

2024-2025

VANTAGE TRAINING COURSE

C A T A L O G

CELEBRATING
A FIFTY YEAR
COMMITMENT
TO EXCELLENCE



 **Vantage**

WELCOME TO VANTAGE AT YEAR 50.

Vantage Human Resource Services, Inc. (Vantage) is proud to offer this 50th anniversary edition of our annual training catalog. From the company's founding in 1974 by Mary Ann Wilkinson to the acquisition of the company by current owners, Butch and Melissa Wardlaw in 2009, Vantage has maintained a legacy of delivering high quality work for our many and varied clients and honoring our commitment to excellence.

As we look back at the evolution of Vantage's workforce professional development programs over the past five decades, our team is mindful that we're in the height of the information age, and professional development has become more crucial than ever before. Given rapid technological advancements, evolving industries, a constant flow of new information, and four diverse generations active in today's workforce, we continue to work hard to meet and exceed your professional development training needs.

Our team trusts that the course offerings and training services described in this 50th anniversary edition will support the continued development of your organization and employees.



TABLE OF CONTENTS PART I

| | |
|---|-----------|
| VANTAGE OVERVIEW AND TRAINING CAPABILITIES | 5 |
| VANTAGE'S TRAINING PROCEDURES | 6 |
| Procedures for In-Person Instructor-Led Training | 7 |
| Procedures for Virtual Instructor-Led Training | 8 |
| Pricing Information | 9 |
| Points of Contact | 10 |
| LEADERSHIP DEVELOPMENT | 11 |
| Are You Ready to Be A Supervisor? | 12 |
| Critical Thinking for Problem Solving | 13 |
| Using The Strength Deployment Inventory for Self-Assessment and Team Building | 14 |
| Using the Disc Assessment for Teamwork And Communication | 15 |
| Myers-Briggs Type Indicator: Presenting Type In Organizations | 16 |
| Influence Without Authority | 17 |
| Building Your Leadership Potential Through Effective Communication | 18 |
| Emotional Intelligence Using the Emotional Quotient Inventory Assessment | 19 |
| Emotional Intelligence (No Assessment Required) | 20 |
| Effective Leadership | 21 |
| Motivating Others and Team Development | 22 |
| Empowering and Supporting Your Staff | 23 |
| Customized Leadership Workshop | 24 |
| Leading in a Diverse Workplace | 25 |
| SUPERVISORY AND MANAGEMENT SKILLS | 26 |
| Coaching for Results | 27 |
| Strategic Planning | 28 |
| Negotiation Skills | 29 |
| Using Data to Drive Decision Making: Is The Relevant Data In The Room When Decisions Are Being Made? | 30 |
| Hybrid And Remote Team—How Best to Engage Your Virtual Workforce | 31 |
| Team Building | 32 |
| Employee Retention Tools and Techniques | 33 |
| Mastering The Art of Interviewing | 34 |
| Organizational Culture | 35 |
| Performance Management | 36 |
| Five Dysfunctions of a Team | 37 |

TABLE OF CONTENTS PART II

| | |
|--|-----------|
| COMMUNICATION SKILLS AND TIME MANAGEMENT | 38 |
| High Impact Communication | 39 |
| Presentation Training (Basic) | 40 |
| Presentation Training (Advanced) | 41 |
| Presentation Skills for a Virtual Environment | 42 |
| Media Training | 43 |
| Effective Communication | 44 |
| Risk Communication | 45 |
| Time Management: Managing Multiple Priorities | 46 |
| Making Meetings Effective | 47 |
| Conflict Management | 48 |
| Writing in Plain Language | 49 |
| Active Listening | 50 |
| Navigating Crucial Conversations | 51 |
| Storytelling | 52 |
| | |
| DIVERSITY IN THE WORKPLACE | 53 |
| Unconscious Bias | 54 |
| Respect in Action: Strategies for Fostering Workplace Diversity | 55 |
| When Values Differ: Diversity and Team Effectiveness | 56 |
| | |
| CAREER DEVELOPMENT | 57 |
| Writing Your Resume (Federal or Non-Federal) | 58 |
| Winning Interview Strategies | 59 |
| Strategies for Managing Your Career | 60 |
| Guiding Your Career | 61 |
| Career Transition | 62 |
| | |
| HEALTH AND WELLNESS | 63 |
| Stress Management | 64 |
| Assess Your Personal Wellness Status and Create a Path to Wellbeing | 65 |
| Finding and Living Your Truth at Work | 66 |
| Feelday®: Establishing a Culture of Wellness | 67 |
| | |
| MICROLEARNING | 68 |
| Storytelling / Navigating Crucial Conversations / Building Community | 69 |
| Refresher Training / Books, Brains, and Breakfast | 69 |
| | |
| APPENDIX: TIMING GUIDE FOR VILT COURSES | 70 |
| | |
| APPENDIX: INDEX OF COURSES BY DURATION | 72 |

VANTAGE OVERVIEW AND TRAINING CAPABILITIES

OVERVIEW

Vantage Human Resource Services, Inc. (Vantage) is a Veteran- and Minority-owned Small Business that provides employee and organizational development services to a variety of clients in a wide range of working environments. Vantage's mission is to **help organizations and employees achieve excellence**. This principled commitment to our clients and their respective workforces drives our ability to develop training solutions based on our clients' priorities and values. Vantage's focus on formal training programs, individual career and professional development, team development, and organizational performance is what we do best.

Since startup in July 1974, Vantage has been headquartered in the National Capital Region and performed contract work nationwide for more than 55 Federal Government agencies and bureaus, nine nonprofit organizations, four county-level departments, four private sector corporations, three colleges and universities, and one state agency.

TRAINING CAPABILITIES

Over the years, Vantage has developed well over 1,000 uniquely titled training products, including customized and off-the-shelf (OTS) training courses (which consist of slide decks, instructor guides, participant handbooks, timing guides, and supplemental handouts), training needs assessments, training program designs, participant surveys, and training evaluation reports. We've used these materials to deliver professional development, non-technical training to more than 175,000 client employees at all organizational levels.

Vantage's training capability is significantly enhanced by our ability to administer and provide training and coaching on multiple assessments including the Strength Deployment Inventory (SDI), Myers-Briggs Type Indicator (MBTI), Thomas Kilmann Conflict Mode Instrument (TKI), DiSC, StrengthsFinder, Strong Interest Inventory, MHS Emotional Intelligence Appraisal, CliftonStrengths, and FIRO-B.

An ongoing feature of Vantage's training capabilities is our continuous improvement process involving assessing our courses for relevance and effectiveness related to client needs, which keeps our training content fresh and timely. This continuous improvement process is based on participant feedback, input from trainers, ongoing research into state-of-the industry practices, and clients' expressed needs. On an annual basis, Vantage's training team refines, redesigns, and discontinues training courses as needed, and also introduces new training courses and approaches. To that end, this 50th anniversary edition of Vantage's annual training catalog features more than 50 OTS courses that may be delivered in virtual or in-person settings.

VANTAGE'S TRAINING PROCEDURES



If a course you are interested in is not listed in this catalog, please ask any of our points of contact if we have the course materials on hand and elected not to list it in this edition. If we have the materials on hand, we will be glad to deliver it for your organization. Vantage also continually develops custom courses for clients based on specific needs. Please reach out to any of our points of contact for additional information regarding our customization process.



PROCEDURES FOR IN-PERSON INSTRUCTOR-LED TRAINING (ILT)

Vantage is able to deliver most training courses in this catalog via in-person Instructor-Led Training (ILT) and Virtual Instructor-Led Training (VILT). The exceptions to this rule are microlearning and refresher training sessions, which are all delivered virtually.

PROCEDURES FOR IN-PERSON INSTRUCTOR-LED TRAINING (ILT)

Vantage's methodology and approach for delivering in-person training in classroom settings is grounded in our company's decades-long training experience and our team of highly skilled instructors. Our instructors average more than 20 years of training experience and more than 30 years' corporate experience working with a wide variety of clients to address their unique training needs. Vantage instructors consistently earn an average of 4.5 out of 5 satisfaction rating on a traditional Likert Scale evaluation from our classroom participants.

Vantage instructors incorporate the following essential elements into classroom training courses for our clients.

| FEATURE | DESCRIPTION |
|---|---|
| SLIDE PRESENTATIONS | Our instructors use slides to deliver content, prompt discussion, and engagement. |
| TRAINING AIDS | These include participant handbooks with tools, tips, and references as well as case studies, question and answer templates, exercise templates, and other relevant material. |
| FLIP CHARTS AND WHITEBOARDS | Our instructors consider these tools as an essential way to engage participants in training. |
| INTERACTIVE DISCUSSION | We facilitate extensive participation as part of the collaborative learning process. |
| INDIVIDUAL AND GROUP PRACTICAL EXERCISES | Participants use scenario-driven exercises based on realistic situations they may encounter in their own work. |
| HANDS-ON PRACTICE | Vantage instructors leverage the abovementioned exercises as opportunities for participants to practice the skills, tools, and techniques covered during training. |

PROCEDURES FOR VIRTUAL INSTRUCTOR-LED TRAINING (VILT)

Vantage's methodology and approach for delivering VILT is built on our experience converting every ILT course to VILT in 2020 due to the COVID-19 pandemic. We use the same highly skilled instructors for VILT that we do for ILT and our instructors average more than 20 years of training experience, more than 30 years' corporate experience, and more than three years VILT experience. Vantage also provides a producer for each VILT course to manage virtual classroom technology and assist participants should they encounter any technical difficulties. Since 2020, Vantage instructors and producers have successfully delivered well over 3,000 hours of VILT, while consistently earning an average of 4.5 out of 5 satisfaction rating on a traditional Likert Scale evaluation from our virtual participants.

Vantage instructors and producers incorporate the following essential features to ensure a meaningful and memorable VILT experience.

| FEATURE | DESCRIPTION |
|---------------------------------------|--|
| TRAINER AND PRODUCER TEAMS | We provide both an instructor and producer for each course to ensure the trainer can focus on delivering the course content while the producer manages virtual classroom technology. |
| INDIVIDUAL TECH SUPPORT | Our producers make participants comfortable with the virtual format from the moment they log in by checking their individual audio/video and troubleshooting as needed. |
| VIRTUAL CLASSROOM ORIENTATION | Our training teams overview platform-specific controls at the start of each course including raise hand, annotations, chat, muting/unmuting, how to engage in the course dialogue, and how to share files. |
| BREAKOUT ROOMS AND WHITEBOARDS | Our designs maximize interaction in small-group breakout rooms that regularly use shared whiteboards. |
| VIRTUAL MATERIALS | Slide presentations and participant handbooks are synchronized. Additionally, our participant handbooks are fillable PDFs allowing participants to take notes during exercises and type in responses to questions. |
| ENGAGEMENT | Our VILT designs engage participants using the virtual classroom tools at least every two minutes. |
| VILT BEST PRACTICES | We leverage all training platform tools plus VILT best practices to promote an environment that focuses on the needs of adult learners. |

PRICING INFORMATION

Pricing information is provided on our [website](#).

Vantage charges the same standard billing rates for in-person and virtual courses in accordance with the equivalency chart below.

| IN-PERSON INSTRUCTOR-LED TRAINING | VIRTUAL INSTRUCTOR-LED TRAINING * |
|---|---|
| ½ day | 2-3 hours |
| 1 full day | 4-6 hours |
| 2 full days with individual coaching on assessments | 10-12 hours w/ individual coaching on assessments |
| 3 full days | 15 hours |

** Note: the VILT column refers to actual hours of instruction. Please see the Timing Guide at the Appendix for additional scheduling guidance, which incorporates breaks and lunch.*

Participant handbooks for VILT courses are delivered electronically as a fillable PDF to clients at no additional charge. However, there is a charge for hard copy participant handbooks used in traditional classroom settings. To avoid the cost of paying for hard copy participant handbooks, Vantage offers clients the option of printing our participant handbooks using client resources.

If a VILT course incorporates an assessment, it is priced separately based on the category. Vantage offers two categories of assessments.

Category A assessments include:

- Myers Briggs Type Inventory (MBTI®)
- Strong Interest Inventory®
- StrengthsFinder – Top 5 Strengths
- Thomas Kilmann Conflict Mode Instrument®
- FIRO-B®

Category B assessments include:

- DiSC® – Including DiSC Workplace Profile, Work of Leaders, Agile EQ
- Emotional Intelligence Appraisal®
- Emotional Intelligence Assessment for Leadership (EQ-i 2.0®)
- Clifton Strengths 34
- Strength Deployment Inventory (SDI) 2.0

POINTS OF CONTACT

Contact any of the following Vantage team members to discuss your specific training needs:

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LEADERSHIP DEVELOPMENT COURSES

ARE YOU READY TO BE A SUPERVISOR?

COURSE DESCRIPTION

This course is intended for individuals who are considering moving into supervisory positions. It is designed to equip participants with a basic understanding of what supervisors do and what is involved in the transition to a supervisory role. Upon completion of this course, participants will understand what supervisors do, why supervision is important, the role of first-line supervisors, the challenges of transitioning from peer to supervisor, typical tasks performed by supervisors, and the basics of team leadership.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Define the responsibilities and role of a supervisor
- Identify strategies for effectively transitioning into a supervisory capacity
- Gain self-awareness of strengths and areas to improve
- Apply effective supervisory leadership skills to leading people and leading teams

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Team Building
- ✓ Decisiveness
- ✓ Leveraging Diversity
- ✓ Problem Solving
- ✓ Interpersonal Skills

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Supervisory Skills



CRITICAL THINKING FOR PROBLEM SOLVING

COURSE DESCRIPTION

Critical thinking is one of the fundamental skills desired for both managers and staff of any organization. However, research has revealed that both students enrolled in higher education and workforces in the U.S. consistently fall short on this skill. The good news, though, is that critical thinking can be learned. This course is designed to provide a foundation for understanding and improving your critical thinking skills. It focuses first on how we think and how well we think, and then addresses effective critical thinking skills such as planning, problem solving, mission execution, developing strategic communications, and enhancing the working environment. The overall goal of the course is to help participants contribute to operational effectiveness and efficiency within their respective organizations.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Develop and apply enhanced critical thinking
- Understand how they think
- Apply critical thinking and problem-solving strategies and tools

COMPETENCIES ADDRESSED

- ✓ Problem Solving
- ✓ Decisiveness
- ✓ Influencing/Negotiating
- ✓ Strategic Thinking
- ✓ Continual Learning

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Critical Thinking, Thinking Strategically



USING THE STRENGTH DEPLOYMENT INVENTORY (SDI) 2.0 FOR SELF-ASSESSMENT AND TEAM BUILDING*

COURSE DESCRIPTION

This workshop will help participants learn how they relate to others by exploring motivational styles and conflict by administering and debriefing the Strength Deployment Inventory (SDI) 2.0 assessment. This motivational assessment tool provides an understanding of what drives you and what drives others. This tool also helps assess individual strengths and the strengths that you tend to overuse. These principles can enhance your self-awareness as a leader and can also be applied in your personal relationships. The SDI 2.0 offers insight into two different situations: 1) how you respond to situations with others when all is going smoothly and 2) how you relate to others when you are faced with conflict. The assessment provides four views of a person: Motivational Value System, Conflict Sequence, Strengths Portrait, and Overdone Strengths Portrait. In this workshop there will be opportunities for you to consider your own motivations and how they impact your relationships with employees, peers, and supervisors. All participants in this workshop are required to complete the SDI 2.0 assessment electronically prior to attending.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Understand and appreciate different motivational styles, work more effectively with others, and manage different stages of conflict
- Identify areas for personal growth and strengthen leadership skills
- Apply self-assessment principles to workplace relationships
- Apply self-knowledge to leadership challenges in your work environment
- Identify areas for growth and strengthen leadership skills through self-assessment

COMPETENCIES ADDRESSED

- ✓ Team Building
- ✓ Developing Others
- ✓ Customer Service
- ✓ Leveraging Diversity
- ✓ Conflict Management
- ✓ Influencing/Negotiating
- ✓ Interpersonal Skills
- ✓ Integrity/Honesty
- ✓ Continual Learning

COURSE DURATION FOR VILT: 5 hours (no individual coaching) / 10 hours (with individual coaching)

COURSE DURATION FOR ILT: 1 day (no individual coaching) / 2 days (with individual coaching)

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Team Building and Team Development Using SDI

*Assessment required for each participant

USING THE DISC ASSESSMENT FOR TEAMWORK AND COMMUNICATION*

COURSE DESCRIPTION

This workshop will help participants learn how they relate to others by exploring motivational styles and conflict. The workshop centers on DiSC®, a personal assessment tool used by more than one million people every year to help improve teamwork, communication, and productivity in the workplace. Using the DiSC assessment and model allows participants to explore four main personality profiles: (D)ominance, (i)nfluence, (S)teadiness, and (C)onscientiousness. Understanding these profiles in yourself and your teammates helps build stronger, more effective working relationships. All participants in this workshop are required to complete the DiSC assessment electronically prior to attending.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Apply the DiSC model to raise self-awareness including understanding how you respond to conflict, what motivates you or stresses you out, and how you solve problems
- Leverage the DiSC model to improve teamwork through improved communication and understanding between team members
- Employ techniques to make conflict a positive, productive exercise that helps your organization move forward boldly
- Manage more effectively by understanding the dispositions and preferred working styles of your team members
- Identify areas for growth and strengthen leadership skills through self-assessment

COMPETENCIES ADDRESSED

- ✓ Team Building
- ✓ Problem Solving
- ✓ Influencing/Negotiating
- ✓ Leveraging Diversity
- ✓ Conflict Management
- ✓ Developing Others
- ✓ Interpersonal Skills
- ✓ Integrity/Honesty
- ✓ Continual Learning

COURSE DURATION FOR VILT: 4-5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Teamwork and Communication Using DiSC

*Assessment required for each participant

MYERS BRIGGS TYPE INDICATOR (MBTI®): PRESENTING TYPE IN ORGANIZATIONS*

COURSE DESCRIPTION

Using the Myers-Briggs Type Indicator (MBTI) instrument, this highly interactive course will help you develop a deeper understanding of yourself and how you relate to others — both personally and professionally. For more than 50 years, the MBTI has helped millions of people develop skills to better understand, value, and manage similarities and differences among people. This understanding enhances personal and professional relationships by increasing harmony, productivity, and effectiveness among diverse individuals and groups. All participants in this workshop are required to complete the MBTI assessment electronically prior to attending.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Describe how their increased self-awareness of type can lead to better self-management
- Identify and discuss the four dichotomies of MBTI
- Identify ways to use differences constructively
- Describe how communication preferences influence overall team interactions

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Team Building
- ✓ Human Capital Management
- ✓ Accountability
- ✓ Interpersonal Skills
- ✓ Oral Communication

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: MBTI for Team building

*Assessment required for each participant



INFLUENCE WITHOUT AUTHORITY

COURSE DESCRIPTION

If you want to be a successful manager, you must get things done through other people. If you want to be a successful leader, however, you must be able to get things done through people over whom you don't have authority – colleagues, customers, business partners, and senior management. To move from higher productivity to generating a hotbed of creativity, innovation, and invention, being able to influence others is a necessity. This training will enable you to communicate your ideas in ways that open minds, invite collaboration, and produce meaningful movement toward your mission.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Help others recognize and act on your ideas
- Lead a culture of collaboration that builds a better organization

COMPETENCIES ADDRESSED

- ✓ Influencing/Negotiating
- ✓ Problem Solving
- ✓ Partnering
- ✓ Interpersonal Skills
- ✓ Integrity/Honesty
- ✓ Continual Learning

COURSE DURATION FOR VILT: 3 hours

COURSE DURATION FOR ILT: ½ day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Influencing Others, Managing Up



BUILDING YOUR LEADERSHIP POTENTIAL THROUGH EFFECTIVE COMMUNICATION

COURSE DESCRIPTION

Effective communication skills are some of the key components to building your leadership potential. Being able to effectively communicate is a critical skill in all workplace and life situations, particularly as you grow into leadership positions. This workshop will teach you tools and techniques to enhance your communication skills and build your leadership capability. We cover substantive material designed to enhance your understanding of the essential communication elements and help you apply skills to reduce barriers to communication, manage conflict, solve problems, and build effective teams.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Identify the elements that influence communication effectiveness
- Identify types of listeners and the role of nonverbal communication in the communication process
- Apply best practices for giving and receiving feedback
- Recognize how and when conflict and communication barriers can impact the workplace
- Distinguish the nature of teams and team member roles
- Employ principles of team leadership for building and managing teams
- Recognize the nature of civility and its impact on communication effectiveness
- Apply basic elements of problem-solving and critical thinking to solve communication challenges

COMPETENCIES ADDRESSED

- ✓ Flexibility
- ✓ Conflict Management
- ✓ Influencing/Negotiating
- ✓ Problem Solving
- ✓ Team Building
- ✓ Developing Others
- ✓ Interpersonal Skills
- ✓ Integrity/Honesty
- ✓ Oral Communication

COURSE DURATION FOR VILT: 8-10 hours

COURSE DURATION FOR ILT: 2 days

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Effective Communication for Leaders, Effective Communication

EMOTIONAL INTELLIGENCE USING THE EMOTIONAL QUOTIENT INVENTORY ASSESSMENT (EQ-I 2.0)*

COURSE DESCRIPTION

From entry-level jobs to top executive positions, the single most important factor for predicting organizational success is not the Intelligence Quotient (IQ), advanced degrees, or technical expertise. It is Emotional Intelligence (EQ). Emotional Intelligence is the ability to monitor one's own and others' feelings and emotions, to discern among them, and use this information to guide one's thinking and actions. In recent years, emotional intelligence has become one of the most highly sought-after skills across industries, making it an essential leadership competency. This workshop leverages the EQ-i 2.0 assessment and model, highly regarded published works, state-of-the-industry practices and tools, and our corporate experience to help participants learn the four dimensions of emotional intelligence, assess personal effectiveness in emotional intelligence competencies, and employ strategies to promote self-awareness, self-management, social awareness, and relationship management. All participants in this workshop are required to complete the EQ-i 2.0 assessment electronically prior to attending.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Describe the benefits of Emotional Intelligence to the individual, the team, and the organization
- Assess your personal effectiveness in the competencies
- Employ strategies to promote social and self-awareness, self-management, and relationship management
- Identify opportunities to apply Emotional Intelligence strategies in your work role

COMPETENCIES ADDRESSED

- ✓ External Awareness
- ✓ Resilience
- ✓ Flexibility
- ✓ Team Building
- ✓ Conflict Management
- ✓ Accountability
- ✓ Partnering
- ✓ Problem Solving
- ✓ Interpersonal Skills

COURSE DURATION FOR VILT: 5-6 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Emotional Intelligence

*Assessment required for each participant

EMOTIONAL INTELLIGENCE (no assessment required)

COURSE DESCRIPTION

The single most important factor for predicting organizational success is not the Intelligence Quotient (IQ), advanced degrees, or technical expertise. It is Emotional Intelligence (EQ). Emotional Intelligence is the ability to monitor one's own and others' feelings and emotions, discern among them, and use this information to guide one's thinking and actions. Participants will review and discuss the lessons of highly regarded published works, learn state-of-the-industry practices and tools, and engage in thoughtful self-assessment and reflection to assess personal effectiveness in the four dimensions of emotional intelligence including self-awareness, self-management, social awareness, and relationship management. Participants will also discuss strategies to improve personal effectiveness in emotional intelligence competencies.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Describe the benefits of Emotional Intelligence to the individual, the team, and the organization
- Assess your personal effectiveness in the competencies
- Employ strategies to promote self-awareness, self-management, social awareness, and relationship management
- Identify opportunities to apply Emotional Intelligence strategies in your work role

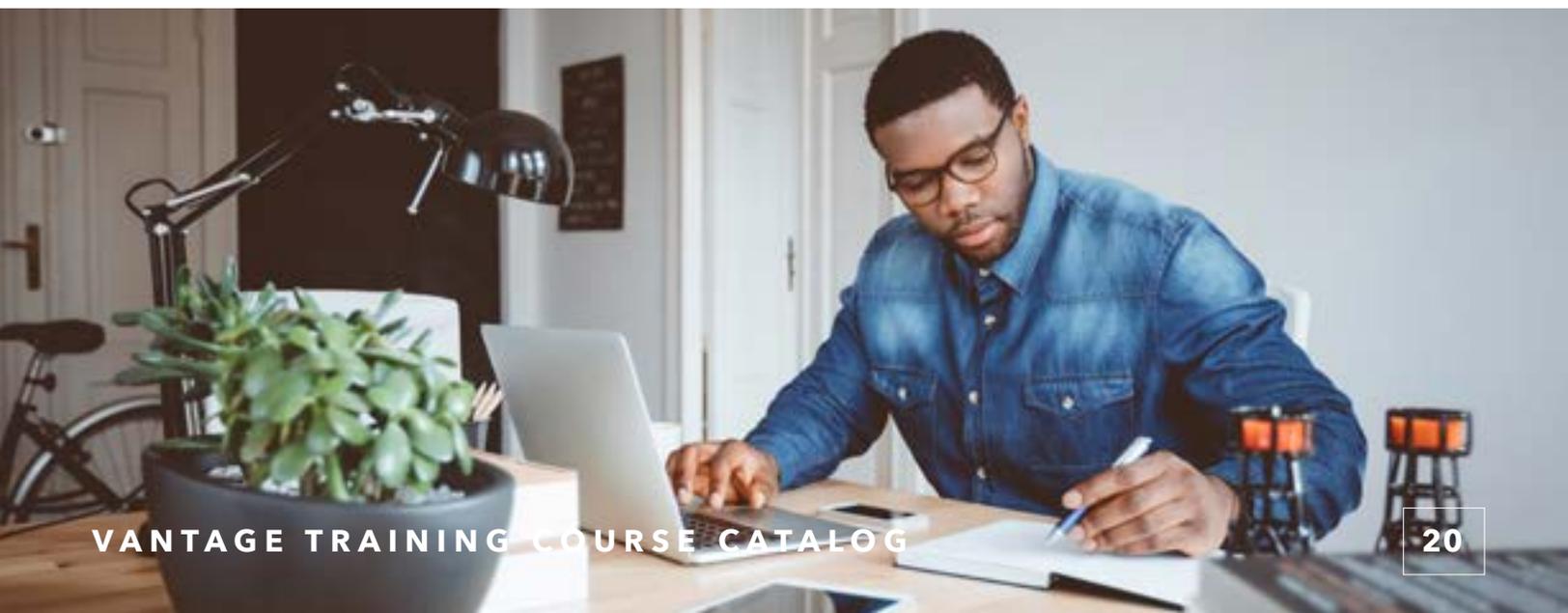
COMPETENCIES ADDRESSED

- ✓ External Awareness
- ✓ Resilience
- ✓ Flexibility
- ✓ Team Building
- ✓ Conflict Management
- ✓ Accountability
- ✓ Partnering
- ✓ Problem Solving
- ✓ Interpersonal Skills

COURSE DURATION FOR VILT: 4-5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants



EFFECTIVE LEADERSHIP

COURSE DESCRIPTION

This workshop is designed to enable leaders to expand their understanding of themselves as leaders and to apply this understanding to enhance their development and skills as a leader in multiple settings. The workshop is designed with practicality in mind, using hands-on exercises throughout.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Identify the distinction between leadership and management
- Differentiate between transactional and transformational leadership
- Identify and apply five practices of exemplary leadership
- Recognize and employ key leadership skills
- Identify the various leadership styles
- Determine the optimum leadership style
- Understand the nature and role of emotional intelligence in leadership and the role of situational leadership
- Recognize and apply specific leadership skills appropriate to specific situations

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Influencing/Negotiating
- ✓ Team Building
- ✓ Human Capital Management
- ✓ Accountability
- ✓ Decisiveness
- ✓ Interpersonal Skills
- ✓ Integrity/Honesty
- ✓ Continual Learning
- ✓ Oral Communication
- ✓ Public Service Motivation

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Leadership Orientation, Leadership Workshop



MOTIVATING OTHERS AND TEAM DEVELOPMENT

COURSE DESCRIPTION

Motivation is a critical component of the productivity of organizations, groups, teams, and other working units. This course is designed to provide leaders with the skills and knowledge to create environments in which teams are highly motivated to perform.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Apply strategies to motivate staff and build a positive teamwork environment
- Identify performance motivators and examine appropriate motivational strategies
- Select appropriate motivational strategies during scenario-based exercises
- Discuss the role of motivating others as part of the development of high-performing teams
- Discuss techniques for motivating others in times of change

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Influencing/Negotiating
- ✓ Team Building
- ✓ Human Capital Management
- ✓ Accountability
- ✓ Problem Solving
- ✓ Interpersonal Skills
- ✓ Oral Communication

COURSE DURATION FOR VILT: 5 hours / 8-10 hours

COURSE DURATION FOR ILT: 1 day / 2 days

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Motivating Others, Motivating Your Employees



EMPOWERING AND SUPPORTING YOUR EMPLOYEES

COURSE DESCRIPTION

Empowering and supporting your employees can lead to increased trust, motivation, and creativity; overall satisfaction amongst employees; improved relations between employees; better retention; and improved organizational performance. According to a 2021 Forbes Business Council, “managers are increasingly opting for a leadership style that empowers employees. Rather than just delegating tasks, they encourage their teams to be more independent in the workplace.” This course is designed to help leaders apply techniques to empower and support employees, engage in strategies and tactics to overcome the potential downsides of employee empowerment, and leverage empowerment to improve organizational performance.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Recognize the benefits of empowering employees in pursuit of organizational goals
- Identify and leverage methods and techniques to support employees by empowering them
- Understand potential challenges to employee empowerment and how to overcome them
- Apply methods and techniques to guide employees' expectations and set goals to accomplish their work
- Identify examples of how to align employees' individual goals with organizational goals
- Adapt and apply lessons learned from case studies of organizations that successfully empowered their employees

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Influencing/
Negotiating
- ✓ Team Building
- ✓ Human Capital
Management
- ✓ Accountability
- ✓ Decisiveness
- ✓ Continual Learning

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Empowering and Supporting Your Staff, Improving Employee Engagement Through Empowerment

CUSTOMIZED LEADERSHIP WORKSHOP

COURSE DESCRIPTION

The Vantage team will use our extensive library of leadership materials to customize a leadership workshop for your organizational needs. The menu of available leadership topics that may be incorporated into your customized course includes:

- Leadership defined
- The necessity of effective leadership and effective management in organizations and the distinction between the two
- Survey of leadership experts (thought leaders)
- Review of leadership philosophies, models, and styles
- Essential leadership skills
- Characteristics of effective leaders
- Communication skills for leaders
- Measuring success
- Talent management
- Discussing participants preferred individual leadership philosophy, model, and style
- Discussing/exploring your organization's leadership framework
- Leadership case studies
- Coaching for leaders
- Building effective teams
- Developing others
- Techniques for team building and improving morale
- Tailored exercises

COMPETENCIES ADDRESSED

- To be determined during the customization process.

COURSE OBJECTIVES

Will be developed based on client requirements and needs.

COURSE DURATION FOR VILT: To be determined during the customization process.

COURSE DURATION FOR ILT: To be determined during the customization process.

CLASS SIZE: Up to 24 participants

LEADING IN A DIVERSE WORKPLACE

COURSE DESCRIPTION

Research has found that having diverse viewpoints at all levels of an organization improves financial results, organizational and team performance, innovation, and other areas of business. However, working in a diverse environment does not necessarily mean that the environment is also inclusive. Diversity pays attention to who is present today, how they are different from each other, and the extent of awareness group members have of differences while inclusion pays attention to the ways and extent to which different people engage in the life of the organization and engage each other over time. When you achieve both diversity and inclusion addressing issues of equity has a significantly greater rate of success. Ensuring a team, group, or organization achieves diversity, equity, and inclusion takes leadership!

This course focuses on the leadership that is essential for guiding a diverse organization and subsequently harnessing the benefits of an inclusive and equitable workplace. Topics covered include: ways leaders can set the tone for embracing diversity at all organizational levels; the fundamentals of building and leading a diverse team, group, or organization; real world examples of leaders demonstrating commitment to diversity, equity, and inclusion; examination of the true benefits of a culture of leadership that promotes diversity, equity, and inclusion; a case study with findings indicating that age diversity, diversity beliefs, and leadership expertise have a statistically significant impact on organizational performance; and a group exercise that provides you and your colleagues the opportunity to address some of the challenges to building and leading in a diverse workplace.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Explain how leaders set the tone for embracing diversity at all organizational levels.
- Discuss the benefits of a culture of leadership that promotes diversity, equity, and inclusion.
- Discuss and apply the fundamentals of building and leading a diverse team, group, or organization.
- Analyze a case study regarding leading in a diverse workplace

COMPETENCIES ADDRESSED

- ✓ Leveraging Diversity
- ✓ Developing Others
- ✓ Influencing/
Negotiating
- ✓ Team Building
- ✓ Integrity/Honesty
- ✓ Problem Solving
- ✓ Interpersonal Skills

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Building and Maintaining a Leadership Culture that Embraces Diversity, Leading a Diverse Team, Group, or Organization



SUPERVISORY AND MANAGEMENT SKILLS COURSES

COACHING FOR RESULTS

COURSE DESCRIPTION

Successful organizations invest in employee development. This course approaches coaching as a partnership between a supervisor and an employee that identifies opportunities for employees to achieve both work and personal goals. The coaching process includes conversations, self-discovery, and developmental activities. Vantage's Coaching for Results course is designed to improve the essential skills supervisors need to coach employees properly. By learning proper coaching techniques, supervisors and managers can raise the performance levels of their teams and increase value to the organization by building trust and solving problems. Supervisors participating in this course will understand the importance and benefits of effectively coaching employees to improve work unit performance. This course also includes opportunities to practice effective coaching skills.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Discuss the importance and benefits of effectively coaching employees to improve work unit performance
- Practice coaching skills
- Define coaching as a leadership competency and distinguish it from other leadership behaviors
- Apply effective coaching skills

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Team Building
- ✓ Problem Solving
- ✓ Interpersonal Skills
- ✓ Continual Learning
- ✓ Oral Communication

COURSE DURATION FOR VILT: 3 hours / 5 hours

COURSE DURATION FOR ILT: ½ day / 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Coaching for Supervisors, Coaching for Outstanding Job Performance, Coaching for Success, Coaching for Performance



STRATEGIC PLANNING

COURSE DESCRIPTION

This workshop is designed to help participants understand strategic planning and the strategic planning process. Topics addressed include the importance of strategic planning to long-term success; considerations and methods for ensuring alignment and buy-in throughout the organization; strategic planning steps; understanding the relationship between vision, mission, goals, and objectives; ideas for developing action plans to accomplish goals and objectives; and methods for monitoring the success of your strategic plan. The most important features of the course are 1) the opportunity for participants to engage in interactive discussions of the various facets of strategic planning; 2) the time allocated to explore ways to adapt the materials in this course to what works best for their organization and unique situations. Workshop materials include several examples of effective strategic plans.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Discuss the importance of strategic planning to long-term success
- Discuss and apply the strategic planning process
- Analyze the effectiveness of strategic plans
- Develop a draft annotated outline for a strategic plan

COMPETENCIES ADDRESSED

- ✓ Strategic Thinking
- ✓ Vision
- ✓ Customer Service
- ✓ Developing Others
- ✓ Entrepreneurship
- ✓ Accountability

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Tips and Techniques for Aligning Strategy throughout Your Organization, Strategy and Strategic Planning



NEGOTIATION SKILLS

COURSE DESCRIPTION

This course is designed to equip participants with tools and techniques to deal with differences constructively and find ways to cooperatively achieve agreements that are “better” for both sides than win-lose propositions. This course applies lessons from leading negotiation experts including:

- William Ury, Roger Fisher, and Bruce Patton, authors of the Best Selling Book: *Getting to Yes: Negotiating Agreement Without Giving In (Revised Edition)*
- Faculty of the Harvard Law School Program on Negotiation
- Faculty of the University of Notre Dame
- Jeff Weiss, author of Harvard Business Review’s *Guide to Negotiation*

Key topics addressed during this course include the criteria for judging a good outcome for negotiations, reviewing the problem with most negotiations, the suggested methods of Getting to Yes and the Harvard Guide to Negotiation, and hands-on exercises designed to strengthen negotiating skills.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Apply the criteria for judging a good outcome for negotiations
- Identify problems with most negotiations
- Understand the conclusions/takeaways from leading negotiation methods
- Identify mitigating factors in negotiations
- Discuss topics about negotiations based on individual reflection questions
- Strengthen negotiation skills through hands-on exercises

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ External Awareness
- ✓ Resilience
- ✓ Conflict Management
- ✓ Problem Solving
- ✓ Influencing/Negotiating
- ✓ Interpersonal Skills
- ✓ Integrity/Honesty
- ✓ Oral Communication

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

USING DATA TO DRIVE DECISION MAKING: IS THE RELEVANT DATA IN THE ROOM WHEN DECISIONS ARE BEING MADE?

COURSE DESCRIPTION

Using data when making decisions seems like an obvious thing to do. However, sometimes when rushed or under pressure, we neglect to utilize the full potential of the data in our decision making. Identifying the right type or kind of data is critical to effective, timely decision making. In this course, participants will discuss examples of data sets that could be used in decision making processes. Participants will come to this course with 1-3 key issues that are affecting their business, industry, or team, and we will discuss and identify the appropriate data that should be considered in understanding the issue(s) and making these key decisions. Key topics covered during this course include understanding the relationship between data and information, the types of data that can inform typical decisions, the importance of qualitative and quantitative data in decision making, and the benefits of using data/information to drive decision making.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Distinguish between data and information, and how information fuels effective decision making
- Recognize the differences in qualitative and quantitative data
- Identify data that can inform typical decisions
- Identify and employ best practices in using data to drive decision making
- Apply various methods to use data in decision making

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ Problem Solving
- ✓ Decisiveness

***THIS COURSE IS ONLY AVAILABLE FOR VILT DELIVERY**

COURSE DURATION FOR VILT: 3 hours

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Data Driven Decision-Making

HYBRID AND REMOTE TEAM – HOW BEST TO ENGAGE YOUR VIRTUAL WORKFORCE

COURSE DESCRIPTION

The modern workplace continues to change and evolve to include many types of work arrangements. We are working in a time where work is defined less by where you are and more by what you do. There are entire organizations comprised of remote employees – individuals located in home offices around the country or world. As more companies look at fully remote and hybrid work models as the future of work, remote work skills are becoming more and more essential for employees and leaders alike. This course is designed to equip participants with tools and techniques to work productively and positively in a remote and hybrid environment. This training aims to grow skills for team members who seek both to enhance their own remote working skills and support their colleagues in those same efforts. It also highlights key strategies for hybrid and remote team managers to lead effectively in their respective work environments. Depending upon the client's request, this course can focus more specifically on hybrid teams or remote teams.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Assess and manage energy in a remote work environment
- Apply time management techniques for meeting personal work rhythm
- Leverage communication skills for connecting with colleagues remotely
- Recognize and foster key skills that support a positive and productive remote and hybrid work environment
- Apply methods for selecting the appropriate platform/medium to conduct work with remote or hybrid teams
- Develop ground rules to support an inclusive, supportive hybrid or remote work environment for teams

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ External Awareness
- ✓ Resilience
- ✓ Problem Solving
- ✓ Influencing/
Negotiating
- ✓ Interpersonal Skills

COURSE DURATION FOR VILT: 3 hours

COURSE DURATION FOR ILT: ½ day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Leading Remote Teams, Supervising and Managing Remote Teams, Skills for a Remote Work Environment

TEAM BUILDING*

COURSE DESCRIPTION

Team supervisors and members must possess a wide range of communication skills to accomplish their team's goal. This course explores the importance of teams, team leadership, and the characteristics of effective teams. It is designed to provide employees with the knowledge they need to participate on a team and to develop skills to help maximize their participation. This course also provides leaders with the knowledge they need to lead a team and to identify and develop skills that will maximize their leadership. Through a variety of activities and group participation, participants will learn insights and strategies to participate in their team's success.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Describe the definition of a team
- Understand the characteristics of highly developed teams
- Use best practices to lead a team
- Explain the stages of team development
- Understand group dynamics within a team
- Use best practices to communicate within a team

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Team Building
- ✓ Human Capital Management
- ✓ Accountability
- ✓ Interpersonal Skills
- ✓ Oral Communication

COURSE DURATION FOR VILT:

- 5 hours (without the optional formal assessment)
- 8-10 hours (with the optional formal assessment, i.e., MBTI, DiSC, SDI, Five Dysfunctions of a Team, etc.)

COURSE DURATION FOR ILT:

- 1 day (without the optional formal assessment)
- 2 days (with the optional formal assessment, i.e., MBTI, DiSC, SDI, Five Dysfunctions of a Team)

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Team Building and Team Development, Team Building for Supervisors, Teams and Teamwork

*This course offers an optional formal assessment for all participants for an additional cost.

EMPLOYEE RETENTION TOOLS AND TECHNIQUES

COURSE DESCRIPTION

This course provides an understanding of how to retain high achieving employees. Retention of high-level employees adds to productivity, keeps hiring and retraining costs down, and can play an important role in company morale. Supervisors attending this course will learn the practical and philosophical foundation for retaining employees; ways to create a culture that fosters employee loyalty and satisfaction; methods for developing a tangible retention plan; and tools and techniques for developing creative and effective benefits that lead to employee retention.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Identify characteristics of high-performing employees and skills for the organization; why they join, stay and leave, and the benefits of retaining them
- Develop retention techniques and use tools that go beyond pay, benefits and recognition programs to create a culture of competency and commitment
- Evaluate the reasons for turnover at your organization and the true financial costs and consequences

COMPETENCIES ADDRESSED

- ✓ Human Capital Management
- ✓ Accountability
- ✓ Decisiveness
- ✓ Problem Solving
- ✓ Financial Management
- ✓ Developing Others

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants



MASTERING THE ART OF INTERVIEWING

COURSE DESCRIPTION

This course will help participants become better interviewers who make sound hiring decisions by learning how behaviorally based interviews are structured and practiced. Participants will also learn how unconscious biases, candidate selection preparation, and a well structured interview can make major impacts on your organization. The course includes a thorough process for conducting legally defensible, appropriate interviews and allows participants to practice writing behaviorally based interview questions and develop confidence in hiring the right candidates.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Understand unconscious biases, and the effect such biases have on one's ability to be objective while interviewing job applicants
- Apply skills for conducting a structured, behaviorally based interview to assess the candidate's depth of knowledge and skill level relative to the position
- Be prepared to compare candidates and make selections based on facts, rather than personality and intuition or unconscious/implicit biases

COMPETENCIES ADDRESSED

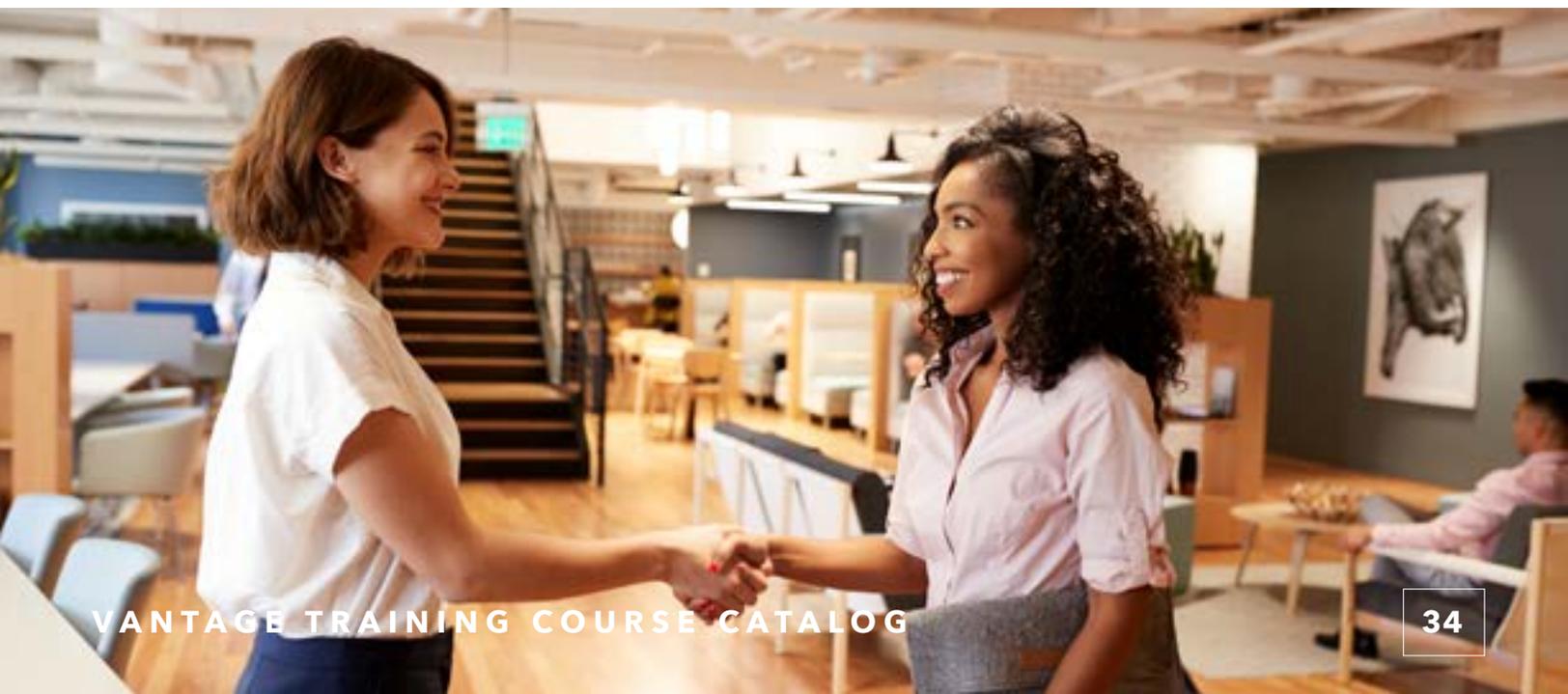
- ✓ Human Capital Management
- ✓ Accountability
- ✓ Decisiveness
- ✓ Problem Solving
- ✓ Financial Management
- ✓ Developing Others

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Conducting Behaviorally Based Interviews, Behavioral Interviewing Skills



ORGANIZATIONAL CULTURE

COURSE DESCRIPTION

This course examines organizational culture with a focus on the values, behaviors, and day-to-day practices that promote and maintain a positive organizational culture. During the course, we will explore the concepts of organizational culture theory and practice; examine and define your organization's culture; and discuss key factors that provide a framework for positively transforming your organization's culture.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Determine the structure and effectiveness of your company's organizational communication
- Define your company's organizational culture
- Discover how organizational communication impacts organizational culture
- Differentiate between assumptions that support and erode the organizational culture
- Discover the roles and responsibilities of leaders (supervisors and managers) and followers (subordinates) in creating and maintaining the trust and open communication within your organization

COMPETENCIES ADDRESSED

- ✓ Human Capital Management
- ✓ Leveraging Diversity
- ✓ Problem Solving
- ✓ Developing Others
- ✓ Partnering

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants



PERFORMANCE MANAGEMENT

COURSE DESCRIPTION

This course is designed to provide managers and supervisors with a strong foundation in performance management, enabling participants to better evaluate employees' performance against their elements and standards using a five-level performance rating system. Participants will use performance plans to examine the key components of a performance management system and will craft new performance plans specific to their areas of supervision. Participants will also learn the dos and don'ts of performance appraisal discussions, how to provide meaningful feedback, how to recognize and properly reward good performance, and when to engage with human resources if there are performance problems.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Describe an effective performance appraisal process
- Apply performance management best practices on an ongoing basis to ensure that individual performance complies with mission and goals in order to improve organizational effectiveness
- Conduct a performance appraisal for each direct report in accordance with organizational standards and the deadline
- Use the performance management plan to lead each staff member to perform his/her best by using timely, ongoing feedback and coaching in scheduled meetings

COMPETENCIES ADDRESSED

- ✓ Human Capital Management
- ✓ Accountability
- ✓ Developing Others
- ✓ Oral Communication
- ✓ Public Service Motivation
- ✓ Integrity/Honesty
- ✓ Interpersonal Skills
- ✓ Written Communication

COURSE DURATION FOR VILT: 4 hours / 6 hours

COURSE DURATION FOR ILT: 1 day / ½ day

CLASS SIZE: Up to 24 participants



FIVE DYSFUNCTIONS OF A TEAM

COURSE DESCRIPTION

In his book, *The Five Dysfunctions of a Team*, Patrick Lencioni examines why effective teams are so rare and provides specific recommendations for eliminating barriers that lead to dysfunctional teams. Lencioni's work outlines the causes of team dysfunctionality and what can be done to overcome each one. The five dysfunctions are: 1) Absence of Trust, 2) Fear of Conflict, 3) Lack of Commitment, 4) Avoidance of Accountability, and 5) Inattention to Results. When teams lack focus and clear objectives, team members stagnate, become distracted, and focus on themselves. The bottom of the pyramid and the launchpad for all five dysfunctions is an absence of trust. The key point of this workshop is that ensuring trust among your team is more important than ever in today's work environment. This course engages participants in an examination of their team dysfunctions and then offers practical strategies, tools, and techniques to overcome these dysfunctions.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Recognize and identify the five dysfunctions of a team as defined by Lencioni's model
- Describe the underlying impacts of the five dysfunctions
- Practice and apply strategies for overcoming the five dysfunctions and building trust
- Develop an actionable plan to support trust building among colleagues and team members

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Team Building
- ✓ Human Capital Management
- ✓ Accountability
- ✓ Interpersonal Skills
- ✓ Oral Communication

COURSE DURATION FOR VILT: 3 hours

COURSE DURATION FOR ILT: ½ day

CLASS SIZE: Up to 24 participants





COMMUNICATION SKILLS AND TIME MANAGEMENT COURSES

HIGH IMPACT COMMUNICATION

COURSE DESCRIPTION

Being able to effectively communicate is a critical skill in all workplace and life situations. This course enhances communication by incorporating interpersonal skills focused on considering and responding appropriately to the needs, feelings, and capabilities of different people in different situations. The content emphasizes tactful and compassionate communication which prioritizes treating others with respect. This course also explores the importance of ensuring psychological safety in improving communication as well as techniques for engaging in difficult or crucial conversations. We cover substantive material to enhance your understanding of the essential elements of communication and help you apply skills to reduce barriers to communication, manage conflict, solve problems, and build effective teams. The 2-day version of this course includes all participants completing an individual, recorded practice session followed by video playback and peer feedback as well as professional coaching by the instructor.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Discuss the full range of interpersonal skills
- Define psychological safety
- Apply the communications model as well as factors that impact communication effectiveness
- Identify the role of nonverbal communication, listening, and perception on the communication process
- Demonstrate interpersonal skills such as empathy, tact, and openness
- Evaluate team communication and psychological safety
- Apply advanced communication tools such as engaging in crucial conversations

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Customer Service
- ✓ Influencing/Negotiating
- ✓ Conflict Management
- ✓ Interpersonal Skills
- ✓ Oral Communication

COURSE DURATION FOR VILT: 4 hours / 8 hours

COURSE DURATION FOR ILT: 1 day / 2 days

CLASS SIZE: Up to 24 participants (1 day); Up to 12 participants (2 days)

ALTERNATE COURSE TITLES: High Impact Communication: Successfully Engage in Difficult/Crucial Conversations, Interpersonal Skills, Communicating Strategically

PRESENTATION TRAINING (BASIC)

COURSE DESCRIPTION

This course is designed to provide employees with the understanding and skills to give effective internal and external oral presentations. It provides participants with a solid understanding of the science, art, fundamentals, principles, and experiential insights that contribute to effective presentations. Participants are provided with multiple opportunities to develop and deliver presentations in response to realistic scenarios. The two-day version of this course includes all participants completing an individual, recorded practice session followed by video playback and peer feedback as well as professional coaching by the instructor.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Describe communication/presentation fundamentals
- Identify and discuss the three critical components of all presentations
- Apply skills, tools, and techniques to develop and deliver presentations, prepared speeches, and impromptu speeches
- Describe how to design and organize effective presentations

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ Flexibility
- ✓ Interpersonal Skills
- ✓ Oral Communication
- ✓ Influencing/Negotiating

COURSE DURATION FOR VILT: 5-6 hours / 8-10 hours

COURSE DURATION FOR ILT: 1 day / 2 days

CLASS SIZE: Up to 12 participants

ALTERNATE COURSE TITLES: Basic Presentation Skills, Presentation Training Workshop, Powerful Presentations



PRESENTATION TRAINING (ADVANCED)

COURSE DESCRIPTION

The Advanced Presentation course is built around hands-on practice, professional coaching and critique, and tailored exercises designed to address each participant's individual needs. As in the Basic Presentation course, participants are provided multiple opportunities to develop and deliver presentations in response to realistic scenarios. Throughout the course, instructors will record and playback presentations to professionally coach participants on techniques for improvement. This course is designed to provide employees with the knowledge and skills to give effective internal and external oral presentations. After reviewing Basic Presentation Skills, the participants will be introduced to advanced techniques in audience analysis, presentation organization, presentation supports and visual aids, the skills needed to deliver presentations at a high level, and how to respond effectively to difficult questions in highly emotional environments.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Develop an audience-focused presentation strategy
- Apply advanced organizational strategies to select and structure information in presentations
- Select and use effective presentation tools and visual aids
- Apply advanced verbal and nonverbal presentation techniques
- Prepare an effective briefing and/or presentation
- Respond effectively to difficult questions in highly emotional settings
- Apply principles of public speaking and risk communication
- Prepare an effective presentation

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ Flexibility
- ✓ Interpersonal Skills
- ✓ Oral Communication
- ✓ Influencing/Negotiating

COURSE DURATION FOR VILT: 5 hours / 8-10 hours

COURSE DURATION FOR ILT: 1 day / 2 days

CLASS SIZE: Up to 12 participants

ALTERNATE COURSE TITLES: Advanced Presentation Skills, Advanced Presentation Training Workshop

PRESENTATION SKILLS FOR A VIRTUAL ENVIRONMENT

COURSE DESCRIPTION

You've comfortably led in-person presentations, meetings, and group sessions, but how can you offer engaging and equally effective virtual presentations, meetings, and online sessions? This course will help you refine your presentation skills for a virtual environment – from preparation to presentation. Learn how to maximize engagement while ensuring your message is received. This course will take participants through three key areas:

1. Preparing to present in the virtual environment
2. Delivering virtual presentations including best practices in a virtual environment
3. Managing effectively when things go wrong

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Identify and apply tips and techniques for effective presentations in a virtual environment
- Implement best practices for preparing and presenting in a virtual setting
- Employ strategies for fostering collaborative learning
- Anticipate what could go wrong during a virtual presentation and how to manage such challenges effectively

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Customer Service
- ✓ Influencing/Negotiating
- ✓ Conflict Management
- ✓ Interpersonal Skills
- ✓ Oral Communication

COURSE DURATION FOR VILT: 2-3 hours

COURSE DURATION FOR ILT: ½ day

CLASS SIZE: Up to 24 participants



MEDIA TRAINING

COURSE DESCRIPTION

This media training workshop is designed to help you understand the modern media environment to build and maintain a successful media relations program, effectively participate in interviews with reporters, and leverage partnerships with media groups that convey your organization's message to the broader public. Effective engagement with your organization's stakeholders, including the public and the media, necessitates that your designated representatives be prepared to participate comfortably and effectively in interviews with reporters. Our workshop will provide multiple opportunities to practice developing and delivering effective messages to members of the media and the public including participating in recorded mock interviews, video playback, and professional critique.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Identify and apply general guidelines for media relations
- Understand the nature and functions of the print and electronic news media including the role of the internet and social media
- Discuss how members of the media view their role in society and contrast that with how the public views the media's role in society
- Develop clear and compelling messages regarding your organization and its operations and activities
- Leverage appropriate skills, tools, and techniques to deliver compelling messages during mock interviews
- Employ the "Do's and Don'ts" as well as the "Rules of the Road" for interacting with the members of the media

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ External Awareness
- ✓ Influencing/Negotiating
- ✓ Resilience
- ✓ Interpersonal Skills
- ✓ Oral Communication

COURSE DURATION FOR VILT: 4-5 hours / 8-10 hours

COURSE DURATION FOR ILT: 1 day / 2 days

CLASS SIZE: Up to 12 participants

ALTERNATE COURSE TITLES: Media Training Workshop, How to Engage Successfully with the Media

EFFECTIVE COMMUNICATION

COURSE DESCRIPTION

This course will help participants expand their understanding of themselves as communicators and apply this understanding to enhance communication skills in multiple settings. Participants will learn about the role that listening, nonverbal communication, feedback, conflict, and communication barriers play in the communication process. Through a series of hands-on exercises, they will apply communication tools to real-life scenarios to practice their effective communication skills.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Identify the elements that influence communication effectiveness
- Describe the nature of listening and recognize different types of listeners
- Understand the role of nonverbal communication
- Give and receive feedback in the workplace
- Describe the nature of conflict and its impact on the workplace
- Recognize the impact of communication barriers
- Apply practical skills, tools, and techniques for effective team communication
- Implement the basic elements of problem-solving
- Employ critical thinking

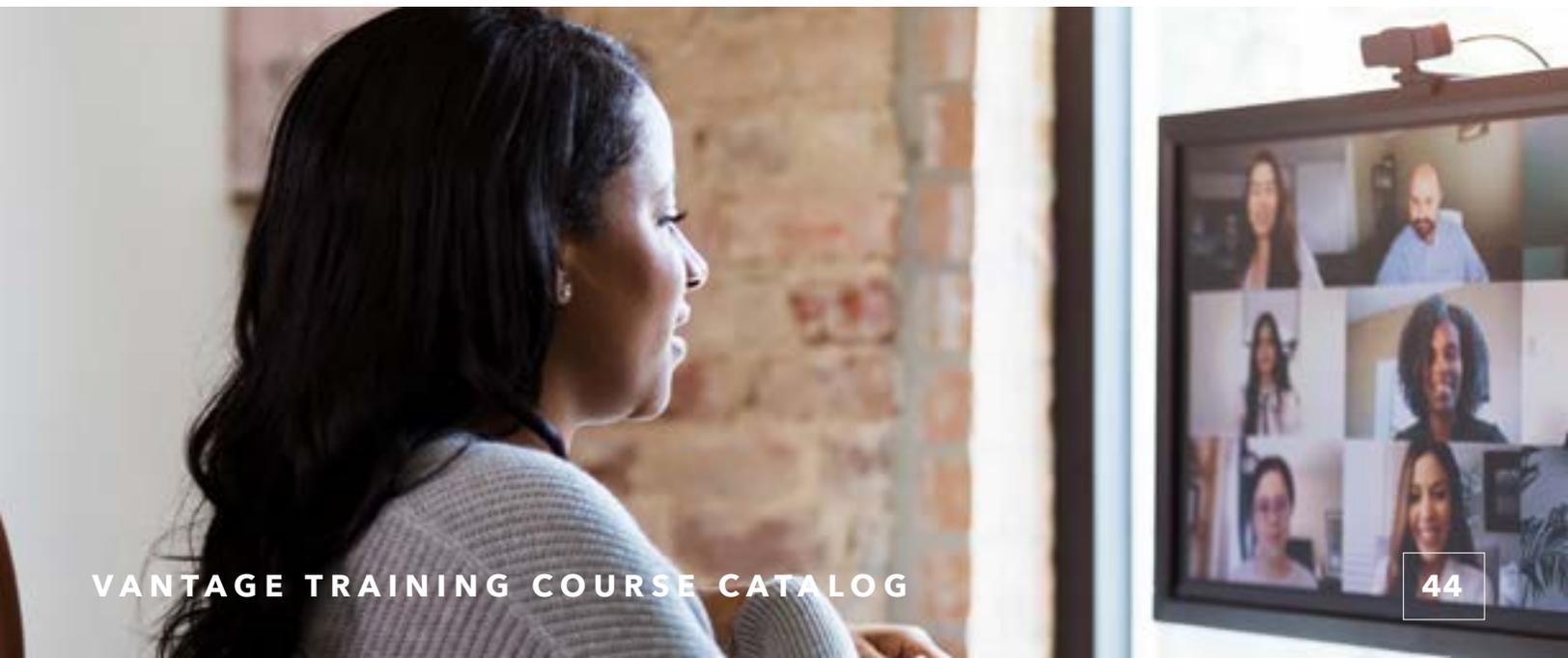
COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Interpersonal Skills
- ✓ Oral Communication
- ✓ Conflict Management

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants



RISK COMMUNICATION

COURSE DESCRIPTION

Communicating with stakeholders about risk is strongly rooted in the democratic principle of citizen participation – not just in government matters, but in all matters that directly affect their health, safety, environment, and quality of life. This course provides participants a solid understanding of the background, fundamentals, principles, tools, experiential insights, techniques, and practical applications that are necessary to communicate effectively with stakeholders about risk. The content is sufficiently flexible to have applicability to professionals with or without risk communication experience.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Describe the fundamentals of risk communication
- Discuss common risk communication issues and experiences
- Apply skills, tools, and techniques to improve their effectiveness as communicators
- Describe methods and techniques to plan and participate in meetings with stakeholders including public meetings
- Cite key references and other materials that will facilitate ongoing study of the topic of risk communication

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ External Awareness
- ✓ Influencing/Negotiating
- ✓ Resilience
- ✓ Interpersonal Skills
- ✓ Oral Communication

COURSE DURATION FOR VILT: 8-10 hours

COURSE DURATION FOR ILT: 2-3 days

CLASS SIZE: Up to 12 participants

ALTERNATE COURSE TITLES: Communicating with Stakeholders About Risk



TIME MANAGEMENT: MANAGING MULTIPLE PRIORITIES

COURSE DESCRIPTION

This course will help participants increase their productivity, overall time management, and organizational skills. Participants will learn how to set and achieve goals, overcome procrastination, manage time more effectively, reduce stress, and maintain a high level of self-motivation. Key points covered during this training include an inventory of participants' current work habits; the central principle behind time management; techniques and considerations for managing multiple priorities; how to identify participants' respective time management and prioritization strengths and weaknesses; effective prioritization techniques; and the impact of communication and technology on time management.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Apply systems for prioritizing
- Identify strategies for dealing with some top-time thieves
- Develop an action plan for achieving time management goals including at least one next action step

COMPETENCIES ADDRESSED

- ✓ Accountability
- ✓ Problem Solving
- ✓ Technology Management
- ✓ Decisiveness
- ✓ Customer Service
- ✓ Interpersonal Skills

COURSE DURATION FOR VILT: 3 hours / 5 hours

COURSE DURATION FOR ILT: ½ day / 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Time Management



MAKING MEETINGS EFFECTIVE

COURSE DESCRIPTION

Many people dislike or even dread meetings. However, meetings can be a very effective organizational tool for planning, solving problems, keeping projects and tasks on track, resolving conflict, making good decisions, and keeping team members on the proverbial “same sheet of music.” In this course on leading effective meetings, participants learn techniques for planning and conducting effective meetings that accomplish a commonly shared organizational purpose while addressing the varying needs of participants. Topics covered include leveraging your organization’s core competencies to run effective meetings; key roles and responsibilities in managing meetings; six P’s for effective meetings; critical tasks before, during, and after the meeting; and a review of a variety of tools and best practices for leading effective meetings.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Explain the benefits and challenges of meetings
- Understand the keys to planning and conducting effective meetings
- Use best practices to plan meeting details including identifying participants and their specific meeting needs, developing the agenda, determining which materials to use, and working out additional details such as meeting logistics
- Build skills in collaboration for internal meetings
- Describe effective meeting facilitation techniques
- Apply techniques for effective post-meeting follow up to keep things on track

COMPETENCIES ADDRESSED

- ✓ Accountability
- ✓ Technology Management
- ✓ Partnering
- ✓ Problem Solving
- ✓ Interpersonal Skills
- ✓ Oral Communication

COURSE DURATION FOR VILT: 3 hours

COURSE DURATION FOR ILT: ½ day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Leading Effective Internal and External Meetings

CONFLICT MANAGEMENT

COURSE DESCRIPTION

Conflict is inevitable, and the outcomes of conflict are not always predictable. Conflict can escalate and end in unproductive results, or conflict can be resolved and lead to very productive outcomes. This course covers the ways that conflict is experienced on an individual level; what triggers conflict; how conflict progresses and escalates; and how conflict impacts others such as fellow employees in general and other members of teams and work groups. Participants will also learn accepted conflict management principles and strategies for dealing with conflict. There are exercises built into the course that includes hands-on practice in office-related situations.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Recognize situations that lead to conflict, identify root causes, and take steps to defuse conflict
- Identify and apply the leadership skills that model appropriate responses to conflict
- Reduce conflict in the workplace by communicating with team members in a way that facilitates conflict resolution
- Develop personal strategies for dealing with conflict

COMPETENCIES ADDRESSED

- ✓ Conflict Management
- ✓ Accountability
- ✓ Influencing/Negotiating
- ✓ Problem Solving
- ✓ Interpersonal Skills
- ✓ Oral Communication

COURSE DURATION FOR VILT: 5 hours / 8-10 hours

COURSE DURATION FOR ILT: 1 day / 2 days

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Conflicts Between Employees, Conflict Resolution



WRITING IN PLAIN LANGUAGE

COURSE DESCRIPTION

Writing in plain language is a reader-focused communication approach which allows content to be clear, concise, and direct. This course allows the audience to quickly find what they need, understand what they find, and use what they find to meet their needs. Participants will use plain language principles, learn how to construct plain language documents, and apply plain language principles to their writing. Course topics include audience analysis, document structure and organization, appropriate word choice, and other strategies for successful writing, such as overcoming writer's block. Class exercises will provide participants with the opportunity to evaluate written documents to determine their adherence to plain language principles.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Define and explain the purpose of plain language
- Identify the needs of the reader
- Create the structure of a document
- Organize a document effectively
- Choose appropriate words and write concisely and clearly
- Increase readability through format design features
- Evaluate a document for plain language
- Describe various strategies for overcoming writer's block
- Apply strategies for successful writing
- Describe ethical situations and concerns they may encounter when writing documents on the job

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ Flexibility
- ✓ Written Communication
- ✓ Problem Solving
- ✓ Influencing/Negotiating

COURSE DURATION FOR VILT: 4-5 hours / 8-10 hours

COURSE DURATION FOR ILT: 1 day / 2 days

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Effective Writing Techniques, Reader-Focused Writing, Business Writing

ACTIVE LISTENING

COURSE DESCRIPTION

Active listening and interpersonal skills enhance individual leader development, improve supervisory and management capability, facilitate career development, and contribute significantly to the team and organizational development by focusing on the tools and techniques needed to improve interactions between people. In this course, participants will learn active listening skills that are vital for success at all levels within organizations. The course will include how to listen more effectively to subordinates, team members, peers, and senior leadership.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Differentiate between hearing, listening, and active listening
- Identify one's own listening style and the listening styles of others
- Recognize and apply nonverbal communication skills
- Identify communication barriers and techniques to overcome them
- Apply the CARE Model to active listening through building rapport, asking questions, restating answers, and practicing empathetic listening skills
- Self-reflect on factors that influence perception

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Customer Service
- ✓ Creativity and Innovation
- ✓ Conflict Management
- ✓ Interpersonal Skills
- ✓ Problem Solving

COURSE DURATION FOR VILT: 4-5 hours

COURSE DURATION FOR ILT: 1 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Effective Listening Skills

NAVIGATING CRUCIAL CONVERSATIONS

COURSE DESCRIPTION

A crucial conversation is any conversation where the stakes are high, emotions run strong, and opinions vary. A crucial conversation is characterized by three conditions: high stakes, opposing opinions, and strong emotions. Engaging in crucial conversations effectively is essential for resolving conflicts, making decisions, and building better relationships. These conversations draw attention to defining moments that may literally shape our lives, our relationships, and our world (Crucial Conversations: Tools for Talking When Stakes are High, Grenny, Patterson, Switzler, McMillan).

Because crucial conversations are difficult and often have lasting effect, if you can engage effectively in them, you'll find that not only do you improve as a leader, teammate, and colleague, you'll also contribute to improved livelihoods of others and improved health outcomes.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Discuss why some conversations are difficult to engage in and why we avoid them.
- Assess your effectiveness in engaging in crucial/difficult conversations.
- Discuss and apply a systematic approach for engaging in crucial conversations to successfully address issues and resolve conflict.
- Discuss and apply techniques to become an effective self-monitor while engaging in crucial conversations.

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Conflict Management
- ✓ Team Building
- ✓ Integrity/Honesty
- ✓ Problem Solving
- ✓ Continual Learning

COURSE DURATION FOR VILT: 3 hours

COURSE DURATION FOR ILT: 1/2 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Navigating Difficult Conversations, Engaging in Difficult Conversations, How to Engage in Crucial Conversations

STORYTELLING

COURSE DESCRIPTION

Storytelling is the oldest form of teaching. It bonded the early human communities by proliferating knowledge of our origins, ancestry, belief systems, accomplishments, failures, and countless other lessons. Stories define us, shape us, control us, and make us. Not every human culture in the world is literate, but every single culture tells stories. Storytelling is the most effective technique to communicate information in a persuasive manner. Even in today's fast-paced, information-filled world, stories connect us to our listeners, especially when we share real-life stories. Additionally, people retain stories better than facts because they make sense of new information by creating a story from the facts, evidence, and events they experience. Effective use of stories can invoke emotion, increase motivation, and encourage action. People who tell great stories are viewed as the most compelling communicators. Some of the most influential people throughout history have been great storytellers.

Communications research and best practices tell us that people engage in all kinds of conversations and dialogue across various settings, but memories fade over time and most of the words are lost. However, what people truly remember from all dialogue are the key messages from each encounter, especially the compelling messages that resonated with them at the time. There is a link in our brains between messages we receive and how we recall them – in other words, our minds are genetically programmed to give meaning to messages. And the most effective way to give meaning to messages is through storytelling.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Discuss how people and cultures use storytelling to proliferate knowledge.
- Discuss and apply effective storytelling techniques.
- Assess your effectiveness as a storyteller.
- Practice leveraging storytelling to give meaning to messages.

COMPETENCIES ADDRESSED

- ✓ Interpersonal Skills
- ✓ Oral Communication
- ✓ Influencing/Negotiating
- ✓ Leveraging Diversity
- ✓ External Awareness
- ✓ Continual Learning

COURSE DURATION FOR VILT: 3 hours

COURSE DURATION FOR ILT: 1/2 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Leveraging Storytelling for Improved Communication, Messages and Storytelling: The Key to Conveying Powerful Messages that People Retain



DIVERSITY IN THE WORKPLACE COURSES

UNCONSCIOUS BIAS

COURSE DESCRIPTION

Unconscious bias occurs when discrimination and incorrect judgments result in stereotyping. These can occur automatically and without awareness. These types of biases are often so ingrained in culture and society they go unnoticed by many people. The most common are gender, age, and race stereotyping. In this course, participants will learn to recognize their own personal bias toward others and strategies to combat those biases. This interactive course enables participants to define unconscious bias, identify the impact of unconscious bias in the workplace, increase awareness of when unconscious bias may be happening in the workplace, recognize bias within themselves as well as the impact of their personal bias on others, and learn to manage their own bias. The course allows time for self-reflection to consider the learning tools to integrate into personal practice.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Understand the impact of unconscious bias on professional relationships
- Have a greater awareness of unconscious bias
- Identify actions you can take to reduce unconscious bias in the workplace
- Develop an action plan to continue the journey of uncovering and countering unconscious bias

COMPETENCIES ADDRESSED

- ✓ Leveraging Diversity
- ✓ Team Building
- ✓ Flexibility

COURSE DURATION FOR VILT: 3 hours

COURSE DURATION FOR ILT: ½ day

CLASS SIZE: Up to 24 participants



RESPECT IN ACTION: STRATEGIES FOR FOSTERING WORKPLACE DIVERSITY

COURSE DESCRIPTION

This course will introduce frameworks for mapping interpersonal differences in teams and how to leverage and cultivate those differences to create inclusive workplace environments. This class overviews the differences between diversity, equity, and inclusion, and provides both reflective and hands-on exercises for creating a workplace that supports these values. Course content includes defining the terms diversity, equity, and inclusion; content and exercises that allow time to reflect on your respective approaches to DEI including assessing your own self-awareness and self-management; and learning about the science behind unconscious bias and ways to challenge our own biases. This course also provides opportunities to practice curiosity and empathy as well as structured time to conduct action planning both for yourself and for your organization.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Identify elements of your everyday role that offer opportunities to act in a way that encourages diversity, equity, and inclusion
- Identify several components of interpersonal differences that impact the workplace
- Distinguish between conscious and unconscious bias and identify the challenges in addressing each
- Discuss the impact of unconscious bias on professional relationships

COMPETENCIES ADDRESSED

- ✓ Leveraging Diversity
- ✓ Team Building
- ✓ Problem Solving
- ✓ Accountability
- ✓ Resilience
- ✓ Interpersonal Skills

COURSE DURATION FOR VILT: 4-5 hours

COURSE DURATION FOR ILT: 1 day

VIRTUAL CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Managing a Diverse Workplace



WHEN VALUES DIFFER: DIVERSITY AND TEAM EFFECTIVENESS

COURSE DESCRIPTION

This course will provide a framework for understanding the connection among core beliefs, values, and behaviors that may differ among members of a team. It will offer distinctions among values that are conscious or aspirational, values that are unconscious or embodied, and values that outsiders might suspect as motivators. The course will examine the blend of cultural, environmental, and innate roots of the value-linked behaviors participants observe on their team. Participants will practice engaging in conversations about the values behind team members' behaviors for the purpose of enabling participants to manage inclusively while aligning an organization with its core values.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Identify the values that participants personally aspire to embody and the values that participants intend to guide the organization they lead
- Explain how participant values, team values, and organizational values intersect
- Distinguish among aspirational or conscious values, unconscious or embodied values, and perceived value
- Notice when participants make judgments about team members based on the values that they perceive to be motivating them
- Distinguish between differences of values and differences of skill, competence, or judgment
- Reconsider long-held beliefs about differences linked to values and adopt a stance of curiosity toward the team's values
- Engage in conversations with team members about the values to which they aspire
- Demonstrate support for a broader range of values espoused by the team members (which increases their sense of inclusion)

COMPETENCIES ADDRESSED

- ✓ Leveraging Diversity
- ✓ Team Building
- ✓ Problem Solving
- ✓ Accountability
- ✓ Resilience
- ✓ Interpersonal Skills

COURSE DURATION FOR VILT: 4-5 hours

COURSE DURATION FOR ILT: 1 day

VIRTUAL CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Managing a Diverse Workplace

RESUME

EXECUTIVE SUMMARY

(23) 450-7890
www.example.com

4 Main Street
Town, State

Profile

Over 10 years of experience in the field of business development, with a proven track record of increasing revenue and expanding market share. Strong leadership skills and ability to manage cross-functional teams. Excellent communication and negotiation skills. Seeking a challenging role where I can leverage my experience to drive growth and innovation.

Experience

ABC Company, Inc. - City, State - 2018 - Present
Senior Business Development Manager
Responsible for identifying and securing new business opportunities, managing key accounts, and leading the sales team. Achieved a 20% increase in revenue over the past year.

CAREER DEVELOPMENT COURSES

WRITING YOUR RESUME (FEDERAL OR NON-FEDERAL)

COURSE DESCRIPTION

A resume is a marketing tool that everyone should keep up to date no matter the stage in one's career. In this course, participants learn how to analyze a vacancy or job announcement to write a resume that is targeted toward the position they seek. Participants also learn strategies for demonstrating their unique capabilities so that they can confidently market themselves as the most qualified applicant for a position. Through a series of exercises, participants will begin to craft a resume that showcases their skills and accomplishments. Topics covered include learning to highlight the key points of a vacancy announcement to write a resume that targets the desired position; dissecting the components of a vacancy/job announcement to focus on keywords and relevant information; and marketing yourself in the most positive way to highlight your competencies.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Search for federal or non-federal jobs for which they are eligible and qualified, by analyzing their background and experience
- Navigate USAJobs and/or civilian job boards
- Analyze a federal vacancy announcement or civilian job posting and create a resume that targets the position

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ Flexibility
- ✓ Written Communication

COURSE DURATION FOR VILT: 2-3 hours

COURSE DURATION FOR ILT: ½ day

VIRTUAL CLASS SIZE: Up to 24 participants



WINNING INTERVIEW STRATEGIES

COURSE DESCRIPTION

The outcome of the next job interview can place people into the career of their choice or catapult them to a more challenging and rewarding position. Preparing for a job interview could very well be one of the most important moments of anyone's career. Landing the perfect job can be a challenge, but with determination and passion, anyone can begin a successful career, easily overcome this challenge, and learn from the experience for the next interview. This course focuses on what to expect, what the interviewer is really looking for, and the essential factors that can place the interviewee in a winning position.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Prepare for a job interview thoughtfully and thoroughly, highlighting the distinctions and considerations in preparing for in-person and virtual job interviews
- Collect relevant research about the organization, the position, and the players involved in the interview process
- Analyze how accomplishments do and don't fit the position
- Rehearse and demonstrate active listening

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ Flexibility
- ✓ Written Communication

COURSE DURATION FOR VILT: 2-3 hours

COURSE DURATION FOR ILT: ½ day

VIRTUAL CLASS SIZE: Up to 24 participants



STRATEGIES FOR MANAGING YOUR CAREER

COURSE DESCRIPTION

In this workshop, participants will understand the roles employees, managers, and the organization play in career development. Through a series of activities and discussions, participants will be able to use selected tools based on a five-step career planning process, discuss the value and approach for creating an Individual Development Plan (IDP), and learn a simple approach for effective development discussions. Key points participants will learn during this training include understanding the roles employees, managers, and the organization play in career development; applying the Career Stages model; defining what it means to be “career resilient”; understanding the five-step career planning process; and how to make the most of career development discussions with supervisors, mentors, and coaches.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Understand the roles played by employees, managers, and the organization in career development
- Apply the Career Stages model to their career
- Understand what it means to be career resilient
- Learn guidelines, tactics, and tools for career development
- Use selected tools based on a 5-step career planning process
- Apply a simple approach for conducting effective development discussions

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ Flexibility
- ✓ Technical Credibility
- ✓ External Awareness
- ✓ Influencing/Negotiating

COURSE DURATION FOR VILT: 4 hours

COURSE DURATION FOR ILT: 1 day

VIRTUAL CLASS SIZE: Up to 24 participants



GUIDING YOUR CAREER

COURSE DESCRIPTION

Do you have a sense of what drives you and your career? Do you feel as if you are living and working in accordance with your values and what's important to you? This course will provide the opportunity to identify what motivates you, your priorities, and your intent for your work. You will engage in a variety of activities designed to help you identify your own unique purpose and the satisfaction that comes from fulfilling it. The workshop will help you understand what a personal mission statement is and how it can guide you in career decision-making. You will also summarize the key qualities, vision, interests, and experiences that comprise the theme of your personal mission statement. Finally, you will develop an implementation plan for the coming year.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Describe what a personal mission statement is and how it can guide them in career decision-making
- Connect the dots between clues from their past, their current strengths, weaknesses, and passions, and their vision of the future
- Draft a personal mission statement
- Develop an implementation plan for the coming year

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ Flexibility
- ✓ Technical Credibility
- ✓ External Awareness
- ✓ Influencing/Negotiating

COURSE DURATION FOR VILT: 3 hours

COURSE DURATION FOR ILT: ½ day

VIRTUAL CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Guiding Your Career: Next Steps

CAREER TRANSITION

COURSE DESCRIPTION

During the course of your career, you will most likely face situations in which you will examine your skills and chosen career. Transitions can be imposed upon you by outside circumstances (such as a restructuring), or they can be self-generated through a career change. Whatever the source of the change, a transition can provide you with the opportunity to examine where you've been and where you would like to go in the future. To transition effectively, you must honestly and realistically appraise yourself by evaluating your skills in the context of your challenges. This course addresses the stages of transition; describes methods for assessing and leveraging your workplace skills, strengths, and accomplishments to create a workplace narrative; and describes personal marketing strategies.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Identify the stages of transition
- Identify their skills, strengths, and accomplishments
- Create a workplace narrative to market their skills
- Describe a variety of social media techniques and personal marketing strategies
- Become comfortable with promoting themselves within their chosen occupation

COMPETENCIES ADDRESSED

- ✓ Creativity and Innovation
- ✓ Flexibility
- ✓ Technical Credibility
- ✓ External Awareness
- ✓ Influencing/Negotiating
- ✓ Continual Learning

COURSE DURATION FOR VILT: 5 hours

COURSE DURATION FOR ILT: 1 day

VIRTUAL CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Transitioning to a New Career, How to Plan and Navigate a Career Transition





**HEALTH AND
WELLNESS
COURSES**

STRESS MANAGEMENT

COURSE DESCRIPTION

Stress management is a critical component of the productivity of organizations, groups, teams, and other working units. Through a series of exercises and activities, participants in this course will learn how to increase their acceptance of challenges and changes in the workplace, examine proactive ways to mitigate the effects of stress, learn strategies to reduce stress in their lives, and become more resilient. Self-exploration and group discussion activities will help participants learn to manage their state of mind in moments that demand resilience. Finally, participants will compile all the information they have gathered and create an action plan that will build self-care and balance into their lives.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Identify the sources of stress in their lives
- Recognize the effects of stress on health and performance
- Learn to manage their state-of mind in moments that demand resilience
- Establish an action plan to develop personalized strategies for achieving stress management goals

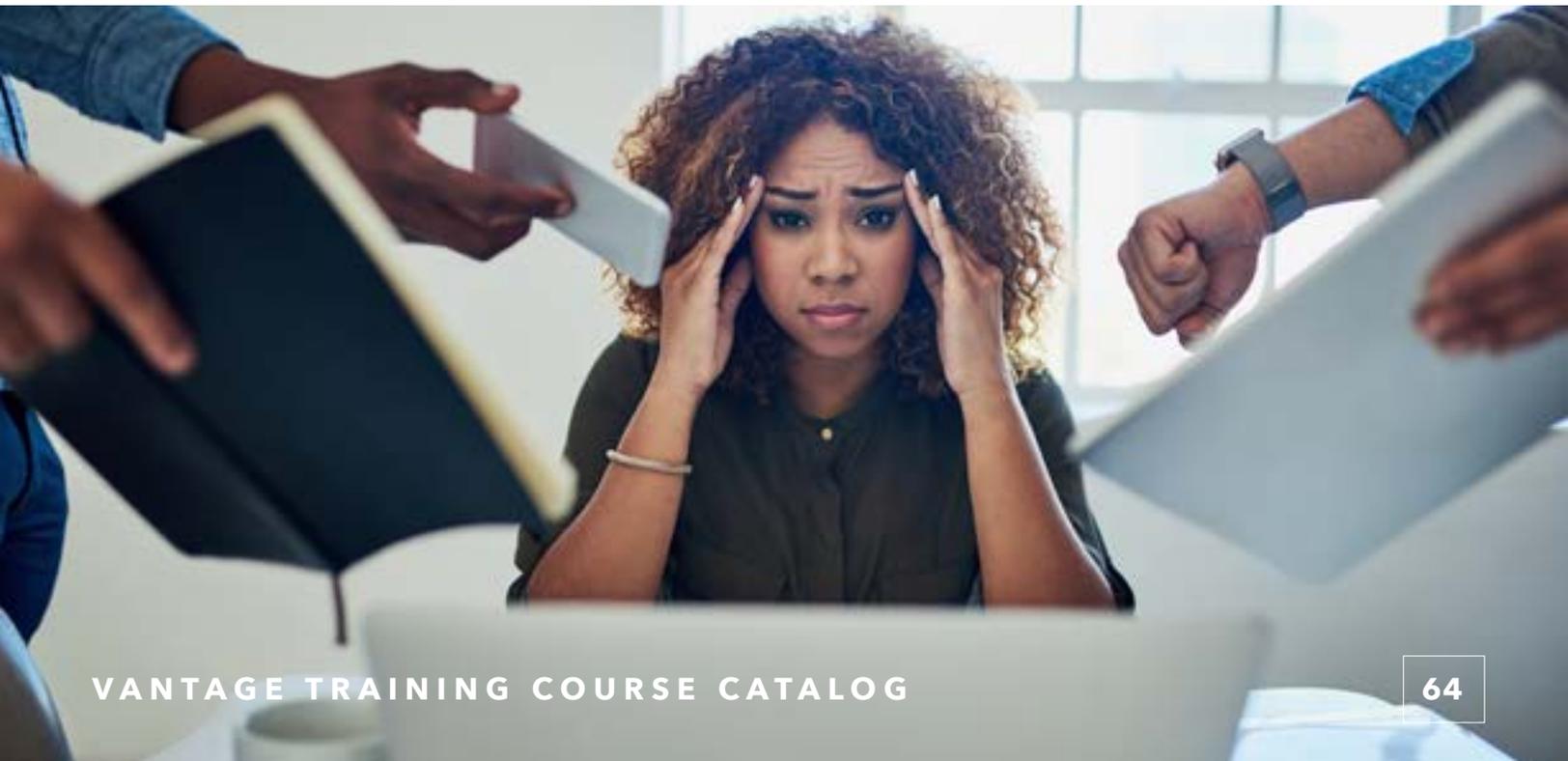
COMPETENCIES ADDRESSED

- ✓ Resilience
- ✓ Flexibility
- ✓ Problem Solving

COURSE DURATION FOR VILT: 3 hours

COURSE DURATION FOR ILT: ½ day

VIRTUAL CLASS SIZE: Up to 24 participants



ASSESS YOUR PERSONAL WELLNESS STATUS AND CREATE A PATH TO WELLBEING

COURSE DESCRIPTION

Choosing health has immediate benefits, and good wellness benefits society at large. In fact, there has been a significant increase in interest and emphasis on health and wellness in recent years. Our society has come to understand that we get better outcomes when we focus on health and wellness as opposed to waiting to treat illness, injury, and deteriorating health status. This course will help you break through the barriers to change and get started on developing your personalized plan for successful behavior change. Participants will assess their own wellness status, learn about the dimensions of personal wellness, identify potential areas for improvement, and collaboratively develop a plan for successful behavior change.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Define health and wellness
- Examine the dimensions of wellness
- Identify healthy lifestyle behaviors
- Assess your personal wellness
- Establish an action plan to achieve your personal health and wellness goals

COMPETENCIES ADDRESSED

- ✓ Resilience
- ✓ Flexibility
- ✓ Problem Solving

COURSE DURATION FOR VILT: 3 hours

COURSE DURATION FOR ILT: ½ day

VIRTUAL CLASS SIZE: Up to 24 participants



FINDING AND LIVING YOUR TRUTH AT WORK

COURSE DESCRIPTION

“What I know for sure is that you feel real joy in direct proportion to how connected you are to living your truth.”

~Oprah Winfrey

Finding your truth in the workplace work can involve any number of things:

- from diving deep into understanding who you are as a workplace colleague and how you show up for your work team or group;
- to speaking the truth without causing anger, resentment, or defensiveness;
- to navigating a work culture where your authentic self may be very different than the real or perceived workplace norm;
- to giving feedback with grace and the sincere intent to help others improve and find fulfillment;
- to accepting critical feedback with grace and a commitment to address the issue head on, fix the problem, and/or make the improvement.

This course examines the complex world of finding your truth – your authentic self – at work and then understanding ways to experience the joy of both being yourself at work while contributing to the organization’s success. Topics covered include: reviewing the collective results of the pre-workshop questionnaire, engaging in shared discovery with your participating colleagues about how you show up for them at work, and exploring ways to continue your journey of being the best and most authentic version of yourself at work.

COURSE OBJECTIVES

Upon completion of this class, participants will be able to:

- Assess your authentic self
- Identify what you find joyful about work
- Share who you are with your colleagues
- Listen to your colleagues describe how you show up for them at work
- Develop an action plan centered on continuing your journey to being the best version of yourself at work

COMPETENCIES ADDRESSED

- ✓ Leveraging Diversity
- ✓ Developing Others
- ✓ Team Building
- ✓ Integrity/Honesty
- ✓ Problem Solving
- ✓ Interpersonal Skills

COURSE DURATION FOR VILT: 5-6 hours

COURSE DURATION FOR ILT: 1day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Being Your Authentic Self at Work

FEELDAY®: ESTABLISHING A CULTURE OF WELLNESS

COURSE DESCRIPTION

course through a strategic partnership with HLS Collective and Feelday. The HLS Collective Curriculum has been designed to empower individuals with knowledge and skills that extend beyond fitness and wellness, ultimately contributing to a healthier and more fulfilling livelihood and work environment.

This program is designed to empower individuals with knowledge and skills that extend beyond fitness and wellness,. Attendees will be guided through the HLS Collective Curriculum, focused on the pillars of Nutrition and Education, Movement & Exercise, Sleep & Recovery, Mindset and Accountability

“Even with a pandemic and economic uncertainty, employees are no longer willing to work for just a paycheck. Today’s employees expect much, much more from their employers: a sense of purpose, a caring and empathetic environment, total flexibility and a better employee value proposition...”

- Kate Lynch,
Forbes Human Resources Council November 16, 2021

This course extends beyond traditional wellness programs to cultivate healthy habits among employees and improves health outcomes, all while increasing productivity and boosting employee engagement.

COURSE OBJECTIVES

Upon completion of this class, organizations and participants will be able to:

- Establish stress management practice
- Perform functional & progressive fitness
- Implement positive Self-Talk
- Develop health accountability systems
- Identify Support Networks
- Establish a stronger knowledge of nutrition

COMPETENCIES ADDRESSED

- ✓ Resilience
- ✓ Balance
- ✓ Team Building
- ✓ Accountability
- ✓ Functional Fitness

COURSE DURATION FOR VILT: 3 hours

COURSE DURATION FOR ILT: 1/2 day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: A Holistic Approach to Employee Wellbeing



MICRO LEARNING

Vantage is pleased to offer the following microlearning opportunities in this 50th Anniversary Edition of our training catalog.

OVERVIEW

Vantage's microlearning program focuses on providing our clients with substantial learning opportunities condensed into 1-hour sessions delivered exclusively in virtual environments. More specifically, our microlearning opportunities consist of three components: **1)** one-hour featured minicourses, **2)** refresher training, and **3)** books, brains, and breakfast featuring Mike Manion. All Vantage microlearning opportunities are delivered via VILT and can be done in conjunction with breakfast meetings; as a designated social hour, lunch and learn, or brown bag session; in conjunction with regularly scheduled meetings; at leadership retreats; or during days dedicated to teambuilding or training. We describe each opportunity below.

1-HOUR FEATURED MINICOURSES DELIVERED VIA VILT

Storytelling – Storytelling is the oldest form of teaching. It bonded the early human communities by proliferating knowledge of our origins, ancestry, belief systems, accomplishments, failures, and countless other lessons. Stories define us, shape us, control us, and make us. Incorporating storytelling into both oral and written communication significantly enhances communication effectiveness.

Navigating Crucial Conversations – A crucial conversation is any conversation where the stakes are high, emotions run strong, and opinions vary. Engaging in crucial conversations effectively is essential for resolving conflicts, making decisions, and building better relationships.

Building Community – “Building community” refers to the process of creating and nurturing a sense of connection, belonging, and mutual support among a group of people. Building community can occur in various contexts, including neighborhoods, workplaces, schools, online forums, social clubs, religious organizations, and more and involves fostering relationships, encouraging communication and collaboration, and creating a shared sense of identity or purpose.

Please let us know if you are interested in a minicourse experience on any of the titles listed in this catalog.

REFRESHER TRAINING DELIVERED VIA VILT

Vantage will deliver 1-hour refresher training sessions for any course title your organization has purchased in the last two years. We will do our best to use the same trainer that delivered your original training and encourage your organization's participants that attended the full training session to provide suggestions regarding the topics to be covered during the refresher. Please contact us for pricing and additional details.

Books, Brains, and Breakfast

Vantage invites you to join Mike Manion, a master trainer, facilitator, and executive with over 28 years of experience in government, Fortune 500, and entrepreneurial environments, for a special program to explore books that are relevant to professional growth in a collaborative and collegial learning environment. Please contact us for pricing and additional details.

TIMING GUIDE FOR VANTAGE'S VILT COURSES

BASED ON VILT BEST PRACTICES, WE DELIVER OUR VIRTUAL TRAININGS FOLLOWING THE FORMATS BELOW:

| VILT COURSE DURATION | HOW VANTAGE DELIVERS THE COURSE | EQUIVALENT CLASSROOM DURATION |
|----------------------|---|-------------------------------|
| 2 hours | Consists of a two-hour session with no breaks (delivered in the morning or afternoon) | ½ day |
| 3 hours | Consists of two 90-minute sessions with a 15-minute break in between (delivered in the morning or afternoon) | ½ day |
| 4 hours | Consists of a 120-minute morning session, a 60-minute lunch break, and a 120-minute afternoon session | 1 day |
| 5 hours | Consists of two 90-minute sessions with a 15-minute break in between (morning), a 60-minute lunch break, and a 120-minute afternoon session | 1 day |
| 6 hours | Consists of two 120-minute sessions with a 15 minute break in between (morning), a 60-minute lunch break, and a 120 minute afternoon session | 1 day |
| 12 hours | Delivered over two days: <ul style="list-style-type: none"> - Day 1 consists of two 120-minute morning sessions with a 15-minute break in between (morning), a 60-minute lunch break, and a 120-minute afternoon session - Day 2 consists of two 120-minute morning sessions with a 15-minute break in between (morning), a 60-minute lunch break, and a 120-minute afternoon session | 2 days |

VILT COURSE DURATION

15 hours

HOW VANTAGE DELIVERS THE COURSE

Delivered over three days:

- Day 1 consists of two 90-minute sessions with a 15-minute break in between (morning), a 60-minute lunch break, and a 120-minute afternoon session
- Day 2 consists of two 90-minute sessions with a 15-minute break in between (morning), a 60-minute lunch break, and a 120-minute afternoon session
- Day 3 consists of two 90-minute sessions with a 15-minute break in between (morning), a 60-minute lunch break, and a 120-minute afternoon session

EQUIVALENT CLASSROOM DURATION

3 days



INDEX OF COURSES BY DURATION

| COURSE TITLE (½-DAY COURSES) | DURATION | CATEGORY | PAGE # |
|--|----------|--|--------|
| Influence Without Authority | ½ day | Leadership Development | 15 |
| Customized Leadership Workshop | ½ day | Leadership Development | 22 |
| Coaching for Results | ½ day | Supervisory and Management Skills | 24 |
| Using Data to Drive Decision Making: Is the relevant data in the room when decisions are being made? | ½ day | Supervisory and Management Skills | 27 |
| Hybrid and Remote Team – How best to engage your virtual workforce | ½ day | Supervisory and Management Skills | 28 |
| Five Dysfunctions of a Team Guiding Your Career | ½ day | Supervisory and Management Skills | 34 |
| Presentation Skills for a Virtual Environment | ½ day | Communication Skills and Time Management | 39 |
| Time Management: Managing Multiple Priorities | ½ day | Communication Skills and Time Management | 43 |
| Making Meetings Effective | ½ day | Communication Skills and Time Management | 44 |
| Storytelling | ½ day | Communication Skills and Time Management | 49 |
| Navigating Crucial Conversations | ½ day | Communication Skills and Time Management | 49 |
| Unconscious Bias | ½ day | Diversity in the Workplace | 49 |
| Writing Your Resume (Federal or Non-Federal) | ½ day | Career Development | 53 |
| Winning Interview Strategies | ½ day | Career Development | 54 |

INDEX OF COURSES BY DURATION

| COURSE TITLE (½-DAY COURSES) | DURATION | CATEGORY | PAGE # |
|---|----------|---------------------|--------|
| Guiding Your Career | ½ day | Career Development | 56 |
| Stress Management | ½ day | Health and Wellness | 59 |
| Assess Your Personal Wellness Status and Create a Path to Wellbeing | ½ day | Health and Wellness | 60 |
| Finding Your Truth | ½ day | Health and Wellness | 60 |
| Feelday®: Establishing a Culture of Health | ½ day | Health and Wellness | 60 |

| COURSE TITLE (FULL-DAY COURSES) | DURATION | CATEGORY | PAGE # |
|---|----------|------------------------|--------|
| Are You Ready to Be a Supervisor? | 1 day | Leadership Development | 10 |
| Critical Thinking for Problem Solving | 1 day | Leadership Development | 11 |
| Using the Strength Deployment Inventory for Self-Assessment and Team Building | 1 day | Leadership Development | 12 |
| Using the DiSC Assessment for Teamwork and Communication | 1 day | Leadership Development | 13 |
| Myers-Briggs Type Indicator: Presenting Type in Organizations | 1 day | Leadership Development | 14 |
| Emotional Intelligence Using the Emotional Quotient Inventory Assessment | 1 day | Leadership Development | 17 |
| Emotional Intelligence (No Assessment Required) | 1 day | Leadership Development | 18 |
| Effective Leadership | 1 day | Leadership Development | 19 |
| Motivating Others and Team Development | 1 day | Leadership Development | 20 |
| Leading in a Diverse Workplace | 1 day | Leadership Development | 20 |

| COURSE TITLE (FULL-DAY COURSES) | DURATION | CATEGORY | PAGE # |
|--|-----------------|-----------------------------------|---------------|
| Empowering and Supporting Your Staff | 1 day | Supervisory and Management Skills | 21 |
| Customized Leadership Workshop | 1 day | Leadership Development | 22 |
| Coaching for Results | 1 day | Supervisory and Management Skills | 24 |
| Strategic Planning | 1 day | Supervisory and Management Skills | 25 |
| Negotiation Skills | 1 day | Supervisory and Management Skills | 26 |
| Team Building | 1 day | Supervisory and Management Skills | 29 |
| Employee Retention Tools and Techniques | 1 day | Supervisory and Management Skills | 30 |

| COURSE TITLE (FULL-DAY COURSES) | DURATION | CATEGORY | PAGE # |
|---|-----------------|--|---------------|
| Mastering the Art of Interviewing | 1 day | Supervisory and Management Skills | 31 |
| Organizational Culture | 1 day | Supervisory and Management Skills | 32 |
| Performance Management | 1 day | Supervisory and Management Skills | 33 |
| High Impact Communication | 1 day | Communication Skills and Time Management | 36 |
| Presentation Training (Basic) | 1 day | Communication Skills and Time Management | 37 |
| Media Training | 1 day | Communication Skills and Time Management | 40 |
| Effective Communication | 1 day | Communication Skills and Time Management | 41 |
| Time Management: Managing Multiple Priorities | 1 day | Communication Skills and Time Management | 43 |
| Conflict Management | 1 day | Communication Skills and Time Management | 45 |
| Writing in Plain Language | 1 day | Communication Skills and Time Management | 46 |
| Active Listening | 1 day | Communication Skills and Time Management | 47 |
| Respect in Action: Strategies for Fostering Workplace Diversity | 1 day | Diversity in the Workplace | 50 |
| Diversity and Team Effectiveness: When Values Differ | 1 day | Diversity in the Workplace | 51 |
| Strategies for Managing Your Career | 1 day | Career Development | 55 |
| Career Transition | 1 day | Career Development | 57 |

| COURSE TITLE (TWO-DAY COURSES) | DURATION | CATEGORY | PAGE # |
|---|-----------------|--|---------------|
| Using the Strength Deployment Inventory for Self-Assessment and Team Building | 2 days | Leadership Development | 12 |
| Building Your Leadership Potential Through Effective Communication | 2 days | Leadership Development | 16 |
| Motivating Others and Team Development | 2 days | Leadership Development | 20 |
| Customized Leadership Workshop | 2 days | Leadership Development | 22 |
| Team Building | 2 days | Communication Skills and Time Management | 29 |
| High Impact Communication | 2 days | Communication Skills and Time Management | 36 |
| Presentation Training (Basic) | 2 days | Communication Skills and Time Management | 37 |
| Presentation Training (Advanced) | 2 days | Communication Skills and Time Management | 38 |
| Media Training | 2 days | Communication Skills and Time Management | 40 |
| Risk Communication | 2 days | Communication Skills and Time Management | 42 |

| COURSE TITLE (THREE-DAY COURSES) | DURATION | CATEGORY | PAGE # |
|---|-----------------|--|---------------|
| Conflict Management | 2 days | Communication Skills and Time Management | 45 |
| Writing in Plain Language | 2 days | Communication Skills and Time Management | 46 |

| COURSE TITLE (THREE-DAY COURSES) | DURATION | CATEGORY | PAGE # |
|---|-----------------|--|---------------|
| Risk Communication | 3 days | Communication Skills and Time Management | 42 |



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