

In many training programs, themes are developed to help organize a long term program around tactical goals. The themes help to orient the managers and leaders towards the general objective of the particular course at hand as well as develop an understanding of how management theory and practice are interrelated.

Three themes are outlined below and a list of potential courses likely to be included within each theme follows.

1. Building Teams
2. Working with Others
3. Leading and Managing Successfully

## **Building Teams**

Building a team involves recruiting the right players, setting clear performance expectations and then applying multiple strategies to motivate, coach, reward and develop employees. An effective manager must also take the necessary steps when an individual's performance falls below performance levels.

### **Recruitment**

Selecting the right individual for a position is essential. This session will provide participants skills to assess position needs prior to recruitment and skills and tools to assist in the recruitment process.

### **Performance Expectations**

This session will focus on how to identifying and establish performance expectations, beyond a job description, and communicate these expectations clearly to employees. Time will also be spent on how to have meaningful performance planning conversations and how to create development plans.

### **Developing the team**

This session will focus on how to identify the strengths and talents of individuals and how to implement strategies to develop team members to work to their potential. Ideas and strategies to transfer knowledge throughout a team and how to delegate work effectively will also be covered.

### **Coaching & performance feedback**

Coaching involves daily on-the-spot feedback as well as more structure one-on-one coaching sessions. This session will focus on developing both of these skills, including knowing when to coach and how to approach various situations productively.

### **Motivation, rewards & recognition**

It's important to understand what motivates individuals and teams. This session will examine motivation and discuss meaningful non-monetary rewards and recognition, in addition to examining the role that money plays in motivation and reward.

### **Handling poor performance**

Addressing poor performance is often challenging. Participants in this session will learn how to evaluate a performance problem and determine necessary action steps including how to conduct a counseling session.

### **Retention**

Keeping high performing employees motivated, engaged and on the job is important for stability and growth within a company. This session will discuss approaches to retain and grow employees in ways other than through promotions.

## **Working with Others**

We communicate with employees, peers, superiors and customers on a daily basis in the workplace. How well one presents him or her-self and communicates his or her ideas and listens to the ideas of others is essential to individual and organizational success.

### **Interpersonal communication skills**

Effective interpersonal skills are essential in all relationships. This session will cover the key elements of effective communication including listening, and how to give and receive feedback, with a particular focus on difficult situations.

### **Coming to agreement**

How to have a positive discussion with someone who has an opposing view is challenging. This session will focus on strategies to work towards agreement with someone who has a different point of view and how to achieve collaboration with an individual or group.

### **Presentation skills**

This session will focus on how to prepare and deliver a powerful public presentation for a small or large group.

### **Business writing**

Effective written communication is essential in business. This session will focus on how to construct and write clear messages including e-mails.

### **Conflict management**

Participants will learn some common causes of conflict and strategies to apply when conflict arises. Discussion will also focus on overcoming negativity and resistance in the workplace.

### **Behavioral styles and their influence in relationships**

Each individual has their own personal style that influences relationships and their effectiveness with others. Understanding one's own style and that of others can significantly increase individual and team effectiveness.

### **Building trust**

This session will focus on understanding the role trust plays within a work group and organization. Learn how to determine trust levels, what can occur that damages trust levels and what can be done to build trust.

## **Leading and Managing Successfully**

Whether leading a team or a company there are essential leadership and management skills that need to be applied. Improving leadership and management skills improves individual and team productivity, morale and effectiveness.

### **Leadership styles and their influence**

Participants will examine a variety of leadership and management theories and styles and understand the impact of different approaches. This will aid participants in understanding their own management style and provide them with strategies and approaches to get improved results.

### **Leading and managing change**

While workplaces are continually changing how well managers plan for and manage a change is essential to the success of the change. This session focuses on how to plan and implement a change initiative as well as how manage employee's reactions to change.

### **Decision making**

This session will focus on effective decision making by examining different approaches and models to apply.

### **Leading effective meetings**

Meetings consume a great deal of time in most companies. This session focuses on how to plan and lead an effective meeting.

### **Strategic planning**

As a leader of a company or team, establishing, communicating and translating the vision are critical. This session will provide participants with an understanding of the key elements in creating and communicating a clear vision and tools to aid in developing and implementing a strategic plan.

### **Managing multiple projects**

Understand the key aspects of project management, managing multiple priorities and how to spend time wisely to move projects forward.

### **Succession planning**

Learn how to look forward to identify organizational needs, how to align resources and develop potential candidates for growth.