Calgary TMC

Technology & Management Consulting

Management Skills Assessment (MSA)

Management Skills

MSA Topics:

Essential Soft Skills for Managers

No	Skill
1	Leadership
2	Creative Problem Solving
3	Time Management
4	Effective Communication
5	Team Work & Team Building

Fast Track Soft skills

No	Skill	No	Skill
1	Administrative Support	32	Goal Setting and Getting Things Done
2	Anger Management	33	Hiring Strategies
3	Appreciative Inquiry	34	Human Resource Management
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31	Generation Gaps	62	Workplace Violence

MSA Details:

- ✓ There are two separate Assessment : Essential & Fast Track
- ✓ Cost – total questions and time

Assessment	Cost	Total Questions	Time (hours)	Skills
Essential	CAN$ 75.00	75	1:15	5
Fast Track 1	CAN$ 100.00	150	2:30	10
Fast Track 2	CAN$ 100.00	150	2:30	10
Fast Track 3	CAN$ 100.00	150	2:30	10
Fast Track 4	CAN$ 100.00	150	2:30	10
Fast Track 5	CAN$ 100.00	150	2:30	10
Fast Track 6	CAN$ 120.00	180	3	12

- ✓ The MSA **Fast Track** must be taken assessment six separate time
- ✓ You may retake them by registering again for each assessment
- ✓ MSA Accounts are active for once
- ✓ Your scores are available from the Assessment Staff maximum 10 work days for essential and 20 work days for **Fast Track** after you have completed the assessment.
- ✓ Candidate must have valid passport & one copy of main page when entering to test site
- ✓ Candidate must not mark in questionnaire sheet
- ✓ Candidate must complete answer sheet with pencil

Leadership

Leadership skill is the ability to lead effectively is based on a number of key skills. These skills are highly sought after by employers as they involve dealing with people in such a way as to motivate, enthuse and build respect.

<u>The candidate should be able to:</u>

According to the idea of transformational leadership , an effective leader is a person who does the following:

- ✓ Creates an inspiring vision of the future.
- ✓ Motivates and inspires people to engage with that vision.
- ✓ Manages delivery of the vision.
- ✓ Coaches and builds a team, so that it is more effective at achieving the vision.
- ✓ Leadership brings together the skills needed to do these things. We'll look at each element in more detail.

Creative Problem Solving

 CPS skill is a proven method for approaching a problem or a challenge in an imaginative and innovative way. It's a process that helps you redefine the problems and opportunities you face, come up with new, innovative responses and solutions, and then take action.

The candidate should be able to:

- ✓ Delegates to identify different problem solving techniques
- ✓ Delegates to analyze a problem so that appropriate problem solving techniques may be applied
- ✓ Recognize the importance of dealing with the cause of a problem, rather than just dealing with the effect of a problem
- ✓ Learn how to generate alternative solutions, using creative thinking and brainstorming
- ✓ Learn the different stages of the decision making process and understand the importance of each stage in ensuring effective decisions are made
- ✓ Enable delegates to apply problem solving and decision making models to the workplace

Time Management

Elements of Time Management

There are various elements that have to be considered and managed for effective Time Management. It is important that for you to manage your time well, you should learn be aware of and use the elements of Time Management diligently. The following are the various elements of Time Management:

- Being aware of your Time
- Being aware of your Time Wasters
- Priorities
- Self-management
- Management of your Personal Resources
- Goal Setting
- Measures of your Achievement
- Planning

Time management skill is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity.

The candidate should be able to:

- ✓ Achieve better results through effective planning and clarifying objectives
- ✓ Spend more time working toward your high-value goals
- ✓ Refuse unreasonable requests
- ✓ Understand the needs of different personality styles and how to work with them
- ✓ Keep things in perspective
- ✓ Handle paperwork effectively and discard much of what crosses your desk
- ✓ Gain a balance between professional goals and personal time
- ✓ Use time management tools more effectively
- ✓ Set goals and prioritize them to determine if activities are goal-directed
- ✓ Apply a critical-path network system to estimate time and activities required for reaching objectives
- ✓ Spend less time putting out fires each day
- ✓ Become effective at delegating lower priority items
- ✓ Manage resources more efficiently

Effective Communication

Effective communication is a key interpersonal skill and by learning how we can improve our communication has many benefits. Communication is a two way process so improving communication involves both how we send and receive messages.

The candidate should be able to:

- ✓ Understanding how communications work
- ✓ Gaining active listening and responding skills
- ✓ Seeing things from other points of view
- ✓ Managing your assumption more effectively
- ✓ Understanding your own strengths
- ✓ How others may see you
- ✓ Looking at body language
- ✓ Increasing confidence
- ✓ Difficult people or situations
- ✓ Filling up your communications tool kit
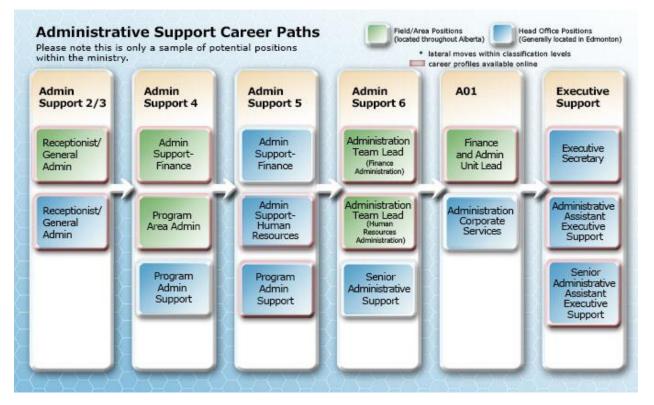
Team Work & Team Building

Team building skill is a collective term for various types of activities used to enhance social relations and define roles within teams, often involving collaborative tasks. It is distinct from team training, which is designed to improve the efficiency, rather than interpersonal relations.

The candidate should be able to:

- ✓ Understand the meaning of a team
- ✓ Improve individual and group productivity
- ✓ Build a high performance team
- ✓ Establish clearly defined team goals and develop a Plan of Action to achieve them
- ✓ Determine clear roles and responsibilities within the team
- ✓ Improve communication within the team, and much more.

Administrative Support

Administrative assistants are a key part of most office environments. They work quietly in the background, ensuring that the business runs smoothly and efficiently. This skill will give new administrative assistants tools that will make them that person that the office can't live without. Experienced administrative assistants will learn new tools that will make them more efficient and valuable than ever.

The candidate should be able to:

- ✓ Getting Organized
- ✓ Manage their time more effectively
- ✓ Prioritize their time so they can get it all done.
- ✓ Complete Special Tasks
- ✓ Verbal Communication Skills
- ✓ Non-Verbal Communication Skills
- ✓ Empowering Yourself
- ✓ Deal better with their managers
- ✓ Taking Care of Yourself is a priority

Anger Management

Anger management is a term used to describe the skills you need to recognize that you, or someone else, is becoming angry and take appropriate action to deal with the situation in a positive way. Anger management does not mean internalizing or suppressing anger.

The candidate should be able to:

- ✓ Gain a better understanding of anger and the natural anger cycle
- ✓ Gain insight into the "fight or flight" response that triggers anger
- ✓ Understand the realities of anger
- ✓ Learn about helpful and unhelpful ways of dealing with anger
- ✓ Master strategies for gaining control of anger in all situations
- ✓ Discover some productive ways of "blowing off steam"
- ✓ Learn how to improve home and work life by managing anger better

Appreciative Inquiry

Appreciative Inquiry skill is an approach to organizational change which focuses on strengths rather than on weaknesses - quite different to many approaches to evaluation which focus on deficits and problems.

The candidate should be able to:

- ✓ Critically reflect on Appreciative Inquiry as it relates to you and learning agenda
- ✓ Understand more about your strengths and how these support your change management aims
- ✓ Share your reflective activities with your support partners using a webfolio

Assertiveness & Self-Confidence

Assertiveness is a skill regularly referred to in social and communication skills training. Being assertive means being able to stand up for your own or other people's rights in a calm and positive way, without being either aggressive, or passively accepting 'wrong'.

The candidate should be able to:

- ✓ Present yourself in a consistently assertive manner to make a powerful and positive impact

- ✓ Say "no" positively and effectively

- ✓ Recognize different types of behavior and its potential impact

- ✓ Become more able to resist the pressure and dominance of excessively dominant people

- ✓ Stand up to bullies and bully tactics

- ✓ Exert a little more control in situations that are important to you

- ✓ Recognize potential conflict and adopt skills to manage it

- ✓ Talk confidently to people and be heard

Attention Management

Image by Craig Roth
Thanks to www.wordle.net!

A distracted employee is a less effective employee. Employees who do not pay attention can waste valuable time and make careless mistakes. Your participants will be more efficient at their job, make fewer mistakes, and be more productive overall. Attention Management is a useful skill that allows managers to connect with their employees on an emotional level and motivate them to focus on their work.

The candidate should be able to:

- ✓ Define and understand attention management
- ✓ Identify different types of attention
- ✓ Create strategies for goals and SMART goals
- ✓ Be familiar with methods that focus attention
- ✓ Put an end to procrastination
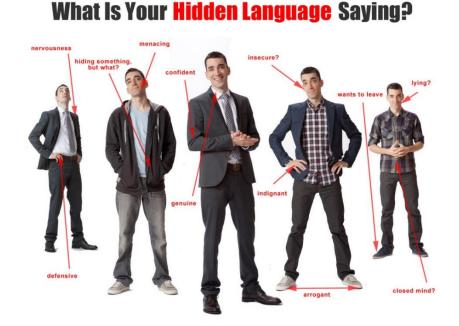- ✓ Learn how to priorities time

Basic Bookkeeping

Bookkeeping skill is essentially keeping track of all the money coming in and out and within your business or life. You keep chronologically ordered records in account books of all transactions, including debit and credit transactions, and record the value of assets, liabilities, incomes, expenses and sales. If you are VAT-registered, you also need to keep records of VAT.

The candidate should be able to:

- ✓ Understand and apply the essential numerical skills required for bookkeeping and accounting
- ✓ Understand and explain the relationship between the accounting equation and double-entry bookkeeping
- ✓ Record transactions in the appropriate ledger accounts using the double-entry bookkeeping system
- ✓ Balance off ledger accounts at the end of an accounting period
- ✓ Prepare a trial balance, balance sheet and a profit and loss account.

Body Language Basics

Body Language Basics will provide you with a great set of skills to understand that what is not said is just as important as what is said. It will also give you the ability to see and understand how your own Body Language is being seen. You will be able to adjust and improve the way you communicate through non-verbal communications.

The candidate should be able to:

✓ Define body language

✓ Understand the benefits & purpose of interpreting body language

✓ Learn about translating gestures into words

✓ Understand the differences between open & closed body language

✓ Understand common body language mistakes & how to avoid them

✓ Gain insight into the differences in body language between genders

✓ Understand the signals you're sending to others

✓ Learn the role facial expressions play in body language

✓ Learn how the proper body language in business can strengthen negotiating strategies

Budgets and Financial Reports

Money matters can be intimidating for even the smartest people. However, having a solid understanding of basic financial terms and methods is crucial to your career. When terms like ROI, EBIT, GAAP, and extrapolation join the conversation, you'll want to know what people are talking about, and you'll want to be able to participate in the discussion.

The candidate should be able to:

✓ Understand financial terminology and concepts clearly

✓ Gain skills to analyze financial statements

✓ Understand the differences between budgets & budgeting

✓ Be able to implement techniques for effective budgeting

✓ Be able to apply advanced forecasting techniques

✓ Discover how to make smart purchasing decisions

✓ Interpret some of the legal aspects of finances

Business Acumen

Through our Business Acumen workshop your participants will improve their judgment and decisiveness skills. Business Acumen is all about seeing the big picture and recognizing that all decisions no matter how small can have an effect on the bottom line. Your participants will increase their financial literacy and improve their business sense.

The candidate should be able to:

✓ Improving the speed of informed decision-making.

✓ Grooming high-potential employees for career opportunities and retention.

✓ Developing sustainable financial acumen as a component of succession planning.

✓ Driving a culture of owner/entrepreneur thinking at all levels of the business.

✓ Managing change due to a merger or acquisition, growth, or shifts in executive strategy.

✓ Aligning department initiatives (HR, finance, engineering, sales, etc.) with business imperatives.

Business Ethics

A company's ethics will determine its reputation. Good business ethics are essential for the long-term success of an organization. Implementing an ethical program will foster a successful company culture and increase profitability. Developing a Business Ethics program takes time and effort, but doing so will do more than improve business, it will change lives.

The candidate should be able to:

- ✓ Examine the role and purpose of ethics in business
- ✓ Present methods of moral reasoning, case analysis, and of resolving ethical dilemmas
- ✓ To present the ethical values considered especially relevant to business activity—respect for human dignity, honesty, fairness, and the development of trust.
- ✓ To present the concept of Corporate Social Responsibility, and explore its relevance to ethical business activity
- ✓ To investigate the ethical obligations and ethical ideals present in the relationship between employers and employees
- ✓ To investigate whether ethics sets any boundaries on competition, marketing, sales, and advertising
- ✓ To consider any moral obligations of businesses to the environment and to people in other countries

Business Etiquette

This course examines the basics, most importantly to be considerate of others, dress/appearance, the workplace versus social situations, business meetings, proper introductions and "the handshake", conversation skills/small talk, cultural differences affecting international business opportunities, dealing with interruptions, and proper business email and telephone etiquette.

The candidate should be able to:

- ✓ Create a professional image, follow cubicle and office etiquette, and maintain positive office relationships.
- ✓ Use the Internet appropriately when at work and handle ethical dilemmas and personal issues in the workplace.
- ✓ Introduce people properly, be a good conversationalist, and follow proper etiquette in meetings.
- ✓ Display courtesy on the telephone, in voice mails, and in written communications.- Follow proper etiquette at business functions and dinners, and identify formal table settings for business dining.
- ✓ Be a courteous traveler and prepare for international business trips.

Business Succession Planning

Business succession planning is all about being prepared. The loss of valuable leadership can cripple even the strongest of companies. Succession planning is an essential component to the survival and growth of any business. Whether it is grooming employees to become leaders, or preparing for an employee's retirement your participants will identify common obstacles and how to overcome them.

The candidate should be able to:

- ✓ Express the importance of succession planning
- ✓ Understand the process of succession planning
- ✓ Recognize the importance of mentoring as a component of your plan
- ✓ Set goals using a SWOT analysis Draft a plan, assign responsibilities and establish monitoring systems
- ✓ Understand the importance of change management
- ✓ Anticipate obstacles
- ✓ Know how to re-evaluate goals and focus on progress
- ✓ Recognize when success has been achieved

Business Writing

Writing is a key method of communication for most people, and it"s one that many people struggle with. Writing and communication skills have degraded with more and more people communicating through email and text messaging. Developing writing skills is still important is the business world as creating proper documents (such as proposals, reports, and agendas), giving you that extra edge in the workplace.

The candidate should be able to:

- ✓ Write business documents to a professional standard and conforming to acceptable formats
- ✓ Present information in an organized, structured way so as to achieve a specific objective
- ✓ Use a business-like style and vocabulary, while displaying sensitivity to different levels of reader expertise
- ✓ Express ideas with confidence and clarity, supporting persuasive and logical arguments

Phone Skills

Phone skills are a highly valuable tool to have in an employee's skill-set. This skill will help you to improve your phone skills which will make them more confident, improve sales, and help gain new customers while retaining your current cliental. A more confident employee is also one that is happier, and happier employees will produce happier customers.

The candidate should be able to:

✓ Present a telephone style that suits your personality

✓ Create a professional impression on the phone

✓ Being clear and concise

✓ Getting a message across

✓ Developing confidence on the phone

✓ Take the emotion out of a call

✓ Demonstrate a desire to own the call

✓ Take responsibility for each call

✓ Take control of a call

✓ Deal with difficult calls
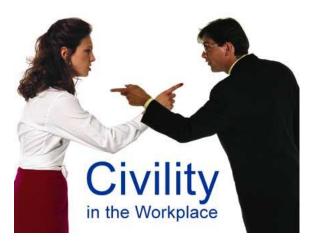
Change Management

Change is a constant in many of our lives. All around us, technologies, processes, people, ideas, and methods often change, affecting the way we perform daily tasks and live our lives. Having a smooth transition when change occurs is important in any situation and you will gain some valuable skills through this skill.

The candidate should be able to:

- ✓ An appreciation of the impact of organizational change on people
- ✓ Identified ways they can positively lead and motivate people through cultural or organizational change
- ✓ Developed skills for effectively communicating change
- ✓ Identified ways they can help team members cope with change

Civility in the Workplace

To address the growing problem of incivility in the work setting, this skill introduces the concept of civility, its importance to a company, as well as its typical causes and effects. Skills needed to effectively practice civil behavior, as well as different ways organizations can systematize civility in the workplace will also be discussed. The benefits to Civility in the Workplace are countless and will pay off immensely in every aspect of your job.

The candidate should be able to:

✓ Define civility, understand its causes, and enumerate at least three of its behavioral indicators.

✓ Understand the costs of incivility, as well as the rewards of civility, within the workplace.

✓ Present practical ways of practicing workplace etiquette.

✓ Present the basic styles of conflict resolution.

✓ Present skills in diagnosing the causes of uncivil behavior.

✓ Understand the role of forgiveness and conflict resolution.

✓ Understand the different elements of effective communication.

✓ Present facilitative communication skills such as listening and appreciative inquiry.

✓ Present specific interventions that can be utilized when there's conflict within the workplace.

✓ Present a recommended procedure for systematizing civil behavior within the workplace.

Coaching and Mentoring

The Coaching and Mentoring skills focuses on how to better coach your employees to higher performance. Coaching is a process of relationship building and setting goals. How well you coach is related directly to how well you are able to foster a great working relationship with your employees through understanding them and strategic goal setting.

The candidate should be able to:

- ✓ Provide highly effective coaching skills
- ✓ Things you can put into practice immediately
- ✓ Listening and responding skills
- ✓ Motivating and guiding
- ✓ Giving effective feedback
- ✓ Dealing with confidence issues
- ✓ Assisting with professional and personal development
- ✓ The difference between doing, telling and coaching
- ✓ Learning the value of patience-

Communication Strategies

The Communication Strategies skill will help participants understand the different methods of communication and how to make the most of each of them. These strategies will provide a great benefit for any organization and its employees. They will trickle down throughout the organization and positively impact everyone involved.

The candidate should be able to:

- ✓ Understand the role of communication in personal & professional success.
- ✓ Develop awareness of appropriate communication strategies.
- ✓ Prepare and present messages with a specific intent.
- ✓ Analyze a variety of communication acts.
- ✓ Ethically use, document and integrate sources.
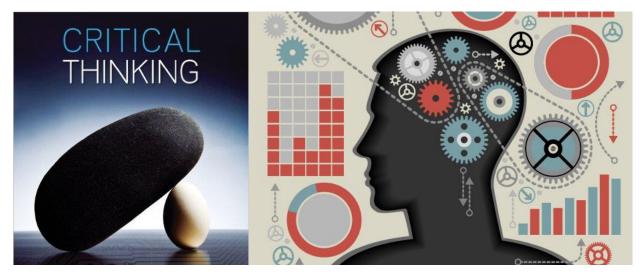
Conflict Resolution

Wherever two or more people come together, there is bound to be conflict. This skill will give participants a seven-step conflict resolution process that they can use and modify to resolve conflict disputes of any size. Your participants will also be provided a set of skills in solution building and finding common ground.

The candidate should be able to:

✓ Defined confrontation and their role in managing conflict in the workplace to ensure they maximize individual and team performance

✓ Identified their preferred style/s in influencing others and managing conflict and the additional strategies that they need to use to successfully resolve the conflict situation

✓ Demonstrated their skills in resolving conflict and confrontation

✓ Have identified a plan to apply and enhance their communication skills in the workplace to address existing conflicts

Critical Thinking

Critical Thinking skill provides you with the skills to analyze and evaluate information. With these skills you are able to obtain the greatest amount of knowledge from a piece of data. It provides the best chance of making the correct decision, and minimizes damages if a mistake does occur.

The candidate should be able to:

- ✓ Define argumentation, understand its structure and components, and be aware of how it is used in public controversy
- ✓ Understand the distinctions between deductive and inductive reasoning
- ✓ Understand the distinction among various types of claims.
- ✓ Understand the roles that case building and refutation play in public controversy.
- ✓ Understand and be able to critically evaluate various elements of critical thinking, including evidence, reasoning, and fallacies.
- ✓ Understand the role that language plays in critical thinking.
- ✓ Effectively present both written and oral arguments.
- ✓ Become a critical "decision maker."

Customer Service

Each and every one of us serves customers, whether we realize it or not. Maybe you're on the front lines of a company, serving the people who buy your products. Perhaps you're an accountant, serving the employees by producing their pay checks and keeping the company running. Or maybe you're a company owner, serving your staff and your customers.

The candidate should be able to:

- ✓ Adopted a consistent, professional style when speaking with customers
- ✓ Developed skills in engaging with customers and handling their enquiries effectively
- ✓ Listened effectively, asked questions and summarized to respond fully to a customer request
- ✓ Identified ways they can add value to customer relationships and exceed expectations
- ✓ Practiced how to turn customer service disappointment into a positive experience

Delivering Constructive Criticism

Delivering Constructive Criticism is one of the most challenging things for anyone. Through this Skill, you will gain valuable knowledge and skills that will assist you with this challenging task. When an employee commits an action that requires feedback or criticism it needs to be handled in a very specific way.

The candidate should be able to:

- ✓ Determine the right place to give feedback
- ✓ Consider informal feedback
- ✓ Gather facts on the issue
- ✓ Create an action plan
- ✓ Practice tone
- ✓ Control and create an impact
- ✓ Criticize in private, praise in public
- ✓ Create a safe environment for providing criticism
- ✓ Monitor body language
- ✓ Develop understanding and active listening
- ✓ Be collaborative
- ✓ Set goals
- ✓ Check emotions and outbursts
- ✓ Diffuse negative emotions including anger
- ✓ Understand what not to do
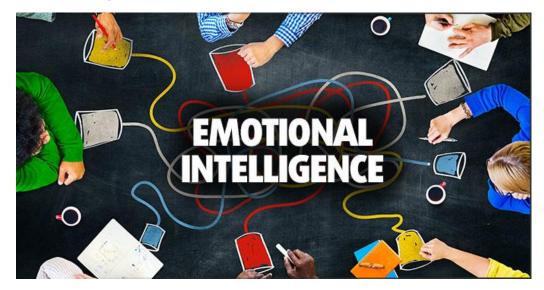- ✓ Measure results

Developing a Lunch and Learn

Hosting a Lunch and Learn session is a low cost training option. It is a great way to introduce a topic or give a small demonstration on a new product or service. They are usually voluntary, thus attendance can sometimes be an issue, but with this workshop you will be given the knowledge to work through this issue and others.

The candidate should be able to:

- ✓ Understand what a lunch and learn is and is not
- ✓ Be able to set up and break down
- ✓ Create new content
- ✓ Address difficult situations and people
- ✓ Create useful takeaways
- ✓ Use feedback to improve future lunch and learns

Emotional Intelligence

Emotional intelligence skill describes the ability to understand one's own feelings. It also provides great insight on how emotion influences motivation and behavior. The concepts of Emotional Intelligence have been around since the early 20th century, but the term was first introduced by Wayne Payne in 1985.

The candidate should be able to:

✓ How to recognize and understand the five competencies for building Emotional Intelligence

✓ Self-motivation and job satisfaction as factors that contribute to high performance

✓ Practical tools and skills for communicating effectively, assertively, and collaboratively

✓ Influencing and partnering skills

✓ Communication approaches and skills for developing relationships and ownership for successful outcomes and follow through

✓ Skills for conflict management and dealing with difficult situations

✓ How to choose perceptions and behaviors that will lead to positive outcomes

Employee Motivation

When you think of staff motivation, many things may come to mind: more money, a bigger office, a promotion, or a better quality of life. The truth is, no matter what we offer people, true motivation must come from within. Regardless of how it is characterized, it is important to get the right balance in order to ensure that you have a motivated workforce.

The candidate should be able to:

- ✓ Explain the importance of motivation for employees, leaders, and the organization
- ✓ Understand the link between motivation and performance
- ✓ Identify appropriate motivators for intrinsically and extrinsically motivated individuals
- ✓ Create a plan for motivating a team member
- ✓ Describe the elements of a motivating work environment
- ✓ Identify specific activities to create a motivational work environment
- ✓ Articulate the dangers of rewards and punishment

Employee Onboarding

Employee Onboarding is a vital part of any companies hiring procedure. Hiring, training, and bringing new employees on board is a huge investment. Onboarding will assist newly hired employees in developing and keeping their skills. Knowledge will be retained, and their value will increase within the company.

The candidate should be able to:

✓ Define onboarding

✓ Know the benefits & purpose of onboarding

✓ Prepare for a successful onboarding program

✓ Identify ways to engage & follow up with employees

✓ Set operational expectations

✓ Discover the importance of resiliency & flexibility

Employee Recruitment

Many companies simply wait for talent to come to them. Simply advertising an open position and hoping that you find the right talent does not guarantee that you will find the best people. Actively seeking out qualified candidates is the best way to ensure that you find the talent that you need. Recruitment is essential to the success of your business.

The candidate should be able to:

- ✓ Define recruitment.
- ✓ Understand the selection process.
- ✓ Recognize the GROW model and how to set goals.
- ✓ Prepare for the interview and question process.
- ✓ Identify and avoid bias when making offers.
- ✓ Discover ways to retain talent and measure growth.

Executive and Personal Assistants

Being an Executive or Personal Assistant is a unique position that requires a variety of skills. Whether you are updating schedules, making travel arrangements, minute taking, or creating important documents all must be done with a high degree of confidentiality. Confidentiality is one of the most important characteristics for every assistant.

The candidate should be able to:

- ✓ Present how to develop a strategic business partnership with your executive
- ✓ Discover how to stay ahead of your executive's shifting priorities
- ✓ Present how to quickly plan a project using a timeline
- ✓ Discover strategies for managing your personal brand and career progression
- ✓ Learn time-saving email management techniques
- ✓ Discover the formula for influencing the executive team
- ✓ Present effective presentation skills
- ✓ Present techniques for creating more time in the diary
- ✓ Discover how to manage multiple demands on your time
- ✓ Present how to negotiate successfully

Facilitation Skills

Facilitation is often referred to as the new cornerstone of management philosophy. With its focus on fairness and creating an easy decision making process. Creating a comfortable environment through better facilitation will give your participants a better understanding of what a good facilitator can do to improve any meeting or gathering.

The candidate should be able to:

- ✓ Know the concept of facilitation: its purpose and underlying beliefs.
- ✓ Know an overview of the foundational content/process model.
- ✓ Know the five core practices of facilitation.
- ✓ Know the boundaries of neutrality.
- ✓ Know a clear structure for beginning any facilitated session.
- ✓ Know how norming can create and maintain a positive meeting climate.
- ✓ Know the purpose and importance of flipchart note taking.
- ✓ Know techniques for intervening to redirect member behaviors.
- ✓ Know the hidden reasons that meetings falter.
- ✓ Know specific set of steps for taking the pulse and restoring group order.
- ✓ Know various ways that groups can make decisions and clarifies whether they unite or divide group members.
- ✓ Know situations in which each approach is applicable.
- ✓ Present what facilitators do to effectively end facilitated discussions.
- ✓ Know a variety of ways to bring closure.
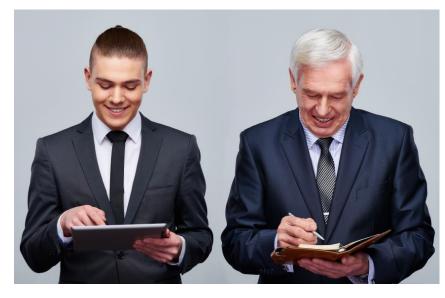- ✓ Know strategies to avoid poor follow-through.

Generation Gaps

While having various cultures in one workplace can present communication problems and conflicts, the benefits of such a variety in the workplace outweigh it. The workplace can present challenges to management in terms of handling the different generations present. As older workers delay retiring and younger workers are entering the workforce, the work environment has become a patchwork of varying perspectives and experiences, all valuable to say the least.

The candidate should be able to:

- ✓ Identify where the generation gap issue surfaces, and the impact it has on the modern workforce.
- ✓ Describe and apply language that is specific to each generation currently in the workplace.
- ✓ Explore organization strategies that overcome gap issues.
- ✓ Evaluate the need and effectiveness of recruiting, retention, and succession plans in context of the generation gap.

Goal Setting and Getting Things Done

Goal Setting is one of the most basic and essential skills someone can develop. We touch on goal characteristics, time management, and what to do when setbacks occur. This workshop will provide the knowledge and skills your participants need to complete more tasks, and get things done.

The candidate should be able to:

- ✓ Overcome procrastination
- ✓ Apply the 15 minute rule
- ✓ Remove distractions
- ✓ Reward yourself
- ✓ Start small and build from there
- ✓ Set realistic deadlines
- ✓ Use the four P's of Positive, Personal, Possible and Prioritized
- ✓ Motivate yourself by remembering success
- ✓ Use gamification
- ✓ Track your progress
- ✓ Manage time
- ✓ Break up large tasks
- ✓ Utilize technology
- ✓ Build on your successes
- ✓ Chunk, block and tackle
- ✓ Plan effectively
- ✓ Use Specific, Measurable, Attainable, Realistic and Timely (SMART) goals

Hiring Strategies

Successful companies are made up of great employees, so why not hire great employees? Hiring and training employees is an expensive venture. Hiring the right person is more about skills and abilities; it is about finding the right combination of skills, attitude, and fit for your organization's culture.

The candidate should be able to:

- ✓ Know the position
- ✓ Analyze a job
- ✓ Analyze a task
- ✓ Develop a suitable hiring strategy
- ✓ Identify top performers
- ✓ Be prepared
- ✓ Mark salary range
- ✓ Advertise where it matters
- ✓ Develop corporate citizenship
- ✓ Consider competition
- ✓ Consider cover letters appropriately
- ✓ Grade resumes
- ✓ Conduct an Internet search
- ✓ Use a panel
- ✓ Interview more than once
- ✓ Understand the selection process

Human Resource Management

Recently tasks that were originally thought to fall under the responsibility of the human resources department have become a part of many managers" job descriptions. The sharing and diffusion of these tasks throughout the organization has had an impact particularly on those that are not equipped with the skills or knowledge to deal with these issues.

The candidate should be able to:

- ✓ HR management objectives and ethical issues
- ✓ Organizational theories
- ✓ Job design and analysis
- ✓ Employee training assessment
- ✓ Performance issues
- ✓ Employee rights and labor relations
- ✓ Global staffing concerns and methods

Interpersonal Skills

We've all met that dynamic, charismatic person that just has a way with others, and has a way of being remembered. Your participants will identify ways of creating a powerful introduction, remembering names, and managing situations when you've forgotten someone's name.

The candidate should be able to:

- ✓ Determine their communication style

- ✓ Develop strategies for interacting with communication styles unlike their own

- ✓ Identify and use conflict resolution styles appropriate for different situations

- ✓ Identify barriers to communication and strategies to overcome them

- ✓ Listen effectively to ensure they have received messages as intended

- ✓ Use nonverbal communication to express interest and demonstrate that they are actively engaged in conversations

- ✓ Develop strategies for building and maintaining relationships

Job Search Skills

Searching for a job can be intimidating. How do you know what job you're best suited for? How do you build a winning resume and cover letter? Where can you find job leads? How do you network without feeling nervous? What happens when you land an interview? And most importantly, where do you find help when you need it?

The candidate should be able to:

- ✓ To develop awareness of different job search techniques, including how to employ practical networking techniques
- ✓ To begin to recognize the skills developed during research and analyses how to present these effectively in written applications
- ✓ To understand and recognize the characteristics of effective CVs, cover letters and application forms
- ✓ To critique the strengths and weaknesses of their own and colleagues' current CVs
- ✓ To evaluate example cover letters in order to build their knowledge of different types and styles they may utilize
- ✓ To prepare an example answer for an application form
- ✓ To understand interview processes and practice being interviewed in a supportive environment

Manager Management

With this skill you will be able to provide the skills, guidance, and empowerment to your team of managers. They will then be better suited in leading and motivating their team and thus produce fantastic results. To be a successful manager means having a wide range of skills. Through this skill you will be able to disperse your knowledge and experience throughout your leadership team.

The candidate should be able to:

- ✓ Welcoming and orientating new managers

- ✓ Successful coaching and mentoring

- ✓ Performance measurement

- ✓ Dealing with complications

- ✓ Communication between employees and management

Managing Workplace Anxiety

The workplace is one of the leading locations where people experience stress and anxiety. Every employee will encounter it sometime during their career. Everyone should be aware of the signs of anxiety and the tools needed to cope and deal with it.

The candidate should be able to:

- ✓ Recognizing the difference between anxiety and common nervousness.
- ✓ Identifying different types of workplace anxieties.
- ✓ Recognizing common trigger and accelerants.
- ✓ Recognizing symptoms and warning signs.

Meeting Management

This skill is designed to give your participants the basic tools you need to initiate and manage their meetings. They should know to planning and leading techniques that will give them the confidence to run a meeting that will engage the attendees and leave a positive and lasting impression. Through this skill your participants should know the needed skills in planning and implementing a successful meeting.

The candidate should be able to:

- ✓ Know types of Meeting
- ✓ Know the role of each person in a meeting
- ✓ How to get the most out of your meetings in the given time frames.
- ✓ How to plan and follow a set agenda, ensuring your meetings meet set objectives.
- ✓ The most effective way of engaging all participants.
- ✓ Practical techniques to energize your meetings.

Negotiation Skills

Although people often think of boardrooms, suits, and million dollar deals when they hear the word negotiation, the truth is that we negotiate all the time. Through this workshop participants will be able to understand the basic types of negotiations, the phases of negotiations, and the skills needed for successful negotiating.

The candidate should be able to:

- ✓ Understanding the interests, priorities, and goals of all parties
- ✓ Maximizing opportunity through pre-negotiation preparation
- ✓ Knowing how personal biases and cultural differences impact negotiations
- ✓ Dealing with irrational people and challenging relationships
- ✓ Improving communication by listening and asking questions
- ✓ Making offers at the right time and in the right way
- ✓ Transforming competition into cooperation—and opponents into partners
- ✓ Managing teams of negotiators more effectively
- ✓ Recognizing when to walk away from the table

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Office Politics for Managers

You have likely experienced some form of Office Politics. Working with different personalities, opinions, backgrounds, and values is a challenge in any environment. It is an inevitable fact that when people are working together personalities can and will clash. No one is an island, so working together as a team is incredibly important for the organization and every employee.

The candidate should be able to:

- ✓ The purpose and benefits of office politics
- ✓ Setting ground rules and boundaries for new employees
- ✓ Interaction between workers
- ✓ Learning different personality types
- ✓ Effective networking and support
- ✓ How individuals function within a group

Organizational Skills

Developing good Organizational Skill is an investment that will provide benefits for years. To be successful means to be organized. These skills will filter through all aspects of your participants professional and personal lives. Throughout this workshop your participants will be given the tools necessary in developing better Organizational Skills.

The candidate should be able to:

- ✓ Prevent information overload, and manage information by using the INFO process.
- ✓ Manage written, oral, and electronic information, and use memory more effectively.
- ✓ Manage outgoing information, and identify when it's best to use written, oral, or electronic information.
- ✓ Identify characteristics and myths related to time, and manage time-related problems.
- ✓ Get organized, plan and prioritize, and identify the causes of and remedies for procrastination.
- ✓ Handle visitors, handle office interruptions, and delegate effectively.
- ✓ Manage team time, communicate and plan within a team, and use team time effectively.

Personal Productivity

Most people find that they wish they had more time in a day. This skill will show participants how to organize their lives and find those hidden moments. Participants will learn how to establish routines, set goals, create an efficient environment, and use time-honored planning and organizational tools to maximize their personal productivity.

The candidate should be able to:

- ✓ Set & evaluate SMART goals (specific, measurable, achievable, relevant & timed)
- ✓ Learn to use routines to maximize productivity
- ✓ Master numerous scheduling tools for efficient use of time
- ✓ Learn to stay on top of a to-do list
- ✓ Learn how to start new tasks & projects on the right foot
- ✓ Master basic project management techniques
- ✓ Organize physical & virtual workspaces for maximum efficiency
- ✓ Take back time from e-mail & handheld devices
- ✓ Learn to tackle procrastination

Presentation Skills

Many studies have found that public speaking is the number one fear amongst most people, outranking flying, snakes, insects, and even death. Ironically, it is also one of the skills that can make or break a person's career. Your participants will be provided a strong set of skills that will complement their current presentation skill set.

The candidate should be able to:

✓ Plan their presentation by gathering relevant information, determining audience needs, and defining presentation purpose;

✓ Organize the presentation using the concepts of ordering and determining the central, main and supporting ideas;

✓ Develop the introduction and conclusion of the presentation;

✓ Identify the benefits and uses of visual aids;

✓ Apply the various media choices for displaying data and enhancing the presentation;

✓ Use effective verbal and non-verbal techniques when making a presentation;

✓ Reduce their stress when making a presentation;

✓ Effectively field questions and elicit feedback from the audience;

✓ Gain feedback from peers and the trainer that will identify strengths and areas for improvement.

Proposal Writing

A good proposal doesn't just outline what product or service you would like to create or deliver. It does so in such a way that the reader feels it is the only logical choice. Your participants will explore the proposal writing process including the most common types of proposals.

The candidate should be able to:

- ✓ Define the strategy & best approach for each proposal
- ✓ Determine the correct proposal style
- ✓ Master the best method for effective proposal writing
- ✓ Perform a need analysis & write a goal statement
- ✓ Acquire a variety of techniques for improving writing skills
- ✓ Use appropriate resources & ghosting to build a strong case
- ✓ Use illustrations & case studies for maximum impact
- ✓ Present effective techniques for proofreading & editing
- ✓ Master the art of finishing touches to create a professional, final product

Public Speaking

According to a survey by the Sunday Times of London, 41% of people list public speaking as their biggest fear. Forget small spaces, darkness, and spiders, standing up in front of a crowd and talking is far more terrifying for most people. Through this skill your participants will become more confident and relaxed in front of an audience which will translate into a successful speaking event.

The candidate should be able to:

- ✓ Overcome your fear of public speaking
- ✓ How to make a solid first impression that will command any audience's attention
- ✓ How to develop a presentation that people will remember
- ✓ Demonstrate the best way to use visual aids
- ✓ Teach you how to engage an audience
- ✓ Exude confidence in front of a group

Risk Assessment and Management

It is not possible to control or manage 100% of risk, but knowing what do before, during, and after an event will mitigate the damage and harm. Identifying potential hazards and risks and making it part of the day to day business is important. Safety should be the first priority as every business must face the reality of risks and hazards.

The candidate should be able to:

- ✓ Understand business's approach to risk management;
- ✓ Understand how risk management affects decision-making;
- ✓ Conduct a risk analysis by drawing up a risk profile and using a risk matrix;
- ✓ Identify risks/uncertainties to achieving a set of objectives and expected results
- ✓ Prioritize these uncertainties;
- ✓ Decide how to act on the uncertainties within the framework of project planning.

Safety in the Workplace

Workplace safety is the responsibility of everyone in an organization. Companies have legal obligations to meet certain safety requirements, but many go further than the minimum obligations. Safety standards and procedures must be put in place, and everyone needs to follow the standards in order for them to be effective.

The candidate should be able to:

- ✓ Understanding the importance of health, safety and welfare standards in the workplace
- ✓ Knowing how hazards and risks are controlled in the workplace
- ✓ Being aware of the main causes and effects of poor health and safety at work
- ✓ Understanding how health and safety information is communicated in the workplace

Stress Management

Positive and negative stress is a constant influence on all of our lives. The trick is to maximize the positive stress and to minimize the negative stress. Your participants will be shown how stress can be positive and negative, and we'll look at the Triple A approach that will form the basis of this workshop.

The candidate should be able to understand:

- ✓ Pressure and Performance Management
- ✓ Common Causes of Stress
- ✓ The Symptoms of Excess Stress
- ✓ Personal Stress Audit
- ✓ Identifying Pressure at Work
- ✓ Identifying Pressure at Home
- ✓ Improving Interpersonal Skills
- ✓ Characteristics of Well-Managed Stress
- ✓ Setting Clear Boundaries
- ✓ The Psychology of Changing Behavior
- ✓ Making Appropriate Behavior Changes
- ✓ Change without Causing More Pressure
- ✓ Identifying and Managing Stress in Others
- ✓ Distinction between Pressure and Lack of Ability
- ✓ The Link between Good Communication and Decreased Stress

Supervising Others

Supervising others can be a tough job. Between managing your own time and projects, helping your team members solve problems and complete tasks, and helping other supervisors, your day can fill up before you know it.

The candidate should be able to:

- ✓ Set clear expectations for team members
- ✓ Set S.M.A.R.T. goals for team members that motivate and inspire dedication
- ✓ Effectively assign work that has been set according to each employee and situation
- ✓ Master techniques to delegate effectively and confidently
- ✓ Develop approaches for conducting formal feedback sessions
- ✓ Provide informal, constructive feedback
- ✓ Develop priorities and time management strategies as a team leader
- ✓ Establish conflict resolution strategies
- ✓ Interact with new or existing teams
- ✓ Create a path for personal development

Talent Management

Every company wants to have the best and brightest employees, and with Talent Management that can be achieved. With a company's workforce generally being its highest cost, does it not make sense to invest in it? With Talent Management you are developing a more skilled workforce, and attracting better and more skilled new hires.

The candidate should be able to:

- ✓ To strategically manage the talent and performance in your organization.
- ✓ To implement proven strategies, tools, and processes to help manage talent and performance.
- ✓ To discover how to focus people more effectively on their performance by examining each phase of the performance management process.
- ✓ To develop employees' performance by setting meaningful goals, providing effective feedback, diagnosing potential problems and building a plan of action to correct the problems.

Telework and Telecommuting

Working in a home office requires a unique set of skills. Teleworkers or virtual employees have additional challenges created by not being in a centralized office. Communication issues alone make it a challenging job, and recognizing these challenges will help your participants become great teleworkers.

The candidate should be able to:

- ✓ Manage time
- ✓ Organize and plan
- ✓ Develop communication skills
- ✓ Solve problems on their own
- ✓ Stay motivated
- ✓ Use freedom wisely
- ✓ Learn accountability
- ✓ Recognize and remove bad habits
- ✓ Learn from mistakes and avoid repetition
- ✓ Build flexibility in schedule
- ✓ Build trust and rapport
- ✓ Use feedback
- ✓ Beat isolation
- ✓ Set realistic expectations from family

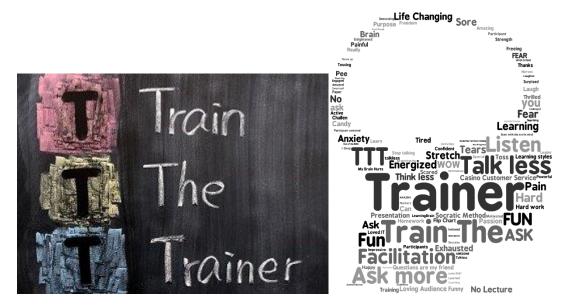## Trade Show Staff Training

Deciding to attend a trade show is a large investment for any company. Preparation is essential: It's better not to go to a trade show than to go unprepared. Every person in your booth is an ambassador to your company, make sure they are prepared. Trade show attendees usually plan a list of whom they're going to visit before ever entering the convention center doors, make sure you are on that list.

The candidate should be able to:

- ✓ Prepare for a trade show
- ✓ Maintain a professional atmosphere
- ✓ Engage customers appropriately
- ✓ Prepare staff for a trade show
- ✓ Follow-up with your leads

Train-The-Trainer

Whether you are preparing to be a professional trainer, or you are someone who does a bit of training as a part of their job, you always want to be prepared. Your participants will understand that training is a process where skills, knowledge, and attitudes are applied in a unique way.

The candidate should be able to:

- ✓ Describe the training cycle.

- ✓ Identify and determine the need for training—what, who, and how.

- ✓ Write effective learning objectives.

- ✓ Design participant-oriented learning materials and exercises.

- ✓ Apply adult learning concepts, develop supportive climates, and customize off-the-shelf materials.

- ✓ Use training activities and alternatives to lecture, strategize for different learning needs, and create effective questioning techniques.

- ✓ Prepare properly for a training session, and prepare participants to foster learning.

- ✓ Manage and encourage participants of all backgrounds and learning styles

- ✓ Address challenging participants and behaviors.

- ✓ Present and facilitate a training program, including use of audio visuals and handouts.

- ✓ Evaluate program impact at different levels using a variety of methods.

- ✓ Identify the five levels of evaluation.

Virtual Team Building and Management

There are an estimated one billion virtual workers in 2012, and the number is expected to continue climbing well into the future. With a global workforce you are provided with a cost effective and talented pool of employees to draw from. With a virtual team you are given a Follow the Sun production environment.

The candidate should be able to:

✓ Know the keys to establishing a virtual team

✓ Understand how to hold effective meetings and group sessions

✓ Know effective ways to communicate with team members

✓ Use tools to build trust and confidence among employees

✓ Know how to handle poor performing employees

✓ Know how to manage a virtual team during any project

Work-Life Balance

Having a balance between work and home life can be a challenge. With this challenge come great rewards when it is done successfully. By balancing a career with home life it will provide benefits in each environment. You will become healthier, mentally and physically, and you will be able to produce more career wise.

The candidate should be able to:

- ✓ Understand the benefits of a work-life balance
- ✓ Recognize the signs of an unbalanced life
- ✓ Learn about employer resources for a balanced lifestyle
- ✓ Telecommunicate effectively
- ✓ Master time management and goal setting
- ✓ Leave work stress at work, and home stress at home
- ✓ Work at a home office productively
- ✓ Manage time
- ✓ Find the most effective work methods for you
- ✓ Improve life at home by spending time alone
- ✓ Draw a boundary between work and home
- ✓ Create a balance at work and at home
- ✓ Learn to manage stress

Workplace Diversity

Improving diversity knowledge is a required component of every company. With more and more businesses having global presence workplace diversity is a forgone conclusion. Your participants will be able to use strategies to be proactive and remove barriers. They will be shown how to build and encourage diversity in their workplace and community.

The candidate should be able to:

- ✓ Know concepts of diversity, equality & equal opportunities
- ✓ Explanation of why diversity is important
- ✓ Overview of legislation (direct and indirect)
- ✓ The Equality Act
- ✓ Stereotyping and Prejudice
- ✓ Bullying and Harassment
- ✓ Understanding Bias
- ✓ Legal Liability
- ✓ Challenging Unacceptable Behavior
- ✓ Evaluation and Conclusion

Workplace Harassment

Harassment can be based on a variety of factors such as race, sex, and disability. Experiencing an uncomfortable situation in the workplace may be more than an unpleasant event; it may be against the law. This alone is what makes this topic very important for every organization.

The candidate should be able to:

- ✓ The importance of diversity
- ✓ Respect and disrespect in the workplace
- ✓ Anti-discrimination laws
- ✓ Sexual harassment defined
- ✓ Types of sexual harassment
- ✓ Consensual relationships
- ✓ Conduct to be avoided
- ✓ Internet and e-mail harassment
- ✓ Other forms of harassment
- ✓ Unwelcome physical behaviors
- ✓ Unwelcome verbal behaviors
- ✓ Offensive displays in the workplace
- ✓ Retaliation
- ✓ Reporting discrimination and harassment
- ✓ What you should do

Workplace Violence

Workplace harassment must be identified, discouraged, and prevented in order to keep a hostile work environment from developing. Left unchecked, harassment can escalate into violence. Workplace violence and harassment training is essential to the safety of all employees.

The candidate should be able to:

- ✓ Identify institutional environmental and policy risk factors for workplace violence.

- ✓ Recognize behavioral warning signs of violence in individuals.

- ✓ Employ communication and teamwork skills to prevent and manage violence.

- ✓ Identify appropriate resources to support injured healthcare workers.

- ✓ Take steps to implement a comprehensive workplace violence prevention

  program.