Communication Performance Solutions	Leadership Skills	Sales Performance Solutions	Executive Communication Coaching	Business Skills Solutions

COMMUNICATION PERFORMANCE SOLUTIONS

Every Business Challenge is a Communication Challenge

Since 1969, Communispond has helped over 750,000 professionals improve their communication skills for sales, management, organizational effectiveness, and media appearances. We have remained the market leader in communication training by teaching skills and actual behaviors with highly individualized instruction.

High-Performance Communication

Your business is a unique mix of people, products, customers, markets, suppliers, physical assets – and challenges. Communispond can help your company meet the communication challenges posed in situations such as:

Launching a Product. Your people need to position and represent the product, showing customers how it meets their needs.

Delivering Difficult News. A bad quarter, a layoff, a reduction in benefits, a merger – these events require framing the message carefully and delivering it credibly.

Developing Leaders. The next generation of leaders must have the ability to communicate with confidence and clarity – and they need to learn these skills quickly.

Building Investor Confidence. A clear, consistent message delivered by every level of your organization must go along with your company's financial performance.

Let Communispond show you the benefits of high-performance communication!

PROGRAMS

- **Executive Presentation Skills®**
- **Executive Presentation Skills® - Level 2**
- **EPS Anywhere™**
- **Communicating Business Value™**
- **Delivering Memorable Presentations™**
- **Creating Memorable Presentations™**
- **Virtual Presentation Skills™**
- **Mastering Interpersonal Communication™**
- **Persuasive Dialogue™**
- **Write Up Front®**
- **Call Centers: Solving Customers' Problems™**

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PROGRAM SUMMARIES

Executive Presentation Skills®

(2 days) Charisma. Presence. Persuasiveness. These are almost indefinable qualities that seem to radiate magically from an effective public speaker. For centuries, philosophers have discussed exactly what these qualities are.

But you don't need to worry about whether you have them because you can learn the behaviors that create them. That's the concept at the core of *Executive Presentation Skills®*. Forget the philosophy. When you demonstrate the behaviors of an effective public speaker, you are an effective public speaker.

In our two-day program, you will learn both how to organize a presentation persuasively, and how to deliver to move an audience—large or small.

Executive Presentation Skills® – Level 2

(1 day) Your mastery of the measured gesture, the controlled posture, the confident voice, and the additional skills you have gained through *Executive Presentations Skills®* have made you an effective presenter. But in today's complex business world, the number and variety of presentations you may be called upon to deliver are endless. *Executive Presentation Skills® – Level 2* helps you refine your presentation skills, and then builds on them so you can handle new or unexpected situations. In this single-day program, you will take your presentation skills to the next level and prepare yourself to deliver messages in new situations, some that you may never have dreamed you could handle.

Prerequisite: *Executive Presentations Skills®*

EPS Anywhere™

(Three 3.5-hour virtual sessions) This program is the virtual, but still instructor-led, version of *Executive Presentation Skills®*. The class is capped at 12 participants, so everyone can be thoroughly coached in real time and recorded via their webcam for playback and review. *EPS Anywhere™* is a great solution for teams located in various geographic locations, or for teams that want to save on travel time and money.

Communicating Business Value™

(Two 2.5-hour virtual sessions) This program is aimed at people who need to communicate the value of their business to external and internal customers. Participants will learn how to clearly and effectively communicate business value using a six-step process. The use of the six-step process will enable participants to win new customers and close more sales. The class is capped at 14 participants.

Delivering Memorable Presentations™

(1 day) Do you envy the presenters who deliver their messages with authority and confidence? Do you think those people are born with that talent? Those are learned skills, and you, too, can acquire them. What you learn in this program will enable you to make a powerful impact on your listeners every time you are in front of a group.

Creating Memorable Presentations™

(1 day) A memorable presentation demonstrates the clear thinking and organizational skills of its creator. Don't think that's you? You'll be pleasantly surprised to discover it can be. During our one-day *Creating Memorable Presentations™* program, you will learn simple techniques that will enable you to translate your ideas and put together a presentation that will have maximum impact.

Virtual Presentation Skills™

(Two 90-minute sessions) In today's world, almost everyone has attended a web-based presentation. So, people who know how to present effectively in a virtual environment have a serious competitive advantage over those who don't. Keeping an audience interested and engaged when you're not face-to-face with them is not magic. It's a set of skills that we can teach you.

Mastering Interpersonal Communication™

(1 day) The modern world's emphasis on self-expression often means that much of what passes for communication is simply someone stating their own opinion. Or worse yet, an argument. While it may be entertaining, it's rarely productive. True communication occurs when people work together to achieve clarity, whether their goal is to exchange information, generate ideas, or resolve a problem.

In a single, intensive day, you'll learn to use a six-step model for achieving your communication goals through productive dialogue.

Persuasive Dialogue®

(2 days) In any organization, there are always a few people who seem to influence everyone else independent of job title, position, or authority. These are the influential people with a knack for persuasion. But what do these people do that makes them persuasive? Successful persuaders are those who understand the viewpoints of others and then use that information to clearly present their own. You can master these and other skills that will make you both persuasive and influential. In two intensive days, you'll learn to use a six-step dialogue process to comfortably and effectively persuade others.

Write Up Front®

(1 day) No one is born knowing how to write effectively but all successful leaders must master the skill. Thanks largely to technology, we are sending more information in writing than ever before.

To write effectively, you must understand your readers, define your purpose and outcome, develop a strategy, use the appropriate tone and style, and edit and proof your messages. These steps are the "secret" to writing clear and effective business documents—from emails to procedures, from reports to instructions. In a single, intensive day, you'll learn all the skills associated with each of the five critical steps to effective business writing.

Call Centers: Solving Customers' Problems™

(1 day) The call center is the pressure cooker of a modern organization. The unceasing tide of customer problems creates a debilitating stress level. And yet there is always at least one person working there who moves from call to call with relaxed grace, inscrutable enthusiasm, and singular equanimity.

What's the secret of the call center star? Learn to manage a dialogue with a customer and you learn to manage the customer.

In one intensive day, you'll learn to understand the real issue behind a customer's call, put the customer at ease, and work through to a successful outcome.

Communication Performance Solutions	Leadership Skills	Sales Performance Solutions	Executive Communication Coaching	Business Skills Solutions

LEADERSHIP SKILLS

When you have strong leaders, you have a strong company.

Communispond offers a series of interrelated workshops designed to develop a leader's understanding of the impact that different management styles have on team performance and strengthen abilities to diagnose causes of non-performance, take action to improve results, conduct successful individual and team coaching and development, and more effectively communicate in workplace conversations and formal performance assessment reviews.

The "one size fits all" approach to performance coaching and feedback fits no one well and everyone poorly. Research confirms that performance coaching must vary with the individual and the situation in order to maximize performance levels and maintain strong manager/employee relationships. Coaching is the most critical activity for managers and supervisors to get a return on the investment of their time and influence – the two resources they have for managing the performance of others. The quality of this influence is dependent on the ability of the manager to be flexible in the way they coach performance, and that's where Communispond comes in.

15 - to - 20 % of the variance in a company's performance comes down to leadership[1]

37 % have left jobs due to bad leadership[2]

PROGRAMS

- **Permission to Manage™**
- **Expectations, Measurement, and Accountability™**
- **Coaching for Performance™**
- **Coaching for Performance™ - Applications Lab**
- **Coaching Communication Skills™**
- **Coaching Communication Skills™ - Applications Lab**
- **Operational Decision Making™**
- **Leading Change™**
- **Managing Service Performance™**
- **Creating Exceptional Customer Experiences™**

[1] Source: Institute for Strategic Change, Harvard Business School – Odgers, Ray & Berndston
[2] Source: Inc.com, *7 Habits of Remarkably Successful Leaders* – Peter Economy

Communispond™

Permission to Manage™

(1 day) Influencing the discretionary effort and loyalty of employees is highly dependent on the leadership and performance management skills of supervisors and managers. This requires a proactive strategy for exercising performance management practices. Today, many employees suffer from unclear expectations, vague priorities, inconsistent feedback and performance monitoring, unclear and unspecific direction, and untimely and ineffective correction for performance errors. With the popular, but misguided approach, of avoiding micromanagement allegations and being an 'empowering' manager, employees often receive a 'hands-off' approach. This interactive program provides critical skills for implementing routine tactics for managing performance. Participants learn to put structure into their management practices and put 7 pragmatic principles for effective performance management and execution into play in their daily routine.

Expectations, Measurement, & Accountability™

(1 day) A critical indicator of employee productivity and employee retention, according to the recent research regarding high performance, is, "knowledge of what is expected of me at work." The manager's first responsibility in performance management is to provide clarity regarding performance expectations. Yet, today many managers struggle with how to ensure clarity around outcome based performance expectations and priorities. This program will provide the framework and skills to ensure performance expectations are clear, understood, and measurable. Help managers put in place a performance measurement process that eliminates the unintended consequences of a poor measurement process.

Effective performance measurement is dependent on three critical variables…clarity on *what* is expected, clarity on *acceptable standards* of performance, and a method of measurement that clearly communicates the level of performance *against* the acceptable standard.

Coaching for Performance™

(1 day) Coaching is the most critical activity for managers and supervisors to get a return on the investment of their time and influence—the two resources they have for managing the performance of others. The quality of this influence is dependent on the ability of the manager to be flexible in the way they coach performance. This challenging and highly engaging program includes personal assessments, case studies, coaching simulations, and performance diagnostic activities. This innovative program is powerful and pragmatic and based on a simple model of how to adapt coaching behavior-why and when! *Coaching for Performance™* teaches a process that organizes behavioral choices into a tactical model for effective performance coaching—and provides a framework that recognizes employee performance differences, instructing managers on how best to adapt their behavior accordingly. Without mastery of the influencing behavioral paradoxes managers are left with "reactive" approaches to performance management.

Coaching for Performance™ - Application Lab

(1/2 day) The *Coaching for Performance™ - Application Lab* is designed for participants who have previously completed the *Coaching for Performance™* program. This session consists of three major components. The first portion of the day will provide an in depth review of the key concepts and models that provide the foundation for effective performance diagnosis and alignment of coaching styles. The middle portion of the day will have a series of interactive case studies during which the participants will have to practice their skills and apply the competencies that create effective performance coaching. The third portion will use an "Action Learning" process, having participants use current or anticipated specific situations with their employees. During this session participants will action plan and practice how they will apply the skills and tools they have mastered to address on-the-job situations.

Prerequisite: *Coaching for Performance™*

Coaching Communication Skills™

(1 day) This program engages managers in an activity based session that will develop their interpersonal communication skills and provide a framework for holding effective performance and workplace conversations. It will enable managers to keep problem performance discussions focused on the performance problem, keep control of the discussion, and require future focused performance commitments from the employee. Participants will learn a framework for handling problem performance interventions that will be reliable and replicable and provide a higher return on their time and influence—the two resources they have to invest in their employees.

Coaching Communication Skills™
- Application Lab

(1/2 day) The *Coaching Communications Skills™ - Application Lab* is designed for participants who have previously completed the *Coaching Communications Skills™* program. This session consists of three major components. The first portion of the day will provide an in depth review of the key concepts and models that provide the foundation for effective workplace discussions. The middle portion of the day will have a series of interactive case studies during which the participants will have to practice their skills and apply the competencies that create effective performance management conversations. The third portion will use an "Action Learning" process, having participants use current or anticipated specific situations with their employees. During this session participants will action plan and practice how they will apply the skills and tools they have mastered to address on-the-job situations.

Prerequisite: *Coaching Communications Skills™*

Operational Decision Making™

(1 day) Traditional problem solving and decision making models require very rigid, complex processes, facilitated by expert consultants. The goal of this workshop is to eliminate the burden and overhead of these traditional models and provide a simple, flexible, powerful model, for day-to-day decision making.

Despite the importance of decision making in our lives—both in business and personal situations, few of us ever receive training on how to make the wisest choices. Left to learn from experience, many times the lessons are costly and inefficient. Research indicates that the correlation between the routine successes of decisions lies not in the content of the decisions themselves, but the process people use to arrive at decisions. The only way to really raise the odds of making a good decision is to learn to use a valid decision making process—one that gets the individual, team, or organization to the best solutions, with a minimal loss of time, energy, money, and composure.

Leading Change™

(1 day) The workplace and economic characteristics we face today call for adaptive, in lieu of status quo, behaviors. Leading change is a way of life for management teams. That said, people aren't about to give up what they believe in, what they are personally good at, what they are comfortable doing, by simply listening to motivational lectures. It is predictable they won't merely focus on taking time to poke holes in your argument—while resisting change—to point out where you are wrong—they need to have you to be wrong in order to stay with the status quo. Mandating that people change rarely produces the commitment necessary to carry off successful change. Also, training new behavior or skills—itself—rarely works. Change masters need to uncover a number of forces that either encourage or discourage the right actions and the forces that either enable or block the correct behaviors.

Managing Service Performance™

(1 day) Leaders learn the unique performance management competencies to enable the service process to include the human dimension. Managers are taught how to listen to the "voice" of your customers, create customer scorecards, identify and remove barriers to satisfying customers, make recovery practices strategic, provide the flexibility to meet various customer demands, and motivate, assess, and recognize appropriate human behavior in reliably meeting customer expectations. *As important as service quality is to business and personal success, many leaders do not understand their role and the critical importance in integrating the human touch in service performance.*

Creating Exceptional Customer Experiences™

(1 day) Each frontline worker and manager learns to appreciate the value of serving customers to both the organization and themselves. Concepts and tactics contributing to meeting customers' service expectations reliably are taught along with the importance of personal application and cooperation with co-workers in delivering exceptional customer experiences. *While front line workers and managers have the capability, they often lack the knowledge, perspective, proper attitude and framework for providing exceptional service performance.*

Communication Performance Solutions	Leadership Skills	Sales Performance Solutions	Executive Communication Coaching	Business Skills Solutions

SALES PERFORMANCE SOLUTIONS

All of Communispond's sales performance solutions stem from *Socratic Selling Skills®*. With *Socratic Selling Skills®*, salespeople learn how to ask the right questions of customers and leverage the answers to sell with power and flair. Working on their own sales accounts, learners apply new ways to plan high-potential sales calls, initiate dialogue, uncover needs, handle objections, remove barriers, and close the sale by solidifying customer relationships. Frequent video-recorded rehearsals allow peers and the instructor to offer supportive advice as sales skills are refined.

Use Salesforce® as your CRM? *Socratic Selling Skills® for Salesforce.com® Users* was developed for you.

Socratic Selling Skills® for Salesforce.com® Users takes the core philosophy of how sales are built, driven, and recorded in Salesforce® and carefully and deliberately blends it with core selling skills (many of which are derived from our world class *Socratic Selling Skills®* program). Salespeople learn the key skills of selling while using their Salesforce® instance and all it entails. It is only when these two efforts are completely intertwined – selling skills and expert usage of Salesforce® – that you get the greatest momentum, power, and return on investment from both.

These programs will support the following business outcomes within your sales organization:
- Greater ease in all sales interactions.
- Increased close rates.
- Deeper customer relationships that insulate against economic downturns, competition, and personnel changes.
- Reduced cost of selling.
- Improved sales force morale.
- Reduced costs for turnover and recruiting.

Are sales presentation skills your biggest challenge? We have you covered, too.

By working on a key future presentation, individuals analyze their audience, consider client variables, develop visuals, work with handouts, repeatedly rehearse, observe themselves on video, and receive useful advice from peers and individual coaching from the instructor. Individuals leave the workshop with dramatically improved skills and an actual presentation, including needed support materials.

PROGRAMS

- **Socratic Selling Skills® for Salesforce.com® Users**
- **Socratic Selling Skills® for Salesforce.com® Leaders**
- **Socratic Selling Skills®**
- **Sales Presentation Skills™**
- **Sales Presentation Skills Anywhere™**
- **Selling By Phone™**

PROGRAM SUMMARIES

Socratic Selling Skills® for Salesforce.com® Users

(2 days) This program teaches participants how to close more and bigger deals in less time. This program combines the dialogue skills taught in *Socratic Selling Skills®* with best practices for using Salesforce.com® to gain better information, which leads to insights to help drive more opportunities and ultimately drive more sales.

Socratic Selling Skills® for Salesforce.com® Leaders

(1 day) This course works in conjunction with *Socratic Selling Skills® for Salesforce.com® Users*. The course facilitator walks the sales leaders through how to coach their teams on skills covered in the user course. By understanding and coaching to the skills your team will learn, sales leaders will be able to help their teams focus on the right business to increase the Closed-Win ratio.

Socratic Selling Skills®

(2 days) In any organization, there are always a small number of salespeople who do most of the selling. They are the stars, and they seem to have been born to sell.

But you don't have to be a natural-born salesperson if you simply master the behaviors of one. What are those behaviors? Successful salespeople focus every interaction with a customer on learning more about that customer and his or her needs. If you learn how to ask the right questions and listen to the answers, you can position your products and services successfully. And then you will become a sales star, too.

In this two-day program, you will learn to plan a sales call, open a dialogue, uncover your customer's needs, handle objections, resolve issues standing in the way of a sale, and close and solidify business relationships.

Sales Presentation Skills™

(2 days) There comes a time when you have formed your relationship with the customer when you have learned as much as you can about the customer's needs and motivations...when you have applied your most imaginative thinking to connecting the customer's need with your product...

That's when you need to stand before the customer's purchasing committee—or the stakeholders—or the key individual and present your proposal. It is when you explain to your audience how your product creates a compelling benefit and has exceptional value for their organization. That is when your company and your product depend on your credibility, your authority, and your grace under pressure. Make no mistake, sales are made as a result of the presentation of the proposal, as well as on the proposal itself. A great proposal can be destroyed by a poor presentation.

Sales Presentation Skills Anywhere™

(Three 3.5-hour virtual sessions) This program is the virtual, but still instructor-led, version of *Sales Presentation Skills™*. The class is capped at 12 participants, so everyone can be thoroughly coached in real time and recorded via their webcam for playback and review. *Sales Presentation Skills Anywhere™* is a great solution for remote sales teams or for teams that want to save on travel time and money.

Selling By Phone™

(2 days) A dialogue limited to the phone restricts a salesperson's ability to read customer reactions and spot buying signals. It also makes it very challenging to keep the customer's attention.

But many of the challenges disappear if you know how to engage the customer in sincere dialogue about their needs. That's the idea behind *Selling By Phone™*. If you know how to get a customer's attention and focus on his or her needs, the sale is inevitable.

In our two-day program, you will learn to get a prospect's attention, verify that you have a decision-maker, focus on his or her needs, and negotiate a sale.

| Communication Performance Solutions | Leadership Skills | Sales Performance Solutions | Executive Communication Coaching | Business Skills Solutions |

EXECUTIVE COMMUNICATION COACHING

Communispond is pleased to provide one-on-one coaching in business communication skills to individuals within our client companies. Each coaching assignment is highly personalized based on the requirements of the individual and the organization, as well as the interaction between the participant and the assigned coach.

SAMPLE BUSINESS OUTCOMES

DEVELOPMENTAL COACHING

- Greater overall communication effectiveness.
- Clear articulation of corporate strategy, mission, vision, values, and other key messages.
- Greater commitment and energy in the audience for key messages.
- Enhanced brand perception in the marketplace.
- Written and oral messages that do not put the organization at risk.

EVENT-BASED COACHING

- A successful high-stakes presentation, press conference, or media interview.
- Enhanced credibility for the executive and organization.
- Protection of the organization's stock price.
- Successful weathering of an organizational crisis.
- Increased public and stakeholder understanding of organizational events and circumstances.
- Improved company image.

Three- or Six-Month Engagement Process

Each coaching assignment is highly specialized according to the requirements of the individual and the organization, as well as the interaction between the executive and the assigned coach.

3 Our **Three-Month** coaching engagement consists of up to three half-day sessions plus email and phone access contact during a defined three-month period.

6 Our **Six-Month** coaching engagement consists of up to six half-day face-to-face sessions plus phone and email contact during a defined six-month period.

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Both coaching engagements involve the following 3-step coaching process:

1   **Interviewing, Planning, and Needs Analysis** – Coaching starts with as-needed interviews of the participant, the participant's manager, an HR professional, and any other individual identified by the company. These interviews can take place in person or by phone. The participant and the coach define opportunities for change and select the highest-priority areas for further support and development. They agree upon the role of the coach, boundaries, meeting requirements, meeting times, frequency of contact, and confidentiality.

2   **Implementation** – Through meetings, calls, emails, practice, and feedback, the desired behaviors and goals are achieved. Video recording is a key part of every meeting. Communispond coaches are experts in areas such as image, presentation skills, communication style, and executive presence.

3   **Closure** – At the end of three or six months, results are compared with established objectives. Closure communications are conducted with human resources and the participant's manager, if required. The coach and individual will establish a continual learning process that the participant can follow, which will include identification of other areas for improvement.

Full-Day or Half-Day Sessions

Our Executive Communication Coaching full- and half-day sessions are tailored to the participant's goals, objectives, and learning needs, in addition to realistic expectations for what can be accomplished in a defined time frame. After initial calls with both the participant and others in the organization (participant's manager, HR, etc.), we:

- **Acknowledge current skill levels.**
- **Identify areas for personal improvement.**
- **Provide hands-on coaching.**
- **Use real-world situations as the basis for all practice.**
- **Video record frequently and review after each practice.**
- **Provide role-modeling for all skills being coached.**
- **Establish retention objectives and specific follow-on steps.**

We assign one of our senior coaches to work one-on-one with the participant. Our coaches have worked in business settings, and many have held executive positions during their careers. They have been through Communispond's rigorous certification process and are highly successful at bringing about significant individual changes.

Virtual & Face-to-Face

This premium service offers key associates one-to-one coaching in any of Communispond's specialties. Individual sessions are tailored to each associate's needs and position requirements.

BUSINESS SKILLS SOLUTIONS

Communispond offers two business skills series, *Supervisory Essentials™* and *Workplace Series™*. Between the two series, there are over 70 programs focused on precise areas to grow employee's skills. With so many programs to choose from, you have the ability to cherry-pick the courses that align with your company's goals to ensure success in your workplace.

Course Delivery: The curriculum is provided in print form, with student and instructor editions. Classroom set-up documentation and lesson timing is included. Instruction of the content is delivered by your organization at your convenience.

SUPERVISORY ESSENTIALS™

Communispond's *Supervisory Essentials™* is a series of interrelated workshops that provides the knowledge, tools, and skills to immediately establish a leadership role and helps participants understand how to avoid the typical traps presented to new supervisors and managers.

Each workshop wraps up with a "key learning/action planning" discussion and a job aid to help transfer effectiveness back on the job. The goal is to ensure immediate success and allow new managers to quickly establish their leadership role and eliminate the typical start-up challenges.

WORKSHOPS
(2 hours each)

- **Define Yourself or Others Will!**
- **The Customer is the Business**
- **Leaders vs. Independent Contributors**
- **Working With Your Boss**
- **The Law: Compliance Basics**
- **Performance Review Skills**
- **Handling Difficult Situations**
- **Handling Performance Problems**
- **Difficult Direct Reports**
- **Your Influence Potential**
- **Coaching Style Flexibility**
- **Initiative and Delegation**

WORKPLACE SERIES™

Workplace Series™ includes courses that cover the skills and knowledge required of today's professionals to be successful within any department, of any organization. A courseware library that's focused on 6 high-demand categories is unmatched in the market.

By applying our decades of experience in developing quality training programs, we've helped thousands of professionals become highly effective at their jobs, advance their careers, and experience greater professional fulfillment.

6 KEY CATEGORIES
with Over 60 Courses *(full course listing on page 4)*

- **Management and Leadership**
- **Sales and Marketing**
- **Information Exchange**
- **Customer Service**
- **Six Sigma**
- **General Productivity**

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Define Yourself or Others Will!

(2 hours) This first workshop provides a framework for starting out in a new supervisory or management position. Learning how to balance the competing interests of people and departments/workgroups requires managers to have a command of facts and information to make effective decisions and take appropriate action. Beginning with caution at first is critical in making the right impression. It is actions, not your words that count most. Through actions, a new manager's attitude "speaks" so loudly it trumps and overpowers anything one says.

The Customer Is the Business

(2 hours) To ensure performance management excellence, supervisors must possess business acumen—an understanding of how a business creates value and makes money. Nothing is as critical as creating long-term customer value and ensuring that the impact on customers is not overlooked. This workshop provides insights on how to incorporate the customer's point of view into performance results.

Leader vs. Independent Contributor

(2 hours) There are 4 basic performance management principles that will come into play routinely throughout the career of a supervisor or manager. Coming to grips with these principles and learning how to effectively execute practices grounded on these principles dramatically increases effectiveness and success. This workshop introduces participants to these 4 universal principles and offers a framework for managing the performance of others.

Working With Your Boss

(2 hours) When managing the performance of others, new managers enter un-charted waters. Developing a good relationship with one's boss and using that relationship effectively can help eliminate many obstacles in growth as a supervisor or manager. A manager's boss is the person with the greatest control over one's future as a supervisor or manager. How the relationship is managed will have a critical impact on short and long term success.

The Law: Compliance Basics

(2 hours) Perhaps nothing can cause a supervisor or manager as much difficulty as ignorance of applicable labor laws. A clear understanding of the rights of employees is not just important—it is essential knowledge. Legal concerns can and will vary by organization, location, and state or province or country. This workshop includes common topics that apply to most organizations and will provide the participant with assistance that can make them much more effective.

Performance Review Skills

(2 hours) An important new responsibility when managing the performance of others is to provide input into the organization's formal or informal performance review process. Developing specific skills that provide fair and just review of performance is an important undertaking for new supervisors or managers. This workshop provides a skill-based overview of the three critical elements in performance review.

Handling Difficult Situations

(2 hours) Not all situations that come before the new supervisor or manager will be easy to deal with. A main responsibility and obligation in a supervisory or managerial capacity is to address, and many times confront, difficult and uncomfortable issues. This workshop provides some skills for handling a variety of difficult situations that supervisors or managers will face.

Handling Performance Problems

(2 hours) Not all direct reports perform satisfactorily. Performance problem situations are a supervisor or manager's *defining moments*. The way these defining moments are dealt with can either trap a manager in a cycle of limitations, decreasing the quality of work life, or enable the management of performance effectively. This workshop provides a skill-based model for confronting and addressing performance problem situations.

Difficult Direct Reports

(2 hours) Often, supervisors and managers must deal with direct reports—or others who deliberately make life difficult. Failure to develop the skills necessary for handling these unwelcome situations undermines credibility and effectiveness. No matter what the issue, a manager must make effective and quick interventions when necessary. This workshop provides skills for implementing those interventions.

Your Influence Potential

(2 hours) Leadership is the process of influence. Social power is a person's influence potential—it is the resource that enables a person to induce compliance, or gain commitment from others. Understanding how to build effective power bases and the appropriate use of those power bases is a critical skill for effective supervision and management. The appropriate use of social power by managers and supervisors establishes their character and integrity.

Coaching Style Flexibility

(2 hours) Among the many responsibilities required to effectively manage others, coaching is at the top of the list. A leader must recognize the performance needs of the direct reports and give them the confidence that they can accomplish their task responsibilities through their own efforts. This workshop provides a skill-based framework for coaching performance—with an emphasis on flexibility and diagnosis.

Initiative and Delegation

(2 hours) The two resources supervisors and managers have for managing the performance of others is time and influence. Like any resource that is invested, a manager wants the highest return possible. This means spending time—this finite resource—wisely. Not leveraging time means losing influence. This workshop focuses on skills for creating initiative, preventing upward delegation and effectively delegating appropriate tasks.

WORKPLACE SERIES™
COURSE LISTING

MANAGEMENT AND LEADERSHIP

Applying Leadership Principles
Appraising Performance
Coaching Essentials
Coaching for Results
Creating a Winning Management Style
Developing Yourself as a Leader
Effective Management
Emotional Intelligence for Managers
Employee Relations
Giving and Receiving Performance Feedback
Harnessing Innovation Within Teams
Hiring Outstanding Teams
Hiring Top Performers
HR Optimization
Interviewing Skills for Management
Knowledge Management
Leadership Skills
Leading From the Front: Being a Leader in All You Do
Leading Virtual Teams
Managing Innovation and Creativity
Managing Multigenerational Teams
Managing Organizational Goals
Managing Project Teams
Mentoring
Motivating Your Employees
Performance Management (Second Edition)
Positive Work Environment
Practical Leadership
Recruiting the Workforce of the Future
Strategic Planning Skills
What Good Managers Do: The First 100 Days
Winning with People at Work

SALES AND MARKETING

Client Relationship Management
Consulting Skills
Dealing with Challenging Customer Interactions
Marketing Essentials
Sales Negotiation
Writing for a Global Audience

INFORMATION EXCHANGE

Business Case Writing
Developing and Presenting Successful Training for
    Non-training Professionals
Effective Facilitation Skills
Financial Essentials
Grammar Essentials
Managing Information Effectively
Using Data to Communicate

CUSTOMER SERVICE

Customer Service
Customer Service Via Phone and Email
Excellence in Technical Customer Service

SIX SIGMA

Introduction to Lean Six Sigma
Introduction to Six Sigma
Six Sigma: Green Belt

GENERAL PRODUCTIVITY

Change Management for Employees
Change Management for Managers
Communicating Across Cultures
Creating and Maintaining Life Balance
Effective Time Management
Getting the Results Without the Authority
Managing Conflict
Negotiating Skills
Performance Under Pressure
Problem-Solving Skills