

# TRAINING CATALOG



2008-2009



This catalog contains a listing of our most frequently requested training courses and workshops. All of these courses can be customized to your organization's requirements. To schedule training or request more information contact us at:

425-296-7340

[info@emergenceconsulting.net](mailto:info@emergenceconsulting.net)

<http://www.emergenceconsulting.net>

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# Training Catalog

## COURSE LISTINGS

### TRAINING FOR TEAMS

The courses in this section are appropriate for entire work teams. Managers and employees learn skills together while discussing real-life challenges that apply to the work environment.

#### Interpersonal Communication Skills

Strong teams emerge when individuals within the team choose to communicate clearly and openly. In this course, your team will discover and then practice powerful interpersonal communication skills. Sample Topics include:

- Communication Fundamentals
- Giving and Receiving Feedback
- Communicating with Tact and Clarity
- Non-Verbal Communication (Body Language, Tone)
- Assessing Communication Effectiveness

#### Communicating Through Conflict

*This course includes individual conflict style assessments for each participant*

Conflict is a natural part of life, but how can we manage it effectively? This session will help your team understand the root causes of conflict, learn how to recover from conflict situations, and learn how to broaden their own communication style in order to work well with others. Sample topics include:

- The Root Causes of Conflict
- Inferences, Misunderstandings, and Hurt Feelings
- Understanding the Five Conflict Styles
- Tools for Preventing Conflict
- Tools for Recovering from Conflict

## Goal Setting and Accountability

Setting goals is not as simple as writing a target down on paper. In this course, participants will learn how to use a five step goal setting process that will enable them to turn goals into robust plans for action. Also discussed is the concept of accountability at work. Sample topics include:

- Why Goals Matter
- Goal Types: (SMART, BHAG, etc)
- The Five-Factor Goal Setting Tool
- The role of Support in Achieving Goals
- Transforming Goals into Actions
- How to cultivate personal Accountability

## Team Toolbox: Effective Meetings

This unique course offers a work team an opportunity to learn about effective meetings, while troubleshooting that work team's areas of concern. Half of the time is spent in learning effective meeting techniques, and half is spent problem solving the current meeting structure. Sample topics include:

- Why Meetings Fail
- Kicking Off Successful Meetings
- Strategies for Tracking Accountabilities and Decisions
- Ten Tools for Effective Meetings
- Group Decision Making Techniques

## Lunch Time Teambuilding

For teams who want to learn over the lunch hour, this program offers seven one-hour teambuilding sessions that can be delivered over a seven week period. This course includes sessions on:

- Team Effectiveness
- Giving & Receiving Feedback
- Conflict Management
- Respect and Support
- Creating Action Plans for Team Development
- Plus one customized session that your team chooses.

## TRAINING FOR LEADERS

These training courses are most appropriate for those who are in leadership roles.

### **Introduction to Leadership (Management 101)**

This entry level course is appropriate for new leaders, first time supervisors, and managers at all levels who would like to brush up on the fundamentals. Topics include:

- Introduction to Management (Key Responsibilities)
- The Nine Pitfalls of New Leaders, and how to Avoid
- Setting Expectations with Employees
- Introduction to Performance Correction
- Building Trust and Credibility

### **Leadership Essentials (Management 201)**

This second part of our Leadership Series focuses on nuts and bolts issues that face managers in organizations. The emphasis of this course is on managing employee behavior and results, with added focus on building strong teams. Sample Topics Include:

- Employee Performance Correction (Case Studies)
- Measuring and Monitoring Employee Performance
- Understanding Disciplinary Action & Termination
- How to Engage Employees around a Project or Program
- Managing Bad Apples/Poor Fits
- Managing Star Performers

### **Authentic Leadership (Management 301)**

What does it mean to “walk the talk” as a leader? How can managers move past “routine” management duties and into developing star performers? This course discusses these and other advanced management topics. Sample Topics Include:

- Becoming the Authentic Leader (Walking the Talk)
- Strategies for Employee Development.
- Strategies for Employee Engagement.
- Strategies for Team Development.
- Developing future Leaders

## Leadership Roundtable (Management 401)

For leaders who have a grasp of the fundamentals, it can be helpful to set aside time to talk about the real challenges and opportunities they are facing. In the leadership roundtable, your managers can take part in a structured discussion about management challenges lead by one of our experienced facilitators. Topics are set by your team, and examples include:

- Troubleshooting Employee Performance Issues
- Practice Sessions for Delivering Annual Reviews
- And more.

*Leadership Roundtable Sessions are available in packages of 3, 5, or 10 sessions.*

## Employee Performance Correction

Managing employee performance is a core leadership responsibility. This course describes the performance correction process from start to finish. Sample Topics Include

- Setting Expectations with Employees
- Measuring and Monitoring Performance
- Documenting Employee Performance
- Discussing Performance Issues with Employees

## The Facilitative Leader

Effective leaders don't simply direct others; they are able to harness the skills and ideas of others through participative leadership techniques. However when managers "direct" one moment, and "facilitate" the next, employees can accuse them of being inconsistent. This course covers the nuances of being a facilitative (participative) leader. Sample Topics Include

- Three Leadership Style Profiles and when to use them.
- Strategies for encouraging employee participation.
- How to balance facilitative and directive styles without confusing employees.

## Workplace Psychology

Why do people behave like they do at work? And how can we use this knowledge to manage them, and ourselves, more effectively? This session will offer answers to these questions and provide a set of tools for use in understanding and influencing employee behavior. Sample topics include:

- How our brains are wired to “jump to conclusions” (and how to halt the process)
- Why people tend to blame others while excusing themselves.
- How to effectively motivate the behaviors we want at work.

## Leading Effective Meetings

Meetings can be an expensive use of company time, and poorly run meetings are as demotivating as they are ineffective. In this session you’ll learn a set of techniques to keep meetings focused, productive, and engaging. Sample topics include:

- Why Meetings Fail
- Designing Meetings with Goals in Mind
- Decision Making Tools & Techniques
- Tracking Meeting Decisions
- Dealing with Sarcasm or Passive-Aggressive Meeting Behavior.

*This course is similar to “Team Toolbox: Effective Meetings” but it is designed for managers and includes tips on managing employee behavior in meetings.*

## Interviewing Skills for Managers

Are you experiencing high levels of turnover due to “poor fits” that make it through the hiring process? Could your management team use a refresher on behavioral interviewing techniques and hiring in compliance with the law? Sample topics include:

- Conducting legally defensible interviews
- Using Hiring Tools (Resume, Phone Screen, References)
- Designing & Using Behavioral Interview Questions
- Finding Good Fits through Three-Tier Interview Design
- Creating a Realistic Job Preview

*Participants are encouraged to bring real job postings and real resumes to class*

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## TRAINING FOR HR PROFESSIONALS

These courses are appropriate for HR and Training Professionals

### Introduction to Management Coaching (Coaching 101)

This course provides an overview of management coaching skills and tips on how to design an internal coaching program in your organization. Sample Topics Include:

- Overview of Management Coaching Types
- The Five Core Skills of a Coach
- Coaching Program Fundamentals
- Determining when Coaching is Appropriate

### Coaching for Results (Coaching 201)

This course provides more intensive practice in coaching skills, with an emphasis on performance coaching for managers.

- Developing Active Listening Skills
- The Role of Emotion in Coaching
- Managing the Coaching Triangle

### Leading Change in Organizations

As organizations strive to change in productive ways, HR is increasingly being asked to lead change, not simply respond to it. This course will give you the fundamental skills to manage the human side of change.

- Understanding Change Management
- Structural and Personal Change Models
- Using Change Models in Planning
- Creating the Change Ready Organization

### Introduction to Employee Relations

HR professionals are often asked to navigate a complex web of laws, policies, business needs, and ethical issues when resolving employee relations in the workplace. In this entry level course, sample topics include:

- Overview of Employee Relations
- Understanding the Legal Environment
- A stakeholder-driven approach to resolving any employee relations issue

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## FREQUENTLY ASKED QUESTIONS

### **What can we do if we don't have the time for training?**

Training does take time, and in order to be effective teams need time to talk and learn together. We do offer a special lunchtime program for organizations that have significant time barriers.

The “lunch and learn” program is for employers who cannot afford to pull employees away from customers or off the production floor. This form of training consists of very short sessions spread out over a longer time period. Alternately, evening or weekend training is an option.

### **How many hours are the training sessions?**

It depends. We customize our training to the needs of each client. Many of our clients appreciate that we can break a day of training into smaller segments, so that employees are not away from work for a full day. Clients who fly us in to train may prefer full day segments to minimize costs. And some of our workshops can be completed in as little as two or three hours.

### **How many people can you train in each session?**

Again, it depends. When feasible, we prefer smaller groups (8-15 people) to maximize participation, but we'll design an event appropriate to the situation.

### **Where is your training facility?**

We use a variety of high quality training facilities around the country, and we often train on site at our client's location. By not maintaining a permanent training facility at our headquarters, we have lower overhead and higher flexibility.

### **Can I send an individual to a class?**

We don't train random groups of individuals, preferring instead to work with entire groups within organizations. If you have a manager in need of intensive one-on-one development, please request information on our coaching program.

### **What are the qualifications of your trainers?**

Our trainers actually are not 'trainers' in the traditional sense of the word, they are highly experienced facilitators and consultants with an uncanny ability to bring groups towards action in a training context. Most of our consultants have advanced degrees in Organizational Development and/or experience in Fortune 500 organizations.

### **How effective are your training courses?**

Our training courses are more effective than “canned” workshops for a few reasons. First of all, we customize the content to your needs. Second, we prefer to work with “real work teams” so that the discussion can focus on real life issues instead of examples. Thirdly, we try to spend at least 50% of the training time in exercises and practice to help the content stick. Lastly, we try to break the training into smaller chunks over a longer

timeframe to increase the impact. Even with these benefits, there are situations where training doesn't work well in isolation. When this happens, we will offer you options (such as adding on a coaching package) to help the concepts learned in training really "stick" over the long haul. Training is often best when it is one part of a comprehensive employee development strategy.

### **What locations do you serve?**

We serve clients across North America. Our headquarters is located near Seattle, WA.

### **How much does training cost?**

It depends on what your needs are! Send us a quick note to [info@emergenceconsulting.net](mailto:info@emergenceconsulting.net) with the issue(s) you're looking to resolve through training, the number of participants, your approximate timeline, and your location. We'll reply back with a no-pressure quote.