VANTAGE TRAINING COURSE CATALOG

2026

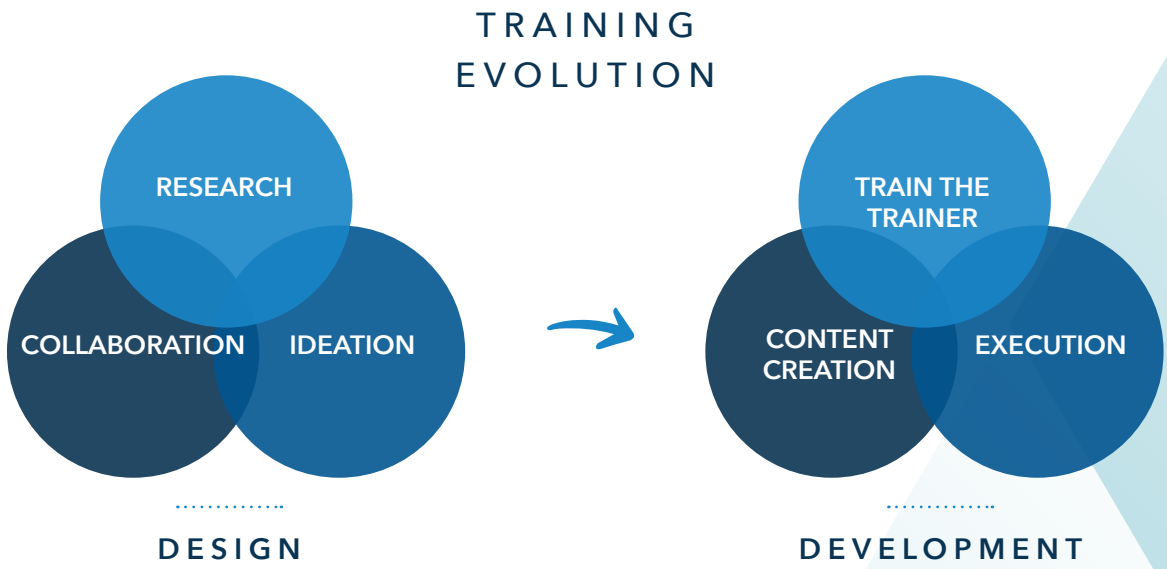
Vantage

WHAT'S INSIDE

TRAINING EVOLUTION

Vantage Human Resource Services, Inc. (Vantage) is pleased to provide this annual edition of our training catalog for 2026. The Vantage team is excited to highlight the following major updates for this edition.

- Nine new course offerings
  - Problem Solving: The Process is the Solution
  - Collaborative Decision Making
  - Managing Up: Building Stronger Relationships with Your Supervisor / Manager
  - Building a Business Case for Your Idea, Project, or Initiative
  - Building Cultural Competency for Business Success
  - Messaging with Power
  - Modeling Accountability
  - Employee Wellness Reimagined
  - Incorporating Leadership Development Into Your Organization's Day-to-Day Operations
- **Expanded micro-learning offerings** including a new series of 1-hour "Skills Building" courses designed as follow on activities to our time-tested half-day and full-day courses.
- **Revision of selected courses** based on feedback from client participants and trainers.



THE VANTAGE STORY

A 50+ YEAR COMMITMENT TO EXCELLENCE

Established in 1974 and headquartered in the National Capital Region, Vantage is a Veteran- and Minority-Owned Small Business that has provided organizational development support to a wide variety of clients. Vantage's mission is to "help organizations and employees achieve excellence." Our team's principled commitment to this mission drives our ability to deliver consulting, training, coaching, facilitation, and project management solutions aligned with client priorities and values. This commitment has also resulted in a variety of long-term and endearing relationships between Vantage's various project teams and the clients we support. Vantage's focus on organizational performance and professional workforce development is what we do best.

Since inception, Vantage has supported hundreds of projects for over 80 clients, including 60 federal agencies and bureaus, seven (7) state and local government organizations, 10 non-profit organizations, and several private sector companies. Most relevant to the publication of this new edition of our training catalog is that Vantage has delivered professional development training to more than 175,000 participants from our diverse body of clients.

> Vantage's training program was built on the foundation of the collective experiences described above. More specifically, Vantage's training offerings enhance our clients' organizational performance by focusing on the critical areas of **leadership development**, **supervisory and management skills**, **communications and interpersonal skills**, and **career development**. We also offer a limited number of excellent courses in the areas of **diversity**, **equity**, and **inclusion**; and **wellness**.

WORKING WITH VANTAGE

A SUSTAINABLE PATH TO TRAINING SUCCESS

Start Here:
Review the 2026 Vantage Training Catalog

Consultation:

Vantage begins by performing any of the following activities as requested by clients:

- Discuss the details of our training offerings and develop a quote for Off-the-Shelf training delivery
- Perform Training Needs Assessment for unique client training needs
- Customize any course to meet unique client training objectives
- Conduct online surveys, interviews, and focus groups to obtain client input
- Design/develop unique training programs

Deliver Off-the-Shelf Training Courses:

- 55 training courses, including 9 new course titles, covering leadership development, supervisory and management skills, communication skills, diversity in the workplace, career development, and health and wellness. Delivered virtually or in-person in half-day and full-day sessions

Expanded Micro-Learning Opportunities:

- One-hour featured mini-courses
- One-hour "skills building" courses
- One-hour refresher training courses
- One-hour Books, Brains, and Breakfast Sessions

Follow Up Activities After Training:

- One-on-one coaching
- Group coaching
- Level 2 and 3 training evaluations
- Consultation
- Continuation of one-hour microlearning offerings
- Customized reports

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VANTAGE'S TRAINING PROGRAM

A CONSISTENT & TRUSTED RESOURCE

OVERVIEW

Over the years, Vantage has developed well over 1,000 uniquely titled training products, including:

- more than 100 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.

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 2026 edition of Vantage's annual training catalog features **55 Off-the-Shelf courses** for delivered virtually or in-person, **refresher training for all 55 courses, 10 one-hour skills building mini-courses** delivered virtually, **and 4 featured one-hour mini-courses** delivered virtually.

FEATURED PARTNERSHIPS

A strategic partnership with Training de Jour to offer The Promotion EquationTM, a transformative program designed to help teams stay focused and purposeful and empower individuals to navigate the modern workplace.

TRAINING DELIVERY OPTIONS

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 the one-hour microlearning courses which are all delivered virtually. The sections below detail Vantage's methodology for ILT and VILT delivery.

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 15 years of training experience and more than 20 years' organizational 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 to ensure a meaningful and memorable ILT experience in physical classrooms.

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 15 years of training experience, more than 20 years' organizational 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 in online classrooms.

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	Course are designed to 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 (4-4.5 hours)	2-3.5 hours
1 full day (8-8.5 hours)	4-6 hours
2 full days (16-17 hours)	10-12 hours w/ individual coaching on assessments

Please note that VILT courses are typically shorter than in-person sessions primarily because we've adapted course content for better digital engagement, to combat screen fatigue, and because of efficiencies gained by removing the logistical overhead of in-person training. Vantage is proud of our ability to deliver equally dynamic training in both ILT and VILT settings. The respective training durations in the table above include a 15-minute mid-morning or mid-afternoon break for one-half day ILT and VILT training courses, depending upon if they are delivered in the morning or afternoon. For full-day ILT and VILT courses, the training durations include a 15-minute mid-morning break, a 60-minute lunch break, and a 15-minute mid-afternoon break. We're happy to make adjustments to this schedule depending upon your specific needs.

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.

To begin (or continue) your Vantage training experience, please review the course offerings beginning on the next page and contact any of the following if you have questions, need additional information, or to request a customized quote for your organization.

CHRISTOPHER WARDLAW *Marketing Director, Managing Partner,* (202) 905-1488
or cwardlaw@vantagehrs.com

BUTCH WARDLAW *Senior Trainer/Senior Training Designer,* (703) 899-7505
or bwardlaw@vantagehrs.com

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

AVAILABLE COURSE DURATION OPTIONS FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (full day)
AVAILABLE COURSE DURATION OPTIONS FOR ILT: 1/2 day and 1 full 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

AVAILABLE COURSE DURATION OPTIONS FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (full day)
AVAILABLE COURSE DURATION OPTIONS FOR ILT: 1/2 day and 1 full day
CLASS SIZE: Up to 24 participants
ALTERNATE COURSE TITLES: Critical Thinking, Thinking Strategically

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

AVAILABLE COURSE DURATION OPTIONS FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (full day)
AVAILABLE COURSE DURATION OPTIONS FOR ILT: 1/2 day and 1 full 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

AVAILABLE COURSE DURATION OPTIONS FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (full day)
AVAILABLE COURSE DURATION OPTIONS FOR ILT: 1/2 day and 1 full 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

AVAILABLE COURSE DURATION OPTIONS FOR VILT: 3-3.5 hours (1/2 day)
AVAILABLE COURSE DURATION OPTIONS FOR ILT: 1/2 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

AVAILABLE COURSE DURATION OPTIONS FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (full day) and 10-12 hours (2 full days)

AVAILABLE COURSE DURATION OPTIONS FOR ILT: 1/2 day and 1 full day, and 2 full days

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Effective Communication for Leaders, Effective Communication

EMOTIONAL INTELLIGENCE

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

AVAILABLE COURSE DURATION OPTIONS FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (full day)
AVAILABLE COURSE DURATION OPTIONS FOR ILT: 1/2 day and 1 full 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

AVAILABLE COURSE DURATION OPTIONS FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (full day)
AVAILABLE COURSE DURATION OPTIONS FOR ILT: 1/2 day and 1 full 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

AVAILABLE COURSE DURATION OPTIONS FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
AVAILABLE COURSE DURATION OPTIONS FOR ILT: 1/2 day and 1 full day
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

AVAILABLE COURSE DURATION OPTIONS FOR VILT: 3-3.5 hours (1/2 day and 4-6 hours (1 full day)

AVAILABLE COURSE DURATION OPTIONS FOR ILT: 1/2 day and 1 full 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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full 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

PROBLEM SOLVING: THE PROCESS IS THE SOLUTION

COURSE DESCRIPTION

Problem solving supports effective decision making by ensuring development and analysis of potential solutions that results in choosing among the best alternatives to move forward. Successful problem solving requires effective communication, teamwork, and collective efforts to achieve shared objectives.

This course addresses process oriented problem solving where following one or more proven processes ensures a viable solution. Following proven problem-solving processes also leads to structured reasoning that reduces errors and uncertainty. By systematically defining the problem, analyzing underlying causes, exploring alternatives, and validating outcomes, such processes prevent rushed or incomplete decisions and ensure that solutions address root issues rather than symptoms. The built-in checks, logical sequencing, and adaptability of proven problem solving processes make solutions more practical, reliable, and effective, especially when working under constraints of time, resources, or complexity.

Additionally, problem solving is best performed as a collaborative effort. Think about a time when you had to solve a problem as part of a group or team. How did your team define the problem? What role did you play in finding the solution? Were there any disagreements or challenges within the group? How did you reach a final decision? What did you learn about collaboration and communication? This course illuminates the answers to these questions.

COURSE OBJECTIVES

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

- ☐ Describe proven problem solving processes.
- ☐ Discuss the benefits of a process oriented approach to problem solving.
- ☐ Engage in a structured problem solving process to address problems that challenge organizations.

COMPETENCIES ADDRESSED

- ✓ Problem Solving
- ✓ Influencing/ Negotiating
- ✓ Collaboration
- ✓ Interpersonal Skills
- ✓ Decisiveness

COURSE DURATION FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full day
CLASS SIZE: Up to 24 participants
ALTERNATE COURSE TITLES: A Process-Oriented Approach to Problem Solving

COLLABORATIVE DECISION MAKING

COURSE DESCRIPTION

This course develops skills and competencies to support collaborative working, problem-solving, decision-making, communication, the creation of aligned teams, trust building, and accountability. Collaborative Decision-Making also involves using a multi-disciplinary approach to achieve organizational objectives while capitalizing on an organization's assets.

Course content is designed to help participants expand their understanding of collaborative decision-making including the process, benefits, and associated tools, covered over the following five (5) modules:

- Module 1 makes the case for collaborative decision-making;
- Module 2 provides the opportunity to assess how well your organization leverages collaborative decision-making as well as your individual collaborative decision-making skills;
- Module 3 takes a deeper dive into the collaborative decision-making process;
- Module 4 introduces tools that facilitate the process; and
- Module 5 includes some additional considerations for ensuring an environment where collaborative decision-making flourishes.

COURSE OBJECTIVES

At the conclusion of this workshop, you will be able to:

- ☐ Describe collaborative decision-making and discuss the processes involved.
- ☐ Describe the benefits of collaborative decision-making.
- ☐ Discuss the current level of collaboration within your organization
- ☐ Select and apply tools and techniques that facilitate collaboration and collaborative decision-making.
- ☐ Apply a collaborative decision-making process to real problems/challenges.
- ☐ Apply knowledge, skills, and techniques to establish a culture of collaborative decision-making and commit to taking the actions necessary to establish that culture.

COMPETENCIES ADDRESSED

- ✓ Decisiveness
- ✓ Team Building
- ✓ Conflict Management
- ✓ Influencing/Negotiating
- ✓ Interpersonal Skills
- ✓ Problem Solving

COURSE DURATION FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full day
CLASS SIZE: Up to 24 participants
ALTERNATE COURSE TITLES: Team Decision Making

INCORPORATING LEADERSHIP DEVELOPMENT INTO YOUR ORGANIZATION'S DAY-TO-DAY OPERATIONS

COURSE DESCRIPTION

According to Tom Peters, a renowned management guru, consultant, and author, "True leaders don't create followers, they create more leaders." Mr. Peters's insightful quote highlights that genuine leadership is about empowering others to develop their own potential, fostering a culture of initiative, and building sustainable success rather than simply commanding obedience or accumulating a following. It emphasizes shifting focus from personal control to cultivating leadership skills in team members, ensuring a strong, capable group that isn't solely reliant on one individual, and promoting growth, vision, and impact at every level.

In our respective roles, we have to do more than just lead; we also need to develop effective leaders to continue the good work of our organization. In fact, our true legacy as leaders is cemented by the impact we make on the leaders who follow us. This course offers an approach to ensure continuity of leadership by offering methods, tools, and techniques to incorporate leadership development into your organization's day-to-day operations. Topics covered include:

- Keys to successful leadership development within your organization
- How to establish a common framework for leadership development
- Techniques for making the case for developing leaders within your organization
- Methods, tools, and techniques for incorporating leadership development into your organization's day-to-day operations.

COURSE OBJECTIVES

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

- ☐ Describe a common framework for leadership development within your organization
- ☐ Discuss the advantages of developing leaders within your organization
- ☐ Describe ways to establish a leadership framework within your organization
- ☐ Apply methods, tools, and techniques for incorporating leadership development into your organization's day-to-day operations.

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Interpersonal Skills
- ✓ Strategic Thinking
- ✓ Continual Learning
- ✓ Influencing/Negotiating
- ✓ Vision
- ✓ Decisiveness

COURSE DURATION FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)

COURSE DURATION FOR ILT: 1/2 day and 1 full day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Incorporating Leadership Development Into Your Organization's Daily Rhythm

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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)

COURSE DURATION FOR ILT: 1/2 day and 1 full 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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full 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

AVAILABLE COURSE DURATION OPTIONS FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
AVAILABLE COURSE DURATION OPTIONS FOR ILT: 1/2 day and 1 full 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: 3-3.5 hours (1/2 day)

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: 3-3.5 hours (1/2 day)

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: 3-3.5 hours (1/2 day), 4-6 hours (1 full day), and 10-12 hours (2 full days)
COURSE DURATION FOR ILT: 1/2 day, 1 full day, and 2 full days
CLASS SIZE: Up to 24 participants
ALTERNATE COURSE TITLES: Team Building and Team Development, Team Building for Supervisors

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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full 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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full 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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 DAY AND 1 FULL 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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full day
CLASS SIZE: Up to 24 participants

MANAGING UP: BUILDING STRONGER RELATIONSHIPS WITH YOUR SUPERVISOR/MANAGER

COURSE DESCRIPTION

In her book, Managing Up: How to Forge an Effective Relationship With Those Above You, author Rosanne Badowski makes the case that managing up is about building a mutually beneficial partnership with your boss—one that helps them succeed while enabling you to perform at your best. "It is not manipulation or flattery, but professionalism, initiative, and trust." Similarly, in an article titled: Managing Up: "How to Lead When You're Not the Boss, author Kelsey Miller offers the following: "managing up refers to proactively improving your boss's effectiveness—not replacing or undermining them; and it involves building a strong relationship, anticipating their needs, and communicating well to support mutual success."

This course leverages the abovementioned references and constructively addresses the fundamentals, best practices, and practical application of Managing Up over three modules:

- Module 1 – Manage Yourself First.
- Module 2 – Managing Up and Understanding Your Supervisor/Manager Is Your Responsibility.
- Module 3 – Build Trust with your Supervisor/Manager (by Being Reliable, Aligning With Their Goals and Objectives, Solving Problems, Offering Dissent Constructively and at the Right Time, and Communicating Effectively).

The key takeaways from this training course are: 1) managing up is about partnership, accountability, and professional maturity; 2) effective employees don't just work for their bosses—they work with them; and 3) when executed thoughtfully, managing up strengthens relationships, supports team success, and builds your leadership capabilities.

COURSE OBJECTIVES

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

- ☐ Discuss the importance of managing yourself effectively before working on Managing Up.
- ☐ Reflect upon the keys to understanding deeply your Supervisor/Manager including their goals/priorities, communication style, and leadership style.
- ☐ Discuss and apply methods and techniques for building trust with your Supervisor/Manager.

COMPETENCIES ADDRESSED

- ✓ Partnering
- ✓ Interpersonal Skills
- ✓ Accountability
- ✓ External Awareness
- ✓ Oral Communication
- ✓ Integrity/Honesty

COURSE DURATION FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)

COURSE DURATION FOR ILT: 1/2 day and 1 full day

CLASS SIZE: Up to 24 participants

ALTERNATE COURSE TITLES: Managing Up: Partnering Effectively with Your Leaders; Managing Up: Building Productive Partnerships with Your Supervisor and Managers

BUILDING CULTURAL COMPETENCY FOR BUSINESS SUCCESS

COURSE DESCRIPTION

In today's global and diverse business environment, cultural competency is no longer optional—it is a critical skill for effective leadership, collaboration, and growth. According to business.com: "Understanding cultural differences isn't just a skill for global businesses. If your company is culturally competent, you can avoid making decisions that may hurt and alienate both your customers and the community."

This training course equips participants with the knowledge, skills, and practical tools needed to work confidently and respectfully across cultures. Participants explore how culture influences communication styles, decision-making, leadership expectations, and workplace behaviors. Through interactive discussions, real-world case studies, and practical exercises, learners will develop greater self-awareness, recognize unconscious bias, and learn how to adapt their approach to diverse clients, colleagues, and stakeholders.

By the end of the course, participants will be able to communicate more effectively across cultural differences, build stronger professional relationships, reduce misunderstandings, and contribute to more inclusive and high-performing teams. This course is ideal for professionals, managers, and teams seeking to enhance collaboration, customer engagement, and business outcomes in multicultural settings.

COURSE OBJECTIVES

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

- ☐ Describe the impact of cultural competency on business practices and workplace interactions
- ☐ Discuss how culture influences communication styles, decision-making, and workplace behaviors
- ☐ Apply practical strategies for cross-cultural communication
- ☐ Foster inclusive behaviors that support teamwork and innovation
- ☐ Strengthen business relationships across diverse markets and communities

COMPETENCIES ADDRESSED

- ✓ Leveraging Diversity
- ✓ Continual Learning
- ✓ Team Building
- ✓ Interpersonal Skills
- ✓ Partnering
- ✓ Influencing/Negotiating
- ✓ Decisiveness

COURSE DURATION FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full day
CLASS SIZE: Up to 24 participants

MODELING ACCOUNTABILITY

COURSE DESCRIPTION

Accountability involves creating a culture where every team member feels both empowered and responsible for their role in achieving collective goals. Accountability isn't about assigning fault, but rather, it is about maintaining the balance between high expectations and fostering psychological safety within your organization. Leaders cultivate a culture where accountability occurs directly among peers and the organization willingly confronts difficult issues. This course on modeling accountability is a practical workshop designed to help leaders and team members demonstrate accountability through their everyday actions, decisions, and communication. The ultimate goal is to help leaders understand the importance of modeling accountability as a way of ensuring their employees are motivated to own their contributions without fear of retribution.

This course is organized as follows:

- Module 1 – The role of accountability in a positive organizational culture (Includes an 'Action First' Exercise)
- Module 2 – Methods, tools, and techniques to model accountability
- Module 3 – The role of psychological safety in creating a culture of accountability
- Module 4 – Develop ways to model accountability in one or more scenario based exercises

COURSE OBJECTIVES

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

- ☐ Discuss the importance of accountability in creating a positive organizational culture
- ☐ Identify ways to model accountability within your organization without creating a climate of fear and retribution
- ☐ Apply lessons learned regarding accountability in selected practical scenarios

COMPETENCIES ADDRESSED

- ✓ Accountability
- ✓ External Awareness
- ✓ Resilience
- ✓ Interpersonal Skills
- ✓ Continual Learning
- ✓ Integrity/Honesty

COURSE DURATION FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)

COURSE DURATION FOR ILT: 1/2 day and 1 full day

CLASS SIZE: Up to 24 participants

BUILDING A BUSINESS CASE FOR YOUR IDEA, PROJECT, OR INITIATIVE

COURSE DESCRIPTION

This course on Building a Business Case equips participants with the skills and mindset needed to think, communicate, and make decisions like business leaders. Through practical frameworks and real-world examples, learners will develop the ability to evaluate ideas, projects, and initiatives based on value, risk, cost, and return on investment, rather than intuition alone.

Leveraging the key points of learning from the "HBR Guide to Building Your Business Case," by project management expert Raymond Sheen, as well as best practices in the field, this course provides the guidance and tools you need to make a strong case. You'll learn how to

- Clearly express the business need for your idea, project, or initiative;
- Align your case with your organization's strategic goals;
- Calculate the return on investment;
- Analyze risks and opportunities; and
- Communicate the value of your case in a way that aligns with your stakeholders.

This course is organized as follows:

- Module 1 – What does "Making a Business Case" really mean
- Module 2 – Review of the types of business cases: commercial, financial, management, etc.
- Module 3 – Examples of best practices in building and using business cases
- Topic 4 – Final exercise on developing a business case to address a practical scenario

COURSE OBJECTIVES

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

- ☐ Define what it means to build (or make) a business case
- ☐ Discuss successful examples of business cases that solved real world problems
- ☐ Apply methods, tools, and techniques to build a business case

COMPETENCIES ADDRESSED

- ✓ Developing Others
- ✓ Interpersonal Skills
- ✓ Strategic Thinking
- ✓ Influencing/Negotiating
- ✓ Decisiveness

COURSE DURATION FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full day
CLASS SIZE: Up to 24 participants
ALTERNATE COURSE TITLES: Leveraging A Business Case to Achieve Success, Building a Business Case, Adopting a Business Case Mentality

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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full day
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: 3-3.5 hours (1/2 day), 4-6 hours (1 full day), and 10-12 hours (2 full days)
COURSE DURATION FOR ILT: 1/2 day, 1 full day, and 2 full 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: 3-3.5 hours (1/2 day), 4-6 hours (1 full day), and 10-12 hours (2 full days)
COURSE DURATION FOR ILT: 1/2 day, 1 full day, and 2 full 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: 3-3.5 hours (1/2 day), 4-6 hours (1 full day), and 10-12 hours (2 full days)
COURSE DURATION FOR ILT: 1/2 day, 1 full day, and 2 full days
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: 3-3.5 hours (1/2 day), 4-6 hours (1 full day), and 10-12 hours (2 full days)
COURSE DURATION FOR ILT: 1/2 day, 1 full day, and 2 full 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

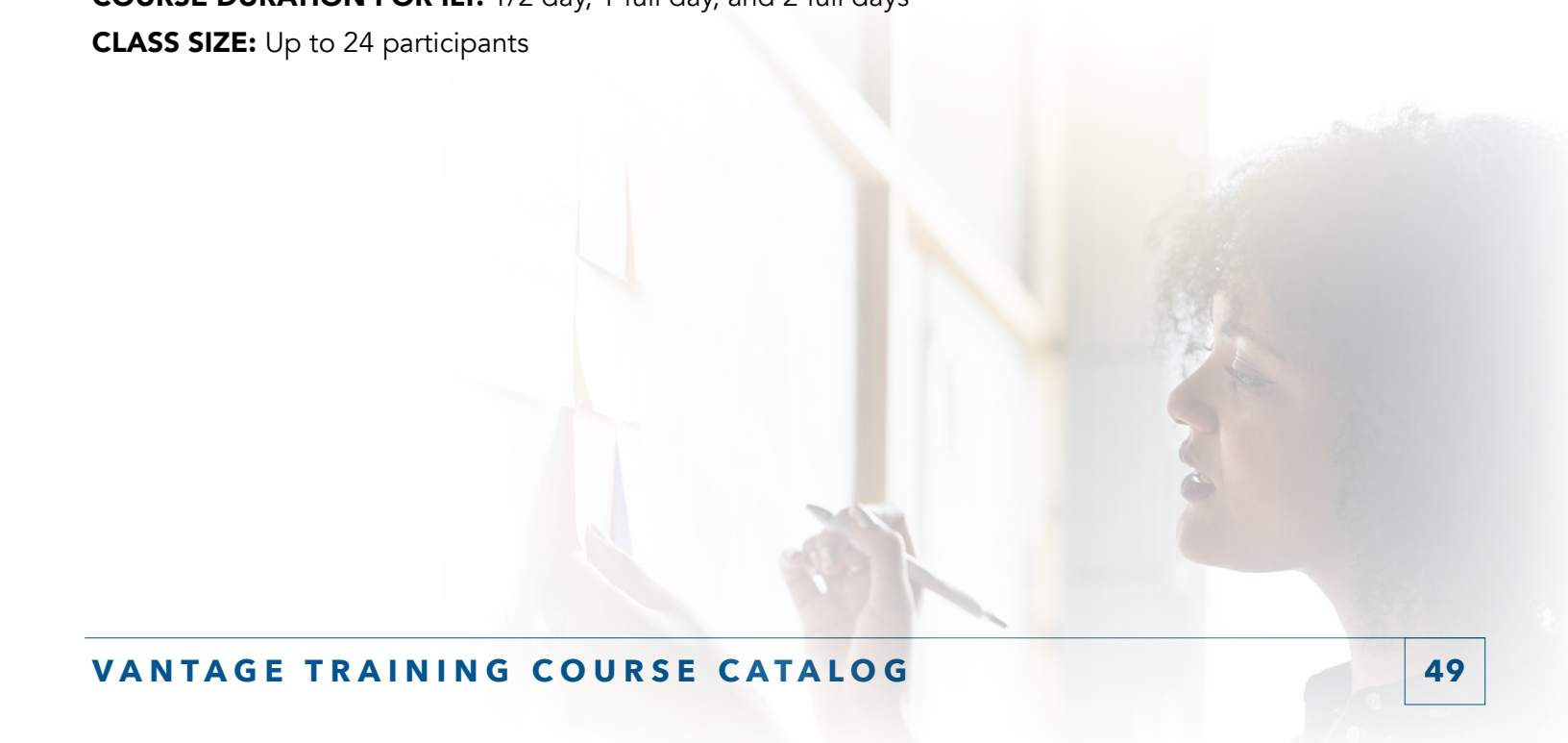
Upon completion of this class, participants will be able to:

- ☐ 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: 3-3.5 hours (1/2 day), 4-6 hours (1 full day), and 10-12 hours (2 full days)
COURSE DURATION FOR ILT: 1/2 day, 1 full day, and 2 full days
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: 3-3.5 hours (1/2 day), 4-6 hours (1 full day), and 10-12 hours (2 full days)
COURSE DURATION FOR ILT: 1/2 day, 1 full day, and 2 full days
CLASS SIZE: Up to 12 participants
ALTERNATE COURSE TITLES: Communicating with Stakeholders About Risk

MESSAGING WITH POWER

COURSE DESCRIPTION

Over time, people participate in all manner of interactive communication—discussions, texting, chats, debates, Q&A sessions, email, letter writing, moderated discussions, and conversations—but what do they remember from all the spoken or written words? The answer is straightforward—**people remember messages!**

There is a physical link in our brains between the messages we receive and how our minds are genetically programmed to give meaning to a message or a fact. There is also a physical and biological link in the brain between the messages we receive and how we use storytelling. It's not a single "story center," but a network of brain systems that work together to turn input (what we hear, see, or read) into narratives. Message research has consistently demonstrated that the power of messages is tied to specific development and delivery techniques that we can control. Further, well-crafted messages delivered in a compelling way:

- Cause people to remember how it made them feel, especially when the message makes them feel curious, surprised, amused, inspired, or uneasy.
- Provide clear and concrete examples, not abstract points.
- Lead to people remembering the opening and closing of an interaction (while likely forgetting the middle).
- Help people retain the main takeaway(s).
- Prompt people to recognize moments of contrast, such as: a shift in emotion, a contradiction, a strong opinion, nonverbal cues, or a pause or shift in tone.
- Resonate with people when the message(s) connects to their own lives.

This course helps you improve significantly in causing those you communicate with to understand and retain the messages and narratives you want to convey.

COURSE OBJECTIVES

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

- ☐ Describe how our brains are genetically programmed to give meaning to a message or fact.
- ☐ Discuss the characteristics of compelling messages.
- ☐ Apply proven techniques to develop and deliver compelling messages in scenario-based practical exercises.

COMPETENCIES ADDRESSED

- ✓ Interpersonal Skills
- ✓ Influencing/Negotiating
- ✓ Oral Communication
- ✓ Written Communication
- ✓ Creativity & Innovation
- ✓ Continual Learning

COURSE DURATION FOR VILT: 3-3.5 hours (1/2 day), 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day, 1 full day
CLASS SIZE: Up to 24 participants
ALTERNATE COURSE TITLES: The Art of Influential Messaging, Powerful Messaging, Messaging that Drive Action, Messages that Move Others

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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full 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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full 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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full day
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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)

COURSE DURATION FOR ILT: 1/2 day and 1 full day

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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full 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: 3-3.5 HOURS (1/2 DAY)
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: 3-3.5 HOURS (1/2 DAY)
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: 3-3.5 hours (1/2 day)
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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full 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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full day
VIRTUAL CLASS SIZE: Up to 24 participants
ALTERNATE COURSE TITLES: Managing a Diverse Workplace

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: 3-3.5 hours (1/2 day)
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: 3-3.5 hours (1/2 day)
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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full 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: 3-3.5 hours (1/2 day)
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: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)
COURSE DURATION FOR ILT: 1/2 day and 1 full 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: 3-3.5 hours (1/2 day)
COURSE DURATION FOR ILT: ½ day
VIRTUAL CLASS SIZE: Up to 24 participants

EMPLOYEE WELLNESS REIMAGINED

COURSE DESCRIPTION

The consensus regarding traditional employee wellness is that it involves well-being programs that incorporate a collection of initiatives to promote healthy lifestyles among employees and, in some cases, their spouses and dependents. These programs support employees' physical, mental, emotional, financial, and social health, aiming to create a positive work environment, boost productivity, reduce burnout, lower healthcare costs, and improve overall job satisfaction. However, there are a number of downsides to traditional employee wellness programs including low/unequal participation, alienation of at-risk employees, focus on symptoms (not root causes), lack of sustainability, and poor return on investment.

This course on reimagining employee wellness offers a bold, innovative approach that addresses the abovementioned downsides head on. Leveraging leading edge research initiatives regarding the 'Cons' of Traditional Worksite Wellness programs as well as innovative approaches to employee wellness, this course provides a well-informed platform for participants to reimagine employee wellness in their respective organizations.

This course is organized as follows:

- Module 1 – A Critical Review of the 'Pros" and 'Cons' of Traditional Employee Wellness
- Module 2 – Review of Selected Innovative Models, and Approaches to Employee Wellness
- Module 3 – A Practicum on Employee Wellness Reimagined
- Module 4 – Final Exercise: Groups Present Their Respective Reimagined Employee Wellness Programs

COURSE OBJECTIVES

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

- ☐ Describe traditional approaches to employee wellness
- ☐ Describe innovative approaches to employee wellness
- ☐ Apply learning to outline a design for an employee wellness program based on innovative models / approaches, leading-edge research, and best practices.

COMPETENCIES ADDRESSED

- ✓ Strategic Thinking
- ✓ Resilience
- ✓ Continual Learning
- ✓ External Awareness
- ✓ Influencing/Negotiating
- ✓ Decisiveness

COURSE DURATION FOR VILT: 3-3.5 hours (1/2 day) and 4-6 hours (1 full day)

COURSE DURATION FOR ILT: 1/2 day and 1 full 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: 3-3.5 hours (1/2 day)
COURSE DURATION FOR ILT: ½ day
VIRTUAL CLASS SIZE: Up to 24 participants

"Too often each of us face a barrage of non-promotable tasks (NPT) that we are "invited to do". Small things like take meeting minutes or order a group lunch or bigger things like sit on a committee or plan a large event"

LET US HELP YOU BUILD A CULTURE THAT ALLOWS YOUR WORKFORCE TO:

- ✓ Stay on task and on purpose
- ✓ Move the mission forward
- ✓ Use their workday more efficiently
- ✓ Use their time intentionally
- ✓ Stay Productive

FEATURED PARTNERSHIP

THE PROMOTION EQUATION™ · A Program for Strategic Work Choices*

COURSE DESCRIPTION

The Promotion Equation™ is a transformative program designed to help you navigate the modern workplace. This session will help you recognize the "dead-end" work that goes unnoticed but drains your time and energy—and teach you how to decline it with confidence and professionalism.

Failing to empower team members to make mission-aligned decisions can stunt organizational growth—undermining its strength, limiting its flexibility, and weakening its resilience.

COURSE OBJECTIVES

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

- ☐ To stop saying yes to low-value tasks
- ☐ Produce language for saying no without guilt
- ☐ Identify how to protect time and energy
- ☐ Shift from obliged to intentional
- ☐ Create Space for What Matters Most

WHAT YOU'LL LEAVE WITH

- ✓ An insightful & practical workbook
- ✓ An NPT Tracking Map
- ✓ A personalized Pause Mantra
- ✓ A Diplomatically Decline card deck
- ✓ A Hot Potato Squeeze Toy

MOVE YOUR TEAM TO SUCCESS WITH THE PROMOTION EQUATION™

*This course is offered through a Strategic Partnership between *Vantage* and *Training De Jour*

MICRO LEARNING

Vantage is pleased to expand microlearning opportunities in this Training Catalog for 2026.

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 four categories: **1)** one-hour featured minicourses, **2)** refresher training, **3)** one-hour interpersonal skills building courses, and **4)** 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 forums, or a brown bag session; in conjunction with regularly scheduled organizational meetings; at leadership retreats; or during days dedicated to teambuilding or training. We describe each category below.

CATEGORY 1: ONE-HOUR FEATURED MINI-COURSES DELIVERED VIA (VILT)

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.

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.

Managing Up – Managing up is about building a mutually beneficial partnership with your boss—one that helps them succeed while enabling you to perform at your best. It is not manipulation or flattery, but professionalism, initiative, and trust. Managing Up also refers to proactively improving your boss's effectiveness—not replacing or undermining them; and it involves building a strong relationship, anticipating their needs, and communicating well to support mutual success.

Presentation Skills in a Virtual Environment – 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

In addition to the featured courses above, Vantage has the capability to deliver a one-hour mini-course via VILT for any of the course titles listed in this catalog. Please let us know if you are interested in a minicourse experience.

CATEGORY 2: 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.

CATEGORY 3: ONE-HOUR SKILLS BUILDING COURSES

New in 2026, Vantage is offering a series of one-hour mini-courses on "skills building." Please note that these skills are universal in that they can be applied to any life situation. The Vantage team recommends the following "skills building" courses as they are the most popular and impactful based on our experience and participant feedback.

1. Messaging with Power
2. Empathy: Understanding and Sharing the Feelings of Others
3. Active Listening
4. Emotional Intelligence
5. Character Matters: Why Integrity is Essential to any Role You Perform
6. Managing Your Way Through Uncertainty
7. Problem Solving: A Process for Solving Personal/Individual Problems (problem solving)
8. Building Trust and Credibility: Establishing a Bullet-Proof Reputation
9. Giving Feedback
10. Navigating Crucial Conversations
11. Demystifying AI

Please contact us for pricing and additional details.

CATEGORY 4: BOOKS, BRAINS, AND BREAKFAST WITH MIKE MANION

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.

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