENT

- The productivity coach will assist the individual in developing a more productive and efficient system of managing emails, tasks and communications. Strategies to manage the daily deluge of email will be discussed in depth and a clear process to manage email will be developed. Electronic options will be provided to help the individual manage his/her task list and projects successfully. Approaches will be discussed so that important emails and tasks can be completed and timely responses are provided with communications. The individual will gain knowledge on how to use their productivity/email application more effectively through customization and increasing their knowledge of functionality.

RECORD MANAGEMENT

- The productivity coach will guide the individual through the process of revising file hierarchy systems for paper, email and electronic documents in order to create consistency to be able to find and retrieve records more easily. File naming and organization tips will be reviewed so that management of records and documents is less time consuming and better organized. The client will also learn about basic records management best practices and gain more understanding of the documents that are necessary to keep.

COURSE SCHEDULE

	TOPICS
AM	▪ Assessment of current systems and organizational tools ▪ Revise and refine current record and document filing structures
PM	▪ Determine time, email, and task strategies and customize productivity tool

Field of Study	Productivity
Course Level	Beginner to Intermediate
Maximum Participants	N/A
Learning Methods	Interactive discussion, classroom exercises, computer training demonstration
Equipment	LCD projector, easels
Suggested Prerequisites	None
Recommended Follow-up Courses	Work-Life Balance

MANAGING MEETING AND PROJECT INFORMATION VIA ONENOTE

DAYS

COURSE OVERVIEW

BUSINESS NEED

OneNote is a meeting and note-taking application that is part of the Microsoft Office suite. OneNote can be used on the desktop or cloud-based to help manage and track meeting and project notes. It interacts with Microsoft Outlook and can be used to track meeting notes, projects, ideas, lists and action items. In this training, you will not only learn the basic functionality of OneNote but how to use it to be more efficient and productive in your workday.

COURSE DESCRIPTION

This is a half day workshop that will focus on learning how to use Microsoft OneNote for new users. Participants will learn about how to create and format notes. Options will be provided on how best to organize information using OneNote notebooks, sections, section groups and pages. Participants will also learn about how to collaborate and share using OneNote. This training will focus on not only how to use OneNote but utilizing it to improve efficiency and productivity. Upon completion, users can begin using OneNote immediately.

COURSE OBJECTIVES

- Gain strategies on how to track meeting notes effectively via Microsoft OneNote
- Learn how to set up and organize meetings in OneNote
- Learn options on how to tag and code action based information using OneNote functions
- Learn how to tag and record action based tasks and move to Outlook Tasks
- Discover how to integrate meeting note information from Outlook to OneNote
- Learn how to archive and save past meeting notes
- Learn how to do basic functionality in OneNote including:
    - Creating, sharing notebooks, sections and pages
    - Understand formatting options
    - Creating page templates
    - Utilizing tags and creating tag reports
- Understand how to share and collaborate using cloud-based OneNote notebooks

COURSE SCHEDULE

	TOPICS
	▪ Managing Meeting and Project Information via One Note

Field of Study	Productivity
Course Level	Beginner to Intermediate
Maximum Participants	25
Learning Methods	Interactive discussion, classroom exercises, computer training demonstration
Equipment	LCD projector, easels
Suggested Prerequisites	None
Recommended Follow-up Courses	Meeting Management

INCREASING PRODUCTIVITY USING MICROSOFT OUTLOOK

DAYS

COURSE OVERVIEW

BUSINESS NEED

Microsoft Outlook is the primary productivity application for most office workers. It is the central hub of all incoming information including email, meetings and tasks. Many employees generally know limited and basic information on how to use Outlook. By increasing employee's knowledge on Outlook and its functionality, it can substantially increase their efficiency and productivity.

COURSE DESCRIPTION

In this full day training, participants will gain an in-depth training on how to utilize Outlook more effectively to improve productivity. This training assumes participants are current users of Outlook and understand the basics. The training will focus on taking the next step with Outlook to improve and streamline managing day-to-day information. Participants will understand the basic fundamentals of managing one's time effectively and how this relates to using the Calendar and schedule functions. Participants will also learn how to manage email more efficiently using Outlook tools and options. The task function in Outlook is the feature most underutilized and participants will gain a better understanding of how to utilize the task application to get done what matters most. The trainer is a national recognized productivity consultant and combines in the training productivity principles as well as using functionality in Outlook.

COURSE OBJECTIVES

- Understand basic time management and organizational strategies
- Learn how to utilize Outlook email functions to improve email management
- Understand how to customize the Outlook calendar for better daily and weekly planning
- Learn how to use the Outlook task feature to track and manage task and action items
- Gain knowledge in the preferences, options and customization options in Outlook in order to improve individuals work habits

COURSE TOPICS

EMAIL EFFICIENCY IN OUTLOOK

- Learn the three key strategies to managing email in Outlook
- Learn the five steps to process email inboxes in Outlook
- Learn strategies to tag and identify email action items in Outlook
- Learn the four ways to organize, save and file email messages in Outlook
- Learn to sort and organize incoming email utilizing folders and Rules
- Understand how to use the Search Folders to find emails quickly
- Understand how to convert emails into Calendar and Task items
- Understand the view options and how to customize views in the email window
- Learn how to color code and tag incoming emails
- Learn how to create email templates and Quickparts to use the same language with other recipients
- Understand the use and function of Outlook Quicksteps
- Understand the various options and preferences available for email in Outlook

CALENDAR EFFICIENCIES IN OUTLOOK

- Understand time management principles and theory
- Understand how to maximize new appointment functionality in Outlook
- Understand the view options and how to customize views in the calendar window
- How to utilize categories for Calendar
- Gain strategies for viewing the calendar to improve time allocation and planning your day/week
- Understand how Outlook interacts with mobile devices to support time efficiencies
- Understand the various options and preferences available for calendar in Outlook

TASK EFFICIENCIES IN OUTLOOK

- Learn how to create new tasks through email, calendar and task windows
- Learn how to utilize categories for Tasks
- Understand how to assign and delegate tasks using Outlook
- How to manage projects using Outlook tasks
- How to create and use separate personal and shared task folders
- Understand the view options and how to customize views in the task window
- Learn the four steps to managing and updating tasks in Outlook
- Understand the 7 reasons why task lists fail using Outlook

CONTACT MANAGEMENT IN OUTLOOK

- Strategies for managing notes and information with Contacts
- How to set up Contact Groups
- How to utilize categories for Contacts
- How to view and search contacts easily
- Understand the various options and preferences available for contacts in Outlook

COURSE SCHEDULE

	TOPICS
AM	▪ Email Efficiencies in Outlook ▪ Calendar Efficiencies in Outlook
PM	▪ Task Efficiencies in Outlook ▪ Contact Management in Outlook

Field of Study	Productivity
Course Level	Beginner to Intermediate
Maximum Participants	25
Learning Methods	Interactive discussion, classroom exercises, computer training demonstration
Equipment	LCD projector, easels
Suggested Prerequisites	None
Recommended Follow-up Courses	Productivity Coaching

TEAMS (WORKSHOPS)

LEADING PROJECT TEAMS

DAYS

COURSE OVERVIEW

BUSINESS NEED

In today's business environment, managers are expected to do more with less while improving organization performance. Many managers and team leads support cross-functional projects aimed at improving performance and meeting customer needs. Implementing a project management approach uses project management as a tool for getting things done, for improving performance and productivity, and for changing the organization.

COURSE DESCRIPTION

Today, how do managers measure the success of their projects? Do the managers and team leads in your organization have the tools to provide project leadership? This workshop will identify proven methods to increase productivity, reduce stress, and increase confidence of team leaders. The workshop provides practical skills to enable leaders to manage projects and increase the team's performance. The session will help team leaders and team members identify their mission and vision, determine their operating standards for getting there, and provide a clear understanding of the expectations for achievement.

COURSE OBJECTIVES

- Learn about the principles of project management
- Develop a project plan/charter to clarify the mission of the team and key measures that define success
- Clarify roles and responsibilities to improve team performance and accountability
- Communicate effectively with your team, management, and clients
- Run productive project meetings for planning, brainstorming, status update, and problem solving
- Evaluate the project's success and lessons learned
- Approach conflict situations with the mindset that a solution agreeable to all is possible
- Making values-based decisions

COURSE TOPICS

FUNDAMENTALS OF PROJECT MANAGEMENT

- Key activities in the life cycle
- Selecting, initiating, and chartering the project
- Defining the project

PROJECT PLANNING AND REPORTING

- Planning and scheduling the project
- Problem-solving and decision-making techniques
- Managing relationships and team member expectations
- Closing out the project and continuous improvement

COURSE SCHEDULE

	TOPICS
AM	▪ Defining project management ▪ Fundamentals of PM
PM	▪ Project planning and reporting ▪ Relationships and expectations ▪ Problem solving ▪ Ending the project well

Field of Study	Teams
Course Level	Beginner to Mid-Level Leaders
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, lecture
Equipment	LCD projector, easels/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Meeting Facilitation

COURSE OVERVIEW

BUSINESS NEED

The cost of ineffective meetings is staggering, not only in terms of wasted time but also in terms of lost opportunities, employee frustration, and poor morale. Most managers say the meetings they attend generally take too long, cover too little or too much, and end without specific plans, objectives, decisions, outcomes, or results. Meetings are an important business function in that they get people together to share information, ideas, problems, activities, solutions, and feelings. However, poor meetings often have a negative impact and can make whatever problem they're supposed to address worse.

COURSE DESCRIPTION

This workshop provides practical tools and skills for planning, leading, and participating in a meeting. Workshop participants will gain insight into how to craft a sound agenda, tap into the collective wisdom of the group to gather data, make decisions, and develop effective action plans to make the decisions reached in the meeting a reality. This is a practical, hands-on workshop that participants can put to immediate use. As a direct result of this training, participants will have the tools they need to make their future meetings more effective and their organizations more successful.

COURSE OBJECTIVES

- Successfully plan a meeting
- Design a practical agenda
- Keep the meeting on track
- Be a more effective meeting participant
- Increase group participation
- Make better decisions as a team

COURSE TOPICS

COST OF POOR MEETINGS

- Lost productivity
- Disengaged employees

ADDRESSING PEOPLE ISSUES

- Task vs. maintenance behaviors
- Dealing with emotions
- Feelings/facts/solutions

COMMUNICATIONS MODELS

- Ladder of Inference
- Skillful discussion

INFORMATION GATHERING TOOLS

- Brainstorming
- The Whys"
- Contingency Diagram
- Pareto analysis

THE MEETING AS A PROCESS

- Crafting an effective agenda
- Planning the meeting
- Opening the meeting
- The heart of the meeting
- Closing the meeting/action planning

DECISION MAKING TOOLS

- Multi-voting
- Nominal Group Technique
- Pairwise ranking

COURSE SCHEDULE

	TOPICS
AM	▪ Effective meeting exercise ▪ Communications models ▪ The meeting as a process

PM	▪ Addressing people issues
	▪ Meeting tools:
	  ▪ Information gathering
	  ▪ Decision making
	▪ Case study/effective meeting exercise

Field of Study	Teams
Course Level	Beginner to Mid-Level Leaders
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, lecture
Equipment	LCD projector, easels/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Meeting Facilitation

MEETING FACILITATION

DAYS ●●●

COURSE OVERVIEW

BUSINESS NEED

Meetings which follow a clear process lead to improved communications, stronger team dynamics, and increased ability to achieve organizational goals. Facilitators own that process.

COURSE DESCRIPTION

This workshop is designed for individuals with an understanding of basic facilitation who want to take their skills to the next level. The key to success for a facilitator is the ability to focus on process so the group can achieve its objectives. Effective facilitators perform a number of tasks, including: establishing agendas with clearly identified outcomes, capturing critical discussions, issues, solutions, and action steps, and, most importantly, establishing an environment which allows for collaboration, participation, information-sharing, and creative problem-solving. Working with a small group of fellow facilitators, and led by a highly experienced facilitator/trainer, participants in this workshop will have the chance to hone their skills in a challenging yet safe environment. The workshop examines the process behind planning and implementing effective meetings and off-sites.

COURSE OBJECTIVES

- Work with team leaders to plan meetings and off-sites
- Identify goals
- Design a practical agenda
- Keep the group on track
- Initiate and maintain a collaborative climate
- Deal with difficult people and resolve conflict
- Increase group participation
- Use information-sharing and decision-making tools
- Use group problem-solving and consensus-building tools
- Help groups generate more creative solutions
- Incorporate multiple perspective to solve problems
- Effectively action-plan, listen and track actions, and increase group member accountability

COURSE TOPICS

FACILITATOR SKILLS REVIEW

- Skills
- Behaviors
- Addressing barriers to effective facilitation
- The "Facilitator Toolkit"
- Ten rules to live by

GROUP DYNAMICS

- Stages of group dynamics
- Facilitator role at different stages
- Reinforcing positive behavior
- Addressing negative behavior

DECISION MAKING TOOLS

- Four levels of decision-making
- Multi-voting
- Nominal group technique
- Pairwise ranking

MEETING PLANNING

- Working with the team leader
- Effective agendas
- Identifying goals and objectives
- Room set up and logistics

COMMUNICATION TOOLS AND TECHNIQUES

- Listening
- Techniques for effective questions
- Capturing the group's memory
- Seven laws of learning
- Information-Gathering Tools
- Three levels of brainstorming
- Contingency diagrams
- Cause and effect diagrams
- Force field analysis
- Five Whys

COURSE SCHEDULE

DAYS	1	2	3
AM	▪ Hope to Gain ▪ ID greatest strength/ weakness as facilitator ▪ Review of basic facilitation skills	▪ Group dynamics ▪ Reinforcing positive behavior ▪ Addressing negative behavior	▪ Information-gathering tools ▪ Decision-making tools ▪ Effective meeting closure
PM	▪ The “attitude difference”: ▪ Ten facilitator rules to live by ▪ Meeting planning ▪ Kick off a successful meeting	▪ Communication tools and techniques	▪ Case study/full group exercise ▪ Action planning and next steps

Field of Study	Teams
Course Level	Mid-Level Leaders
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, lecture
Equipment	LCD projector, easels/markers
Suggested Prerequisites	Meeting Management
Recommended Follow-up Courses	Leading Change

TEAM BUILDING

(FACILITATED WITH INTACT TEAMS)

TEAM BUILDING TO IMPROVE EMPLOYEE ENGAGEMENT

DAYS ●●

COURSE OVERVIEW

BUSINESS NEED

Leaders create the environment that motivates employees and allows them to perform at their best. By developing engagement tools and action plans as a team, your leadership group can align on your organization's vision for employee engagement and reinforce each other's efforts.

COURSE DESCRIPTION

Your CI International facilitator will analyze your Federal Employee Viewpoint Survey and conduct pre-interviews with key leaders in your organization in order to customize this two-day facilitated session to meet the specific needs of your team. The following objectives, activities and topics are offered only as examples. During the session, your facilitator will also offer individual feedback to team members about their participation, communication skills, and other areas as appropriate.

COURSE OBJECTIVES

- To understand the drivers of employee engagement, especially from a leadership effectiveness perspective
- To identify the items from your organization's Federal Employee Viewpoint Survey (FEVS) which would produce the greatest gains in engagement if scores were improved
- To develop action plans for improving employee engagement and satisfaction
- To identify key messages to report back to employees
- To unite the team under a common purpose so that one voice is heard when communicating key messages

COURSE TOPICS

OPENING

- Introductions/icebreaker activity
- Objectives and standards for the session
- Review of FEVS results

ACTION PLANNING

- Breakout groups to identify potential barriers
- Root Cause Analysis
- Report out
- Covey's "circle of concern, influence and control" model to prioritize barriers
- Brainstorming session to identify possible solutions

UNDERSTANDING ENGAGEMENT

- "Appreciative inquiry" activity to identify motivational factors
- Group discussion to assess current team in terms of engagement
- Characteristics of effective leaders
- Discussion to build two lists: what we do best and where we need to focus attention

CLOSING

- Facilitated group discussion to agree upon the team's top three priorities for action items
- Identification of success measures
- Key messages to report back to employees
- Closing feedback from each participant

COURSE SCHEDULE

DAYS	1	2
AM	▪ Opening activities ▪ Review of FEVS results	▪ Breakout groups to identify barriers and root causes ▪ Brainstorming to identify solutions
PM	▪ Understanding principles of engagement/effective leadership ▪ Identifying our areas of strength and areas of focus	▪ Identification of top three priorities and key messages ▪ Action steps and closing activities

Field of Study	Facilitated Team Building
Course Level	Introductory to Intermediate
Maximum Participants	30
Learning Methods	Facilitated large and small group discussion, indoor activities
Equipment	Projector and Screen; flip chart
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Team Building for a Team with a New Leader ▪ Team Building: Building Trust Within or Between Teams ▪ Team Building for an Existing Team ▪ Team Building to Enhance Conflict Skills ▪ Team Building for Teams Experiencing Change

ASSESSMENTS

We recommend that clients contract for our facilitator to conduct team member interviews prior to the session in order to assess the needs and dynamics of your team. Pre-session assessments such as the Myers Briggs Type Indicator (MBTI), DiSC or the Thomas-Kilmann Conflict Resolution Instrument (TKI) may also be included.

TEAM BUILDING FOR NEW TEAMS

DAYS ●●

COURSE OVERVIEW

BUSINESS NEED

When organizations throw team members together haphazardly and don't give them the tools they need to function effectively as a team, the group quickly becomes dysfunctional. New teams need time to get to know each other in a business context and align on mission, vision, values, roles, and operating standards.

COURSE DESCRIPTION

Your CI International facilitator will conduct pre-interviews with key people in your organization in order to customize this two-day facilitated session to meet the specific needs of your new team. The following objectives, activities, and topics are offered only as examples. During the session, your facilitator will also offer individual feedback to team members about their participation, communication skills, and other areas as appropriate.

COURSE OBJECTIVES

- Understand the leader's expectations and leadership model
- Identify the strengths and skill sets of each team member
- Identify the team you want and potential barriers to success
- Identify roles and responsibilities of each team member
- Clarify the mission of the team
- Discuss ways to best use the collective expertise and experience of individual team members
- Get to know each other and have fun

COURSE TOPICS

GETTING TO KNOW EACH OTHER

- Leader introduction
- Objectives and professional guidelines for the session
- "Clock" activity to get to know each other on a personal level
- "Values listening" activity to identify individual values of each team member
- Discussion to identify individual strengths and skill sets

IDENTIFYING POTENTIAL BARRIERS

- Individuals list potential barriers to the vision for success

DEFINING SUCCESS

- Appreciative inquiry' activity to identify ideal team
- Other's expectations: how do the customer and other stakeholders define success
- Discussion to develop a common understanding of the mission

IDENTIFYING PREVENTATIVE MEASURES

- Breakout groups to examine top potential barriers and identify ways to prevent or mitigate them
- Report out of potential action steps
- Clarify individual roles and responsibilities
- Identify top three priorities
- Identify success measures
- Key messages to report back to employees
- Identify next steps

COURSE SCHEDULE

DAYS	1	2
AM	▪ Getting to know each other ▪ Activities and discussion	▪ Identify potential barriers and preventative measures ▪ Discuss and agree on roles and responsibilities
PM	▪ Getting to know each other (continued) ▪ Defining success: identify the ideal team and the mission	▪ Identify top three priorities, success measures, key messages, and next steps

Field of Study	Facilitated Team Building
Course Level	Introductory to Intermediate
Maximum Participants	30
Learning Methods	Facilitated large and small group discussion
Equipment	Projector and Screen; flip chart
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Team Building Trust Within or Between Teams ▪ Team Building for Team with New Leader ▪ Team Building for Existing Team ▪ Team Building for Teams Experiencing Change ▪ Team Building to Enhance Conflict Skills ▪ Team Building to Improve Employee Engagement

ASSESSMENTS

We recommend that clients contract for our facilitator to conduct team member interviews prior to the session in order to assess the needs and dynamics of your team. Pre-session assessments such as the Myers Briggs Type Indicator (MBTI), DiSC or the Thomas-Kilmann Conflict Resolution Instrument (TKI) may also be included.

BUILDING TRUST WITHIN OR BETWEEN TEAMS

DAYS ●●

COURSE OVERVIEW

BUSINESS NEED

When a team stops functioning effectively the issue often reveals itself to be a lack of trust. Leaders shouldn't wait for lack of trust to become an explicit topic of conversation because that may never happen. Absence of trust is a subtle, creeping phenomenon that may derail your team before anyone notices that it's happening.

COURSE DESCRIPTION

Your CI International facilitator may assign Patrick Lencioni's Five Dysfunctions of a Team as pre-reading for this session. The facilitator will also conduct pre-interviews with each member of the team in order to understand the trust issues and appropriately customize this two-day facilitated session. The following objectives, activities, and topics are offered only as examples. During the session, your facilitator will also offer individual feedback to team members about their participation, communication skills, and other areas as appropriate.

COURSE OBJECTIVES

- Get to know each other on a more personal level
- Move from a group mentality to a team spirit
- Increase accountability for all team members
- Create a sense of ownership, pride, and confidence to deal with challenges that will be faced by the individuals—and the team
- Identify and agree upon new communication norms for the team
- Improve individual relationships on the team
- Make commitments for improving trust on the team

COURSE TOPICS

OPENING

- Objectives and professional guidelines for the session
- "Clock" activity to get to know each other on a personal level
- Individual introductions: greatest takeaways from the pre-reading assignment, and desired outcomes for the session

ADDRESSING AVOIDANCE OF ACCOUNTABILITY

- Identify ideal leadership characteristics
- Classify as skill, attitude, or knowledge
- "Johari window" model to identify blind spots
- Feedback activity: what can I do to be more successful with you?
- "Ladder of inference" model to identify baggage that must be left behind

THE TRUST MODEL

- Defining trust
- Trust assessment
- Discussion to process Five Dysfunctions model
- "Skillful discussion" model and the importance of honest debate

CLOSING

- Identify perceptions about the session
- Make individual commitments: what will you do differently to increase trust and accountability?

COURSE SCHEDULE

DAYS	1	2
AM	▪ Getting to know each other ▪ Activities and discussion	▪ Identify potential barriers and preventative measures ▪ Discuss and agree on roles and responsibilities
PM	▪ Getting to know each other (continued) ▪ Defining success: identify the ideal team and the mission	▪ Identify top three priorities, success measures, key messages, and next steps

Field of Study	Facilitated Team Building
Course Level	Introductory to Intermediate
Maximum Participants	30
Learning Methods	Facilitated large and small group discussion
Equipment	Projector and Screen; flip chart
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Team Building for Team with New Leader ▪ Team Building for Existing Team ▪ Team Building for Teams Experiencing Change ▪ Team Building to Enhance Conflict Skills ▪ Team Building to Improve Employee Engagement

ASSESSMENTS

We recommend that clients contract for our facilitator to conduct team member interviews prior to the session in order to assess the needs and dynamics of your team. Pre-session assessments such as the Myers Briggs Type Indicator (MBTI), DiSC or the Thomas-Kilmann Conflict Resolution Instrument (TKI) may also be included.

TEAM BUILDING TO ENHANCE CONFLICT SKILLS

DAYS ●●

COURSE OVERVIEW

BUSINESS NEED

Teams that become stuck in a storming phase of development may never have the capacity to move forward without getting some help to develop their conflict management skills and improve trust within the team.

COURSE DESCRIPTION

Your CI International facilitator will conduct the Thomas-Kilmann or the Kraybill conflict resolution assessment either prior to or during this session. The facilitator will also conduct pre-interviews with each member of the team in order to understand the conflict issues and appropriately customize this two-day facilitated session. The following objectives, activities, and topics are offered only as examples. During the session, your facilitator will also offer individual feedback to team members about their participation, communication skills, and other are as appropriate.

COURSE OBJECTIVES

- Understand the conflict management styles and preferences of each team member
- Move from a group mentality to a team spirit
- Learn to move relevant information into the open in ways that maintain trust between team members
- Create a sense of ownership, pride, and confidence to deal with challenges that will be faced by the individuals and the team
- Identify and agree upon new communication norms for the team
- Improve individual relationships on the team
- Make commitments for resolving longstanding conflicts or communicating about "undiscussable" issues

COURSE TOPICS

OPENING

- Objectives and professional guidelines for the session
- Conflict assessments (may be done prior to the session)
- Individual introductions: my assessment results and desired outcomes for the session

SKILLFUL DISCUSSION

- The ladder of inference" and the "skillful discussion" models
- Breakout groups identify team conflicts and practice using skillful discussion
- Report out from breakout groups

PRINCIPLES FROM CRUCIAL CONVERSATIONS

- Work on me first, us session
- Inquire in ways that make it safe to share
- Advocate in ways that make it safe to respond
- Silence to violence continuum

CLOSING

- Identify perceptions about the session
- Discuss ways to modify current approaches to conflict
- Make and share individual commitments: what will you do differently to manage conflict on the team
- Team action steps for managing specific conflict

COURSE SCHEDULE

DAYS	1	2
AM	▪ Opening activities and introductions ▪ Conflict assessments	▪ Breakout groups to discuss team conflicts and practice skillful discussion
PM	▪ Training in the principles from Crucial Conversations ▪ Ladder of inference and skillful discussion	▪ Closing: individual and team commitments and action steps

Field of Study	Facilitated Team Building
Course Level	Introductory to Intermediate
Maximum Participants	30
Learning Methods	Facilitated large and small group discussion
Equipment	Projector and Screen; flip chart
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Team Building for Team with New Leader ▪ Team Building for Existing Team ▪ Team Building for Teams Experiencing Change ▪ Team Building: Building Trust Within or Between Teams ▪ Team Building to Improve Employee Engagement

ASSESSMENTS

We recommend that clients contract for our facilitator to conduct team member interviews prior to the session in order to assess the needs and dynamics of your team. A pre-session assessment such as the Thomas- Kilmann Conflict Resolution Instrument (TKI) or the Kraybill assessment is strongly recommended.

TEAM BUILDING FOR TEAMS EXPERIENCING CHANGE

DAYS ●●

COURSE OVERVIEW

BUSINESS NEED

Research from the Hay Group has found that 70% of all change initiatives fail, usually due to lack of "people skills." Teams need tools to adapt to change, and developing those tools as a team makes sense because team members can reinforce each other's efforts.

COURSE DESCRIPTION

Your CI International facilitator may assign pre-reading for this session, and will also conduct pre-interviews with key stakeholders in your organization in order to customize this two-day session to meet the specific needs of your team. The following objectives, activities and topics are offered only as examples. During the session, your facilitator will also offer individual feedback to team members about their participation, communication skills, and other areas as appropriate.

COURSE OBJECTIVES

- Understand the dynamics of change and transition
- Understand the impact of organizational change on employees
- Understand the stages of personal change behaviors and needs of individuals
- Understand resistance — where it comes from and how to address it
- Identify key messages for the team regarding upcoming changes for the organization
- Unite the team under a common purpose so that one voice is heard when communicating key messages
- Improve internal communication patterns on the team, particularly regarding change

COURSE TOPICS

OPENING

- Introductions/icebreaker activity
- Objectives and standards for the session
- Identification and discussion of current organizational change issues

PLANNING FOR TRANSITION

- Breakout groups to discuss issues and practice skillful discussion
- Report out of potential action steps

CHANGE MODELS

- Bridges', Kotter's and Mauer's change models
- Communication models
- Resistance models

CLOSING

- Facilitated group discussion to agree upon the team's top three priorities for action items
- Identification of success measures
- Key messages to report back to employees
- Closing feedback from each participant

COURSE SCHEDULE

DAYS	1	2
AM	▪ Opening activities and discussions ▪ Discuss current change initiatives	▪ Breakout groups to discuss team conflicts and practice skillful discussion ▪ Report out of potential action steps
PM	▪ Change models ▪ Communication models ▪ Resistance models	▪ Identification of top three priorities and key messages ▪ Action steps and closing activities

Field of Study	Facilitated Team Building
Course Level	Introductory to Intermediate
Maximum Participants	30
Learning Methods	Facilitated large and small group discussion
Equipment	Projector and Screen; flip chart
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Team Building for Team with New Leader ▪ Team Building: Building Trust Within or Between Teams ▪ Team Building for Existing Team ▪ Team Building to Enhance Conflict Skills ▪ Team Building to Improve Employee Engagement

ASSESSMENTS

We recommend that clients contract for our facilitator to conduct team member interviews prior to the session in order to assess the needs and dynamics of your team. Pre-session assessments such as the Myers Briggs Type Indicator (MBTI), DiSC or the Thomas-Kilmann Conflict Resolution Instrument (TKI) may also be included.

TEAM BUILDING FOR TEAMS WITH A NEW LEADER

DAYS

COURSE OVERVIEW

BUSINESS NEED

Even a well-oiled team that has reached the performing stage of development can be thrown back to the forming or storming stages by the introduction of a new team leader. CI International's facilitated new leader team building course is designed to help your team power through the change without missing a beat.

COURSE DESCRIPTION

Your CI International facilitator will conduct pre-interviews with the new leader and other key people in your organization in order to customize this two-day facilitated session to meet the specific needs of your team. The following objectives, activities, and topics are offered only as examples. During the session, your facilitator will also offer individual feedback to team members about their participation, communication skills, and other areas as appropriate.

COURSE OBJECTIVES

- Understand the new leader's expectations and leadership model
- Identify the team you want, barriers to success, and solutions to those barriers
- Identify key messages for the team
- Clarify the mission of the team
- Discuss ways to best use the collective expertise of the group and the experience of individual team members
- Debrief past challenges and leave baggage behind
- Get to know each other better and have fun

COURSE TOPICS

GETTING TO KNOW EACH OTHER

- New leader introduction (optional: panel interview of new leader by team members)
- Objectives and professional guidelines for the session
- Individual introductions: what each team member brings to the team
- Group discussion: what we do well (as a team and individually)

IDENTIFYING BARRIERS

- Individuals list potential barriers to the vision for success
- Leaving behind" activity to process and dose out team baggage

DEFINING SUCCESS

- "Appreciative inquiry" activity to identify ideal team
- "Vehicle/map" activity to identify the team we have
- Other's expectations: how do the customer and the new leader define success?
- Discussion to develop a common understanding of the mission

IDENTIFYING SOLUTIONS

- Identify perceptions about the session
- Make individual commitments: what will you do differently to increase trust and accountability?

CLOSING

- Identify top three priorities
- Identify success measures
- Key messages to report back to employees
- Identify next steps

COURSE SCHEDULE

DAYS	1	2
AM	▪ Getting to know each other ▪ Activities and discussion	▪ Identify barriers and potential solutions ▪ Leave baggage behind
PM	▪ Defining success: the team we have, the team we want, and a common understanding of the mission	▪ Identify top three priorities, success measures, key messages, and next steps

Field of Study	Facilitated Team Building
Course Level	Introductory to Intermediate
Maximum Participants	30
Learning Methods	Facilitated large and small group discussion
Equipment	Projector and Screen; flip chart
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Team Building: Building Trust Within or Between Teams ▪ Team Building for Teams Experiencing Change ▪ Team Building to Enhance Conflict Skill ▪ Team Building to Improve Employee Engagement

ASSESSMENTS

We recommend that clients contract for our facilitator to conduct team member interviews prior to the session in order to assess the needs and dynamics of your team. Pre-session assessments such as the Myers Briggs Type Indicator (MBTI), DiSC or the Thomas-Kilmann Conflict Resolution Instrument (TKI) may also be included.

COURSE OVERVIEW

BUSINESS NEED

Teams that become stuck in a storming phase of development may never have the capacity to move forward without getting some help to develop their conflict management skills and improve trust within the team.

COURSE DESCRIPTION

Your CI International facilitator will conduct the Thomas-Kilmann or the Kraybill conflict resolution assessment either prior to or during this session. The facilitator will also conduct pre-interviews with each member of the team in order to understand the conflict issues and appropriately customize this two-day facilitated session. The following objectives, activities, and topics are offered only as examples. During the session, your facilitator will also offer individual feedback to team members about their participation, communication skills, and other are as appropriate.

COURSE OBJECTIVES

- Identify the team you want and guidelines/operating standards/norms to get there
- Identify key messages for the team
- Unite the team under a common purpose so that one voice is heard when communicating key messages
- Discuss ways to best use the collective expertise and experience of individual team members
- Improve internal communication patterns on the team
- Clarify leadership roles and develop a common understanding of leadership
- Strengthen the team's purpose, collegiality, and enthusiasm

COURSE TOPICS

GETTING TO KNOW EACH OTHER

- Introductions/icebreaker activity
- Objectives and standards for the session
- Identification and discussion of current organizational change issues

IDENTIFYING SOLUTIONS

- Breakout groups to discuss issues and practice skillful discussion
- Report out of potential action steps

DEFINING SUCCESS

- Bridges', Kotter's and Mauer's change models
- Communication models
- Resistance models

CLOSING

- Facilitated group discussion to agree upon the team's top three priorities for action items
- Identification of success measures
- Key messages to report back to employees
- Closing feedback from each participant

COURSE SCHEDULE

DAYS	1	2
AM	▪ Opening activities and introductions ▪ Conflict assessments	▪ Breakout groups to discuss team conflicts and practice skillful discussion
PM	▪ Training in the principles from Crucial Conversations ▪ Ladder of inference and skillful discussion	▪ Closing: individual and team commitments and action steps

Field of Study	Facilitated Team Building
Course Level	Introductory to Intermediate
Maximum Participants	30
Learning Methods	Facilitated large and small group discussion
Equipment	Projector and Screen; flip chart
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Team Building for Team with New Leader ▪ Team Building: Building Trust Within or Between Teams ▪ Team Building for Teams Experiencing Change ▪ Team Building to Enhance Conflict Skill ▪ Team Building to Improve Employee Engagement

ASSESSMENTS

We recommend that clients contract for our facilitator to conduct team member interviews prior to the session in order to assess the needs and dynamics of your team. Pre-session assessments such as the Myers Briggs Type Indicator (MBTI), DiSC or the Thomas-Kilmann Conflict Resolution Instrument (TKI) may also be included.

CHANGE MANAGEMENT

CHANGE MANAGEMENT FOR LEADERS

DAYS

COURSE OVERVIEW

BUSINESS NEED

Leaders of organizations and teams have a choice: they can simply let the tide of change sweep them along to an uncertain outcome, or they can grow through change with intention and purpose. The latter path helps to ensure that the change initiative is firmly anchored in the organization, and that employees are focused and engaged. CI International's Change Management for Leaders provides the tools and support leaders need to achieve a fully successful change initiative.

COURSE DESCRIPTION

This workshop is designed for up to twenty leaders and will present best practices for leading and guiding change, models for understanding the psychological aspects of change, and pitfalls to watch for in change efforts. The training will also demonstrate how a clear and elevating picture of the future and a compelling reason to become part of that future are two critical elements of helping members of an organization process through the transition period associated with change. Finally, a change management action plan for each leader and for the leader's team will be produced.

COURSE OBJECTIVES

- Demonstrate the importance of change management as a key leadership skill
- Show why many strategic changes fall short of expectations
- Understand the nature of change and current successful change models for organizations
- Learn to recognize the signs and symptoms of the stages of transition
- Develop a leadership model for successful transition management including specific leadership skills, behaviors, roles, and responsibilities
- Develop individualized messages for change for each participant
- Develop a change management action plan to use with the leaders' work units based on an assessment of change readiness of the team and the organization
- Recognize different types of resistance encountered in change efforts and how to engage employees to overcome barriers
- Begin the process of identifying issues that the participant must ultimately process in order to move ahead

COURSE TOPICS

UNDERSTANDING CHANGE

- Leadership and change
- Characteristics of effective teams

APPLICATION OF CHANGE MODELS

- Kotter eight-step change model
- Bridges transition model
- Maurer five-step change model
- Making it real: applying models to change efforts

ESTABLISHING THE FOUNDATION FOR CHANGE

- "Appreciative inquiry" activity to identify what will NOT change

LEADERSHIP AND CHANGE

- Creating the environment to maintain on-going change

COMMUNICATING THE NEED FOR CHANGE

- Listening skills
- Skillful discussion
- Establishing a sense of urgency

MOVING BEYOND RESISTANCE

- Levels of resistance
- Strategies to address resistance
- Turning resistance into support

COURSE SCHEDULE

DAYS	1	2
AM	▪ Opening activities and discussions ▪ Stages of personal change ▪ Appreciative inquiry ▪ Hearing from employees: listening skills	▪ Case study ▪ Understanding motivation for change in self and others ▪ Application of change models to current change efforts
PM	▪ Sources of resistance ▪ Levels of resistance ▪ Turning resistance into support	▪ Building motivation ▪ Leading in the new environment

Field of Study	Change Management
Course Level	Mid-Level and Senior Leaders
Maximum Participants	30
Learning Methods	Facilitated large and small group discussion, indoor activities
Equipment	Projector and Screen; flip chart
Suggested Prerequisites	None
Recommended Follow-up Courses	None

CHANGE MANAGEMENT FOR EMPLOYEES

DAYS ●●

COURSE OVERVIEW

BUSINESS NEED

Individuals and organizations have a choice: they can simply survive organizational change or, with the right training and support, they can grow through change. Individuals can go through change and feel powerless, or they can go through change and learn to be more powerful. This workshop provides participants with the opportunity for growth and personal empowerment.

COURSE DESCRIPTION

One of the ways to ensure engagement and involvement is to remove as much of the mystery surrounding the change as possible. An understanding of change models and how change impacts people and organizations will help individuals make sense of confusing times. It allows people to be more patient and not feel overwhelmed by the change. Further, employees who understand and can deal with the inevitable stress associated with large change efforts are far more likely to remain productive and focused. This one-day workshop is focused on understanding — of change models, of how change effects people, of the sources of resistance, how to let go of issues and finally of how to stay productive in the midst of rapid change.

COURSE OBJECTIVES

- Understand transition models and how to recognize where you and the organization are in the change effort
- Understand resistance - recognize that responding to, reacting to, and resisting change are normal
- Gain insight from lessons learned in other transitions
- Recognize signs of stress in yourself and others and learn how to respond appropriately to that stress
- Understand the business model for change: drivers, objectives, and sense of urgency

COURSE TOPICS

REFLECTION
- What can we bring from our past experience to apply to the current situation?

SOURCES OF RESISTANCE TO CHANGE
- All resistance is not the same, nor should the response be the same
- Understand our own resistance to change and how to manage it

CHANGE AND TRANSITION
- Examine a model about dealing with change
- Understand the impact of "transition" on both organizations and individuals
- Learn to take advantage of transitions to move forward

STAYING CONTROL
- Examine tools for feeling in control in the midst of change

LISTENING
- The three levels of listening, and the appropriate time to use each
- Understand how listening effectively can make one more influential

MANAGING STRESS
- Change naturally brings about stress
- Managing stress is necessary to be successful in dealing with change

ACTION PLANNING

COURSE SCHEDULE

	TOPICS
AM	▪ Resistance ▪ Dealing with transitions ▪ Listening skills ▪ Sources of resistance
PM	▪ Sources of resistance (continued) ▪ Staying in control ▪ Managing stress ▪ Action planning

Field of Study	Change Management
Course Level	Beginner to Intermediate
Maximum Participants	30
Learning Methods	Interactive discussion, classroom exercises
Equipment	Projector and Screen; flip chart
Suggested Prerequisites	None
Recommended Follow-up Courses	None

TELEWORK AND HYBRID ENVIRONMENT

MAKING TELEWORK WORK FOR YOU AND YOUR ORGANIZATION

2-hour webinar

COURSE OVERVIEW

BUSINESS NEED

Much of the challenge associated with a transition to telework is a perfectly understandable fear of the unknown. Many managers and employees feel they are successful in the current environment. They may intellectually understand the advantage of telework, but moving from a successful "known" to a potentially better "unknown" is still a challenge.

COURSE DESCRIPTION

This online workshop gives both managers and employees the knowledge, skills, tools and confidence to make your telework program a success. If possible, intact teams making the transition to telework should attend the session together so they can build a common understanding and mutual support for the shift to telework. Participants will leave with action plans under each objective and with practical tools they can start to employ the day after the workshop.

COURSE OBJECTIVES

- Identify the benefits and challenges of telework
- Understand the importance of performance management in making telework successful
- Learn to stay visible, responsive and connected in a telework environment
- Establish effective communication strategies for telework

COURSE TOPICS

OPENING

- Identify your goals for this workshop
- Understand the risks and concerns employees and managers have about telework
- Identify the characteristics of effective teams and compare those characteristics in virtual and co-located teams

KEEPING LINES OF COMMUNICATION OPEN

- Discuss technological options for communication in your agency
- Identify communication preferences
- Write a communications plan
- Use "situation-action-result" to write an accomplishment report

PERFORMANCE MANAGEMENT

- • Understand the difference between activities and results
- Components of providing clear direction: goal, guidelines, resources, communication, consequences

STAYING VISIBLE

- Sharing of best practices to stay visible to the team
- Common mistakes
- Action plan

BEING RESPONSIVE

- Why it's important
- Set standards for responsiveness

Field of Study	Telework
Course Level	Beginner
Maximum Participants	30
Learning Methods	Interactive discussion, classroom exercises
Equipment	CI's WebEx Platform
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Conducting Virtual Meetings ▪ Leading in a Telework Environment (for supervisors)

LEADING IN A TELEWORK ENVIRONMENT

4-hour webinar

COURSE OVERVIEW

BUSINESS NEED

In order to take full advantage of teleworking, organizations need supervisors who can effectively create, manage, and lead telework teams. Much of the emphasis on creating telework programs has been on technology issues, particularly regarding connectivity and security of government information. However, a recent survey of federal chief information security officers showed that telework programs are not a security threat and do not hamper agencies' ability to meet Federal Information Security Management Act (FISMA) mandates. The challenge, then, comes down to leadership.

COURSE DESCRIPTION

Many front-line leaders are anxious and uncertain about telework programs, fearing loss of control over employees' daily work and lacking trust in their subordinates' ability to work without direct supervision. This workshop will focus on building the leadership skills, trust and confidence to manage a successful telework program.

COURSE OBJECTIVES

- Gain tools to more effectively lead in a telework environment
- Raise "hot button" concerns managers have regarding telework and identify strategies to resolve telework problems
- Learn the four best practices of successful telework and how to apply them as a manager
- Establish effective communication protocols and strategies
- Learn to give and receive effective long distance feedback and plan/manage effective virtual meetings

COURSE TOPICS

ASSESSMENT

- Identify current perceptions and concerns about telework
- Identify the characteristics of effective teams and compare those characteristics in virtual and colocated teams

STAYING VISIBLE

- Best practices for both managers and employees
- Action plans

PERFORMANCE MANAGEMENT

- Understand the difference between activities and results
- Components of providing clear direction: goal, guidelines, resources, communication, consequences

BEING RESPONSIVE

- Why it's important
- Setting norms and protocols for responsiveness

KEEPING LINES OF COMMUNICATION OPEN

- Discuss technological options for communication in your agency
- Write a communications plan including norms, expectations and protocols
- Accomplishment reports
- Giving and receiving feedback
- Planning and conducting virtual meetings

WRAP-UP

- Tips for success
- Action plans

Field of Study	Telework
Course Level	Beginner to Intermediate
Maximum Participants	30
Learning Methods	Interactive discussion, classroom exercises
Equipment	CI's WebEx Platform
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Conducting Virtual Meetings

CONDUCTING EFFECTIVE VIRTUAL MEETINGS

2-hour webinar

COURSE OVERVIEW

BUSINESS NEED

Effective and efficient meetings are an essential part of an efficient and effective organization. It's now common for members of teams to be spread across many geographic boundaries, or to be teleworking on a regular basis. Business must continue and teams need to stay connected. Virtual meetings and web conferences are more common today than ever, and both managers and employees need to understand how to keep participants engaged and how to use the technology effectively.

COURSE DESCRIPTION

This workshop provides practical tools and skills for planning, leading, and participating in a virtual meeting. Workshop participants will gain insight into how to maximize meeting software and tap the collective wisdom of the group to gather data, make decisions, and develop effective action plans to make the decisions reached in the meeting a reality.

COURSE OBJECTIVES

- Collect ideas for successfully planning a virtual meeting
- Learn how to run an effective meeting using meeting technology
- Develop techniques to increase group participation

COURSE TOPICS

IDENTIFYING BEST AND WORSE PRACTICES

- Identify current perceptions and concerns about telework
- Identify the characteristics of effective teams and compare those characteristics in virtual and colocated teams

GROUP DYNAMICS

- Best practices for both managers and employees
- Action plans

MEETING PLANNING

- Understand the difference between activities and results
- Components of providing clear direction: goal, guidelines, resources, communication, consequences

CONDUCTING THE MEETING

- Why it's important
- Setting norms and protocols for responsiveness

FOLLOW-UP FROM MEETING

- Discuss technological options for communication in your agency
- Write a communications plan including norms, expectations and protocols
- Accomplishment reports
- Giving and receiving feedback
- Planning and conducting virtual meetings

Field of Study	Telework
Course Level	Beginner to Intermediate
Maximum Participants	30
Learning Methods	Interactive discussion, classroom exercises
Equipment	CI's WebEx Platform
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Making Telework Work for You and Your Organization ▪ Leading in a Telework Environment (for supervisors)

MAKING THE HYBRID WORKPLACE WORK

2-hour webinar

COURSE OVERVIEW

BUSINESS NEED

Working remotely is now a proven concept. Pre-COVID the expectation was that most people worked in a traditional office and were remote by exception. During COVID, that was flipped. Post-COVID the norm will be a hybrid workplace. Estimates range from 30-60 percent of the workplace in the office, and the remainder working remotely.

COURSE DESCRIPTION

This online workshop gives employees the knowledge, skills, tools, and confidence to make a successful transition to a hybrid workplace. It provides a shared understanding of what stays the same, and what is different under these new workplace conditions. It also identifies the four common attributes of successful hybrid workplaces and how to put those attributes in place.

COURSE OBJECTIVES

- Gain tools to be effective in a hybrid environment
- Learn the four best practices of successful hybrid workplaces
- Learn the importance of staying visible, responsive and connected in a hybrid environment

COURSE TOPICS

PRODUCTIVITY

- Understand the benefits and challenges of working in a hybrid environment
- Identify the characteristics of effective teams and compare those characteristics in virtual and co-located teams

PERFORMANCE MANAGEMENT

- Understand difference between activities and results
- Components of providing clear direction: goals, guidelines, resources, communication, consequences

KEEPING LINES OF COMMUNICATION OPEN

- Discuss communication tools available in your agency
- Identify communications preferences
- Write a communications plan
- Identify protocols for virtual and hybrid meetings

STAYING VISIBLE AND CONNECTED

- Sharing best practices to stay visible to the team
- Sharing best practices to create and maintain an inclusive environment that equally values remote and in-person workers
- Identify strategies to stay connected and foster relationships

Field of Study	Telework
Course Level	Beginner
Maximum Participants	30
Learning Methods	Interactive discussion, classroom exercises
Equipment	CI's Virtual Platform
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Leading in a Hybrid Environment (for supervisors) ▪ Conducting Virtual Meetings ▪ Conducting Effective Meetings in a Hybrid Environment

LEADING IN A HYBRID ENVIRONMENT

2-hour webinar

COURSE OVERVIEW

BUSINESS NEED

Working remotely is now a proven concept. Pre-COVID the expectation was that most people worked in a traditional office and were remote by exception. During COVID, that was flipped. Post-COVID the norm will be a hybrid workplace. Estimates range from 30-60 percent of the workplace in the office, and the remainder working remotely. Leaders will simultaneously have to be both more consistent and more flexible.

COURSE DESCRIPTION

This workshop will focus on building the leadership skills, trust and confidence to manage a successful hybrid workplace, and will address the following key leadership concepts.

COURSE OBJECTIVES

- Building a strong team
- Create result focused goals
- Establish effective communication protocols
- Creating an inclusive environment that equally values both in-person and remote workers

COURSE TOPICS

PRODUCTIVITY

- Understand the benefits and challenges of working in a hybrid environment
- Identify the characteristics of effective teams and compare those characteristics in virtual and co-located teams

PERFORMANCE MANAGEMENT

- Understand difference between activities and results
- Components of providing clear direction: goals, guidelines, resources, communication, consequences

KEEPING LINES OF COMMUNICATION OPEN

- Discuss communication tools available in your agency
- Write a communications plan including norms, expectations and protocols
- Giving and receiving feedback to remote and in-person employees
- Planning and conducting virtual and hybrid meetings

STAYING VISIBLE AND CONNECTED

- Share best practices to stay visible for both managers and employees
- Share best practices to create an inclusive environment that equally values remote and in-person workers
- Setting norms for team members to stay connected and foster relationships

Field of Study	Telework
Course Level	Beginner to Intermediate
Maximum Participants	30
Learning Methods	Interactive discussion, classroom exercises
Equipment	CI's Virtual Platform
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Conducting Virtual Meetings ▪ Conducting Effective Meetings in a Hybrid Environment

PERFORMANCE MANAGEMENT

SETTING GOALS AND OBJECTIVES

COURSE OVERVIEW

BUSINESS NEED

Performance planning means setting goals and expectations and determining what needs to be done to reach those goals. Goal selling is the bedrock of the performance management process because it gives people direction and focus, allows them to regulate their efforts appropriately, and increases their persistence in achieving their goals.

COURSE DESCRIPTION

This interactive workshop provides the tools supervisors need to write effective performance standards, create quantitative or qualitative measures for them, and communicate expectations through skillful, effective dialogue with the employee.

COURSE OBJECTIVES

- Learn to establish challenging yet attainable performance goals
- Learn how to craft measurable expectations, even for qualitative elements
- Communicate organizational goals and connect them with performance expectations
- Solicit employee input on goals for the upcoming appraisal period
- Learn to create a common understanding and resolve any disputes through effective use of a communications model

COURSE TOPICS

PERFORMANCE PLANNING

- Assess your current plan
- How to use the SMART model to write effective performance standards
- Using action verbs in your standards

COMMUNICATION SKILLS FOR SETTING EXPECTATIONS

- Use the Ladder of Inference and Skillful Discussion to create a dialogue that leads to shared understanding

MEASURES

- Criteria for quantitative measures
- How to write effective qualitative (behavior-based) measures

DOCUMENTATION

- Tips for keeping performance folders
- Using accomplishment reports

REVIEWING/ASSESSING YOUR STANDARDS

- Activities versus outcome
- Defining words like "always," "sometimes," and "never'
- Re-write your current standards

Field of Study	Performance Management
Course Level	Beginner to Intermediate
Maximum Participants	30
Learning Methods	Interactive discussion, classroom exercises
Equipment	Projector and screen; flipchart and markers
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Giving Feedback ▪ Conducting Performance Appraisals ▪ Writing Self-assessments ▪ Rewards and Recognition ▪ Addressing Underperformance

COURSE OVERVIEW

BUSINESS NEED

Whether we recognize it or not, we are constantly providing and receiving feedback. How we provide or receive that feedback will often spell the difference between success and failure.

COURSE DESCRIPTION

Participants in this workshop will develop communication skills for improving dialogue about performance through active listening and balancing advocacy and inquiry. They will learn and practice a six-step process for giving feedback, and will also learn to receive feedback in a constructive manner.

COURSE OBJECTIVES

- Learn to communicate performance feedback through the model of
- Skillful Discussion:
  - Balance advocacy and inquiry
  - Identify barriers to effective listening and increase listening power
  - Provide necessary information and resources for improved performance
  - Speak so others will listen
- Learn to use a consistent six-step feedback model to communicate observations and conclusions about employee performance and achieve agreement with the employee
- Develop a plan of action for improved performance involving both the supervisor and the employee
- Learn the power of positive feedback in improving performance

COURSE TOPICS

COMMUNICATION SKILLS

- The case for active listening
- False listening and how to recognize the signs
- Listening on three levels
- The Ladder of Inference and how our assumptions affect our listening ability
- Skillful Discussion and the Johari Window: balancing advocacy and inquiry to bring relevant information into the open

GIVING AND RECEIVING FEEDBACK

- The emotional impact of positive and negative feedback
- Tips for giving effective constructive feedback
- Tips for receiving feedback
- A six-step process for giving feedback
- Practice activity

Field of Study	Performance Management
Course Level	Beginner to Intermediate
Maximum Participants	30
Learning Methods	Interactive discussion, classroom exercises
Equipment	Projector and screen; flipchart and markers
Suggested Prerequisites	Setting Goals
Recommended Follow-up Courses	▪ Conducting Performance Appraisals ▪ Writing Self-assessments ▪ Rewards and Recognition ▪ Addressing Underperformance

WRITING SELF-ASSESSMENTS

COURSE OVERVIEW

BUSINESS NEED

An effective performance management process is one in which the employee participates fully. By learning to write effective self-assessments, employees can promote their own growth and development and assist supervisors in evaluating and improving performance.

COURSE DESCRIPTION

This workshop is for anyone, employee or supervisor, who wants to develop tools for assessing their own performance and reporting accomplishments. Participants will review examples of effective self-assessments and will practice writing their own and receiving feedback about them.

COURSE OBJECTIVES

- Learn the benefits of writing effective self-assessment
- Learn to be an active participant in the performance management process
- Begin writing your own self-assessments using the "Situation-Action-Result" model
- Receive feedback on the quality of your self-assessments

COURSE TOPICS

PERFORMANCE MANAGEMENT OVERVIEW

- The importance of goal setting
- Stages in the performance management process
- Responsibilities of the employee
- Responsibilities of the rating supervisor
- Responsibilities of the reviewing official

WRITING SELF-ASSESSMENTS

- Identifying specific accomplishment and describing them effectively
- Linking accomplishments to objectives and making the case for why they mattered by using the Situation-Action-Result model
- Examples of topics to include
- Sample write-ups
- Practice activity with peer feedback

Field of Study	Performance Management
Course Level	Beginner to Mid-Level Leader
Maximum Participants	30
Learning Methods	Interactive discussion, classroom exercises
Equipment	Projector and screen; flipchart and markers
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Setting Goals ▪ Giving Feedback

REWARDS AND RECOGNITION

DAYS

COURSE OVERVIEW

BUSINESS NEED

Supervisors often focus on extrinsic rewards when trying to motivate employees, such as extra time off, awards, cash, etc. But for most of us, intrinsic rewards such as a feeling of purpose, meaning, accomplishment, or competence are what actually motivate us on the job. Supervisors need to learn that employees are motivated by the same intrinsic elements by which they themselves are motivated.

COURSE DESCRIPTION

Participants in this workshop will learn how motivational theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory apply to rewards and recognition. They will explore options for creating personalized recognition programs, and learn a model for increasing employee empowerment through effective delegation.

COURSE OBJECTIVES

- Understand the difference between extrinsic and intrinsic motivation
- Identify what motivates you and your employees at work
- Apply Maslow and Herzberg's theories to employee motivation
- Identify personalized recognition options for your employees
- Learn to use effective delegation as a tool to increase trust and empower your employees

COURSE TOPICS

MOTIVATION

- What motivates you and your employees?
- Motivation survey results
- Maslow's Hierarchy of Needs
- Herzberg's Two-Factor Theory: motivational factors and hygiene factors

DELEGATION AS A TOOL FOR EMPOWERMENT

- Building trust through delegation
- Steps for effective delegation: goal, guidelines, resources, communication, consequences
- Activity: delegation role play

REWARDS AND RECOGNITION

- Recognition that works: praise, thanks, opportunity, respect
- Recognition self-survey
- How to deliver personalized recognition

Field of Study	Performance Management
Course Level	Beginner to Intermediate
Maximum Participants	30
Learning Methods	Interactive discussion, classroom exercises
Equipment	Projector and screen; flipchart and markers
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Setting Goals ▪ Giving Feedback ▪ Conducting Performance Appraisals ▪ Writing Self-assessments ▪ Addressing Underperformance

CONDUCTING PERFORMANCE APPRAISALS

DAYS

COURSE OVERVIEW

BUSINESS NEED

Performance management is the process of evaluating how well employees do their jobs compared with a set of standards, and then communicating that information to the employees. Supervisors must have tools for the job.

COURSE DESCRIPTION

Participants in this interactive workshop will revisit the communication skills learned in the Giving Feedback workshop and learn to apply them throughout the steps of conducting an appraisal meeting. They will also learn documentation guidelines to help facilitate the appraisal process.

COURSE OBJECTIVES

- Learn the importance of data to the appraisal process and learn how to keep performance folders
- Implement weekly emails to track accomplishments
- Improve the accuracy of the appraisal process by becoming aware of common rater errors
- Learn to skillfully handle tough questions and objections from the employee
- Revisit and practice tools for giving effective feedback in the context of an appraisal meeting

COURSE TOPICS

PERFORMANCE MANAGEMENT

- What is performance management?
- Steps in the process: planning, monitoring, developing, rating, rewarding

CONDUCTING PERFORMANCE REVIEWS

- Common rater errors
- Guidelines for preparation
- Steps for conducting the review meeting
- Handling tough questions and objections from the employee
- Practice activity: feedback triads

DOCUMENTATION

- Guidelines for keeping performance folders
- Weekly accomplishment report emails

Field of Study	Performance Management
Course Level	Beginner to Intermediate
Maximum Participants	30
Learning Methods	Interactive discussion, classroom exercises
Equipment	Projector and screen; flipchart and markers
Suggested Prerequisites	▪ Setting Goals ▪ Giving Feedback
Recommended Follow-up Courses	▪ Conducting Performance Appraisals ▪ Writing Self-assessments ▪ Addressing Underperformance

SETTING UP TO FAIL

DAYS

COURSE OVERVIEW

BUSINESS NEED

When an employee fails to meet expectations, leaders typically put the responsibility for that failure on the employee. Often, that's appropriate. We rightly expect people to hold themselves accountable to performance expectations. However, it's important to acknowledge that sometimes the responsibility for that poor performance rests on the leader and not the employee. A lack of clear direction, insufficient resources, wrong person for the job, all of these can be laid at the feet of th leader. This session examines the leader's responsibility to identify the elements within their control and to address those elements. To do otherwise can, indeed, set an employee up for failure.

COURSE DESCRIPTION

If the Pygmalion effect describes the dynamic in which an individual lives up to great expectations, the set-up-to-fail syndrome explains the opposite. It describes a dynamic in which employees perceived to be mediocre or weak performers live down to the low expectations their managers have for them. The result is that they often end up leaving the organization, either of their own volition or not. This workshop provides insight into recognizing this pattern of behavior, and how to address it. Stepping into that responsibility can be challenging, but it is necessary for the good of both the team and the individual performer.

COURSE OBJECTIVES

- Understand the self-fulfilling nature of the syndrome
- Identify and take steps to break the cycle of failure
- Put the onus for performance shortfalls where it belongs
- Hold self and subordinates accountable for moving the issue forward

COURSE TOPICS

BACKGROUND ON THE SYNDROME

- Understanding symptoms, causes and impacts
- Applying personal experience
- Case studies

EMPLOYEE ROLE

- Concentrate on what you can do for the boss and the team
- Don't get stuck
- Understand boss' concerns

SUPERVISOR ROLE

- Acknowledge responsibility
- Agree on the symptoms
- Diagnose the causes

FINDING SOLUTIONS

- Jointly work out a performance plan
- Deliver on the plan
- Monitor effectiveness

COURSE SCHEDULE

	TOPICS
	▪ Background on the model; case studies ▪ Application of own experience ▪ Role of the supervisor ▪ Role of the employee ▪ Finding solutions

Field of Study	Leadership Development
Course Level	Leaders at all levels
Maximum Participants	30
Learning Methods	Case study, discussion, personal reflection, exercise/activities, and lecture
Equipment	Projector and screen; flipchart and markers
Suggested Prerequisites	None
Recommended Follow-up Courses	Any other CI leadership course

CUSTOMER SERVICE

CARE CUSTOMER SERVICE

DAYS

COURSE OVERVIEW

BUSINESS NEED

Providing high-quality and consistent customer service is the key to organizational success because quality service promotes customer satisfaction, which in turn supports business revenue. The most valuable assets an organization has are its customers. Good customer service is more than giving the customer what they need. It is about the kind of relationship you create with the customer that keeps them coming back, or taking their business elsewhere.

COURSE DESCRIPTION

Participants in this workshop will learn the CARE customer service model and how to apply that model to providing quality customer service. Participants will use their experience in serving customers as well as their experience in being served as a customer. Those experiences will help participants explore approaches to customer service-those that work well, plus those to avoid.

COURSE OBJECTIVES

- Learn communication tools and techniques to meet customer needs
- Develop a deeper understanding and empathy of the challenges and issues facing customers in order to serve their needs
- Develop skills to meet customer expectations
- Learn service management strategies, including how to turn "difficult" customers into partners
- Learn partnering and negotiating tools and techniques in order to understand and respond quickly to customer needs
- Learn time management tools and techniques
- Understand the cost and benefit of customer service

COURSE TOPICS

CARE MODEL OF CUSTOMER SERVICE

- Learn the core components of customer service

NEGOTIATION

- Learn how to address people's issues first before seeking solution
- Help customers identify interests rather than positions
- Invent options for mutual satisfaction
- Evaluate decisions using objective criteria

LISTENING

- Understand how good listening is a core component of outstanding customer service
- Identify the levels of listening
- Conduct strength-building activities to increase listening skills

TIME MANAGEMENT AND EFFICIENCY

- Learn to focus on preparation, prevention, and relationship-building
- Manage crises, pressing problems, interruptions, and time wasters

INCREASE AWARENESS TO IMPROVE EFFECTIVENESS

- Use mental models to manage our natural inclination to make assumptions and draw conclusions
- Balance advocacy with inquiry to generate quality discussion

ACTION PLANNING

- Identify ways to transition CARE attributes from the workshop to the workplace
- Plan specific actions and approaches to fulfill Customer CARE

ESTABLISH ACCOUNTABILITY AND CREDIBILITY WITH CLIENTS

- Action tips for dealing with difficult people, complaints, aggression, and other common customer service problems
- Conduct exercises to increase discussion skills
- Role-play difficult client scenarios to practice learned skills and receive peer feedback

COURSE SCHEDULE

	TOPICS
AM	▪ Examples of Customer Service ▪ CARE Model ▪ Listening ▪ Increasing Awareness ▪ Establishing Accountability and Credibility
PM	▪ Customer Interactions ▪ Negotiation ▪ Time Management and Efficiency ▪ Action Planning

Field of Study	Customer Service
Course Level	Beginner to Intermediate
Maximum Participants	30
Learning Methods	Large and small group facilitated discussion
Equipment	LCD projector and screen; flip charts and markers, paper
Suggested Prerequisites	None
Recommended Follow-up Courses	▪ Interpersonal Communication ▪ Time, Information, and Priority ▪ Management ▪ Courageous Decision Making

COURSE OVERVIEW

BUSINESS NEED

The nature of the marketplace has fundamentally changed many customer relationships. Organizations ready to move beyond seeing themselves purely as a provider of goods and services and more as a long-term partner with customers will have a marked advantage over their competitors by significantly deepening the customer relationship. While many organizations have grasped this new dynamic, they may lack the skills and tools to effectively serve as consultants.

COURSE DESCRIPTION

This workshop explores the fundamental nature of consulting. Participants will learn the three fundamental skill sets of consulting, specifically:

- Alignment: establishing the customer/consultant relationship
- Discovery: gathering data to support appropriate recommendations
- Implementation: putting recommendations into action

They will have the chance to practice consulting skills in a safe workshop environment and receive detailed, specific feedback on their performance. Upon completion of the workshop participants will be able to enter into, manage, and conclude consulting projects of all degrees of complexity.

COURSE OBJECTIVES

- Gain a basic understanding of what it means to be a consultant and what skills are necessary for success
- Learn how to deepen the relationship with clients using a proven consulting model
- Enhance communications and other inter-personal skills, including:
  - Listening
  - Skillful discussion
  - Effective presentations
  - Negotiations
  - Conflict management
  - Understanding change models

COURSE TOPICS

CONSULTANT MODEL

- Alignment
- Discovery
- Implementation

ESTABLISH ACCOUNTABILITY AND CREDIBILITY WITH CLIENTS

- Role play client scenarios

THE CONSULTANT SKILL SET

- Listening
- Skillful discussion
- Effective presentations
- Negotiating agreement
- Dealing with resistance

NEGOTIATION

- Learn how to address people's issues first before seeking solution
- Help customers identify interests rather than positions
- Invent options for mutual satisfaction
- Evaluate decisions using objective criteria

INCREASE AWARENESS TO IMPROVE EFFECTIVENESS

- • Use mental models to manage our natural inclination to make assumptions and draw conclusions
- Balance advocacy with inquiry to generate quality discussion

CONFLICT MANAGEMENT

- Look and feel of confidence
- Communicate persuasively

PRESENTATION SKILLS

- Use mental models to manage our natural inclination to make assumptions and draw conclusions
- Balance advocacy with inquiry to generate quality discussion

CHANGE MODELS

- Application to client needs

COURSE SCHEDULE

DAYS	1	2	3

AM	▪ Introduction to consulting
	▪ Case study part 1: customer needs and requirements
		▪ Effective client communications:
		  ▪ Ladder of inference
		  ▪ Skillful discussion
		  ▪ Communicating
			▪ Conflict management
			▪ Case study part 2: deliver as promised

PM	▪ Effective client communications: ▪ Listening challenges ▪ Levels of listening	▪ Effective presentations ▪ Negotiating Agreement ▪ Dealing with client resistance	▪ Conclude case study ▪ Data collection ▪ Change models

Field of Study	Customer Service; Strategic Planning
Course Level	Mid-Level Leaders
Maximum Participants	30
Learning Methods	Case study, group activities, instructor=-led discussions
Equipment	LCD projector, easels/markers
Suggested Prerequisites	None
Recommended Follow-up Courses	None

APPENDIX

ASSESSMENTS FOR USE IN WORKSHOPS AND TEAM SESSIONS

ASSESSMENT OVERVIEW

TOOL	LEADER-SHIP	TEAMS	COACHING	PERSONAL DEVELOP-MENT	CONFLICT	CAREER CHOICE	DEALING W/ CHANGE	COMMUNI-CATION
MBTI	⊛	⊛	⊛	⊛	⊛	⊛	⊛	⊛
MBTI STEP II	⊛	⊛	⊛	⊛	⊛	⊛	⊛	⊛
EQ-I 2.0	⊛	⊛	⊛	⊛	⊛		⊛	⊛
EQ 360	⊛		⊛	⊛				⊛
TKI	⊛	⊛	⊛	⊛	⊛		⊛	⊛
DISC	⊛	⊛	⊛	⊛	⊛		⊛	⊛
STRENGTHS FINDER	⊛	⊛	⊛	⊛		⊛		
MILE MARKER 360	⊛		⊛	⊛				
REAL COLORS	⊛	⊛	⊛	⊛	⊛		⊛	⊛
TETRAMAP	⊛	⊛	⊛	⊛	⊛		⊛	⊛

This is an interactive PDF file. By clicking on a tool in the left column of the above table, you will be directed to said item.

MBTI STEP I

The Myers-Briggs Type Indicator (MBTI)® is a self-report questionnaire designed to help individuals identify their preferences for information-gathering and decision-making. In particular, MBTI measures our preferences in four areas:

- Where we get our energy: Extroversion or Introversion
- How we prefer to take in information: Sensing or Intuition
- How we prefer to make decisions: Thinking or Feeling
- How we orient ourselves to the world: Perceiving or Judging

The MBTI provides insight into the normal differences between people. The MBTI is based on Carl Jung's theory of psychological types which explains some of the apparently random behavior differences in people. Although each individual is unique, these differences fall into patterns that we can see and understand. With this understanding, we gain insight into ourselves and into others. An abundance of research supports the use of the MBTI. No other indicator has been as thoroughly studied and tested for validity and reliability. The MBTI assesses preferences, not skills.

Requires certification to administer.

PROS	▪ Widely recognized as reliable and valid, in common usage and, relatively quick to administer (20 minutes). Very "non-judgmental." All types are shown to have value and be appropriate in the workplace and in relationships.
CONS	▪ Many people have taken it and feel jaded by it. Some participants will be looking for something "new."

Click here to return to Assessment Overview

MBTI STEP II

The Myers-Briggs Type Indicator (MBTI)® Step II provides the same information shown above in Step I, along with additional depth and clarification within each of the four MBTI preference pairs. It identifies some of the unique ways individuals express their personality type by breaking each of the four preference pairs into five additional facets. These 20 facets help individuals understand their personality type more completely. Step II also clarifies the differences that are often seen between two persons of the same type.

As with MBTI Step I, the Step II can be used for personal growth, leadership development, coaching, and understanding team dynamics. It is particularly useful in working with individual and teams who are familiar with MBTI Step I and would like to expand their understanding of their personality type. It is also used to help individuals clarify their MBTI Step I best fit type.

Requires certification to administer.

PROS	▪ Takes MBTI to the next level; can be helpful for those who want to learn more or are tired of taking Step 1. Provides much more nuanced data.
CONS	▪ Many people have taken it and feel jaded by it. Some participants will be looking for something "new."

Click here to return to Assessment Overview

EQ-I 2.0

Respondents complete an assessment that provides insight into key areas of emotional skill that relate directly to professional and personal effectiveness. There are five scales and fifteen subscales that are measured. The five scales are:

- Intrapersonal
- Interpersonal
- Stress management
- Adaptability
- General mood

The assessment identifies areas of strength that can be leveraged to achieve full potential. It also shows areas that need improvement and provides tools to address those areas. The Emotional Quotient Inventory (EQ-i) is the first scientifically validated and most widely used Emotional Intelligence assessment in the world.

The EQ-i 2.0 is a self-report assessment of 133 questions that takes approximately 20 minutes to complete.

Requires certification to administer.

PROS	▪ Takes MBTI to the next level; can be helpful for those who want to learn more or are tired of taking Step 1. Provides much more nuanced data.
CONS	▪ Many people have taken it and feel jaded by it. Some participants will be looking for something "new."

Click here to return to Assessment Overview

EQ 360

The EQ 360 provides a more in depth analysis of the individual's emotional and social skill by having those people that work with the individual provide information on the five scales and fifteen subscales that are measured. This could include peers, direct reports, the boss, the boss's peers, family and friends. The observers ratings are compared to the results of the individual's standard EQ-i 2.0 self-report for a more complete 360-degree view. The EQ-360 identifies key employee strengths that can be leveraged to the benefit of the organization, as well as impediments to high performance that could be improved.

EQ 360 is a new 360 assessment and a multi-rater survey of 133 questions.

Requires certification to administer.

PROS	▪ Takes the standard EQ to the next level in providing input on how others see us. A much more thorough and comprehensive look at EQ and how we are perceived.
CONS	▪ Requires multiple raters, each of whom will require 30 minutes to complete the survey. Can be a drain on a team that is taking this assessment, as it can quickly add up to several hours apiece as people complete their own and others assessments. As with the -basic" EQ, it has the potential to come across as punishing. Best done in a coaching one-on-one relationship rather than in the classroom.

Click here to return to Assessment Overview

THOMAS-KILMAN CONFLICT MODE INDICATOR (TKI)

TKI provides insight into our preferred method of dealing with conflict and deepens our understanding of why others may prefer a different approach. By knowing our personal preferences for addressing conflict, we are empowered to act counter to those preferences when the situation calls for it. The TKI model is based on a five-category scheme for classifying the following interpersonal conflict-handling modes:

- Competing
- Collaborating
- Compromising
- Avoiding
- Accommodating

The TKI has been used for more than 35 years and is the leading measure of conflict-handling behavior. The TKI assessment is a simple tool that provides practical situational approaches dealing with conflict. It takes approximately 20 minutes to complete.

Does NOT require certification to administer.

PROS	▪ Relatively quick assessment. Can be a nice complement to MBTI if the facilitator is familiar with both instruments and can show how our type can play out in how we deal with conflict. Can be incorporated into a half-day workshop with ease. Very helpful for team understanding of one another.
CONS	▪ Some participants find the categories off-putting (competing, accommodating, etc), although that is readily handled by a good facilitator.

Click here to return to Assessment Overview

DISC

The DISC Profile is a multi-purpose learning instrument that helps individuals assess to what degree they utilize each of four dimensions of behavior in a given situation. The instrument then provides feedback designed to help people in your organization to better understand themselves and their colleagues. The assessments classify four aspects of behavior by testing a person's preferences in word associations. DISC is an acronym for:

- Dominance — relating to control, power, and assertiveness
- Influence — relating to social situations and communication
- Steadiness — relating to patience, persistence, and thoughtfulness
- Conscientiousness — relating to structure and organization

The DISC is assessment focuses on a specific situation, such as work. The assessment takes approximately 20 minutes.

Does NOT require certification to administer.

PROS	▪ Quick, easily done right in the classroom. Self-scored. Is a nice alternative to those who are tired of the MBTI. Can appear more immediately applicable to participants as it deals with communications and relationship challenges everyone faces and is familiar with.
CONS	▪ Is becoming "common" and many will be familiar with it.

Click here to return to Assessment Overview

STRENGTHFINDERS 2.0

StrengthFinders is an assessment created by Gallup to measure an individual's talents. The assessment is based on the notion that people have more potential for growth when they invest their time and energy in developing their strengths. The concept allows individuals to uncover their top five talents from 34 themes of talents. This assessment helps individuals find the areas where they have the greatest potential to develop strengths.

StrengthFinders 2.0 is a well-known assessment that ranks in individuals strengths and talents. This assessment takes approximately 20 minutes.

Does NOT require certification to administer.

PROS	▪ Very inexpensive and easy to administer. Participants pay for a book and get both the book and the assessment which they take online. Results are immediately available. Can be very affirming, in that it (as the title says) focuses on strengths. Can also be very helpful in a team setting as individuals gain insight into one anther's strengths and how to leverage them.
CONS	▪ Some may find it "soft" in that it focuses on strengths and not much on areas for improvement.

Click here to return to Assessment Overview

CI has partnered with the Newmeasures to create a customized 360-degree assessment based on the CI Leadership Model and OPM's Executive Core Qualifications. 360-degree feedback is a method of systematically collecting opinions about an individual's performance from a wide range of coworkers. This can include peers, direct reports, the boss, or the boss's peers — along with people outside the organization, such as customers. The benefits of collecting data of this kind are that the person gets to see a panorama of perceptions rather than just self-perception, which affords a more complete picture. The Mile Marker 360-degree instrument provides a consistent reporting format to help organizations measure leadership development against OPM leadership competencies. It helps leaders understand areas of recognized and unrecognized genius, recognized opportunities for development, and blind spots. The assessment then presents these same areas of strength and opportunity within the framework of CI's leadership model, in which effective leadership occurs at the intersection of dear goals, strong relationships and effective communication.

This 360-degree assessment takes approximately 15 minutes to complete for the individual and the raters.

Certification is required to administer and provide feedback.

PROS	▪ The Mile Marker 360 is designed specifically for federal agency leaders, and includes norm group comparisons only with others in the same agency, rather than with participants in outside organizations, including within the private sector. As with any 360, it provides insight from multiple perspectives. It can be processed in both an individual and group setting, but individual coaching is more effective. The survey takes less time to complete than many other assessments, and the results are presented in a dear and easy to understand manner. The framing of results against the CI Leadership Model and OPM's ECQs affords more specific opportunities for leadership development coaching.
CONS	▪ If done in a team setting, it can involve an investment of time amounting to several hours for each team member.

Click here to return to Assessment Overview

REAL COLORS

Imagine having the ability to clearly communicate your thoughts and ideas to clients, friends and family. Picture yourself having a unique level of insight into the things that motivate you and others. Envision achieving all the things you want from life, both personally and professionally. The power to accomplish these things exists in all of us – we just have to unlock it.

The key is Real Colors.

Real Colors® is a dynamic personality type test. The assessment provides participants with the skills to:

- Understand human behavior
- Uncover motivators specific to each temperament
- Improve communication with others

Certification is required to administer and provide feedback.

PROS	▪ User-friendly, intuitive tool that identifies four personality types common to all people—Gold, Green, Blue, and Orange. Can be used as a shorthand alternative to MBTI.
CONS	▪ More of a basic, high-level assessment as compared to MBTI.

Click here to return to Assessment Overview

TETRAMAP

TetraMap works by addressing challenges and opportunities always in the context of the people, team or organization using it. It focuses on providing a common language that bridges multiple cultures and differing worldviews. It simplifies complexity and provides a way to reframe difficult problems and competing priorities.

By giving people an ability to connect better and collaborate more effectively, TetraMap helps you to create safe, strong, and trusting relationships, and provides meaningful insight into self and others. TetraMap celebrates our natural differences and individuality through the power of metaphor. TetraMap offers a refreshingly simple approach to get us talking and working together more productively and inter-dependently. It is liberating for those who grasp how nature's basic elements, Earth, Air, Water and Fire are metaphors for behaviour.

The TetraMap Instrument measures our preferences, not necessarily our strengths. Each one of us has a unique mix of Earth, Air, Water and Fire preferences. Our low scoring preferences are just as significant as the high scoring preferences.

Certification is required to administer and provide feedback.

PROS	▪ User-friendly, easy to remember preferences in terms of nature. Can be used as a shorthand alternative to MBTI.
CONS	▪ More of a basic, high-level assessment as compared to MBTI.

Click here to return to Assessment Overview

DELIVERY METHODS

WORKSHOP BY CATEGORY	WORKSHOP DURATION
LEADERSHIP PROGRAMS	
Leadership for New Supervisors	3 days
Mid-Level Leadership Program	10 days
Senior Executive Leadership Program	10 days
LEADERSHIP SESSIONS	
Fundamentals of Leadership	1 day
Influencing Upward	Half day
Leading Without Formal Authority	1 day
Why Good Leaders Fail	Half day
Courageous Decision Making	1 day
Effective Decision Making	1 day
Tactical to Strategic Thinking	1 day
Mentoring Skills	1 day
Managing Conflict and Negotiating Agreement	1 day
Innovation in Public Service	1 day
Breaking Down Silos	Half day
Imposter Syndrome	Half day
Putting FEVS to Work	Half day
Motivation and Engagement	Half day
Emotional Intelligence for Leadership and Self-Awareness	1 or 2 day
Myers-Briggs Type Indicator for Leadership Self-Awareness	1 day
DiSC for Leadership and Self-Awareness	Half day
Mindfulness and Resilience	Half day
Leading in a Complex World	1 day
Improving Team Performance by Enhancing Psychological Safety	Half day
Moving Past Barriers to Your Success	Half day

WORKSHOP BY CATEGORY	WORKSHOP DURATION
COACHING	
Coach Training	3 days
Coaching Skills for Leaders	2 days
Executive Coaching	10 days
COMMUNICATIONS	
Interpersonal Communications	1 day
Storytelling to Drive Results	1 day
High Impact Communications	2 days
High Impact Writing	Half day
PRODUCTIVITY AND EFFICIENCY	
Time and Email Management	1 day
Enhance and Improve Productivity	1 day
Work-Life Balance	1 day
Productivity Coaching	1 day
Managing Meeting and Project Information Via OneNote	1 day
Increasing Productivity Using Microsoft Outlook	1 day
TEAMS (WORKSHOPS)	
Leading Project Teams	1 day
Meeting Management	Half day
Meeting Facilitation	Half day

WORKSHOP BY CATEGORY	WORKSHOP DURATION
TEAM BUILDING (FACILITATED WITH INTACT TEAMS)	
Team Building to Improve Employee Engagement	2 days
Team Building for New Teams	2 days
Building Trust Within or Between Teams	2 days
Team Building to Enhance Conflict Skills	2 days
Team Building for Teams Experiencing Change	2 days
Team Building for Teams with a New Leader	2 days
Team Building for Existing Teams	2 days
CHANGE MANAGEMENT	
Change Management for Leaders	2 days
Change Management for Employees	1 day
TELEWORK	
Making Telework Work for You and Your Organization	1 two-hour
Leading in a Telework Environment	2 two-hour
Conducting Virtual Meetings	1 two-hour

WORKSHOP BY CATEGORY	WORKSHOP DURATION
PERFORMANCE MANAGEMENT	
Setting Goals and Objectives	Half day
Ongoing Feedback and Communications	Half day
Writing Self-Assessments	Half day
Rewards and Recognition	Half day
Conducting the Performance Appraisal	Half day
Setting Up to Fail	Half day
CUSTOMER SERVICE	
CARE Customer Service	1 day
Moving Beyond Customer Service	3 days

GSA MULTIPLE AWARD SCHEDULE (MAS)

CI International has been awarded the General Services Administration (GSA) Multiple Award Schedule (MAS)*. Our professional services can be accessed through this contract vehicle. GSA created MAS to give Federal agency acquisition professionals the ability to obtain total contract solutions for their professional service needs using a single contract vehicle. The MAS saves time by using streamlined procedures and provides Federal agencies with the ability to procure simple to complex fixed-price or labor hour professional services.

**[Contract Number 47HAA020A0011, NAICS 541611– Integrated Consulting Services, NAICS 611430 – Training Services, Small Business, DUNS 825487234, CAGE 1Q1P7].*

HCATS

CI International has been awarded a Human Capital and Training Solutions (HCaTS) Small Business contract.* HCaTS is a Best-in-Class (BIC) government-wide contract vehicle that is jointly awarded and administered by the Office of Personnel Management (OPM) and the General Services Administration (GSA). HCaTS enables CI to provide customized Human Capital and Training Solutions across the federal government. Key Service Areas include:

- Training and Development Services
- Human Capital Strategy Services
- Organizational Performance Improvement

**[Contract Number 47QREB19D0023, Pool 1, NAICS: 611430, 611699, 624310, Small Business, DUNS 825487234].*

GOVERNMENT PURCHASE CARD

You may purchase the off-the-shelf (OTS) workshops outlined in this e-catalog using a government purchase card. Contact Todd Reisler at 303-679-6335 or treisler@ciinternational.com to process payments.