



Management and Leadership Development Curriculum

COURSE NAME & DESCRIPTION	COMPETENCIES
<p>ACCELERATING BUSINESS DECISIONS</p> <p>The speed of business impacts everything leaders must do to be successful, including how they make decisions. This course teaches leaders an approach for making decisions when speed is important, they have sufficient information and resources, and the risks are reasonable. They also learn how to identify their own and others' decision-making tendencies and understand how to balance them in situations requiring accelerated decisions. Leaders will learn that they can also leverage intuition, when it's based on experience, to make sound business decisions in less time.</p>	<p>Decision Making Risk Taking</p>
<p>ACHIEVING YOUR LEADERSHIP POTENTIAL</p> <p>Many leaders are driven to change, learn, and grow; however, they feel that they lack either the time or support they need to reach their full potential. This course shows leaders how to design, using a three-phase process, a meaningful development plan with their manager that will allow them to achieve their development goals while fulfilling their critical job responsibilities. Leaders will walk away with a development plan that not only identifies high-payoff goals, possible barriers, and measurements for success, but most importantly, has the vested interest and support of their manager, peers, and others.</p>	<p>Continuous Learning Work Standards Initiating Action</p>
<p>ADAPTIVE LEADERSHIP</p> <p>Adaptive Leadership raises leaders' awareness of the differences among people and situations. It teaches leaders how to tailor their approaches based on their team members' motivations, personality styles, the organizational environment, and the situation. By better meeting the needs of each individual, leaders create higher levels of engagement and organizational results.</p>	<p>Building Strategic Working Relationships Inspiring Others Building a Successful Team Coaching Communication Gaining Commitment Valuing Diversity</p>



COURSE NAME & DESCRIPTION	COMPETENCIES
<p>ADDRESSING POOR PERFORMANCE</p> <p>This course builds leaders' skills in handling chronic performance problems. They learn how to document and present a solid case for needed improvement and use effective interaction skills. Leaders identify the steps to take after the performance problem discussion to provide ongoing feedback and support, and determine if it is necessary to impose formal consequences.</p>	<p>Coaching Gaining Commitment Communication</p>
<p>ADVANCED COACHING</p> <p>Participants advance their coaching skills by taking the Interaction Essentials and feedback skills learned in previous courses and recognize opportunities to apply those skills based on the current work environment – one that does not always allow for a face-to-face, sit-down discussion where the leader and direct report can solve the issue in one meeting. Four Advanced Coaching Techniques ensure that leaders no longer miss opportunities to bring out the very best in all direct reports and empower those employees to get things done. This is not a skill practice course but instead is a skill building course that offers challenging situations to the participants.</p>	<p>Coaching Gaining Commitment Inspiring Others</p>
<p>BOOSTING BUSINESS RESULTS</p> <p>This course helps drive on-the-job application of Interaction Management concepts for measurable and sustainable results. Designed to follow an IM curriculum (typically 3 to 6 courses), this course enables leaders to identify a project or task that will require effective use of newly learned leadership skills to achieve or enhance success. Leaders also determine goals and measurement methods that will help them track and demonstrate the results of their effective leadership.</p>	<p>Building Strategic Working Relationships Initiating Action Decision Making Planning and Organizing Work Standards</p>
<p>BUILDING AN ENVIRONMENT OF TRUST</p> <p>Trust is a key ingredient of employee engagement and loyalty, yet it's easy for leaders to inadvertently fall into trust traps. In this course, leaders learn how to avoid the trust traps and take action to create an environment in which people take risks, identify and solve problems, and work together to create and sustain high levels of trust.</p>	<p>Building Trust Building a Successful Team Communication Inspiring Others & Integrity Leading Through Vision and Values</p>
<p>BUILDING WINNING PARTNERSHIPS</p> <p>This course helps leaders identify their role in establishing effective and productive working relationships between work groups, management, customers, and suppliers. Leaders learn how to establish true partnerships to meet customer needs by developing strategies for gaining people's commitment to working together.</p>	<p>Building Partnerships Building Trust Communication Building Strategic Working Relationships</p>

COURSE NAME & DESCRIPTION	COMPETENCIES
<p>COACHING FOR PEAK PERFORMANCE</p> <p>This course helps leaders handle both proactive and reactive coaching discussions. By understanding the importance of three coaching techniques learners can have more effective and efficient interactions. The session incorporates a fast-paced activity to help learners understand the techniques and see how they can be useful in the workplace. Since both proactive and reactive coaching discussions can be challenging, participants will use their own situations to make the course relevant for each individual.</p>	<p>Coaching Communication Gaining Commitment</p>
<p>COMMUNICATING FOR LEADERSHIP SUCCESS</p> <p>This course introduces leaders to the essential interaction skills that are critical to leadership success. These Interaction Essentials are the core behaviors that leaders need to be effective in the many situations they handle on a daily basis, such as coaching, delegating, and driving change. Leaders will learn how to meet the personal and practical needs of their team members and how to communicate to spark action in others to achieve business results. They will also learn how to provide positive feedback that recognizes and motivates individuals and teams as well as developmental feedback that helps others get back on track. This highly interactive foundation course is a prerequisite for many of the courses in the Interaction Management® Exceptional Leaders series.</p>	<p>Building Strategic Working Relationships Communication Gaining Commitment</p>
<p>CREATING A SERVICE CULTURE: THE SERVICE LEADER'S ROLE</p> <p>This course helps leaders identify barriers to service excellence and provides them with five leader practices to create a service culture. They will learn how to inspire service providers to take actions that create customer loyalty.</p>	<p>Customer Focus Building a Successful Team Building Partnerships Gaining Commitment Initiating Action</p>
<p>DELEGATING WITH PURPOSE</p> <p>Delegation is a critical skill for leaders in today's "do more with less" business environment. Fewer resources, changing motivations, virtual employees, and global workforces are just a few of the challenges leaders face as they attempt to meet ever-increasing workplace demands. In this course, leaders learn the skills they need to address these challenges, gain the commitment of team members, develop individual skills and abilities, and enhance the overall capability and capacity of their teams and, ultimately, the organization. Leaders learn to identify the tasks they need to delegate, select the most appropriate individuals, assess capabilities and commitment, and plan the delegation discussion including the level of decision-making authority, amount of support, and methods for measuring and monitoring the delegation.</p>	<p>Delegating Responsibility Coaching Developing Others Follow-Up Gaining Commitment</p>

COURSE NAME & DESCRIPTION	COMPETENCIES
<p>DEVELOPING OTHERS</p> <p>Organizations need to get the most out of their people, and employees want the opportunity to do more, grow and develop. This course provides leaders, coaches, and mentors with the practical process and the skills necessary to develop talent. It focuses on a leader’s critical role before, during, and after the development plan.</p>	<p>Developing Others Coaching Communication</p>
<p>DRIVING CHANGE</p> <p>This course helps leaders implement change in the workplace so they can avoid the problems that plague 70% of failed change initiatives. Driving Change provides the skills and resources leaders need to accelerate the process of implementing change with their team members and to create an agile work environment where people are more open to change. Leaders will learn how to use three Change Accelerators to turn resistance into commitment and inspire team members to take ownership of change.</p>	<p>Facilitating Change Adaptability Gaining Commitment</p>
<p>ENGAGING AND RETAINING TALENT</p> <p>This course shows leaders how to identify people who are most likely to leave the organization, and how to conduct those “quick check” discussions that are critical for retaining valuable employees. Encouraging people to openly discuss what it will take to make them want to stay with the organization then enables leaders to start taking necessary steps. Taking this active role in retaining talented people helps leaders create an environment in which people feel valued and satisfied in their jobs.</p>	<p>Building Trust Inspiring Others Developing Others Leading Through Vision and Values Valuing Diversity</p>
<p>EXECUTING STRATEGY AT THE FRONT LINE</p> <p>In order to achieve their business strategies, organizations count on frontline leaders to understand and execute the top priorities for their team. In this course, leaders will learn the three key elements of executing strategy at the front line – Focus, Measurement, and Accountability. They will learn how to focus on the few most critical priorities, to measure progress toward the accomplishment of these priorities, and to hold themselves and their team members accountable against the metrics. Participants also explore best practices for accountability, such as determining and communicating accountability, including consequences. The Strategy Execution Tool helps leaders capture in one place their top priorities, progress and outcome measures, and those accountable for achieving the priorities. Using the three elements of execution together will ensure that leaders and their teams get the right things done in spite of the distractions and disruptions they are faced with each day.</p>	<p>Driving for Results Passion for Results Planning and Organizing</p>

COURSE NAME & DESCRIPTION	COMPETENCIES
<p>FOSTERING INNOVATION</p> <p>What can frontline leaders do to foster innovation in the workplace? This course provides a practical approach and tools and techniques to help leaders and their teams think differently about how they work and to help them generate new ideas that add value to your organization and your customers. Leaders will learn how to test the best new ideas quickly and how to use the insights gained along the way. They will be able to mobilize resources and advocate for the innovation to ensure that valuable new ideas are implemented...not lost. Leaders will learn what they can <i>say</i> and <i>do</i> to foster innovation with their teams</p>	<p>Innovation Facilitating Change Risk Taking</p>
<p>HUMAN RESOURCES CURRENT LEGAL ISSUES FOR MANAGERS</p> <p>Many leaders are not aware of their responsibilities as an agent of the organization. This course is designed to enhance the knowledge of managers in basic HR regulations including Fair Labor Standards Act (FLSA), Family & Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), and lawful hiring practices. It will also develop skills related to sexual harassment, coaching and counseling, progressive disciplinary action, performance management and involuntary terminations. <i>(8 hours)</i></p>	<p>HR Technical Knowledge Decision Making Judgment</p>
<p>INFLUENTIAL LEADERSHIP</p> <p>Influential leadership helps leaders get their good ideas heard, accepted, and enacted. Leaders learn influencing strategies and how to package ideas to gain the commitment of even the most skeptical coworkers and partners.</p>	<p>Building Partnerships Gaining Commitment Building a Successful Team Building Strategic Working Relationships</p>
<p>LAUNCHING A SUCCESSFUL TEAM</p> <p>Organizational structures are more dynamic than ever, requiring leaders to form new teams and work groups to keep pace. Starting a new team, taskforce, or work group, or re-starting a floundering team is the focus of this course. Leaders learn the process of setting up a team charter, including goals, ground rules, and other important elements of a successful team. The course provides practical, actionable tools to help members stay on track, avoid the problems that plague many teams, and achieve success.</p>	<p>Building a Successful Team</p>
<p>LEADING HIGH-PERFORMANCE TEAMS</p> <p>This course provides team leaders with the tools and skills to complete these roles and support their team's growth. Leaders learn to diagnose behaviors and conditions that limit team performance. They are equipped to assess team strengths and weaknesses and use their coaching and reinforcing skills to be a catalyst for high performance and continuous improvement.</p>	<p>Building a Successful Team Gaining Commitment</p>

COURSE NAME & DESCRIPTION	COMPETENCIES
<p>LEADING VIRTUALLY</p> <p>When members of the same team are scattered across time zones and borders, they can feel isolated and disconnected from the team. This can lead to miscommunication, distrust, and lack of focus. This course shows the leaders of virtual teams how to bridge the gap of time and distance to build community, where remote team members have a sense of belonging, responsibility, and commitment as if they were working together in the same place. Leaders are introduced to three foundations for building community: communicating effectively, building trust relationships, and keeping team members and goals visible and in focus. Leaders are shown how to establish each foundation, using skills and tools designed specifically for leading in a virtual environment.</p>	<p>Building a Successful Team Building Trust Communication Meeting Leadership</p>
<p>MAKING HIGH-QUALITY DECISIONS</p> <p>While frontline leaders might not always be involved in major, high-profile decisions, they make many decisions that are important and have impact. Making high-quality decisions is much more than coming up with or picking the best option. It involves analyzing potential problems or opportunities and making sound judgments based on analysis. Using an engaging simulation, this course teaches a logical decision making process that addresses the critical elements that result in high-quality decisions. Participants also learn how to avoid the pitfalls that often undermine high-quality decision making.</p>	<p>Decision Making Problem/Opportunity Analysis Judgment</p>
<p>MAKING MEETINGS WORK</p> <p>This course gives leaders the skills they need to ensure that meetings run efficiently, generate good decisions, and result in clear action. Leaders also learn best practices for planning, facilitating, and following-up on virtual meetings.</p>	<p>Meeting Leadership Building a Successful Team</p>
<p>MANAGING PERFORMANCE PROBLEMS</p> <p>This course builds leaders' skills in handling chronic performance problems or work habit problems or serious misconduct. They learn how to document the problem, and explain what the employee must do to address it. Leaders become skilled in discussing and imposing formal consequences, while adhering to their organization's policies and procedures concerning disciplinary actions.</p>	<p>Coaching Follow-Up Gaining Commitment</p>
<p>MASTERING INTERACTION SKILLS</p> <p>Using job-related situations, this course helps leaders significantly improve their confidence and mastery in using the <i>IMSM</i> leadership skills. Leaders explore the issues that they face, practice their skills, and receive feedback on their use of the interaction process skills.</p>	<p>Building Strategic Working Relationships Communication</p>

COURSE NAME & DESCRIPTION	COMPETENCIES
<p>MOTIVATING OTHERS</p> <p>Three factors affect the motivation of employees—focused work, interpersonal support, and individual value. In this course, leaders determine which factor(s) is "low," and learn best practices to spark higher levels of energy in people. Leaders emerge with both the skills and a plan of specific actions to build group and individual motivation.</p>	<p>Inspiring Others Building Trust Leading Through Vision and Values Valuing Diversity</p>
<p>PERFORMANCE MANAGEMENT</p> <p>Leaders are charged with leading, motivating and managing their teams. Performance Management is an ongoing process, not a one-time event during the annual performance appraisal. This session is designed to help managers understand ongoing performance management activities, including the improvement of consistency in the performance appraisal and progressive disciplinary processes. <i>(8 hours)</i></p>	<p>Aligning Performance for Success Developing Others</p>
<p>REACHING AGREEMENT</p> <p>This course focuses on the dynamics of group agreement and the importance of having everyone's commitment. It teaches seven techniques for making clear, high-quality decisions that have the buy-in and commitment of every group member.</p>	<p>Decision Making Contributing to Team Success Gaining Commitment Meeting Participation</p>
<p>REINFORCING LEADERSHIP DEVELOPMENT</p> <p>While many organizations expect managers to support their leaders as part of the learning process, only a small percentage even take the time to meet with their direct reports before and after the training. This course, designed specifically for the managers of frontline leaders participating in an Interaction Management training program, highlights research that managers can't ignore...they can make or break a training initiative. Using learning methods that appeal to this audience, managers will understand the skills and concepts their direct reports are learning. They will be better prepared to support their leaders before, during, and after training so that organizations realize a return on their training investment.</p>	<p>Developing Others Coaching Aligning Performance for Success</p>

COURSE NAME & DESCRIPTION	COMPETENCIES
<p>RESOLVING WORKPLACE CONFLICT</p> <p>Today's business environment presents new and growing challenges forcing organizations to continually increase productivity, improve quality, shorten cycle time, and reduce costs. Survey after survey confirms that people are working longer and harder at jobs that are more complex and have a wider range of responsibilities. At the same time, the way people work and communicate with one another is changing, creating added stress and complexity. The homogenous, single-function, co-located group is being replaced by dispersed, cross-functional teams with diverse areas of expertise. An unfortunate but natural byproduct of these challenges is conflict. While conflict can lead to discoveries such as new ideas and innovative breakthroughs, it can, if allowed to escalate, result in damage to critical working relationships. This course teaches leaders how to recognize the signs of escalating conflict and take appropriate action to minimize damage. Leaders are introduced to two resolution tactics—coach and mediate—and practice using the Interaction Essentials as they coach an associate to resolve a conflict.</p>	<p>Managing Conflict Coaching Gaining Commitment</p>
<p>REVIEWING PERFORMANCE PROGRESS</p> <p>The course also emphasizes the importance of encouraging individuals to assume responsibility for achieving their plan and addresses the need to revisit objectives and tracking methods if priorities change.</p>	<p>Aligning Performance for Success Building a Successful Team Work Standards</p>
<p>SETTING PERFORMANCE EXPECTATIONS</p> <p>This course helps leaders conduct performance planning discussions that fulfill this purpose. It also helps leaders understand the importance of providing ongoing feedback and prepares them to help associates track performance against their plan.</p>	<p>Aligning Performance for Success Building a Successful Team Gaining Commitment Work Standards</p>
<p>STRONG START</p> <p>Research proves the faster an employee gets up to speed, the higher their confidence and job satisfaction. Strong Start® provides leaders with valuable insights and a process to help new hires begin contributing quickly, get and keep them engaged in the job, and position them for success in both their current and future roles within the organization.</p>	<p>Aligning Performance for Success Coaching Communication Developing Others Inspiring Others</p>
<p>TARGETED SELECTION: BEHAVIORAL-BASED INTERVIEWING</p> <p>A rapidly changing, highly competitive marketplace demands making judicious, informed decisions about the people you hire or promote—decisions that can impact your organization for years. Participants build interviewing skills and confidence by using a behavioral-based methodology related to organization- and job-specific competencies. They learn how to gather and evaluate data on a candidate's entire profile: experience, knowledge, competencies and motivations. Participants learn how to make hiring decisions using candidate data evaluation and integration to hire successful candidates who are willing and able to perform the job. (8 hours)</p>	<p>Hiring Talent Data Evaluation Consensus Building</p>

COURSE NAME & DESCRIPTION	COMPETENCIES
<p>YOUR LEADERSHIP JOURNEY</p> <p>This course for new and aspiring leaders teaches a leadership approach that provides a solid foundation for accomplishing results through others. Three leadership accelerators (be authentic, bring out the best in people, and be receptive to feedback) give learners a quick start toward success, even if they haven't had training in traditional leadership skills. Learners build a plan that helps them identify priorities, specific ways to apply each accelerator, actions to build their team, leadership strengths and areas to develop, and the legacy they want to create, building an environment of openness and trust.</p>	<p>Building Trust Inspiring Others Planning and Organizing</p>

Employee Development Curriculum: Exceptional Performers

COURSE NAME & DESCRIPTION	COMPETENCIES
<p>COMMUNICATING WITH IMPACT Effective communication skills enable exceptional performers to meet the personal and practical needs of their internal partners and external customers. Individuals get what they want from their interactions with others, while making sure they are giving others what they want. This foundation course is a prerequisite for many of the courses in the Interaction Management® Exceptional Performers Series.</p>	Communication Gaining Commitment Building Customer Loyalty Building Strategic Work Relationships
<p>DiSC WORKPLACE PROFILE ASSESSMENT AND TRAINING This model provides a common language that people can use to better understand themselves and adapt their behaviors with others – within a work team, a sales relationships, a leadership position, or other relationships. Increase your self-knowledge: how you respond to conflict, what motivates you, what causes you to stress and how you solve problems; improve working relationships by recognizing the communication needs of team members; facilitate better teamwork and teach productive conflict; develop stronger sales skills by identifying and responding to customer styles; manage more effectively by understanding the dispositions and priorities of employees and team members; become more self-knowledgeable, well-rounded and effective leaders.</p>	Building a Successful Team Communication Managing Conflict
<p>EMBRACING CHANGE Organizations thrive when individual contributors embrace change. When people have a mindset and determination to make change work, business results soar. Individual contributors identify their change IQs in various situations and learn how to progress through the phases of change quickly and effectively.</p>	Adaptability Initiating Action Continuous Improvement

<p>HIGH-IMPACT FEEDBACK AND LISTENING</p> <p>Many people overrate their listening skills because barriers to listening can be blind spots that go unrecognized. Many employees rarely exchange feedback with their colleagues because they want to avoid a defensive reaction that can harm relationships. But organizations today need everyone to strengthen listening and engage in effective feedback conversations. Employees impact organizational success when they truly hear others' perspectives as well as discuss and act on ways to grow, innovate, and be more productive.</p>	<p>Communication Coaching Continuous Learning</p>
<p>NAVIGATING BEYOND CONFLICT</p> <p>Conflict is a rocky road that can lead to costly errors, decreased productivity, and shattered trust. But damage doesn't have to be the final destination. How people consciously choose to handle conflict determines their ability to navigate beyond it to resolution. Recognizing warning signs is the best way of proactively preventing conflict. However, when a situation escalates, learners need to be able to defuse it. Learners are introduced to a powerful strategy for working through conflict and practice interaction skills that will help them steer away from damage and toward discovery.</p>	<p>Managing Conflict Building Strategic Work Relationships Communication</p>
<p>NETWORKING FOR ENHANCED COLLABORATION</p> <p>A key differentiator of success for employees and their organizations is the ability and willingness to seek and share information and expertise. Employees who build and maintain a strong network of colleagues and others they can reach out to for information, advice, and coaching have found an important key to success for themselves, their work group, and organization. Participants identify opportunities to expand their network of willing partners and apply skills and techniques for developing and maintaining strong working relationships with their network contacts.</p>	<p>Building Strategic Work Relationships Collaboration Initiating Action Building Trust</p>
<p>PREVENTING SEXUAL HARASSMENT</p> <p>It is important that employees are familiar with the company's Anti-Discrimination/Anti-Harassment Policy and Procedures. They should know how to recognize harassment and retaliation and what steps to take to report it to the proper person. This interactive training helps employees learn what types of behavior is unacceptable and what to do if they observe or are victim of harassment/discrimination and/or retaliation in the workplace. (2 Hours)</p>	<p>Building Trust Communication Initiating Action Managing Conflict</p>

<p>TAKING THE HEAT Even the best proactive customer service skills won't produce satisfied customers every time. Service providers need to be equipped with reactive skills, too. They need to be able to Take the HEAT in order to turn dissatisfied, angry customers into satisfied, loyal ones. In addition, service providers must draw out dissatisfied customers who are reluctant to express their dissatisfaction, in order to take action to fix any problems.</p>	Communication Gaining Commitment Building Customer Loyalty Initiating Action Negotiation
<p>VALUING DIFFERENCES Organizations with the greatest competitive advantage are those that make the most of their people's diverse abilities. People need to appreciate others' unique perspectives, understand people's inherent differences, and collaborate in a mutually beneficial way. One way to do this is to understand that people have different styles, abilities, and motivations, and leverage these differences to maximize results.</p>	Leveraging Diversity Adaptability Building Strategic Work Relationships Building Trust
<p>WORKING AS A HIGH-PERFORMING TEAM For a team to achieve its goals, its members must do more than simply carry their own weight. They must involve, support, and share information with their teammates. And they must commit to the success of the entire team, not just their own success. Team members need to understand that teams go through stages of team development, and know the team success factors that will help them advance through these stages to performing at their full team potential.</p>	Contributing to Team Success Building Strategic Work Relationships Collaboration