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### Training Course Overview

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### Analytical

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### Analytic Training Course

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### Overview of Communication Training Courses

NOTE: These courses have been identified by MSHA in their training program, however, they have not been mapped/linked into this document.

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## Overview of Presentation Skills Training Courses

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<td>Essential Mentoring Techniques: Mentoring Fundamentals</td>
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<td>Uncovering the Root Problem</td>
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<td>Anticipating and Solving Problems as a Project Champion</td>
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<td>Turning Problems Around with Reverse Brainstorming</td>
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<td>Problem Solving: Process, Tools, and Techniques</td>
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<td>Problem Solving and Process Management Tools</td>
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<td>Problem Solving and Decision Making</td>
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<td>Leading Teams: Launching a Successful Team</td>
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<td>Leading Teams: Establishing Goals, Roles, and Guidelines</td>
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<td>Leading Teams: Developing the Team and its Culture</td>
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<td>Using Feedback to Improve Team Performance</td>
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<td>Being an Effective Team Member</td>
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<td>Elements of a Cohesive Team</td>
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<td>Support Your Leader</td>
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<td>Developing Self Sufficient Teams</td>
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<td>Meeting Team Performance Challenges</td>
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<td>Workplace Conflict: Recognizing and Responding to Conflict</td>
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<td>Workplace Conflict: Strategies for Resolving Conflicts</td>
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<td>Personal Conflict Styles</td>
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<td>Blame Backfires – Conquer Negative Thinking</td>
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<td>Improving Communication in Cross-cultural Relationships</td>
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<td>Building Better Relationships through Understanding</td>
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**Overview of Constructive Feedback Training Courses**

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<td>Customer Service: Difficult Conversations – Instructor-led Course</td>
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<td>Preparing for a Difficult Conversation</td>
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### Overview of Working with Difficult Customers Training Courses

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<td>Handling Difficult Questions as a Presenter</td>
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Leadership Courses

Achieving Leadership Success Through People, (A)
Lead more effectively by creating rapport, synergy and two-way trust. The most successful leaders are those with the best people skills, especially during the most difficult circumstances. Poor communication and interpersonal relationships routinely thwart leaders who are otherwise technically competent. In order to succeed, leaders must be fully engaged with the individuals who make up their organization. Focusing skill-by-skill on P.E.O.P.L.E. (Professionalism, Empathy, Optimism, Partnering, Loyalty and Empowering) this seminar can help anyone in a position of leadership to better demonstrate caring as well as courage, and to use a P.E.O.P.L.E. approach to achieve maximum results.

Objectives/Learning Outcomes:
- Understand the components of professionalism and the importance of setting a good example
- Coach and develop your direct reports/colleagues to be more hopeful and empathetic as they develop greater professionalism
- Create genuine partnerships and unity with, and among, direct reports/colleagues
- Be more optimistic through reframing, resilience and positive language skills
- Learn and apply the components of loyalty to create “loyal followership”
- Trust and empower your direct reports/colleagues more

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Advanced Leadership Skills and Techniques, (A)
This course is designed to assist individuals in enhancing and sharpening their existing leadership skills. Participants will learn to develop a strong leadership presence, apply emotional intelligence (EI) competencies, demonstrate flexibility in their leadership approach, develop the leadership potential of a team, and make ethical decisions. Through self-assessments, practical group exercises, and discussions, participants will have the opportunity to apply learned strategies to different individual, team, and organizational situations.

Objectives/Learning Outcomes:
- Develop a strong leadership presence
- Apply emotional intelligence (EI) competencies to enhance individual, team, and organizational performance
- Demonstrate flexibility in leadership approach to maximize effectiveness
- Develop the leadership potential of a team
- Strengthen a team’s leadership role in an organization
- Solve ethical dilemmas

Suggested Prerequisites:
Building and Sustaining Teams
Leadership Skills and Techniques

Link(s) to Training:
Management Concepts
Assertiveness Skills: Communicating with Authority & Impact, (B)
This course will help you gain self-awareness of your attitudes and behavior patterns that promote or hinder assertive behavior. Through video demonstrations, role-playing activities, journaling, skill development and workshops, you increase your ability to get work done using proven techniques.

Objectives/Learning Outcomes:
- Demonstrate and model assertive behavior for win-win outcomes
- Gain self-awareness of your attitudes, behavior patterns and habits
- Develop a positive, proactive response to difficult behaviors
- Exhibit confidence in your ability to address challenging situations
- Enhance your skill set with proven tactics

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree
American Management Association

Assertiveness Training for Women in Business, (I)
AMA's assertiveness training for women gives you the opportunity to practice fundamental assertiveness skills and to share your concerns with other women in a supportive and encouraging learning environment. You'll assess your leadership style and then apply the new skills and tools you learn directly to one of your own challenges, receive feedback, and refine your skills through videotaped practice. Return to work with a complete and flexible plan for achieving the kind of assertiveness your position demands.

Objectives/Learning Outcomes:
- Recognize the characteristics of the four assertiveness styles
- Assess your individual assertiveness style and its effectiveness
- Demonstrate assertiveness techniques using supportive communication behaviors
- Develop an action plan to overcome at least two personal obstacles to assertiveness
- Learn how to capitalize on the strengths of your leadership style—and minimize weaknesses
- Flex your leadership style preference to interact most effectively and assertively with others
- Incorporate assertiveness techniques into everyday practices

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association
SkillPath
Building and Sustaining Teams, (i)

This highly experiential and interactive course excites, challenges, and guides leaders through a series of exercises that help them build high-performing teams and sustain team excellence. Through analysis of critical workplace issues, the course transforms participants who want to think, problem-solve, innovate, and find support in order to help their organizations build high-performing teams. Participants discuss previous teaming experiences, engage in practices they can use to promote successful teaming experiences in their own organizations, and evaluate the strategies they currently use to help their teams accomplish their objectives. Participants also gain insight into their own preferences around team dynamics and engage in exciting experiences that help them shift the way they lead their teams.

Objectives/Learning Outcomes:
- Identify the criteria for high performance
- Develop strategies to build trust with and among team members
- Establish effective communication standards before initiating collaborative efforts
- Leverage the skills of your team members to align the team for high performance
- Develop strategies to bring your team to a state of high performance
- Manage challenging issues to sustain high performance
- Apply lessons learned to a hypothetical scenario and develop an action plan for achieving high performance

Suggested Prerequisites:
- Leadership and Management Skills for Non-Managers
- Leadership Skills and Techniques
- Interpersonal Skills: Developing Effective Relationships

Link(s) to Training:
Management Concepts

Coaching From a Distance: Developing Your Team When You Can’t Be Face to Face (i)

Successful coaching is challenging and rewarding—but coaching remotely or in a virtual environment demands all-new rules. The countless ways in which professionals now communicate means business can be conducted almost anywhere. This has introduced the element of distance (both real and virtual) between coach and subject. Coaching skills that once worked so effectively face-to-face won’t get the job done today. For a remote or virtual environment, coaches must develop an entirely new battery of skills—from innovative ways of listening to new measures of coaching success. This new Live Online Seminar covers it all in four dynamic lessons, with a sharp focus on skill-building and modeling techniques that will enable coaches to move their teams to the next level of professional development regardless of distance.

Objectives/Learning Outcomes:
- Diagnose the specific kind of coaching that the situation requires
- Provide coaching directed toward development, career planning and performance management
- Develop critical listening skills—to “hear between the lines”
- Make the right connections to foster cohesion and teamwork
- Execute your strategy with the appropriate set of tools and techniques
- Compensate for lack of “face time” and visual cues

Suggested Prerequisites:
Collaborative Leadership Skills, (1)
Developing essential collaborative skills to build team commitment with collaborative leadership training to enhance team commitment and individual performance. This seminar will give you the skills to be an adaptive manager, someone who can create clarity, vision and build mutual trust with your team and other departments. It will show you how to inspire optimal performance from team members and help bring out their strongest talents.

Objectives/Learning Outcomes:
- Become more effective by enabling each team member to share ideas and generate solutions
- Remove roadblocks that prevent employees from doing their best work
- Enhance team creativity and involvement without expensive programs or initiatives
- Differentiate yourself and become more influential in your organization
- Help increase employee retention and engagement
- Develop a mindset that can increase your innovation skills and produce new ideas
- Provide greater opportunities for employees to own and implement their ideas
- Reduce performance issues by increasing employee involvement and leadership skills

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Communication Skills: Results through Collaboration, (B)
Through interactive workshops, self-assessments, role-playing activities and video simulations, you gain practical experience initiating and responding to various forms of communication. You will also learn to handle situations based on a flexible, genuine and self-confident approach.

Objectives/Learning Outcomes:
- Build collaborative relationships that emphasize trust and respect
- Communicate effectively using simple and concise language
- Enhance listening skills to anticipate and avoid misunderstandings
- Foster cross-cultural understanding in your workplace
- Eliminate communication roadblocks
- Focus on nonverbal cues

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree
SkillPath
**Decision Support for Financial Managers, (B)**

This course provides students with the foundational knowledge and skills needed to recognize an issue in their environment and translate both the empirical and qualitative data into well-constructed courses of action. Students will learn how to identify both financial and nonfinancial factors associated with each alternative, and provide evidence-based recommendations to the decision-maker. Students will apply the knowledge and tools presented in the course through interactive case studies to strengthen their understanding of decision support fundamentals.

**Objectives/Learning Outcomes:**

- Develop a foundational understanding of evidence-based decision support
- Comprehend and apply a four-step decision support model
- Identify the objectives of a decision
- Apply brainstorming and other decision theory techniques appropriately
- Identify, comprehend, and translate the decision-maker's intent into action
- Apply "mix-method" research tools for value-added decision support
- Understand and mitigate risks associated with decision support analysis
- Communicate recommendations effectively

**Suggested Prerequisites:**

None

**Link(s) to Training:**

Management Concepts

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**Developing Team Creativity and Initiative, (I)**

Surveys show that 80% of company ideas come from teams working in the field who are in contact with clients, suppliers and partners. These front-facing team members are in a position to identify problems, find solutions and suggest new ways of obtaining sustainable growth. Managers who succeed in today's age of knowledge and complexity have gained the know-how to leverage this incredible resource.

In this course, developed in conjunction with Isaac Getz, professor at the ESCP--EAP (School of Management for Europe), associate professor at Stanford University and one of the world's leading specialists in innovation and creativity, you will discover how to set up a framework for encouraging ideas, much like those for cutting costs or managing quality.

**Objectives/Learning Outcomes:**

- Encourage the emergence of ideas and implement them to increase your team's performance
- Enhance your team's ability to be self-directed
- Become a facilitator who enables others to develop their potential
- Manage ideas as a way to leverage motivation
- Save time and free up more energy
- Increase your team's self-sufficiency, adaptability and ability to react quickly
- Unleash your team's potential for innovation

**Suggested Prerequisites:**

None

**Link(s) to Training:**
Developing Your Leadership Voice for Presence and Impact, (B)
You learn to develop your authentic leadership voice and the confidence to lead in daily situations and during periods of change. You also learn techniques for engaging, inspiring and motivating others; handling challenging conversations; and achieving greater success.

Objectives/Learning Outcomes:
- Adopt a strategic process and a framework for leading change
- Communicate effectively to successfully implement change
- Apply a strategic approach to communication and planning
- Inspire and motivate others to support change
- Skillfully handle challenging situations
- Evaluating your current personal communication areas for growth
- Discovering personal factors that affect communications outcomes
- Practicing organizational change stories to connect with stakeholders
- Crafting effective messages
- Evaluating stakeholders to customize your communications strategy
- Identifying best practices to lead and sustain change

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree

Emotionally Intelligent Leadership, (I)
This course links emotional intelligence to practical leadership behaviors. In this course, leaders assess the emotional competence of their leadership behaviors and identify ways they can increase their emotional intelligence when leading others. The course starts with a series of guided reflections and takes participants through a series of emotionally charged situations through which they develop a greater understanding of emotionally competent leadership behaviors. At the end of each module, participants complete incremental action plans that evaluate the effectiveness of the techniques they used and identify specific workplace situations in which they can integrate emotionally intelligent leadership practices.

Objectives/Learning Outcomes:
- Explain the value of emotional intelligence for leaders in the modern workplace
- Describe the impact of your emotional intelligence on your leadership behaviors and decision making processes
- Identify key characteristics of an emotionally intelligent leader
- Respond to emotionally charged situations in an emotionally competent manner
- Demonstrate emotionally intelligent leadership behaviors when leading others
- Promote emotionally intelligent leadership behaviors throughout your organization

Suggested Prerequisites:
Leadership Skills and Techniques

Link(s) to Training:
**Engaging Leadership, (1)**

Based on the fast-selling book, *The Cornerstones of Engaging Leadership*, this interactive course reveals the key actions a leader must take to connect with and engage others: build trust, leverage unique motivators, manage performance from a people-centric perspective, and engage people emotionally. By committing to these four cornerstones of engagement, leaders can unleash the potential of others and inspire effective performance.

The approach used in this course will help leaders at all levels of an organization increase the engagement of others and foster more effective performance. This session will incorporate a self-assessment that helps participants understand how they demonstrate engaging leadership right now and then create a plan for becoming a more engaging leader. Working with partners and small groups during the course, participants will practice various skills and approaches, walking away with key practices they can put into action immediately.

**Objectives/Learning Outcomes:**
- Connect common understandings of engagement on an organizational level to what an individual leader can do to increase engagement and affect performance
- Utilize a framework for understanding engagement and engaging leadership
- Build trust in a more holistic way
- Hold conversations with others about what uniquely motivates them to perform
- Recognize the value of a people-centric approach in order to increase engagement and effective performance in the workplace
- Discuss how emotions influence engagement and individuals’ interest in participating in organizational change
- Describe “best practices” for creating an engaging culture of leadership

**Suggested Prerequisites:**
None

**Link(s) to Training:**
Management Concepts

**Executive Presence for Women, (1)**

This seminar explores the key components of being "powerful." In a supportive atmosphere, you’ll get honest feedback from your instructor and peers, benefit from videotaping and improvisation practice, and get a realistic idea of your current power image. You’ll then identify and practice improving your power presence. Filled with personalized coaching and intensive feedback, this is the ideal seminar for women who want to influence and maximize their executive presence.

**Objectives/Learning Outcomes:**
- Know how body language and verbal behaviors affect your image as a leader
- Recognize how small changes can improve your ability to be perceived as powerful
- Use your verbal and body language in appropriate ways to increase your influence
- Understand how powerful leaders vary and balance their verbal and body language depending on the circumstances
• Learn how to project confidence in any business situation

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Expanding Your Influence: Understanding the Psychology of Persuasion, (I)
Bringing about the reaction you want from others and expanding your influence require insights that go beyond the actual process of influencing—and into the psychology of what truly prompts us to say yes or no.

This 2-day course explores these psychological triggers, plus how this knowledge may be used not just for compliance but for mutually desirable outcomes. You’ll uncover persuasion techniques that most people don’t even know exist and learn how to build your influence by applying these principles to any number of business interactions, from managing, mentoring and negotiating to conversations, writing and presentations. In addition, you will learn how to choose the best principle for any given situation and avoid being manipulated by others.

Objectives/Learning Outcomes:
• Explore the psychology behind persuasion
• Understand the psychological/subconscious triggers that influence a person’s decision-making process, behaviors and reactions
• Select and customize the right law(s) of persuasion to apply in any situation
• Learn tactics to protect yourself from unethical behavior
• Prepare to influence an individual by using the Pre-Persuasion Checklist

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

High Impact Leadership: Expanding Your Influence (I)
You gain practical knowledge and skills to become more effective at implementing strategy, making decisions, building networks and alliances, and leading teams through various types of change. You develop the confidence to engage and mobilize others to achieve positive business outcomes.

Objectives/Learning Outcomes:
• Successfully navigate organizational politics to achieve results
• Create and implement strategy to strengthen your team’s competitive advantage
• Foster effective decision making and judgment in challenging situations
• Extend alliances and facilitate change initiatives
• Assessing your influencing strategies
• Best practice-sharing to thrive in a political environment
• Monitoring performance results to create measurable outcomes
• Profiling your and others' decision-making styles
• Applying a strategic change model
• Promoting individual and team strengths

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree

How to Coach a Virtual Team, (I)
Building relationships over hundreds—or thousands—of miles? Trying to set goals that are understood around the globe? These special circumstances require special skills. Workplaces around the world are now linked virtually through technology. To get results, the leader of a virtual team must approach employees differently from co-located teams.

Master the tools and techniques that increase your effectiveness when managing performance and coaching virtually. So you can overcome the challenges that are specific to leading a virtual team. Build effective long-distance teams. And manage and coach virtually with success and complete confidence.

Objectives/Learning Outcomes:
• Identifying virtual performance challenges
• Exploring best practices for performance management in virtual teams
• Defining virtual team members’ roles and responsibilities to maintain team focus on goals, objectives and tasks
• Learning the process for identifying coaching and development activities for employees
• Practicing using the GROW Model of Coaching

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

How to Communicate with Diplomacy, Tact, and Credibility, (I)
How well you communicate can make or break your professional image. It directly influences how others view your work and performance—as well as your prospects for career advancement and mobility. Unfortunately, being diplomatic, tactful and credible doesn’t always come naturally to people. Even when it does, such communication can easily be derailed by emotions and conflicts. To be a communicator who is skilled in all three areas, it takes awareness, training and the know-how to apply proven techniques to all kinds of situations.

This seminar will teach you how to choose and use the most appropriate words and emotional tone for every business interaction. You will gain insights into your communication style and the styles of others, while building skills to clearly and effectively receive and transmit information, ideas, thoughts, feelings and needs.
Objectives/Learning Outcomes:
- Apply diplomacy and tact to be a credible and effective communicator
- Manage the impact your communications have on your image
- Define and leverage your communication style
- Develop and demonstrate better listening skills
- Understand the importance of perceptions
- Explore communication style differences and learn to flex your own style
- Recognize the impact of stress on communications and be able to adjust for it
- Know what makes effective, powerful communication and develop the skills to model it

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association
Skillpath

Influence Skills: Getting Results without Direct Authority, (I)
Through practice sessions, video simulations, and role-playing activities, you acquire the specific skills, behaviors, and attitudes necessary to achieve desired results without relying on the use of authority. You also learn to enhance your listening skills to avoid common misunderstandings.

Objectives/Learning Outcomes:
- Apply influence strategies to gain commitment and foster collaboration
- Dynamically adjust your approach to others to gain buy-in
- Achieve goals by enhancing trust and cooperation
- Deal effectively with challenging behaviors to overcome resistance, inertia, and other challenges
- Use knowledge and competence to influence others

Suggested Prerequisites:
Interpersonal Skills: Developing Effective Relationships

Link(s) to Training:
Management Concepts
Learning Tree
American Management Association

Interpersonal Skills: Developing Effective Relationships, (I)
This course is intended to assist individuals in recognizing their own communication styles and how their individual styles differ from the communication styles of others in the workplace. Additionally, participants learn how to improve their interpersonal skills and how to maintain relationships over time. Through interactive activities, self-assessments, and discussions, participants gain an awareness of their communication styles and learn strategies to resolve conflict and strategies for communicating effectively with those whose styles are unlike their own. Participants learn skills to communicate and listen effectively and maintain relationships through inspiring trust and giving and receiving feedback.
Objectives/Learning Outcomes:
- 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

Suggested Prerequisites:
None

Link(s) to Training:
Management Concepts

Leadership and Management Skills for Non-Managers, (B)
This course introduces fundamentals of leadership and management. Through highly interactive activities, self-assessments, and discussions, participants learn how to lead from their roles in their organizations. Skills introduced include communicating effectively, solving problems, making decisions, working in teams, building relationships, creating and implementing change in the organization, and aligning one’s goals with the organization’s mission, goals, and objectives.

Objectives/Learning Outcomes:
- Use effective communication techniques to improve results
- Identify opportunities to enhance cooperation among their colleagues
- Manage the day-to-day challenges of leading a team
- Use effective strategies for organizing projects and negotiating resources
- Apply problem-solving and decision-making skills to accomplish tasks
- Assess their organization’s ability to be flexible and open to new ideas
- Create and implement change in their organizations

Suggested Prerequisites:
None

Link(s) to Training:
Management Concepts

Leadership Development for Women, (L)
For women looking to advance their careers, sobering realities need to be considered and addressed. Despite years of advances in both legal and corporate policy, many qualified women don’t get the jobs they want. Misperceptions, stereotypes, and misplaced emotions on the part of either sex can still sabotage a woman’s career hopes—unless she takes a more strategic approach to her career.

This hands-on course shows you how to strategically use your strengths and abilities—your competitive edge—while mastering your emotions in even the most unwelcoming atmosphere. You’ll learn how to build a network of support, take smart risks and view competition in a more positive light. Discover how to conduct
yourself in a manner that earns you respect, and pursue your goals with positive energy. Return to your job feeling confident, ready to compete fearlessly, and in a better position to be recognized for your true capabilities.

Objectives/Learning Outcomes:
- Overcome overt and hidden biases against women as leaders
- Adopt a competitive mindset that leverages your strengths as a woman
- Build a wide and strategic network of key stakeholders who will promote your career
- Avoid taking a perfectionist approach to competitive and challenging situations
- Recover from losses quickly by learning to take things less personally
- Learn to deal with hypercompetitive colleagues with whom you have low trust

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association
SkillPath

Leadership Skills and Techniques, (1)
This course is designed to assist individuals in developing leadership skills that will enable them to lead from any position within an organization. Participants learn to lead with interpersonal effectiveness, influence, impact, and inspiration. Through interactive activities, self-assessments, and discussions, participants identify their leadership and personal influence styles and apply strategies to different situations. Participants practice building relationships based on integrity, credibility, and trust. They learn where they have the most leverage to facilitate change. Participants build a leadership network and commit to ongoing leadership development.

Objectives/Learning Outcomes:
- Describe a variety of leadership theories and models
- Identify important qualities and behaviors of effective leaders
- Describe their communication style and how it impacts their ability to lead
- Identify and apply strategies for enhancing leadership relationships with others
- Determine where you have the most leverage to facilitate change
- Apply innovative thinking practices to current and future organizational challenges
- Apply leadership practices and principles as an individual and in a team

Suggested Prerequisites:
Supervising Employee Performance
Interpersonal Skills: Developing Effective Relationships
HR Essentials for Government Supervisors

Link(s) to Training:
Management Concepts
Leadership Strategies for Creating a Respectful Workplace, (A)

Build and support a more positive and productive workplace climate. A workplace where employees treat one another with civility and respect is far more likely to function at optimum levels of productivity. Unfortunately, the rise of disrespectful behaviors in business seems to be at epidemic levels, and the result is a steady erosion in morale and productivity. This seminar provides strategies for leaders and managers to recognize and handle offensive, disrespectful and inappropriate behaviors. It also explores how to improve productivity by modeling better behavior and fostering a culture of civility and mutual respect.

Objectives/Learning Outcomes:
- Reduce the likelihood that smaller issues will escalate into larger confrontations
- Use appropriate tools to deal with rudeness, incivility and harassment
- Be better equipped to coach staff to deal with offenders
- Enhance project success through improvements in workflow
- Help reduce time away from work, worker’s compensation claims and health insurance costs
- Be prepared for possible Healthy Workplace legislation

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Leading in a Diverse and Inclusive Culture, (A)

Maximize individual, team, and organizational potential through diversity and inclusion (D&I). Everyone has the right to work in an inclusive work environment—one that embraces differences and diversity. If you’re a leader or a manager, recognizing and taking responsibility for diversity and inclusion (D&I) is crucial to your position, and to your organization’s success. But leveraging diversity through inclusive leadership practices, attitudes, and behaviors does more than promote equality and fairness. It’s the only way to truly harness the power of people’s differences for positive business outcomes.

This program offers you a roadmap that includes tools, models, and best practices for increasing your competence, confidence, self-awareness, and skill as an inclusive leader. Through case studies and other hands-on activities, you’ll discover how to create an environment where all are seen, heard, recognized, and appreciated. You’ll also learn how to harness such an environment to positively impact employee engagement, innovation, hiring, retention, and team performance.

Objectives/Learning Outcomes:
- Recognize the issues and value of D&I at the personal, team, and organizational levels
- Become a more inclusive leader by recognizing strengths and growth opportunities for yourself and for others
- Communicate effectively and inclusively in a diverse environment
- Articulate how operating from biases impacts innovation, productivity, and engagement
- Analyze diversity and cultural competencies in the context of talent management
- Harness the power of differences to boost team performance and collaboration
- Manage disagreements, misunderstandings, and conflict

Suggested Prerequisites:
Leading Your Team to Success, (I)
Is your team off track? Unfocused or heading in multiple directions? Not delivering results? As you know, managers only go as fast as their teams. If your team is not pulling together, your success as a manager is on the line. In this course, you will learn tools and techniques to help your team operate smoothly, meet deadlines and fulfill their mission.

You will also bolster your communication skills so you can better lead your team. Increase your effectiveness as a manager, enhance your team’s collective potential and improve their performance. Whether you are new to the management role or already experienced in managing others, this course will help you boost your leadership skills and professionalism.

Objectives/Learning Outcomes:
- Identify team members’ strengths and weaknesses
- Gain insight into how your team operates
- Create conditions that promote team cohesiveness
- Carry out effective joint assignments under various circumstances
- Improve your ability to conduct team meetings, brainstorming sessions and manage projects
- Help your team run more competently
- Create a less stressful working environment with fewer conflicts
- Improve team results

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure, (A)
Manage expanding workloads, constantly shifting priorities and increasing demands. In this seminar, you’ll discover tools to plan your day and adjust to shifting demands with greater clarity. You’ll practice managing interruptions from your boss, peers and employees and learn how to be professional, strategic and assertive in solving problems despite expanding workloads. You’ll leave knowing how to apply the appropriate techniques to alleviate, clarify and eliminate chaos within your control.

Objectives/Learning Outcomes:
- Reduce, clarify and eliminate chaos within your control
- Identify, analyze and determine priority of your workday
- Use a daily action plan to allocate time and energy
- Remain focused and act more decisively when priorities shift
- Become more assertive and strategic in your communication
- Manage interruptions and conflicts with greater ease
- Utilize the right tools to balance and manage tough choices
Suggested Prerequisites:
None

Link(s) to Training:
American Management Association
SkillPath

Personal Skills for Professional Excellence, (B)
You will gain a comprehensive set of skills that helps you stay focused, work effectively with colleagues, develop your networks and expertise, and build your reputation for delivering results. This course gives you the skills and tools you need to handle everyday practical problems.

Objectives/Learning Outcomes:
- Apply proven skills to stay focused, work effectively and develop your networks and expertise
- Get results working with different and difficult personality types
- Maintain focus in pressure situations
- Build and leverage your professional reputation
- Work productively within your organization's political environment

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree

Preparing for Leadership: What It Takes to Take the Lead, (B)
This leadership training course is uniquely designed to help leaders-to-be get ready for their new challenges and responsibilities. You’ll discover the heart, soul and mind of true leadership. Through role-playing, self-assessment tests and other leadership training scenarios, you’ll explore leadership roles as strategist, change agent, coach, manager, communicator, mentor and team member. And you’ll learn how to develop your unique leadership style for maximum impact.

Objectives/Learning Outcomes:
- Understand what a leader is...and is not
- Project a more dynamic image
- Discover your own unique leadership style
- Determine which leadership attributes you already possess
- Apply lessons learned through leadership training to take on your first leadership position with greater confidence
- Get noticed by learning how to look and talk like a leader
- Find out what people expect and respect in a leader
- Apply lessons learned through leadership training to refine your skills in gaining and using power and influence positively
- Learn how to motivate a team, including “difficult people”
- Protect yourself against the pitfalls of intra-organizational politics
Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Project Team Leadership: Building Commitment Through Superior Communication, (I)
Create more successes through enhanced project leadership, communication and negotiation skills. The demands of a project leadership role are unique. You must learn how to serve both the needs of your team members with the needs of the project—not an easy task. Project leadership requires a blend of soft skills, such as communication and motivation, along with the bottom-line capabilities of project management.

This workshop will teach you how to master the project leadership skills that can help you build team commitment and create a more predictable project environment.

Objectives/Learning Outcomes:
- Build high-performance teams that can lead projects to successful implementation
- Keep the team on track through team consensus and conflict resolution
- Minimize communication misunderstandings
- Prevent team “break-ups” by using constructive feedback
- Achieve better results through clear, open and honest communication
- Optimize time, money and resources by putting the right people on the right projects

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Project Leadership: Building High-Performance Teams, (I)
In this course, you transition to a leader who can inspire a diverse team to work together and deliver customer success. At the end of your classroom experience, you take away an understanding of project leadership best practices and a development plan for personal application.

Objectives/Learning Outcomes:
- Build and sustain high-performing project teams
- Develop team identity and empower others
- Foster productive team communication and effectively manage conflict
- Increase productivity by challenging your processes and motivating your people
- Manage internal and external influences that team performance
- Applying the LSM model and leadership best practices
- Distinguishing the stages of team development
- Maximizing team participation in delivering project outcomes
- Creating team direction and purpose
- Applying conflict-style analysis to minimize disruption and distractions
- Identifying team needs for high performance
Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree
SkillPath

Public Speaking: Compelling Speeches & Presentations, (I)
This course provides the opportunity to significantly improve your public speaking skills by practicing and delivering speeches and presentations in a safe environment with personalized feedback. In addition, video recording and self-evaluation help you rapidly strengthen your speaking skills.

Objectives/Learning Outcomes:
- Speak publicly in a convincing, confident and concise style
- Deliver dynamic and effective presentations
- Employ a method to create materials that support a compelling speech
- Build audience rapport through eye contact, vocal delivery and body language
- Sharpen your public speaking skills by integrating feedback
- Constructing an informative and persuasive presentation
- Emphasizing points with body language, gestures and use of space
- Improving vocal emphasis, modulation and pacing
- Building audience involvement using interactive techniques

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree

Situational Leadership Workshop, (I)
Learn to create a motivating and engaging workplace where people develop and live up to their potential. Specially developed for AMA by The Ken Blanchard Companies® (and delivered by AMA expert faculty), the Situational Leadership® II Workshop will help you apply the most comprehensive, tangible and useful model of leadership available. Get ready to know exactly what effective leaders do and practice the concrete tools you need to leap ahead.

Objectives/Learning Outcomes:
- Improve communication and become a more trusted and credible leader
- Learn how to use situational leadership to achieve greater productivity by infusing energy, self-reliance and drive within your employees
- Create a collaborative work environment to achieve faster sustainable results
- Avoid the negative outcomes of over supervision and under supervision
- Obtain a critical thinking process for analyzing, diagnosing, and acting according to the situation
- Increase your effectiveness in setting goals, providing clear direction, listening, observing, monitoring and giving feedback
- Retain your most talented employees by being more responsive to their development needs
Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Strategic Agility and Resilience: Embracing Change to Drive Growth, (A)
Enhance your ability to respond to complex and unpredictable business changes by mastering the competencies of agile leadership! Leadership success depends on agile development and your ability to be future oriented, seize external opportunities and bounce back from unforeseen changes—particularly with market uncertainty at record-breaking levels. You must not only have a strategic plan but you must capitalize on market trends and anticipate and respond to change more rapidly.

This seminar will help you achieve agile development, lead with greater foresight and entrepreneurial thinking and expose you to the behaviors and processes associated with agile people and organizations. You’ll learn how to understand and explore customer and marketplace opportunities and capitalize on them by responding with appropriate products, services and initiatives.

Objectives/Learning Outcomes:
- Understand how agile organizations differ from fragile organizations
- Keep your competitive edge by anticipating and adapting to change
- Identify rapid response mechanisms to environmental shifts
- Be recognized as a “change agent” and engage and empower employees to implement your vision
- Establish compelling communication strategies to drive change in your team and align your organization

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

The Voice of Leadership: How Leaders Inspire, Influence, and Achieve Results, (I)
It’s a fact of organizational life: Leadership communication goes hand-in-hand with success—and the effective application of this skill is particularly essential in an uncertain economy when painful business decisions are made daily. No matter how compelling the vision or how brilliant the strategy, without leadership communication there is no execution.

This fast-paced, results-oriented seminar is uniquely designed to strengthen your leadership communication skills. You’ll learn practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.

Objectives/Learning Outcomes:
- Improve your leadership communication skills
- Build greater buy-in, trust and loyalty
- Demonstrate grace under fire and defuse tension
• Overcome resistance to change
• Motivate followers and inspire them to action
• Rally support in difficult situations

**Suggested Prerequisites:**
None

**Link(s) to Training:**
American Management Association

**Sparking Innovation and Creativity, (B)**
People who are able to step outside the boundaries of traditional thinking generate new ideas ... solve nagging problems ... make better decisions ... get bottom-line results. With this idea-sparking seminar, you’ll learn to overcome negative beliefs and thinking habits that stifle creativity and replace “old” thinking with new and powerful ways to unleash your creative potential. When you do, you’ll see how your new skills lead to innovations that lower costs, streamline procedures, increase productivity and power up job satisfaction.
Register now—and be on your way to a more productive, more innovative workplace.

**Objectives/Learning Outcomes:**
• How to spark innovative thinking that results in new products, new processes and new services
• Ways to tap your creative side to come up with fresh ideas when you need them
• To open your eyes to possibilities and opportunities never before thought of
• How to be a catalyst for creativity in your organization

**Suggested Prerequisites:**
None

**Link(s) to Training:**
SkillPath
Management Training Courses

**Assertiveness Training for Managers, (I)**

Learn how to channel assertiveness skills to interact more effectively with people throughout your organization. Mastering assertiveness skills can do a lot more than just help you win arguments. If you want to enhance your leadership stature and persuade others to help you reach your goals, Assertiveness Training for Managers is an important first step.

Assertiveness Training for Managers gives you the opportunity to learn how your behavior style impacts your overall performance as a manager. You’ll take stock of your current assertiveness skills and learn how you can improve them for a more effective approach. Using the behavior modeling approach toward assertiveness training, this seminar teaches you how to employ assertiveness skills to take control of a situation without alienating others.

**Objectives/Learning Outcomes:**
- Improve communication by using assertive-responsive skills
- Acquire a more polished and powerful communication style and let your leadership ability emerge
- Tap other people’s resources to get the job done
- Empower yourself and your staff
- Exercise greater influence on others

**Suggested Prerequisites:**
None

**Link(s) to Training:**
American Management Association

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**Coaching Essentials for Managers, (A)**

To increase return on investment and boost productivity employees need to perform at their very best. This workshop provides the vital coaching skills to enable you to develop the potential of your employees and enhance your leadership abilities with proven coaching techniques.

**Objectives/Learning Outcomes:**
- Apply coaching techniques to unlock employee potential and maximize performance
- Structure a framework for mutually effective learning and development
- Apply coaching tools and techniques to foster success in others
- Recognize and adapt to individual and situational differences
- Create a supportive environment that generates goodwill and engagement

**Suggested Prerequisites:**
None

**Link(s) to Training:**
Learning Tree
Skillpath
Developing Executive Leadership, (A)

Deepen your self-awareness with executive leadership training and empower your staff to improve performance! When the stock market is making you wonder about your organization's future every day of every work week, it's vital to be well-equipped to optimize your company's performance—as well as your own career—with executive leadership training. To exhibit real executive leadership, you must be a visionary, a trailblazer, a strategist, a communicator, a coach, a diplomat and a politician. The world's most successful leaders are able to focus on the big picture and uphold high standards while wearing many hats.

This intensive three-day executive leadership training program combines proven-in-action techniques with peer interaction and insights from the latest research to help you master the competencies of effective executive leadership.

Objectives/Learning Outcomes:
- Build an executive leadership style that creates trust, sets a clear vision and guides your entire team toward greater performance and profit
- Gain insights into the key executive leadership skills and techniques you need to create a winning strategy
- Learn what real “coaching” consists of and how to build an extraordinary team that works together to deliver results
- Develop heightened “emotional intelligence” for greater professional achievement and satisfaction
- Identify the characteristics of effective leadership and the most common saboteur
- Develop an executive leadership style that adapts to the person and situation
- Improve performance through empowerment and effective delegation
- Clearly communicate mission, vision and value statements
- Build a cohesive unit that performs well in all situations
- Apply executive leadership training to continue your growth as a leader through a self-development plan

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Facilitating an Effective Strategic Planning Process, (A)

Efficiently prepare and run strategic planning sessions that produce real results. This is your course to get the tools and techniques to prepare and conduct a productive, results-driven strategic planning process. You’ll address up-front contracting within the organization, sponsorship, selecting the best approach and tools, as well as determining what data is required. You’ll then learn how to smoothly facilitate the process/session and implement an effective follow-up.

Objectives/Learning Outcomes:
- Gain a clear understanding of what role the “facilitator” plays in the process
- Know which discussions and decisions should occur prior to the strategic planning session
- Determine who should be involved and to what extent
• Know how to get chief influencers at multiple levels on your team in leading roles
• Decide the best strategic planning approach/process to use and customize it
• Create a committee of influencers to support you with assigned roles and accountabilities
• Develop the right agenda, establish realistic meeting guidelines and gain agreement
• Explore various scenarios which may occur and possible approaches to handling them
• Ensure up-front clarity and agreement as to what results are expected of the process
• Build in metrics and schedule meetings to assess milestones and progress towards goals

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Fundamentals of Strategic Planning, (B)
Improve your knowledge of strategic planning to understand what senior management is thinking and why—and increase your value to your organization! Here is an overview of strategic planning for those not directly involved in the planning process, but who want to understand the impact of strategy on their work and their organization’s success. Gain a perspective and vocabulary for strategic planning to help you actively and constructively support your firm’s strategic direction.

Objectives/Learning Outcomes:
• Understand what strategy and strategic planning mean to an organization
• Learn key concepts and the language used by those involved in strategic planning
• Discover various approaches companies use to develop strategy
• Find out how strategy moves from concept through implementation to realization
• Recognize techniques companies use to assess their current and future environments
• Identify specific ways you can contribute to your organization’s strategic success

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

HR Essentials for Government Supervisors, (I)
This course is designed to help participants understand the basic role of the supervisor in human resource issues. It provides an overview of legal guidelines and suggested practices, and it focuses on illustrating how and when a federal supervisor should collaborate with the HR representative. Participants have opportunities to apply key skills via practical exercises and a threaded case study.

Objectives/Learning Outcomes:
• Discuss the evolving role of supervisors and managers in relation to Federal HR policies and procedures
• Effectively collaborate with the HR department throughout the entire talent lifecycle
• Apply practical tips to acquire talent through position management and position classification, including developing position descriptions
• Adhere to Equal Employment Opportunity (EEO) and anti-discrimination laws during the selection and hiring process
• Describe the roles and responsibilities of a supervisor when supervising bargaining unit employees
• Apply a standard process for addressing Employee Relations, and Labor and Management complaints
• Support budget activities during each phase of the Federal budget process

Suggested Prerequisites:
Supervising Employee Performance

Link(s) to Training:
Management Concepts

Interpersonal Essentials for Supervisors, (I)
Strong communication skills are essential for leadership success at every organizational level; therefore, it is critical that supervisors develop effective strategies to interact with others effectively and resolve conflict situations. This course explores the interpersonal skills new and experienced supervisors can use to better connect with and resolve challenging situations with those they manage.

Objectives/Learning Outcomes:
• Describe elements of positive and productive interpersonal communication
• Demonstrate behaviors associated with effective interpersonal skills
• Create a plan to apply interpersonal skills in the workplace
• Describe sources of conflict
• Differentiate between productive and unproductive conflict
• Demonstrate best practices of conflict management in realistic scenarios

Suggested Prerequisites:
None
Link(s) to Training:
Management Concepts
SkillPath

Leadership and Team Development for Managerial Success, (I)
Get effective leadership skills for managers to inspire and influence your people to achieve team goals! Managers who will be promoted are the ones who not only manage efficiently but also lead their teams effectively. The ability to do this during tough times is the acid test. Developing leadership skills is crucial. Learn how to work in a horizontal mode of operation...apply a consistent theory in leading your team...and teach critical leadership skills to members of your team, so each and every one of them can lead the team in your absence.

Objectives/Learning Outcomes:
• Understand leadership skills for managers to know when to manage and when to lead your team
• Assess your leadership behavior and determine the best style to generate results
• Clearly visualize your goals and communicate them to your team
• Work in a horizontal mode of operation instead of managing only one piece of the process
• Develop a high-performance team by first developing leadership skills
• Use effective communication to motivate and coach
Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Leadership Skills for Supervisors, (1)
Get the skills that propel you to the next level of success. You will explore how to maintain technical expertise while demonstrating the right type of supervisory leadership. This seminar will give you the personal, interpersonal and group skills to be influential in one-on-one situations, facilitate group performance and become an effective leader.

Objectives/Learning Outcomes:
• Develop interpersonal skills that help you communicate, listen and handle conflicts in your supervisory role
• Become more effective at influencing others
• Accomplish goals and control outcomes when dealing with staff, peers, management and other departments
• Learn how to work with groups and teams to solve problems and accomplish projects
• Hold performance discussions that result in changed behavior and enhanced productivity
• Analyze your own style of behavior and recognize your strengths/weaknesses

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Management Skills, (1)
You gain the key skills, best practices and behaviors of effective managers — leadership, delegation, motivation, communication and vision — as well as powerful techniques for getting the best from people. You build a blueprint for personal success using proven management models.

Objectives/Learning Outcomes:
• Apply core management skills and techniques to deliver results
• Enhance leadership ability by developing emotional intelligence
• Communicate with, motivate and empower your team
• Delegate work to individuals and teams
• Develop a management vision for success
• Developing a strategy to motivate your team
• Scripting and applying your delegation approach
• Mapping stakeholder environment to analyze interdependencies
• Enhancing your management style with EI
• Affecting behavior with appropriate measures
• Designing effective feedback techniques
Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree
SkillPath

Strategic Execution: Getting It Done, (A)
Get the skills and knowledge to accomplish what so many others don't—the successful implementation of strategic goals. Whether it's entering new markets, repositioning, outsourcing, or undertaking new initiatives or technology, execution of strategic goals is often a graveyard of good intentions. A recent strategy execution study of a broad group of leaders found that 65% of them do not consider their own organization successful at executing their strategies.

Objectives/Learning Outcomes:
• Apply basic elements of strategy execution to your own strategic initiative
• Recognize factors affecting your ability to execute your organization's strategy
• Break large, long-term strategic initiatives into smaller, achievable projects
• Map your own strategic goals against the vital points of success, failure and resistance
• Utilize skills that can gain and sustain support across organizational boundaries
• Identify ways to better align your strategy with departmental and organizational goals

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Strategic Planning, (I)
Develop the best strategic planning to support your company's goals. This course is designed to combine proven-by-practice methods with new insights and ideas from a wide range of current strategic thinking. Gain a wider perspective of management practice through breakout sessions, exercises, and case applications. Bring your strategic dilemmas to this program and get direction on analytical and organizational approaches.

Objectives/Learning Outcomes:
• Identify strategic planning issues in order to develop a unique competitive advantage
• Learn key analytical and conceptual approaches to expand your understanding of the marketplace
• Align your organization with your strategic planning goals by integrating strategy, objectives, metrics, and performance
• Identify evolving strategic patterns and generate ideas on how they can be applied to your organization
• Incorporate customer needs into your strategic planning
• Use a case study to examine the strategic planning process
• Recognize how the actions of customers, competitors, and your own company determine the outcomes in your markets
• Determine the best approach to effectively implement your strategic planning
Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Strategic Thinking, (I)
Develop a strategic mindset to increase the success of your strategic plans. Learn how to strengthen your strategic thinking skills and encourage it in others. Through case studies and practical thinking exercises, you’ll stimulate your strategic thinking, learn to recognize patterns that impact strategy and enhance your abilities to generate new insights and ideas. Come to your next strategic planning session with the best possible strategic ideas—and help your business move forward in an increasingly competitive world.

Objectives/Learning Outcomes:
- Explore ways to challenge your assumptions and view your business in a new light
- Learn and apply different thinking methods to avoid groupthink
- Control reactive fixes to problems even in an uncertain business environment
- Generate new ideas and evaluate future scenarios before your competitors do
- Know when to embrace necessary risk, even if resources and information are limited
- Learn to create better short-term goals that support long-term strategy

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Supervising Employee Performance, (B)
How you supervise those you manage plays a pivotal role both in their day-to-day and long-term performance. The most effective supervisors not only understand formal performance management standards, but are also able to discern what employees really need to succeed and how to create those conditions. This course focuses on the vital skills supervisors need to manage the performance of others.

Objectives/Learning Outcomes:
- Explore and assess yourself against best practices in supervision
- Give valuable feedback to help employees perform more effectively
- Plan effectively for employee performance, creating a commitment to achieve one’s goals
- Accurately diagnose performance problems
- Conduct effective performance appraisals
- Coach employees to help them understand and act upon challenges and opportunities
- Mentor employees to help them see the big picture and navigate through the organization

Suggested Prerequisites:
None

Link(s) to Training:
Management Concepts

Achieving Success as a New Manager, (I)
New managers face a number of unique challenges that can be overcome with the application of practical, time-tested tools and techniques. This course provides the basic skills and knowledge required for new managers to begin the transition into a management role.

Objectives/Learning Outcomes:
- Transition from your previous role to a management position
- Model your day-to-day actions for success
- Build effective working relationships with your management peers
- Leverage delegation for responsive delivery

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree
SkillPath

Decision Making, (A)
This experience-based course introduces participants to a comprehensive yet flexible decision-making framework that can be used for all types of decisions. Participants experience each step in the framework first-hand through a variety of individual, small-group, and large group exercises. As the participants discuss and learn about decision-making, they will use the Decision Making Portrait, a self-reflective tool, to analyze their personal decision-making approach. Because many decisions in organizations today are made by groups, participants also explore group decision-making through an in-depth, experiential case study.

Objectives/Learning Outcomes:
- Discuss the three cornerstones of making high-quality decisions
- Frame a decision outcome they hope to achieve
- Define the key stakeholders and their roles in the participant’s personal decision making process
- Recognize how decision making patterns impact others and the decision making process
- Apply intuitive and data-driven decision making in appropriate situations
- Apply a framework and use tools to manage high-quality decisions
- Lead a group to a high-quality decision

Suggested Prerequisites:
- Analytics Boot Camp
- Critical Thinking for Problem Solving
- Evaluating and Presenting Analysis Results

Link(s) to Training:
Management Concepts
American Management Association
Analytical Training Courses

**Advanced Tools and Techniques for Data Analysis, (A)**
Manipulate complex data sets to gain deeper insights and make better decisions. This 2-day advanced analytics seminar will introduce you to predictive analytics techniques, so you can frame strategic and operational questions involving marketing, finance, and operations or other real-world business applications.

In this hands-on course, you will cover a variety of analytics tools, such as histograms, ANOVA analysis, A/B testing, Pareto analysis, clustering, box plots, scatter diagrams, partitioning, unstructured text analysis, and multivariate regression analysis. Best of all, no background in statistics or programming is required. As long as you have a basic understanding of spreadsheets, you will learn how to manipulate complex data sets so you can gain insights that are not possible with common business intelligence techniques.

**Objectives/Learning Outcomes:**
- Go above and beyond standard business intelligence analysis techniques
- Get answers to complex data analysis questions without becoming a statistician
- Learn which data analysis technique to use for various business problems
- Extract the most meaningful results from large and small data sets and multiple data types
- Become familiar with basic text analysis tools and gain insights from unstructured text data
- Use advanced analysis functions in Excel and open source tools
- Build on your basic understanding of spreadsheets to access powerful analytic techniques
- Improve your business efficiency and effectiveness

**Suggested Prerequisites:**
None

**Link(s) to Training:**
American Management Association

**Analytical Thinking and Problem Solving, (B)**
Get powerful problem-solving skills to more successfully reason through business problems. In today’s lean, flat organizations, it is everyone’s job to effectively solve problems. And while analytical thinking skills may seem natural, they’re not necessarily intuitive, and they don’t come easily to many people. Analytical thinking and problem solving are foundational thinking skills that involve breaking things down into their component parts. They also involve deductive reasoning, drawing conclusions from givens and applying judgments to reach conclusions from a combination of evidence and assumptions. This seminar introduces you to fundamental thinking processes so that you can successfully analyze and solve a wide variety of business problems. Get these essential analytical thinking and problem-solving skills now to give yourself a powerful competitive and career advantage!

**Objectives/Learning Outcomes:**
- Learn a process for breaking down complex problems into their components and gain clarity around possible solutions
- Apply strategies and techniques to avoid emotional triggers that can impede your best thinking
- Explore how to generate solutions to atypical problems and then test the solutions
- Know how to accurately interpret probability and other methods for increasing certainty in your judgment
- Learn strategies for negotiating among variables and conditions
- Recognize the difference between rationality of purpose and rationality of process

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Analytics Boot Camp, (B)
This course provides in-depth knowledge and skills associated with the core tools and techniques used in modern analysis. The course covers the use of Microsoft Excel® functionality in probability, the analysis and presentation of data, and statistical concepts critical for analytical proficiency.

Objectives/Learning Outcomes:
- Use Microsoft Excel® for data analysis and decision-making
- Properly handle data collection from multiple sources and data retention in Excel
- Integrate data from multiple sources
- Summarize data to quickly gain a better understanding of it
- Use advanced features in Excel to assist in complex problem-solving
- Visualize data through Excel's graphic functionality
- Construct a frequency distribution to analyze data and translate it into relevant information
- Calculate and select the most appropriate measures of central tendency
- Identify and avoid the potential for hidden bias in expressing statistical findings
- Use Excel to apply statistical techniques to the analysis of data

Suggested Prerequisites:
None

Link(s) to Training:
Management Concepts

Critical Thinking for Problem Solving, (I)
This course is designed to introduce participants to the principles of critical thinking and problem-solving. Through individual and small- and large-group activities, participants examine the basic structure of a sound argument, discuss obstacles to critical thinking and fallacies of logic, explore how to expand perceptions and challenge assumptions, and assess their cognitive thinking style. Participants also identify and define problems, identify the root cause of the problem, formulate decision criteria, determine and assess alternative solutions, implement the best alternative, and evaluate the implemented solution. Throughout the course, participants apply critical thinking and problem solving methods to their own workplace situations.

Objectives/Learning Outcomes:
- Identify their style and patterns of thinking
- Use questioning techniques to obtain the information needed from others
• Critically examine and evaluate data
• Solve problems with flexible thinking
• Adapt thinking to navigate through unexpected events
• Influence others at all levels of the organization
• Apply tools for breakthrough thinking in the workplace

Suggested Prerequisites:
None

Link(s) to Training:
Management Concepts
AMA Critical Thinking Workshop
AMA 3 Steps to Exceptional Critical Thinking

Data Analysis and Modeling Techniques, (A)
This course provides some of the core tools used to analyze data. Starting with an overview of the six phases of the Analytics Process Model, participants will focus on phase four—Analyzing and Interpreting Data. Learn how to generate hypotheses, select appropriate analysis techniques, model data, and interpret analysis results to answer your organization’s toughest questions. Hands-on exercises provide plenty of practice to reinforce the facilitated discussions, and the integration of a case study into the course drives home the concepts with real-world activities.

Objectives/Learning Outcomes:
• Generate and test null and alternate hypotheses
• Select the appropriate technique for your analysis situation
• Evaluate how well an analysis meets organizational goals
• Use ANOVAs to evaluate differences between data sets
• Use simulation, sensitivity analysis, and other techniques to solve complex problems
• Explain relationships in data using regression analysis
• Use regression and other techniques to forecast probable events

Suggested Prerequisites:
Analytics Boot Camp

Link(s) to Training:
Management Concepts

Data Collection Techniques, (I)
This course provides in-depth knowledge and skills associated with the first and second phases of the Analytics Process Model—framing the question and collecting data. Through individual, small-group, and large-group exercises; discussions; and computer applications, participants learn about and practice formulating a data collection plan, selecting appropriate data collection methods, developing a survey, and conducting interviews and observations. Each day of the course, participants are given time in class to work on a group project. The course culminates with presentations about the group projects.

Objectives/Learning Outcomes:
• Identify needs before collecting data
- Select appropriate means of data collection
- Design a viable, cost-effective data collection plan
- Determine appropriate sample size
- Use secondary data to support studies and analyses
- Improve online data research methodologies
- Design high-quality surveys
- Obtain relevant, useful information through professional interviews and observations

Suggested Prerequisites:
Analytics Boot Camp

Link(s) to Training:
Management Concepts

Decision Support: Building New Analytical Skills, (I)
This course helps students develop skills and capabilities for improved financial and performance management and decision making, especially in today's environment of declining budgets and increased performance expectations. Students will enhance their business intelligence to effectively manage and make informed decisions affecting their programs and service to the American public.

Learn techniques from the Office of Management and Budget (OMB) for evaluating agency and program performance to provide financial and performance information in useful form, anticipate OMB actions, effectively manage your program responsibilities, and truly support the business of government.

Objectives/Learning Outcomes:
- Follow a comprehensive, structured approach for conducting analysis
- Formulate specific, answerable questions to guide and control the analysis
- Determine where and in what form data exist to answer the questions
- Identify and select data analysis methods
- Identify and select data collection methods
- Present the results of the analysis structured to respond fully to the identified questions
- Apply the 5-step structured analytical approach to a case

Suggested Prerequisites:
None

Link(s) to Training:
USDA Grad School

Essential Tools and Techniques for Data Analysis, (I)
This course teaches you how to take smarter business decisions using powerful data analysis methods. Using Excel as the main tool, this seminar goes beyond the qualitative side of data analysis to explore proven quantitative tools and methods for analyzing, interpreting, and utilizing data, so that more informed and reliable business decisions can be made. Take this course to solve the problem of how to productively handle the spreadsheets, reports, and information that pile up in your inbox every day—and lose the angst that goes with it!

Objectives/Learning Outcomes:
- Learn the best practices for organizing, summarizing, and interpreting quantitative data
Create a repeatable process for analyzing your data
- Bring out patterns in data that were not apparent at first glance
- Identify and explain tools for data analysis
- Shorten the time between analysis and action to avoid “analysis paralysis”
- Know how to get from hard data to well-reasoned conclusions

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Evaluating and Presenting Analysis Results, (I)
This course focuses on transforming analysis findings into information the organization can use to make effective decisions. Participants will learn how to determine if an analysis has met the project goals and steps to take when finalizing an analysis. The course then shifts to the design and development of presentations. Best practices for evaluation and presentation are provided in facilitated discussions and reinforced with practical exercises.

Objectives/Learning Outcomes:
- Evaluate whether an analysis has met its goals
- Determine what next steps are necessary prior to finalizing an analysis
- Evaluate and select the most appropriate method to present both quantitative and qualitative results to various stakeholders
- Draft a reader-friendly outline for an analysis results report
- Write an Executive Summary for an analysis results reports
- Develop tables, graphs, and charts that convey information quickly and concisely
- Develop a clear message that effectively communicates the implications of your result
- Give a briefing or presentation to present analysis results to decision-makers

Suggested Prerequisites:
- Analytics Boot Camp
- Data Analysis and Modeling Techniques
- Data Collection Techniques

Link(s) to Training:
Management Concepts

How to Turn Data into Compelling Visual Presentations, (B)
Learn how to visually and clearly present data. Communicating data and the story of what that data means has become increasingly important in recent years. In this course, you will learn the fundamentals and best practices of data visualization techniques, as well as hands-on approaches to using Microsoft Excel and PowerPoint to present your data in a variety of formats.

You will complete multiple exercises and create various types of visualizations and charts throughout the course. You will also work individually and in groups to analyze, redesign, and improve poorly designed charts that are provided.
Objectives/Learning Outcomes:
- Understand basic graphic design principles and how audiences process information visually
- Learn how to make use of emphasis, color, layout, and typography to maximize the clarity of your messages
- Become familiar with available tools/techniques for data visualization
- Understand the differences between “Glanceable” and “Referenceable” visualizations and how to harness the power of each
- Increase the impact and strength of your messages by choosing the most effective chart for a given data set and story in various circumstances
- Learn the one color that you should make use of in every visualization, the one default element that should be removed from every chart, how legends can confuse your audience, why a bar is nearly always better than a pie, and common design mistakes that distort your data and damage your credibility

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

*Improve Your Analytical Skill: Making Information Work for You, (B)*
This course will teach you how to synthesize data, determine implications and make informed decisions. With interactive learning, combined with discussion, lecture, and case studies, this is your opportunity to make sense of the overwhelming amount of data you're inundated with daily so you can make decisions to the best advantage of your business and career. Improving your analytical skills is easy with this analytical thinking seminar.

Objectives/Learning Outcomes:
- Identifying core analytical skills
- Exploring challenges in collecting, evaluating and presenting information
- Describing the steps in the analytical process: plan, analyze, conclude
- Improving your analytical skills by clarifying relevant issues and questions: why, who, options, benefits and risks
- Deciding on an approach for an analysis project
- Creating a data collection plan for obtaining information
- Organizing, collecting and evaluating data via graphic tools
- Determining risks and performing cost-benefit analysis
- Evaluating data and dealing with information gaps
- Getting from conclusions to recommendations
- Developing your conclusion graphically
- Tools, tips and techniques for presenting your story to multiple audiences
- Creating and delivering a brief presentation that gets buy-in

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association
Training Evaluation Form

Date: ________________
Title of training: _____________________________________________
Vendor: ______________________________________________________
Instructor: ____________________________________________________

Please mark the option which best indicates your level of agreement with the statements below.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Class objectives were clearly defined.</td>
<td></td>
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</tr>
<tr>
<td>2. Participation and interaction were encouraged.</td>
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<tr>
<td>3. Topics covered were relevant to me and my job duties</td>
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<tr>
<td>4. Class content was organized and easy to follow.</td>
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<tr>
<td>5. Materials distributed were helpful</td>
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<tr>
<td>6. Instructor was knowledgeable about the training topics.</td>
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<tr>
<td>7. Instructor was well prepared.</td>
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<tr>
<td>8. Training objectives were met.</td>
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<tr>
<td>9. Time allotted for training was sufficient.</td>
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<tr>
<td>10. Meeting room and facilities were adequate and comfortable.</td>
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</tr>
</tbody>
</table>

12. What did you like most about the training?

13. What aspects of the training could be improved?

14. Do you feel this course will improve your ability to do your job?
15. Please share any other feedback you have about the training.
<table>
<thead>
<tr>
<th><strong>Red Team Recommendations (January 2017)</strong></th>
<th><strong>Internal Controls</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Identify best practices in the region and provide recommendations to the Director. Attach to a copy of the document.</td>
<td>- Summate complete reports to NO.</td>
</tr>
<tr>
<td>- The team will review regional compliance with policy and procedures. In addition, the team would conduct a different region, conducted by DWHP. The audit team would visit each region at least once.</td>
<td>- Regional audits (duty, criteria, objectives) should include NO's control over internal control weaknesses. This should include NO's control over internal control weaknesses.</td>
</tr>
<tr>
<td>- The WESC to include five areas: Engage a group of experts to help with long-term policy and resource decision-making. Consider revising the membership to focus the WPB from the regional structure to strengthen oversight from NO.</td>
<td>- Develop an action plan to address the program.</td>
</tr>
<tr>
<td>- Remove the WPB from the regional structure to strengthen oversight from NO.</td>
<td></td>
</tr>
<tr>
<td>- Implement a permanent structure by developing a National Whistleblower Protection Program.</td>
<td></td>
</tr>
<tr>
<td>- Consider what parts of the manual to publish, and which should serve as internal guidance.</td>
<td></td>
</tr>
</tbody>
</table>
| - National Whistleblower Protection Program (NWPBP) and OSHA include SOPs developed by an inter-region working group at the agency level. | - Finalize and implement draft.
| - A final use checklist to provide quality review checks (a screen shot of WHS' case review, provide a checklist starting point). | |
| - Finalize and implement draft. | |
| - Other actions: Develop and implement a formal process and working relationship with Federal partners. | |
| - Strive to improve the methodology and distribution. | |
| - Revises the current WESC structure to include areas. The areas will help with long-term policy and resource decision-making and recommendations to the NO. This includes the NWPBP and OSHA. | |
| - Quality and consistency (January 2009; RIN: GAO-09-106) | |
| - USGAG: Report to Congress: A Strategic Plan for Whistleblower Protection Programs (March 2014; RIN: GAO-14-286) | |
| - USGAG: Report to Congress: A Strategic Plan for Whistleblower Protection Programs: An Update to the Strategic Plan (July 2014; RIN: GAO-16-511) | |
| - USGAG: Report to Congress: A Strategic Plan for Whistleblower Protection Programs (September 2010; RIN: GAO-10-702) | |
| - USGAG: Report to Congress: A Strategic Plan for Whistleblower Protection Programs (October 2011; RIN: GAO-10-702) | |
| - USGAG: Report to Congress: A Strategic Plan for Whistleblower Protection Programs (January 2014; RIN: GAO-14-511) | |

**WB GAO and IC Recommendations Against All Recommendations**
<table>
<thead>
<tr>
<th>Speech Recognition Software</th>
<th>Equipment and Computer Software</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Creates cost-effective rough transcriptions of audio recorded interviews.</td>
<td>- Establish minimum standards for</td>
</tr>
<tr>
<td>- Remove a major pain point during the interview process. It can also serve as a quality control.</td>
<td>- Training</td>
</tr>
<tr>
<td>- Allow the investigator to stay focused on the interview. A digital recording device can</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Equipment and Computer Software</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Establish minimum standards for investigators.</td>
<td>- Ensure staff complete mandatory training.</td>
</tr>
<tr>
<td>- Expand the required training for new investigators and consider expanding the required training for seasoned investigators (e.g., probationers).</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Incorporate technical training and professional development at various levels of the whistleblower career.</td>
</tr>
<tr>
<td>- Effective investigation of 22 Federal whistleblower provisions.</td>
</tr>
<tr>
<td>- Enforce Whistleblower Protection Act (WPA) and whistleblower protections.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Resource allocation.</td>
</tr>
<tr>
<td>- Three years with the National Welder Program.</td>
</tr>
<tr>
<td>- Will use this data to make necessary adjustments.</td>
</tr>
<tr>
<td>- For ensuring that the regions meet or exceed these goals.</td>
</tr>
<tr>
<td>- The regional manager should be held accountable.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Investigate the performance of the WPA.</td>
</tr>
<tr>
<td>- To track the effectiveness of the WPA, the regional manager should be held accountable.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Identify key performance indicators.</td>
</tr>
<tr>
<td>- These metrics will be used in the experience tracker and progress tracker. The experience tracker will be used to</td>
</tr>
<tr>
<td>-_percentage of OSHA's cases submitted during the rating period</td>
</tr>
<tr>
<td>- Percentage of OSHA's cases submitted during the rating period.</td>
</tr>
<tr>
<td>- OSHA should build a custom database to monitor specific performance measures of indicators.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Develop and maintain a comprehensive database.</td>
</tr>
<tr>
<td>- Accountability review team should be focusing on these audits.</td>
</tr>
<tr>
<td>- WEWP and OSHA accountability review team's Master List of Elements.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Previous IG and GAO Reports</td>
</tr>
</tbody>
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# Overview of Leadership Training Courses

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<th>Training Course</th>
<th>Level</th>
<th>Individual Contributor/Employee</th>
<th>Group Leader</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieving Leadership Success through People</td>
<td>Advanced</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advanced Leadership Skills and Techniques</td>
<td>Advanced</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assertiveness Skills: Communicating with Authority &amp; Impact</td>
<td>Basic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assertiveness Training for Women in Business</td>
<td>Intermediate</td>
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<td>Influence Skills: Getting Results without Direct Authority</td>
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**Overview of Management Training Courses**

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**Analytical**

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<td>Data Analysis and Modeling Techniques</td>
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**Overview of Communication Training Courses**

NOTE: These courses have been identified by MSHA in their training program, however, they have not been mapped/linked into this document.

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<td>Interpersonal Communication: Targeting Your Message</td>
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<td>Interpersonal Communication: Communicating Assertively</td>
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<td>Individuals who want to develop or refresh their interpersonal communication skills</td>
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### Overview of Persuasive Writing Training Courses

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<td>Business Writing: Editing and Proofreading</td>
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<td>Written Communication</td>
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<td>Writing under Pressure: The Writing Process</td>
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<td>Business Analysis Requirements Management and Communication</td>
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<td>Business Grammar: Working with Words</td>
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<td>Writing for Technical Professionals: Effective Writing Techniques</td>
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### Overview of Analyzing Data Training Courses

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## Overview of Presentation Skills Training Courses

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<td>Public Speaking Strategies: Preparing Effective Speeches</td>
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<td>Challenges of Facilitating</td>
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<td>Using Facilitation Skills as a Manager</td>
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<td>Essential Mentoring Techniques: Mentoring Fundamentals</td>
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<td>Essential Mentoring Techniques: Designing and Initiating</td>
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<td>Mentoring Programs</td>
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<td>Essential Mentoring Techniques: Building and Maintaining</td>
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<td>Mentoring Relationships</td>
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<td>Essential Mentoring Techniques: Evaluating and Ending the</td>
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<td>Mentoring Program</td>
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<td>Leadership Essentials: Leading Change</td>
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<td>Leadership Essentials: Creating Your Own Leadership Development Plan</td>
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<td>Leading Outside the Organization</td>
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<td>Knowing When to Take Leadership Risks</td>
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<td>Wanted — Innovation Leaders</td>
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<td>Crafting an Organizational Vision</td>
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<td>Facilitating Collaborative Processes</td>
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**Overview of Problem Solving Training Courses**

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<td>Critical Thinking Essentials: What is Critical Thinking</td>
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<td>Critical Thinking Essentials: Applying Critical Thinking Skills</td>
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<td>Uncovering the Root Problem</td>
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<td>Anticipating and Solving Problems as a Project Champion</td>
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<td>Turning Problems Around with Reverse Brainstorming</td>
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<td>Problem Solving: Process, Tools, and Techniques</td>
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<td>Problem Solving and Process Management Tools</td>
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<td>Problem Solving and Decision Making</td>
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### Overview of Teamwork Training Courses

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<tr>
<td>Leading Teams: Launching a Successful Team</td>
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<td>Leading Teams: Establishing Goals, Roles, and Guidelines</td>
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<td>Leading Teams: Developing the Team and Its Culture</td>
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<td>Leading Teams: Building Trust and Commitment</td>
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<td>Leading Teams: Fostering Effective Communication and Collaboration</td>
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<td>Leading Teams: Motivating and Optimizing Performance</td>
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<td>Leading Teams: Dealing with Conflict</td>
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<td>Leading Teams: Managing Virtual Teams</td>
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<td>Using Feedback to Improve Team Performance</td>
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<td>Being an Effective Team Member</td>
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<td>Elements of a Cohesive Team</td>
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<td>Support Your Leader</td>
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<td>Developing Self-Sufficient Teams</td>
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<td>Choosing the Right Team Culture</td>
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<td>Managing Communications in a Virtual Team</td>
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<td>Building and Leading Teams</td>
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<td>Meeting Team Performance Challenges</td>
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### Overview of Working with Others Training Courses

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<tr>
<td>Working with Difficult People: Identifying Difficult People</td>
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<td>Working with Difficult People: How to Work with Manipulative People</td>
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<td>Workplace Conflict: Recognizing and Responding to Conflict</td>
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<td>Workplace Conflict: Strategies for Resolving Conflicts</td>
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<td>Personal Conflict Styles</td>
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<td>Leading Teams: Motivating and Optimizing Performance</td>
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<td>Leading Teams: Managing Virtual Teams</td>
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<td>Coping with Aggressive Behavior in the Workplace</td>
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<td>Blame Backfires – Conquer Negative Thinking</td>
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<td>Reacting to Coworkers Who Try Taking Advantage</td>
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<td>Improving Communication in Cross-cultural Relationships</td>
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<td>Communicating with a Cross-cultural Audience</td>
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<td>The Value of Peer Relationships</td>
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<td>Building Peer Relationships</td>
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<td>Building Better Relationships through Understanding</td>
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<td>Developing Strategic Peer Relationships in Your Organization</td>
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<td>Forming Peer Relationships and Alliances at Work</td>
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<td>Peer Political Styles</td>
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<td>Managing Conflict</td>
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<td>Engaging Top Performers</td>
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<td>Coping with Accusations in the Workplace</td>
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<td>Manager to Manager Conflict</td>
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**Overview of Constructive Feedback Training Courses**

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<tr>
<td>Giving Feedback</td>
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Overview of Difficult Conversations Training Courses

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<td>Having Difficult Conversations Effectively</td>
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<td>Customer Service: Difficult Conversations – Instructor-led Course</td>
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<td>Preparing for a Difficult Conversation</td>
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<td>Having a Difficult Conversation</td>
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<td>Delivering a Difficult Message with Diplomacy and Tact</td>
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Overview of Working with Difficult Customers Training Courses

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<td>Working with Difficult People: How to Work with Aggressive People</td>
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<td>Conflict Management: Creating Constructive Conversations in the Workplace – Instructor-led Course</td>
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<td>Handling Difficult Questions as a Presenter</td>
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Leadership Courses

**Achieving Leadership Success Through People, (A)**
Lead more effectively by creating rapport, synergy and two-way trust. The most successful leaders are those with the best people skills, especially during the most difficult circumstances. Poor communication and interpersonal relationships routinely thwart leaders who are otherwise technically competent. In order to succeed, leaders must be fully engaged with the individuals who make up their organization. Focusing skill-by-skill on P.E.O.P.L.E. (Professionalism, Empathy, Optimism, Partnering, Loyalty and Empowering) this seminar can help anyone in a position of leadership to better demonstrate caring as well as courage, and to use a P.E.O.P.L.E. approach to achieve maximum results.

**Objectives/Learning Outcomes:**
- Understand the components of professionalism and the importance of setting a good example
- Coach and develop your direct reports/colleagues to be more hopeful and empathetic as they develop greater professionalism
- Create genuine partnerships and unity with, and among, direct reports/colleagues
- Be more optimistic through reframing, resilience and positive language skills
- Learn and apply the components of loyalty to create “loyal followership”
- Trust and empower your direct reports/colleagues more

**Suggested Prerequisites:**
None

**Link(s) to Training:**
American Management Association

**Advanced Leadership Skills and Techniques, (A)**
This course is designed to assist individuals in enhancing and sharpening their existing leadership skills. Participants will learn to develop a strong leadership presence, apply emotional intelligence (EI) competencies, demonstrate flexibility in their leadership approach, develop the leadership potential of a team, and make ethical decisions. Through self-assessments, practical group exercises, and discussions, participants will have the opportunity to apply learned strategies to different individual, team, and organizational situations.

**Objectives/Learning Outcomes:**
- Develop a strong leadership presence
- Apply emotional intelligence (EI) competencies to enhance individual, team, and organizational performance
- Demonstrate flexibility in leadership approach to maximize effectiveness
- Develop the leadership potential of a team
- Strengthen a team’s leadership role in an organization
- Solve ethical dilemmas

**Suggested Prerequisites:**
Building and Sustaining Teams
Leadership Skills and Techniques

**Link(s) to Training:**
Management Concepts
Assertiveness Skills: Communicating with Authority & Impact, (B)

His course will help you gain self-awareness of your attitudes and behavior patterns that promote or hinder assertive behavior. Through video demonstrations, role-playing activities, journaling, skill development and workshops, you increase your ability to get work done using proven techniques.

Objectives/Learning Outcomes:
- Demonstrate and model assertive behavior for win-win outcomes
- Gain self-awareness of your attitudes, behavior patterns and habits
- Develop a positive, proactive response to difficult behaviors
- Exhibit confidence in your ability to address challenging situations
- Enhance your skill set with proven tactics

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree
American Management Association

Assertiveness Training for Women in Business, (I)

AMA’s assertiveness training for women gives you the opportunity to practice fundamental assertiveness skills and to share your concerns with other women in a supportive and encouraging learning environment. You’ll assess your leadership style and then apply the new skills and tools you learn directly to one of your own challenges, receive feedback, and refine your skills through videotaped practice. Return to work with a complete and flexible plan for achieving the kind of assertiveness your position demands.

Objectives/Learning Outcomes:
- Recognize the characteristics of the four assertiveness styles
- Assess your individual assertiveness style and its effectiveness
- Demonstrate assertiveness techniques using supportive communication behaviors
- Develop an action plan to overcome at least two personal obstacles to assertiveness
- Learn how to capitalize on the strengths of your leadership style—and minimize weaknesses
- Flex your leadership style preference to interact most effectively and assertively with others
- Incorporate assertiveness techniques into everyday practices

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association
SkillPath
Building and Sustaining Teams, (1)

This highly experiential and interactive course excites, challenges, and guides leaders through a series of exercises that help them build high-performing teams and sustain team excellence. Through analysis of critical workplace issues, the course transforms participants who want to think, problem-solve, innovate, and find support in order to help their organizations build high-performing teams. Participants discuss previous teaming experiences, engage in practices they can use to promote successful teaming experiences in their own organizations, and evaluate the strategies they currently use to help their teams accomplish their objectives. Participants also gain insight into their own preferences around team dynamics and engage in exciting experiences that help them shift the way they lead their teams.

Objectives/Learning Outcomes:
- Identify the criteria for high performance
- Develop strategies to build trust with and among team members
- Establish effective communication standards before initiating collaborative efforts
- Leverage the skills of your team members to align the team for high performance
- Develop strategies to bring your team to a state of high performance
- Manage challenging issues to sustain high performance
- Apply lessons learned to a hypothetical scenario and develop an action plan for achieving high performance

Suggested Prerequisites:
- Leadership and Management Skills for Non-Managers
- Leadership Skills and Techniques
- Interpersonal Skills: Developing Effective Relationships

Link(s) to Training:
Management Concepts

Coaching From a Distance: Developing Your Team When You Can’t Be Face to Face (1)

Successful coaching is challenging and rewarding—but coaching remotely or in a virtual environment demands all-new rules. The countless ways in which professionals now communicate means business can be conducted almost anywhere. This has introduced the element of distance (both real and virtual) between coach and subject. Coaching skills that once worked so effectively face-to-face won’t get the job done today. For a remote or virtual environment, coaches must develop an entirely new battery of skills—from innovative ways of listening to new measures of coaching success. This new Live Online Seminar covers it all in four dynamic lessons, with a sharp focus on skill-building and modeling techniques that will enable coaches to move their teams to the next level of professional development regardless of distance.

Objectives/Learning Outcomes:
- Diagnose the specific kind of coaching that the situation requires
- Provide coaching directed toward development, career planning and performance management
- Develop critical listening skills—to “hear between the lines”
- Make the right connections to foster cohesion and teamwork
- Execute your strategy with the appropriate set of tools and techniques
- Compensate for lack of “face time” and visual cues

Suggested Prerequisites:
Collaborative Leadership Skills, (I)
Developing essential collaborative skills to build team commitment with collaborative leadership training to enhance team commitment and individual performance. This seminar will give you the skills to be an adaptive manager, someone who can create clarity, vision and build mutual trust with your team and other departments. It will show you how to inspire optimal performance from team members and help bring out their strongest talents.

Objectives/Learning Outcomes:
- Become more effective by enabling each team member to share ideas and generate solutions
- Remove roadblocks that prevent employees from doing their best work
- Enhance team creativity and involvement without expensive programs or initiatives
- Differentiate yourself and become more influential in your organization
- Help increase employee retention and engagement
- Develop a mindset that can increase your innovation skills and produce new ideas
- Provide greater opportunities for employees to own and implement their ideas
- Reduce performance issues by increasing employee involvement and leadership skills

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Communication Skills: Results through Collaboration, (B)
Through interactive workshops, self-assessments, role-playing activities and video simulations, you gain practical experience initiating and responding to various forms of communication. You will also learn to handle situations based on a flexible, genuine and self-confident approach.

Objectives/Learning Outcomes:
- Build collaborative relationships that emphasize trust and respect
- Communicate effectively using simple and concise language
- Enhance listening skills to anticipate and avoid misunderstandings
- Foster cross-cultural understanding in your workplace
- Eliminate communication roadblocks
- Focus on nonverbal cues

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree
SkillPath
Decision Support for Financial Managers, (B)
This course provides students with the foundational knowledge and skills needed to recognize an issue in their environment and translate both the empirical and qualitative data into well-constructed courses of action. Students will learn how to identify both financial and nonfinancial factors associated with each alternative, and provide evidence-based recommendations to the decision-maker. Students will apply the knowledge and tools presented in the course through interactive case studies to strengthen their understanding of decision support fundamentals.

Objectives/Learning Outcomes:
- Develop a foundational understanding of evidence-based decision support
- Comprehend and apply a four-step decision support model
- Identify the objectives of a decision
- Apply brainstorming and other decision theory techniques appropriately
- Identify, comprehend, and translate the decision-maker's intent into action
- Apply "mix-method" research tools for value-added decision support
- Understand and mitigate risks associated with decision support analysis
- Communicate recommendations effectively

Suggested Prerequisites:
None

Link(s) to Training:
Management Concepts

Developing Team Creativity and Initiative, (I)
Surveys show that 80% of company ideas come from teams working in the field who are in contact with clients, suppliers and partners. These front-facing team members are in a position to identify problems, find solutions and suggest new ways of obtaining sustainable growth. Managers who succeed in today's age of knowledge and complexity have gained the know-how to leverage this incredible resource.

In this course, developed in conjunction with Isaac Getz, professor at the ESCP-EAP (School of Management for Europe), associate professor at Stanford University and one of the world's leading specialists in innovation and creativity, you will discover how to set up a framework for encouraging ideas, much like those for cutting costs or managing quality.

Objectives/Learning Outcomes:
- Encourage the emergence of ideas and implement them to increase your team's performance
- Enhance your team's ability to be self-directed
- Become a facilitator who enables others to develop their potential
- Manage ideas as a way to leverage motivation
- Save time and free up more energy
- Increase your team's self-sufficiency, adaptability and ability to react quickly
- Unleash your team's potential for innovation

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Developing Your Leadership Voice for Presence and Impact, [B]

You learn to develop your authentic leadership voice and the confidence to lead in daily situations and during periods of change. You also learn techniques for engaging, inspiring and motivating others; handling challenging conversations; and achieving greater success.

Objectives/Learning Outcomes:
- Adopt a strategic process and a framework for leading change
- Communicate effectively to successfully implement change
- Apply a strategic approach to communication and planning
- Inspire and motivate others to support change
- Skillfully handle challenging situations
- Evaluating your current personal communication areas for growth
- Discovering personal factors that affect communications outcomes
- Practicing organizational change stories to connect with stakeholders
- Crafting effective messages
- Evaluating stakeholders to customize your communications strategy
- Identifying best practices to lead and sustain change

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree

Emotionally Intelligent Leadership, [I]

This course links emotional intelligence to practical leadership behaviors. In this course, leaders assess the emotional competence of their leadership behaviors and identify ways they can increase their emotional intelligence when leading others. The course starts with a series of guided reflections and takes participants through a series of emotionally charged situations through which they develop a greater understanding of emotionally competent leadership behaviors. At the end of each module, participants complete incremental action plans that evaluate the effectiveness of the techniques they used and identify specific workplace situations in which they can integrate emotionally intelligent leadership practices.

Objectives/Learning Outcomes:
- Explain the value of emotional intelligence for leaders in the modern workplace
- Describe the impact of your emotional intelligence on your leadership behaviors and decision making processes
- Identify key characteristics of an emotionally intelligent leader
- Respond to emotionally charged situations in an emotionally competent manner
- Demonstrate emotionally intelligent leadership behaviors when leading others
- Promote emotionally intelligent leadership behaviors throughout your organization

Suggested Prerequisites:
Leadership Skills and Techniques

Link(s) to Training:
Engaging Leadership, (I)

Based on the fast-selling book, The Cornerstones of Engaging Leadership®, this interactive course reveals the key actions a leader must take to connect with and engage others: build trust, leverage unique motivators, manage performance from a people-centric perspective, and engage people emotionally. By committing to these four cornerstones of engagement, leaders can unleash the potential of others and inspire effective performance.

The approach used in this course will help leaders at all levels of an organization increase the engagement of others and foster more effective performance. This session will incorporate a self-assessment that helps participants understand how they demonstrate engaging leadership right now and then create a plan for becoming a more engaging leader. Working with partners and small groups during the course, participants will practice various skills and approaches, walking away with key practices they can put into action immediately.

Objectives/Learning Outcomes:
- Connect common understandings of engagement on an organizational level to what an individual leader can do to increase engagement and affect performance
- Utilize a framework for understanding engagement and engaging leadership
- Build trust in a more holistic way
- Hold conversations with others about what uniquely motivates them to perform
- Recognize the value of a people-centric approach in order to increase engagement and effective performance in the workplace
- Discuss how emotions influence engagement and individuals’ interest in participating in organizational change
- Describe “best practices” for creating an engaging culture of leadership

Suggested Prerequisites:
None

Link(s) to Training:
Management Concepts

Executive Presence for Women, (I)

This seminar explores the key components of being "powerful." In a supportive atmosphere, you’ll get honest feedback from your instructor and peers, benefit from videotaping and improvisation practice, and get a realistic idea of your current power image. You’ll then identify and practice improving your power presence. Filled with personalized coaching and intensive feedback, this is the ideal seminar for women who want to influence and maximize their executive presence.

Objectives/Learning Outcomes:
- Know how body language and verbal behaviors affect your image as a leader
- Recognize how small changes can improve your ability to be perceived as powerful
- Use your verbal and body language in appropriate ways to increase your influence
- Understand how powerful leaders vary and balance their verbal and body language depending on the circumstances
- Learn how to project confidence in any business situation

**Suggested Prerequisites:**
None

**Link(s) to Training:**
American Management Association

*Expanding Your Influence: Understanding the Psychology of Persuasion, (I)*
Bringing about the reaction you want from others and expanding your influence require insights that go beyond the actual process of influencing—and into the psychology of what truly prompts us to say yes or no.

This 2-day course explores these psychological triggers, plus how this knowledge may be used not just for compliance but for mutually desirable outcomes. You’ll uncover persuasion techniques that most people don’t even know exist and learn how to build your influence by applying these principles to any number of business interactions, from managing, mentoring and negotiating to conversations, writing and presentations. In addition, you will learn how to choose the best principle for any given situation and avoid being manipulated by others.

**Objectives/Learning Outcomes:**
- Explore the psychology behind persuasion
- Understand the psychological/subconscious triggers that influence a person’s decision-making process, behaviors and reactions
- Select and customize the right law(s) of persuasion to apply in any situation
- Learn tactics to protect yourself from unethical behavior
- Prepare to influence an individual by using the Pre-Persuasion Checklist

**Suggested Prerequisites:**
None

**Link(s) to Training:**
American Management Association

*High Impact Leadership: Expanding Your Influence (I)*
You gain practical knowledge and skills to become more effective at implementing strategy, making decisions, building networks and alliances, and leading teams through various types of change. You develop the confidence to engage and mobilize others to achieve positive business outcomes.

**Objectives/Learning Outcomes:**
- Successfully navigate organizational politics to achieve results
- Create and implement strategy to strengthen your team’s competitive advantage
- Foster effective decision making and judgment in challenging situations
- Extend alliances and facilitate change initiatives
- Assessing your influencing strategies
- Best practice-sharing to thrive in a political environment
- Monitoring performance results to create measurable outcomes
• Profiling your and others' decision-making styles
• Applying a strategic change model
• Promoting individual and team strengths

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree

How to Coach a Virtual Team, (I)
Building relationships over hundreds—or thousands—of miles? Trying to set goals that are understood around
the globe? These special circumstances require special skills. Workplaces around the world are now linked
virtually though technology. To get results, the leader of a virtual team must approach employees differently
from co-located teams.

Master the tools and techniques that increase your effectiveness when managing performance and coaching
virtually. So you can overcome the challenges that are specific to leading a virtual team. Build effective long-
distance teams. And manage and coach virtually with success and complete confidence.

Objectives/Learning Outcomes:
• Identifying virtual performance challenges
• Exploring best practices for performance management in
  virtual teams
• Defining virtual team members’ roles and responsibilities to
  maintain team focus on goals, objectives and tasks
• Learning the process for identifying coaching and
  development activities for employees
• Practicing using the GROW Model of Coaching

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

How to Communicate with Diplomacy, Tact, and Credibility, (B)
How well you communicate can make or break your professional image. It directly influences how others view
your work and performance—as well as your prospects for career advancement and mobility. Unfortunately,
being diplomatic, tactful and credible doesn’t always come naturally to people. Even when it does, such
communication can easily be derailed by emotions and conflicts. To be a communicator who is skilled in all
three areas, it takes awareness, training and the know-how to apply proven techniques to all kinds of
situations.

This seminar will teach you how to choose and use the most appropriate words and emotional tone for every
business interaction. You will gain insights into your communication style and the styles of others, while
building skills to clearly and effectively receive and transmit information, ideas, thoughts, feelings and needs.
Objectives/Learning Outcomes:
- Apply diplomacy and tact to be a credible and effective communicator
- Manage the impact your communications have on your image
- Define and leverage your communication style
- Develop and demonstrate better listening skills
- Understand the importance of perceptions
- Explore communication style differences and learn to flex your own style
- Recognize the impact of stress on communications and be able to adjust for it
- Know what makes effective, powerful communication and develop the skills to model it

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association
SkillPath

Influence Skills: Getting Results without Direct Authority, (1)
Through practice sessions, video simulations and role-playing activities, you acquire the specific skills, behaviors and attitudes necessary to achieve desired results without relying on the use of authority. You also learn to enhance your listening skills to avoid common misunderstandings.

Objectives/Learning Outcomes:
- Apply influence strategies to gain commitment and foster collaboration
- Dynamically adjust your approach to others to gain buy-in
- Achieve goals by enhancing trust and cooperation
- Deal effectively with challenging behaviors to overcome resistance and inertia in others
- Use knowledge and competence to influence others

Suggested Prerequisites:
Interpersonal Skills: Developing Effective Relationships

Link(s) to Training:
Management Concepts
Learning Tree
American Management Association

Interpersonal Skills: Developing Effective Relationships, (1)
This course is intended to assist individuals in recognizing their own communication styles and how their individual styles differ from the communication styles of others in the workplace. Additionally, participants learn how to improve their interpersonal skills and how to maintain relationships over time. Through interactive activities, self-assessments, and discussions, participants gain an awareness of their communication styles and learn strategies to resolve conflict and strategies for communicating effectively with those whose styles are unlike their own. Participants learn skills to communicate and listen effectively and maintain relationships through inspiring trust and giving and receiving feedback.
Objectives/Learning Outcomes:

- 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

Suggested Prerequisites:
None

Link(s) to Training:
Management Concepts

Leadership and Management Skills for Non-Managers, (B)
This course introduces fundamentals of leadership and management. Through highly interactive activities, self-assessments, and discussions, participants learn how to lead from their roles in their organizations. Skills introduced include communicating effectively, solving problems, making decisions, working in teams, building relationships, creating and implementing change in the organization, and aligning one’s goals with the organization’s mission, goals, and objectives.

Objectives/Learning Outcomes:

- Use effective communication techniques to improve results
- Identify opportunities to enhance cooperation among their colleagues
- Manage the day-to-day challenges of leading a team
- Use effective strategies for organizing projects and negotiating resources
- Apply problem-solving and decision-making skills to accomplish tasks
- Assess their organization’s ability to be flexible and open to new ideas
- Create and implement change in their organizations

Suggested Prerequisites:
None

Link(s) to Training:
Management Concepts

Leadership Development for Women, (I)
For women looking to advance their careers, sobering realities need to be considered and addressed. Despite years of advances in both legal and corporate policy, many qualified women don’t get the jobs they want. Misperceptions, stereotypes and misplaced emotions on the part of either sex can still sabotage a woman’s career hopes—unless she takes a more strategic approach to her career.

This hands-on course shows you how to strategically use your strengths and abilities—your competitive edge—while mastering your emotions in even the most unwelcoming atmosphere. You’ll learn how to build a network of support, take smart risks and view competition in a more positive light. Discover how to conduct
yourself in a manner that earns you respect, and pursue your goals with positive energy. Return to your job feeling confident, ready to compete fearlessly, and in a better position to be recognized for your true capabilities.

Objectives/Learning Outcomes:
- Overcome overt and hidden biases against women as leaders
- Adopt a competitive mindset that leverages your strengths as a woman
- Build a wide and strategic network of key stakeholders who will promote your career
- Avoid taking a perfectionist approach to competitive and challenging situations
- Recover from losses quickly by learning to take things less personally
- Learn to deal with hypercompetitive colleagues with whom you have low trust

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association
SkillPath

Leadership Skills and Techniques, (1)
This course is designed to assist individuals in developing leadership skills that will enable them to lead from any position within an organization. Participants learn to lead with interpersonal effectiveness, influence, impact, and inspiration. Through interactive activities, self-assessments, and discussions, participants identify their leadership and personal influence styles and apply strategies to different situations. Participants practice building relationships based on integrity, credibility, and trust. They learn where they have the most leverage to facilitate change. Participants build a leadership network and commit to ongoing leadership development.

Objectives/Learning Outcomes:
- Describe a variety of leadership theories and models
- Identify important qualities and behaviors of effective leaders
- Describe their communication style and how it impacts their ability to lead
- Identify and apply strategies for enhancing leadership relationships with others
- Determine where you have the most leverage to facilitate change
- Apply innovative thinking practices to current and future organizational challenges
- Apply leadership practices and principles as an individual and in a team

Suggested Prerequisites:
Supervising Employee Performance
Interpersonal Skills: Developing Effective Relationships
HR Essentials for Government Supervisors

Link(s) to Training:
Management Concepts
Leadership Strategies for Creating a Respectful Workplace, (A)

Build and support a more positive and productive workplace climate. A workplace where employees treat one another with civility and respect is far more likely to function at optimum levels of productivity. Unfortunately, the rise of disrespectful behaviors in business seems to be at epidemic levels, and the result is a steady erosion in morale and productivity. This seminar provides strategies for leaders and managers to recognize and handle offensive, disrespectful and inappropriate behaviors. It also explores how to improve productivity by modeling better behavior and fostering a culture of civility and mutual respect.

Objectives/Learning Outcomes:
- Reduce the likelihood that smaller issues will escalate into larger confrontations
- Use appropriate tools to deal with rudeness, incivility and harassment
- Be better equipped to coach staff to deal with offenders
- Enhance project success through improvements in workflow
- Help reduce time away from work, workers’ compensation claims and health insurance costs
- Be prepared for possible Healthy Workplace legislation

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Leading in a Diverse and Inclusive Culture, (A)

Maximize individual, team, and organizational potential through diversity and inclusion (D&I). Everyone has the right to work in an inclusive work environment—one that embraces differences and diversity. If you’re a leader or a manager, recognizing and taking responsibility for diversity and inclusion (D&I) is crucial to your position, and to your organization’s success. But leveraging diversity through inclusive leadership practices, attitudes, and behaviors does more than promote equality and fairness. It’s the only way to truly harness the power of people’s differences for positive business outcomes.

This program offers you a roadmap that includes tools, models, and best practices for increasing your competence, confidence, self-awareness, and skill as an inclusive leader. Through case studies and other hands-on activities, you’ll discover how to create an environment where all are seen, heard, recognized, and appreciated. You’ll also learn how to harness such an environment to positively impact employee engagement, innovation, hiring, retention, and team performance.

Objectives/Learning Outcomes:
- Recognize the issues and value of D&I at the personal, team, and organizational levels
- Become a more inclusive leader by recognizing strengths and growth opportunities for yourself and for others
- Communicate effectively and inclusively in a diverse environment
- Articulate how operating from biases impacts innovation, productivity, and engagement
- Analyze diversity and cultural competencies in the context of talent management
- Harness the power of differences to boost team performance and collaboration
- Manage disagreements, misunderstandings, and conflict

Suggested Prerequisites:
Leading Your Team to Success, (I)
Is your team off track? Unfocused or heading in multiple directions? Not delivering results? As you know, managers only go as fast as their teams. If your team is not pulling together, your success as a manager is on the line. In this course, you will learn tools and techniques to help your team operate smoothly, meet deadlines and fulfill their mission.

You will also bolster your communication skills so you can better lead your team. Increase your effectiveness as a manager, enhance your team’s collective potential and improve their performance. Whether you are new to the management role or already experienced in managing others, this course will help you boost your leadership skills and professionalism.

Objectives/Learning Outcomes:
- Identify team members’ strengths and weaknesses
- Gain insight into how your team operates
- Create conditions that promote team cohesiveness
- Carry out effective joint assignments under various circumstances
- Improve your ability to conduct team meetings, brainstorming sessions and manage projects
- Help your team run more competently
- Create a less stressful working environment with fewer conflicts
- Improve team results

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure, (A)
Manage expanding workloads, constantly shifting priorities and increasing demands. In this seminar, you’ll discover tools to plan your day and adjust to shifting demands with greater clarity. You’ll practice managing interruptions from your boss, peers and employees and learn how to be professional, strategic and assertive in solving problems despite expanding workloads. You’ll leave knowing how to apply the appropriate techniques to alleviate, clarify and eliminate chaos within your control.

Objectives/Learning Outcomes:
- Reduce, clarify and eliminate chaos within your control
- Identify, analyze and determine priority of your workday
- Use a daily action plan to allocate time and energy
- Remain focused and act more decisively when priorities shift
- Become more assertive and strategic in your communication
- Manage interruptions and conflicts with greater ease
- Utilize the right tools to balance and manage tough choices
Suggested Prerequisites:
None

Link(s) to Training:
American Management Association
SkillPath

Personal Skills for Professional Excellence, (B)
You will gain a comprehensive set of skills that helps you stay focused, work effectively with colleagues, develop your networks and expertise, and build your reputation for delivering results. This course gives you the skills and tools you need to handle everyday practical problems.

Objectives/Learning Outcomes:
- Apply proven skills to stay focused, work effectively and develop your networks and expertise
- Get results working with different and difficult personality types
- Maintain focus in pressure situations
- Build and leverage your professional reputation
- Work productively within your organization's political environment

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree

Preparing for Leadership: What it Takes to Take the Lead, (B)
This leadership training course is uniquely designed to help leaders-to-be get ready for their new challenges and responsibilities. You'll discover the heart, soul and mind of true leadership. Through role-playing, self-assessment tests and other leadership training scenarios, you'll explore leadership roles as strategist, change agent, coach, manager, communicator, mentor and team member. And you'll learn how to develop your unique leadership style for maximum impact.

Objectives/Learning Outcomes:
- Understand what a leader is...and is not
- Project a more dynamic image
- Discover your own unique leadership style
- Determine which leadership attributes you already possess
- Apply lessons learned through leadership training to take on your first leadership position with greater confidence
- Get noticed by learning how to look and talk like a leader
- Find out what people expect and respect in a leader
- Apply lessons learned through leadership training to refine your skills in gaining and using power and influence positively
- Learn how to motivate a team, including "difficult people"
- Protect yourself against the pitfalls of intra-organizational politics
Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Project Team Leadership: Building Commitment Through Superior Communication, (1)

Create more successes through enhanced project leadership, communication and negotiation skills. The demands of a project leadership role are unique. You must learn how to serve both the needs of your team members with the needs of the project—not an easy task. Project leadership requires a blend of soft skills, such as communication and motivation, along with the bottom-line capabilities of project management.

This workshop will teach you how to master the project leadership skills that can help you build team commitment and create a more predictable project environment.

Objectives/Learning Outcomes:
- Build high-performance teams that can lead projects to successful implementation
- Keep the team on track through team consensus and conflict resolution
- Minimize communication misunderstandings
- Prevent team “break-ups” by using constructive feedback
- Achieve better results through clear, open and honest communication
- Optimize time, money and resources by putting the right people on the right projects

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Project Leadership: Building High-Performance Teams, (1)

In this course, you transition to a leader who can inspire a diverse team to work together and deliver customer success. At the end of your classroom experience, you take away an understanding of project leadership best practices and a development plan for personal application.

Objectives/Learning Outcomes:
- Build and sustain high-performing project teams
- Develop team identity and empower others
- Foster productive team communication and effectively manage conflict
- Increase productivity by challenging your processes and motivating your people
- Manage internal and external influences that team performance
- Applying the LSM model and leadership best practices
- Distinguishing the stages of team development
- Maximizing team participation in delivering project outcomes
- Creating team direction and purpose
- Applying conflict-style analysis to minimize disruption and distractions
- Identifying team needs for high performance
Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree
SkillPath

Public Speaking: Compelling Speeches & Presentations, (1)
This course provides the opportunity to significantly improve your public speaking skills by practicing and delivering speeches and presentations in a safe environment with personalized feedback. In addition, video recording and self-evaluation help you rapidly strengthen your speaking skills.

Objectives/Learning Outcomes:
- Speak publicly in a convincing, confident and concise style
- Deliver dynamic and effective presentations
- Employ a method to create materials that support a compelling speech
- Build audience rapport through eye contact, vocal delivery and body language
- Sharpen your public speaking skills by integrating feedback
- Constructing an informative and persuasive presentation
- Emphasizing points with body language, gestures and use of space
- Improving vocal emphasis, modulation and pacing
- Building audience involvement using interactive techniques

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree

Situational Leadership Workshop, (1)
Learn to create a motivating and engaging workplace where people develop and live up to their potential. Specially developed for AMA by The Ken Blanchard Companies® (and delivered by AMA expert faculty), the Situational Leadership® II Workshop will help you apply the most comprehensive, tangible and useful model of leadership available. Get ready to know exactly what effective leaders do and practice the concrete tools you need to leap ahead.

Objectives/Learning Outcomes:
- Improve communication and become a more trusted and credible leader
- Learn how to use situational leadership to achieve greater productivity by infusing energy, self-reliance and drive within your employees
- Create a collaborative work environment to achieve faster sustainable results
- Avoid the negative outcomes of over supervision and under supervision
- Obtain a critical thinking process for analyzing, diagnosing, and acting according to the situation
- Increase your effectiveness in setting goals, providing clear direction, listening, observing, monitoring and giving feedback
- Retain your most talented employees by being more responsive to their development needs
Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Strategic Agility and Resilience: Embracing Change to Drive Growth, (A)
Enhance your ability to respond to complex and unpredictable business changes by mastering the competencies of agile leadership! Leadership success depends on agile development and your ability to be future oriented, seize external opportunities and bounce back from unforeseen changes—particularly with market uncertainty at record-breaking levels. You must not only have a strategic plan but you must capitalize on market trends and anticipate and respond to change more rapidly.

This seminar will help you achieve agile development, lead with greater foresight and entrepreneurial thinking and expose you to the behaviors and processes associated with agile people and organizations. You’ll learn how to understand and explore customer and marketplace opportunities and capitalize on them by responding with appropriate products, services and initiatives.

Objectives/Learning Outcomes:
- Understand how agile organizations differ from fragile organizations
- Keep your competitive edge by anticipating and adapting to change
- Identify rapid response mechanisms to environmental shifts
- Be recognized as a “change agent” and engage and empower employees to implement your vision
- Establish compelling communication strategies to drive change in your team and align your organization

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

The Voice of Leadership: How Leaders Inspire, Influence, and Achieve Results, (I)
It's a fact of organizational life: Leadership communication goes hand-in-hand with success—and the effective application of this skill is particularly essential in an uncertain economy when painful business decisions are made daily. No matter how compelling the vision or how brilliant the strategy, without leadership communication there is no execution.

This fast-paced, results-oriented seminar is uniquely designed to strengthen your leadership communication skills. You’ll learn practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.

Objectives/Learning Outcomes:
- Improve your leadership communication skills
- Build greater buy-in, trust and loyalty
- Demonstrate grace under fire and defuse tension
• Overcome resistance to change
• Motivate followers and inspire them to action
• Rally support in difficult situations

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Sparking Innovation and Creativity, (8)
People who are able to step outside the boundaries of traditional thinking generate new ideas ... solve nagging problems ... make better decisions ... get bottom-line results. With this idea-sparking seminar, you’ll learn to overcome negative beliefs and thinking habits that stifle creativity and replace “old” thinking with new and powerful ways to unleash your creative potential. When you do, you’ll see how your new skills lead to innovations that lower costs, streamline procedures, increase productivity and power up job satisfaction. Register now—and be on your way to a more productive, more innovative workplace.

Objectives/Learning Outcomes:
• How to spark innovative thinking that results in new products, new processes and new services
• Ways to tap your creative side to come up with fresh ideas when you need them
• To open your eyes to possibilities and opportunities never before thought of
• How to be a catalyst for creativity in your organization

Suggested Prerequisites:
None

Link(s) to Training:
SkillPath
Management Training Courses

Assertiveness Training for Managers, (1)
Learn how to channel assertiveness skills to interact more effectively with people throughout your organization. Mastering assertiveness skills can do a lot more than just help you win arguments. If you want to enhance your leadership stature and persuade others to help you reach your goals, Assertiveness Training for Managers is an important first step.

Assertiveness Training for Managers gives you the opportunity to learn how your behavior style impacts your overall performance as a manager. You’ll take stock of your current assertiveness skills and learn how you can improve them for a more effective approach. Using the behavior modeling approach toward assertiveness training, this seminar teaches you how to employ assertiveness skills to take control of a situation without alienating others.

Objectives/Learning Outcomes:
- Improve communication by using assertive-responsive skills
- Acquire a more polished and powerful communication style and let your leadership ability emerge
- Tap other people’s resources to get the job done
- Empower yourself and your staff
- Exercise greater influence on others

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Coaching Essentials for Managers, (A)
To increase return on investment and boost productivity employees need to perform at their very best. This workshop provides the vital coaching skills to enable you to develop the potential of your employees and enhance your leadership abilities with proven coaching techniques.

Objectives/Learning Outcomes:
- Apply coaching techniques to unlock employee potential and maximize performance
- Structure a framework for mutually effective learning and development
- Apply coaching tools and techniques to foster success in others
- Recognize and adapt to individual and situational differences
- Create a supportive environment that generates goodwill and engagement

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree
Skillsoft
**Developing Executive Leadership, (A)**

Deepen your self-awareness with executive leadership training and empower your staff to improve performance! When the stock market is making you wonder about your organization’s future every day of every work week, it’s vital to be well-equipped to optimize your company’s performance—as well as your own career—with executive leadership training. To exhibit real executive leadership, you must be a visionary, a trailblazer, a strategist, a communicator, a coach, a diplomat and a politician. The world’s most successful leaders are able to focus on the big picture and uphold high standards while wearing many hats.

This intensive three-day executive leadership training program combines proven-in-action techniques with peer interaction and insights from the latest research to help you master the competencies of effective executive leadership.

**Objectives/Learning Outcomes:**

- Build an executive leadership style that creates trust, sets a clear vision and guides your entire team toward greater performance and profit
- Gain insights into the key executive leadership skills and techniques you need to create a winning strategy
- Learn what real “coaching” consists of and how to build an extraordinary team that works together to deliver results
- Develop heightened “emotional intelligence” for greater professional achievement and satisfaction
- Identify the characteristics of effective leadership and the most common saboteur
- Develop an executive leadership style that adapts to the person and situation
- Improve performance through empowerment and effective delegation
- Clearly communicate mission, vision and value statements
- Build a cohesive unit that performs well in all situations
- Apply executive leadership training to continue your growth as a leader through a self-development plan

**Suggested Prerequisites:**

None

**Link(s) to Training:**

[American Management Association](https://www.americanmanagement.org)

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**Facilitating an Effective Strategic Planning Process, (A)**

Efficiently prepare and run strategic planning sessions that produce real results. This is your course to get the tools and techniques to prepare and conduct a productive, results-driven strategic planning process. You’ll address up-front contracting within the organization, sponsorship, selecting the best approach and tools, as well as determining what data is required. You’ll then learn how to smoothly facilitate the process/session and implement an effective follow-up.

**Objectives/Learning Outcomes:**

- Gain a clear understanding of what role the “facilitator” plays in the process
- Know which discussions and decisions should occur prior to the strategic planning session
- Determine who should be involved and to what extent
• Know how to get chief influencers at multiple levels on your team in leading roles
• Decide the best strategic planning approach/process to use and customize it
• Create a committee of influencers to support you with assigned roles and accountabilities
• Develop the right agenda, establish realistic meeting guidelines and gain agreement
• Explore various scenarios which may occur and possible approaches to handling them
• Ensure up-front clarity and agreement as to what results are expected of the process
• Build in metrics and schedule meetings to assess milestones and progress towards goals

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Fundamentals of Strategic Planning, (8)
Improve your knowledge of strategic planning to understand what senior management is thinking and why—and increase your value to your organization! Here’s an overview of strategic planning for those not directly involved in the planning process, but who want to understand the impact of strategy on their work and their organization’s success. Gain a perspective and vocabulary for strategic planning to help you actively and constructively support your firm’s strategic direction.

Objectives/Learning Outcomes:
• Understand what strategy and strategic planning mean to an organization
• Learn key concepts and the language used by those involved in strategic planning
• Discover various approaches companies use to develop strategy
• Find out how strategy moves from concept through implementation to realization
• Recognize techniques companies use to assess their current and future environments
• Identify specific ways you can contribute to your organization’s strategic success

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

HR Essentials for Government Supervisors, (1)
This course is designed to help participants understand the basic role of the supervisor in human resource issues. It provides an overview of legal guidelines and suggested practices, and it focuses on illustrating how and when a federal supervisor should collaborate with the HR representative. Participants have opportunities to apply key skills via practical exercises and a threaded case study.

Objectives/Learning Outcomes:
• Discuss the evolving role of supervisors and managers in relation to Federal HR policies and procedures
• Effectively collaborate with the HR department throughout the entire talent lifecycle
• Apply practical tips to acquire talent through position management and position classification, including developing position descriptions
- Adhere to Equal Employment Opportunity (EEO) and anti-discrimination laws during the selection and hiring process
- Describe the roles and responsibilities of a supervisor when supervising bargaining unit employees
- Apply a standard process for addressing Employee Relations, and Labor and Management complaints
- Support budget activities during each phase of the Federal budget process

Suggested Prerequisites:
Supervising Employee Performance

Link(s) to Training:
Management Concepts

Interpersonal Essentials for Supervisors, (1)
Strong communication skills are essential for leadership success at every organizational level; therefore, it is critical that supervisors develop effective strategies to interact with others effectively and resolve conflict situations. This course explores the interpersonal skills new and experienced supervisors can use to better connect with and resolve challenging situations with those they manage.

Objectives/Learning Outcomes:
- Describe elements of positive and productive interpersonal communication
- Demonstrate behaviors associated with effective interpersonal skills
- Create a plan to apply interpersonal skills in the workplace
- Describe sources of conflict
- Differentiate between productive and unproductive conflict
- Demonstrate best practices of conflict management in realistic scenarios

Suggested Prerequisites:
None
Link(s) to Training:
Management Concepts
SkillPath

Leadership and Team Development for Managerial Success, (1)
Get effective leadership skills for managers to inspire and influence your people to achieve team goals! Managers who will be promoted are the ones who not only manage efficiently but also lead their teams effectively. The ability to do this during tough times is the acid test. Developing leadership skills is crucial. Learn how to work in a horizontal mode of operation...apply a consistent theory in leading your team...and teach critical leadership skills to members of your team, so each and every one of them can lead the team in your absence.

Objectives/Learning Outcomes:
- Understand leadership skills for managers to know when to manage and when to lead your team
- Assess your leadership behavior and determine the best style to generate results
- Clearly visualize your goals and communicate them to your team
- Work in a horizontal mode of operation instead of managing only one piece of the process
- Develop a high-performance team by first developing leadership skills
- Use effective communication to motivate and coach
Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Leadership Skills for Supervisors, (1)
Get the skills that propel you to the next level of success. You will explore how to maintain technical expertise while demonstrating the right type of supervisory leadership. This seminar will give you the personal, interpersonal and group skills to be influential in one-on-one situations, facilitate group performance and become an effective leader.

Objectives/Learning Outcomes:
- Develop interpersonal skills that help you communicate, listen and handle conflicts in your supervisory role
- Become more effective at influencing others
- Accomplish goals and control outcomes when dealing with staff, peers, management and other departments
- Learn how to work with groups and teams to solve problems and accomplish projects
- Hold performance discussions that result in changed behavior and enhanced productivity
- Analyze your own style of behavior and recognize your strengths/weaknesses

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Management Skills, (1)
You gain the key skills, best practices and behaviors of effective managers — leadership, delegation, motivation, communication and vision — as well as powerful techniques for getting the best from people. You build a blueprint for personal success using proven management models.

Objectives/Learning Outcomes:
- Apply core management skills and techniques to deliver results
- Enhance leadership ability by developing emotional intelligence
- Communicate with, motivate and empower your team
- Delegate work to individuals and teams
- Develop a management vision for success
- Developing a strategy to motivate your team
- Scripting and applying your delegation approach
- Mapping stakeholder environment to analyze interdependencies
- Enhancing your management style with EI
- Affecting behavior with appropriate measures
- Designing effective feedback techniques
Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree
SkillPath

Strategic Execution: Getting It Done, (A)
Get the skills and knowledge to accomplish what so many others don’t—the successful implementation of strategic goals. Whether it’s entering new markets, repositioning, outsourcing, or undertaking new initiatives or technology, execution of strategic goals is often a graveyard of good intentions. A recent strategy execution study of a broad group of leaders found that 65% of them do not consider their own organization successful at executing their strategies.

Objectives/Learning Outcomes:
- Apply basic elements of strategy execution to your own strategic initiative
- Recognize factors affecting your ability to execute your organization’s strategy
- Break large, long-term strategic initiatives into smaller, achievable projects
- Map your own strategic goals against the vital points of success, failure and resistance
- Utilize skills that can gain and sustain support across organizational boundaries
- Identify ways to better align your strategy with departmental and organizational goals

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Strategic Planning, (I)
Develop the best strategic planning to support your company’s goals. This course is designed to combine proven-by-practice methods with new insights and ideas from a wide range of current strategic thinking. Gain a wider perspective of management practice through breakout sessions, exercises, and case applications. Bring your strategic dilemmas to this program and get direction on analytical and organizational approaches.

Objectives/Learning Outcomes:
- Identify strategic planning issues in order to develop a unique competitive advantage
- Learn key analytical and conceptual approaches to expand your understanding of the marketplace
- Align your organization with your strategic planning goals by integrating strategy, objectives, metrics, and performance
- Identify evolving strategic patterns and generate ideas on how they can be applied to your organization
- Incorporate customer needs into your strategic planning
- Use a case study to examine the strategic planning process
- Recognize how the actions of customers, competitors, and your own company determine the outcomes in your markets
- Determine the best approach to effectively implement your strategic planning
Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

**Strategic Thinking, (i)**
Develop a strategic mindset to increase the success of your strategic plans. Learn how to strengthen your strategic thinking skills and encourage it in others. Through case studies and practical thinking exercises, you’ll stimulate your strategic thinking, learn to recognize patterns that impact strategy and enhance your abilities to generate new insights and ideas. Come to your next strategic planning session with the best possible strategic ideas—and help your business move forward in an increasingly competitive world.

Objectives/Learning Outcomes:
- Explore ways to challenge your assumptions and view your business in a new light
- Learn and apply different thinking methods to avoid groupthink
- Control reactive fixes to problems even in an uncertain business environment
- Generate new ideas and evaluate future scenarios before your competitors do
- Know when to embrace necessary risk, even if resources and information are limited
- Learn to create better short-term goals that support long-term strategy

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

**Supervising Employee Performance, (B)**
How you supervise those you manage plays a pivotal role both in their day-to-day and long-term performance. The most effective supervisors not only understand formal performance management standards, but are also able to discern what employees really need to succeed and how to create those conditions. This course focuses on the vital skills supervisors need to manage the performance of others.

Objectives/Learning Outcomes:
- Explore and assess yourself against best practices in supervision
- Give valuable feedback to help employees perform more effectively
- Plan effectively for employee performance, creating a commitment to achieve one’s goals
- Accurately diagnose performance problems
- Conduct effective performance appraisals
- Coach employees to help them understand and act upon challenges and opportunities
- Mentor employees to help them see the big picture and navigate through the organization

Suggested Prerequisites:
None

Link(s) to Training:
Management Concepts

Achieving Success as a New Manager, (I)
New managers face a number of unique challenges that can be overcome with the application of practical, time-tested tools and techniques. This course provides the basic skills and knowledge required for new managers to begin the transition into a management role.

Objectives/Learning Outcomes:
- Transition from your previous role to a management position
- Model your day-to-day actions for success
- Build effective working relationships with your management peers
- Leverage delegation for responsive delivery

Suggested Prerequisites:
None

Link(s) to Training:
Learning Tree
SkillPath

Decision Making, (A)
This experience-based course introduces participants to a comprehensive yet flexible decision-making framework that can be used for all types of decisions. Participants experience each step in the framework first-hand through a variety of individual, small-group, and large group exercises. As the participants discuss and learn about decision-making, they will use the Decision Making Portrait, a self-reflective tool, to analyze their personal decision making approach. Because many decisions in organizations today are made by groups, participants also explore group decision-making through an in-depth, experiential case study.

Objectives/Learning Outcomes:
- Discuss the three cornerstones of making high-quality decisions
- Frame a decision outcome they hope to achieve
- Define the key stakeholders and their roles in the participant’s personal decision making process
- Recognize how decision making patterns impact others and the decision making process
- Apply intuitive and data-driven decision making in appropriate situations
- Apply a framework and use tools to manage high-quality decisions
- Lead a group to a high-quality decision

Suggested Prerequisites:
- Analytics Boot Camp
- Critical Thinking for Problem Solving
- Evaluating and Presenting Analysis Results

Link(s) to Training:
Management Concepts
American Management Association
Analytical Training Courses

**Advanced Tools and Techniques for Data Analysis, (A)**

Manipulate complex data sets to gain deeper insights and make better decisions. This 2-day advanced analytics seminar will introduce you to predictive analytics techniques, so you can frame strategic and operational questions involving marketing, finance, and operations or other real-world business applications.

In this hands-on course, you will cover a variety of analytics tools, such as histograms, ANNOVA analysis, A/B testing, Pareto analysis, clustering, box plots, scatter diagrams, partitioning, unstructured text analysis, and multivariate regression analysis. Best of all, no background in statistics or programming is required. As long as you have a basic understanding of spreadsheets, you will learn how to manipulate complex data sets so you can gain insights that are not possible with common business intelligence techniques.

**Objectives/Learning Outcomes:**
- Go above and beyond standard business intelligence analysis techniques
- Get answers to complex data analysis questions without becoming a statistician
- Learn which data analysis technique to use for various business problems
- Extract the most meaningful results from large and small data sets and multiple data types
- Become familiar with basic text analysis tools and gain insights from unstructured text data
- Use advanced analysis functions in Excel and open source tools
- Build on your basic understanding of spreadsheets to access powerful analytic techniques
- Improve your business efficiency and effectiveness

**Suggested Prerequisites:**
None

**Link(s) to Training:**
American Management Association

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**Analytical Thinking and Problem Solving, (B)**

Get powerful problem-solving skills to more successfully reason through business problems. In today’s lean, flat organizations, it is everyone’s job to effectively solve problems. And while analytical thinking skills may seem natural, they’re not necessarily intuitive, and they don’t come easily to many people. Analytical thinking and problem solving are foundational thinking skills that involve breaking things down into their component parts. They also involve deductive reasoning, drawing conclusions from givens and applying judgments to reach conclusions from a combination of evidence and assumptions. This seminar introduces you to fundamental thinking processes so that you can successfully analyze and solve a wide variety of business problems. Get these essential analytical thinking and problem-solving skills now to give yourself a powerful competitive and career advantage!

**Objectives/Learning Outcomes:**
- Learn a process for breaking down complex problems into their components and gain clarity around possible solutions
- Apply strategies and techniques to avoid emotional triggers that can impede your best thinking
- Explore how to generate solutions to atypical problems and then test the solutions
- Know how to accurately interpret probability and other methods for increasing certainty in your judgment
• Learn strategies for negotiating among variables and conditions
• Recognize the difference between rationality of purpose and rationality of process

**Suggested Prerequisites:**
None

**Link(s) to Training:**
American Management Association

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**Analytics Boot Camp, (B)**

This course provides in-depth knowledge and skills associated with the core tools and techniques used in modern analysis. The course covers the use of Microsoft Excel® functionality in probability, the analysis and presentation of data, and statistical concepts critical for analytical proficiency.

**Objectives/Learning Outcomes:**
• Use Microsoft Excel® for data analysis and decision-making
• Properly handle data collection from multiple sources and data retention in Excel
• Integrate data from multiple sources
• Summarize data to quickly gain a better understanding of it
• Use advanced features in Excel to assist in complex problem-solving
• Visualize data through Excel’s graphic functionality
• Construct a frequency distribution to analyze data and translate it into relevant information
• Calculate and select the most appropriate measures of central tendency
• Identify and avoid the potential for hidden bias in expressing statistical findings
• Use Excel to apply statistical techniques to the analysis of data

**Suggested Prerequisites:**
None

**Link(s) to Training:**
Management Concepts

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**Critical Thinking for Problem Solving, (I)**

This course is designed to introduce participants to the principles of critical thinking and problem-solving. Through individual and small- and large-group activities, participants examine the basic structure of a sound argument, discuss obstacles to critical thinking and fallacies of logic, explore how to expand perceptions and challenge assumptions, and assess their cognitive thinking style. Participants also identify and define problems, identify the root cause of the problem, formulate decision criteria, determine and assess alternative solutions, implement the best alternative, and evaluate the implemented solution. Throughout the course, participants apply critical thinking and problem solving methods to their own workplace situations.

**Objectives/Learning Outcomes:**
• Identify their style and patterns of thinking
• Use questioning techniques to obtain the information needed from others
- Critically examine and evaluate data
- Solve problems with flexible thinking
- Adapt thinking to navigate through unexpected events
- Influence others at all levels of the organization
- Apply tools for breakthrough thinking in the workplace

Suggested Prerequisites:
None

Link(s) to Training:
Management Concepts
AMA Critical Thinking Workshop
AMA 3 Steps to Exceptional Critical Thinking

Data Analysis and Modeling Techniques, (A)
This course provides some of the core tools used to analyze data. Starting with an overview of the six phases of the Analytics Process Model, participants will focus on phase four—Analyzing and Interpreting Data. Learn how to generate hypotheses, select appropriate analysis techniques, model data, and interpret analysis results to answer your organization’s toughest questions. Hands-on exercises provide plenty of practice to reinforce the facilitated discussions, and the integration of a case study into the course drives home the concepts with real-world activities.

Objectives/Learning Outcomes:
- Generate and test null and alternate hypotheses
- Select the appropriate technique for your analysis situation
- Evaluate how well an analysis meets organizational goals
- Use ANOVAs to evaluate differences between data sets
- Use simulation, sensitivity analysis, and other techniques to solve complex problems
- Explain relationships in data using regression analysis
- Use regression and other techniques to forecast probable events

Suggested Prerequisites:
Analytics Boot Camp

Link(s) to Training:
Management Concepts

Data Collection Techniques, (I)
This course provides in-depth knowledge and skills associated with the first and second phases of the Analytics Process Model—framing the question and collecting data. Through individual, small-group, and large-group exercises; discussions; and computer applications; participants learn about and practice formulating a data collection plan, selecting appropriate data collection methods, developing a survey, and conducting interviews and observations. Each day of the course, participants are given time in class to work on a group project. The course culminates with presentations about the group projects.

Objectives/Learning Outcomes:
- Identify needs before collecting data
- Select appropriate means of data collection
- Design a viable, cost-effective data collection plan
- Determine appropriate sample size
- Use secondary data to support studies and analyses
- Improve online data research methodologies
- Design high-quality surveys
- Obtain relevant, useful information through professional interviews and observations

Suggested Prerequisites:
Analytics Boot Camp

Link(s) to Training:
Management Concepts

Decision Support: Building New Analytical Skills, (I)
This course helps students develop skills and capabilities for improved financial and performance management and decision making, especially in today's environment of declining budgets and increased performance expectations. Students will enhance their business intelligence to effectively manage and make informed decisions affecting their programs and service to the American public.

Learn techniques from the Office of Management and Budget (OMB) for evaluating agency and program performance to provide financial and performance information in useful form, anticipate OMB actions, effectively manage your program responsibilities, and truly support the business of government.

Objectives/Learning Outcomes:
- Follow a comprehensive, structured approach for conducting analysis
- Formulate specific, answerable questions to guide and control the analysis
- Determine where and in what form data exist to answer the questions
- Identify and select data analysis methods
- Identify and select data collection methods
- Present the results of the analysis structured to responds fully to the identified questions
- Apply the 5-step structured analytical approach to a case

Suggested Prerequisites:
None

Link(s) to Training:
USDA Grad School

Essential Tools and Techniques for Data Analysis, (I)
This course teaches you how to take smarter business decisions using powerful data analysis methods. Using Excel as the main tool, this seminar goes beyond the qualitative side of data analysis to explore proven quantitative tools and methods for analyzing, interpreting, and utilizing data, so that more informed and reliable business decisions can be made. Take this course to solve the problem of how to productively handle the spreadsheets, reports, and information that pile up in your inbox every day—and lose the angst that goes with it!

Objectives/Learning Outcomes:
- Learn the best practices for organizing, summarizing, and interpreting quantitative data
• Create a repeatable process for analyzing your data
• Bring out patterns in data that were not apparent at first glance
• Identify and explain tools for data analysis
• Shorten the time between analysis and action to avoid "analysis paralysis"
• Know how to get from hard data to well-reasoned conclusions

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

Evaluating and Presenting Analysis Results, (1)
This course focuses on transforming analysis findings into information the organization can use to make effective decisions. Participants will learn how to determine if an analysis has met the project goals and steps to take when finalizing an analysis. The course then shifts to the design and development of presentations. Best practices for evaluation and presentation are provided in facilitated discussions and reinforced with practical exercises.

Objectives/Learning Outcomes:
• Evaluate whether an analysis has met its goals
• Determine what next steps are necessary prior to finalizing an analysis
• Evaluate and select the most appropriate method to present both quantitative and qualitative results to various stakeholders
• Draft a reader-friendly outline for an analysis results report
• Write an Executive Summary for an analysis results reports
• Develop tables, graphs, and charts that convey information quickly and concisely
• Develop a clear message that effectively communicates the implications of your result
• Give a briefing or presentation to present analysis results to decision-makers

Suggested Prerequisites:
• Analytics Boot Camp
• Data Analysis and Modeling Techniques
• Data Collection Techniques

Link(s) to Training:
Management Concepts

How to Turn Data into Compelling Visual Presentations, (B)
Learn how to visually and clearly present data. Communicating data and the story of what that data means has become increasingly important in recent years. In this course, you will learn the fundamentals and best practices of data visualization techniques, as well as hands-on approaches to using Microsoft Excel and PowerPoint to present your data in a variety of formats.

You will complete multiple exercises and create various types of visualizations and charts throughout the course. You will also work individually and in groups to analyze, redesign, and improve poorly designed charts that are provided.
Objectives/Learning Outcomes:
- Understand basic graphic design principles and how audiences process information visually
- Learn how to make use of emphasis, color, layout, and typography to maximize the clarity of your messages
- Become familiar with available tools/techniques for data visualization
- Understand the differences between “Glanceable” and “Referenceable” visualizations and how to harness the power of each
- Increase the impact and strength of your messages by choosing the most effective chart for a given data set and story in various circumstances
- Learn the one color that you should make use of in every visualization, the one default element that should be removed from every chart, how legends can confuse your audience, why a bar is nearly always better than a pie, and common design mistakes that distort your data and damage your credibility

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association

*Improve Your Analytical Skill: Making Information Work for You, (B)*
This course will teach you how to synthesize data, determine implications and make informed decisions. With interactive learning, combined with discussion, lecture, and case studies, this is your opportunity to make sense of the overwhelming amount of data you’re inundated with daily so you can make decisions to the best advantage of your business and career. Improving your analytical skills is easy with this analytical thinking seminar.

Objectives/Learning Outcomes:
- Identifying core analytical skills
- Exploring challenges in collecting, evaluating and presenting information
- Describing the steps in the analytical process: plan, analyze, conclude
- Improving your analytical skills by clarifying relevant issues and questions: why, who, options, benefits and risks
- Deciding on an approach for an analysis project
- Creating a data collection plan for obtaining information
- Organizing, collecting and evaluating data via graphic tools
- Determining risks and performing cost-benefit analysis
- Evaluating data and dealing with information gaps
- Getting from conclusions to recommendations
- Developing your conclusion graphically
- Tools, tips and techniques for presenting your story to multiple audiences
- Creating and delivering a brief presentation that gets buy-in

Suggested Prerequisites:
None

Link(s) to Training:
American Management Association
Training Evaluation Form

Date: ____________________  
Title of training: ____________________________________________________________  
Vendor: _____________________________________________________________  
Instructor: ________________________________________________________________

Please mark the option which best indicates your level of agreement with the statements below.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Class objectives were clearly defined.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Participation and interaction were encouraged.</td>
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</tr>
<tr>
<td>3. Topics covered were relevant to me and my job duties</td>
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<td></td>
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<tr>
<td>4. Class content was organized and easy to follow.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>5. Materials distributed were helpful</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>6. Instructor was knowledgeable about the training topics.</td>
<td></td>
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</tr>
<tr>
<td>7. Instructor was well prepared.</td>
<td></td>
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</tr>
<tr>
<td>8. Training objectives were met.</td>
<td></td>
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</tr>
<tr>
<td>9. Time allotted for training was sufficient.</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>10. Meeting room and facilities were adequate and comfortable.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. What did you like most about the training?  

______________________________________________________________________________

13. What aspects of the training could be improved?  

______________________________________________________________________________

14. Do you feel this course will improve your ability to do your job?  

______________________________________________________________________________
15. Please share any other feedback you have about the training.
File a Whistleblower Complaint

Did you know that ___ federal agencies enforce ____ different protections for whistleblowers?

We want to help. To do that, we are going to start by asking a few simple questions to make sure you file your complaint with the right agency.

Let's Get Started
Nature of Employment

Were or are you an employee* of the company at issue here?

Yes  No

NOTE: "Employee" has a specific meaning under the law. You should click "yes" if you agreed to perform specified services for the company/person/entity at issue in exchange for money.
Nature of Employment

We’d like to ask a few more questions to confirm whether you are or are not an employee of the company at issue.

MORE CLARIFYING QUESTIONS TO DETERMINE WHETHER EMPLOYEE/EMPLOYER RELATIONSHIP EXISTS

[EXPLODYEE]  [NOT EMPLOYEE]
# Nature of Employment

Based on your response, you indicated that you are not an employee of the company/person/entity at issue.

The Labor Department's Whistleblower Protection Program only handles complaints between employers and employees. However, there may be others in a better position to help. Take a look at the list below for some of the most common issues we see from non-employees. If your issue matches one of these, we can help you find the right place to go.

<table>
<thead>
<tr>
<th>Issue Description</th>
<th>What to Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report a crime</td>
<td>Contact your local police department.</td>
</tr>
<tr>
<td>Report financial fraud or misfeasance.</td>
<td>Reach out to the Consumer Financial Protection Bureau.</td>
</tr>
<tr>
<td>Report consumer fraud.</td>
<td>Reach out to the Consumer Financial Protection Bureau.</td>
</tr>
<tr>
<td>Report a local business/company/entity that is creating an environmental hazard.</td>
<td>Contact the Environmental Protection Agency.</td>
</tr>
</tbody>
</table>

**None of the Above**
Tell us your story

Share your story, good or bad. If we spot an issue where we can guide you to appropriate resources, we will be in touch.

Describe what happened:

<table>
<thead>
<tr>
<th>Agencies you have already contacted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Company/Person/Entity at Issue</td>
</tr>
<tr>
<td>Your Email</td>
</tr>
<tr>
<td>Your Zip Code</td>
</tr>
<tr>
<td>Your First Name</td>
</tr>
<tr>
<td>Your Phone Number</td>
</tr>
<tr>
<td>Your Last Name</td>
</tr>
</tbody>
</table>

Tell your story  No thanks
What Best Describes Your Line of Work?

Manufacturing  Public Transportation  Shipping  Construction

Finance  Education  Hazardous Waste Management  Federal Employee

None of the Above
Manufacturing

What Best Describes the Kind of Issue/Violation You Raised About Work?

- Workplace Safety & Health Violation
- Solid & Hazardous Waste Disposal
- Air Emissions
- Consumer Product Safety
- Danger to Drinking Water
- Discharging Pollutants in Water
- Mishandling Industrial Chemicals

None of the Above
Public Transportation

What Best Describes the Kind of Issue/Violation You Raised About Work?

- Air Carrier Safety
- Railroad Safety
- Safety or Fraud in Public Transit
- Workplace Safety & Health Violation

None of the Above
Shipping

What Best Describes the Kind of Issue/Violation You Raised About Work?

- Safety, Health, or Security in Trucking
- Unsafe Cargo Container
- Workplace Safety & Health Violation

None of the Above
Construction

What Best Describes the Kind of Issue/Violation You Raised About Work?

- Discharging Pollutants in Water
- Solid & Hazardous Waste Disposal
- Mishandling Industrial Chemicals
- Workplace Safety & Health Violation
- Danger to Drinking Water
- Asbestos in Schools
- None of the Above
Energy & Power

What Best Describes the Kind of Issue/Violation You Raised About Work?

- Pipeline Safety
- Nuclear Safety Requirements
- Discharging Pollutants in Water
- Solid & Hazardous Waste Disposal
- Mishandling Industrial Chemicals
- Workplace Safety & Health Violation

None of the Above
Finance

What Best Describes the Kind of Issue/Violation You Raised About Work?

Securities Fraud

Workplace Safety & Health Violation

None of the Above
Education

What Best Describes the Kind of Issue/Violation You Raised About Work?

- Asbestos in Schools
- Workplace Safety & Health Violation
- None of the Above
Hazardous Waste Management

What Best Describes the Kind of Issue/Violation You Raised About Work?

- Clean-Up of Hazardous Waste Sites
- Solid & Hazardous Waste Disposal
- Discharging Pollutants in Water
- Danger to Drinking Water
- Workplace Safety & Health Violation

None of the Above
Federal Employees

Do you work for the U.S. Postal Service?

Yes  No
Federal Employees

The Federal Office of Special Counsel handles claims of wrongdoing within the federal government.

Federal employees who believe that they have suffered retaliation for disclosing:
- a violation of law, rule, regulation
- Gross mismanagement.
- A gross waste of funds.
- An abuse of authority, and/or
- Substantial and specific danger to public health and safety

May contact the Office of Special Counsel to file a complaint.
U.S. Postal Service

What Best Describes the Kind of Issue/Violation You Raised About Work?

- Safety, Health, or Security in Trucking
- Unsafe Cargo Container
- Workplace Safety & Health Violation

None of the Above
Did you report a violation about any of the following issues? If so, select the one that matches most closely.

- Workplace Safety & Health Violation
- Safety, Health, or Security in Trucking
- Abandoned in Schools
- Unsafe Cargo Container
- Danger to Drinking Water
- Discharging Pollutants in Water
- Mishandling Industrial Chemicals
- Solid & Hazardous Waste Disposal
- Air Emissions
- Communication About Waste
- Nuclear Safety Requirements
- Air Carrier Safety
- Securities Fraud
- Pipeline Safety

None of the Above
The Department of Labor's Whistleblower Protection Program enforces some, but not all, whistleblower protections under federal law.

Based on your responses so far, there may be others that are better positioned to help. Take a look at the list below for some of the most common issues we see. If your issue matches one of these, we can help you find the right place.

<table>
<thead>
<tr>
<th>My Employer Took Action Against Me Because:</th>
<th>What Can I Do?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of my race, color, religion, sex, national origin, age, disability, or genetic information.</td>
<td>File a complaint with the U.S. Equal Employment Opportunity Commission</td>
</tr>
<tr>
<td>I complained that my employer was NOT:</td>
<td></td>
</tr>
<tr>
<td>• Paying Minimum Wages or Overtime</td>
<td></td>
</tr>
<tr>
<td>• Recording Wages</td>
<td></td>
</tr>
<tr>
<td>• Following Children Labor Laws</td>
<td></td>
</tr>
<tr>
<td>• Providing leave under the Family Medical Leave Act (FMLA)</td>
<td></td>
</tr>
<tr>
<td>I complained about how my employer was:</td>
<td></td>
</tr>
<tr>
<td>• Treating migrant or seasonal workers</td>
<td>File a complaint with the Labor Department's Wage &amp; Hour Division.</td>
</tr>
<tr>
<td>• Treating employees here on temporary &quot;guest worker&quot; programs</td>
<td></td>
</tr>
<tr>
<td>• Treating employees to base the devaluation tests</td>
<td></td>
</tr>
<tr>
<td>I supported a union, participated in union activities, chose not to engage in &quot;protected concerted activities&quot; (for example, group action to improve wages, benefits, working conditions)</td>
<td>File a claim with the National Labor Relations Board.</td>
</tr>
</tbody>
</table>

None of the Above
Adverse Action

Did your employer take an “adverse action” against you, because you [POPULATE WITH BEHAVIOR]?

YES  NO

NOTE: “Adverse action” has a specific meaning under the law. This can include:
- Getting fired
- Getting demoted or getting a pay cut
- Being assigned less favorable work
- Being given a bad review or reference
Adverse Action

We'd like to ask a few more questions to confirm whether an adverse action has occurred or not.

[MORE CLARIFYING QUESTIONS TO DETERMINE WHETHER ADVERSE ACTION OCCURRED]

[ADVERSE ACTION OCCURRED]  [NO ADVERSE ACTION]
The Department of Labor's Whistleblower Protection Program can only investigate complaints when an adverse action occurs due to an employee's protected activity.

It appears that your complaint may therefore not be ready be timely. Here are some options:

<table>
<thead>
<tr>
<th>I would like to:</th>
<th>What Can I Do?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report a crime</td>
<td>Contact your local police department, or your local FBI field office.</td>
</tr>
<tr>
<td>Report financial fraud or mailfraud</td>
<td>Reach out to the Consumer Financial Protection Bureau.</td>
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<tr>
<td>Report consumer fraud</td>
<td>Reach out to the Consumer Financial Protection Bureau.</td>
</tr>
<tr>
<td>Report a local business/company/entity that is creating an environmental hazard</td>
<td>Contact the Environmental Protection Agency.</td>
</tr>
<tr>
<td>Tell us your story</td>
<td>Tell us your story [here]. While we may not be able to investigate your complaint at this time, your story will help inform how we work to protect the labor force of the United States.</td>
</tr>
<tr>
<td>Contact a local attorney to see whether you have rights under federal or state laws, or whether you have, in fact, suffered an adverse action.</td>
<td>Reach out to your local bar association for a referral to an attorney qualified to advise you about your complaint.</td>
</tr>
</tbody>
</table>
Date of Last Adverse Action

Enter the date of the last adverse action that your employer took against you due to your protected activity.

MM/DD/YYYY

[IN TIME]  [TOO LATE]

NOTE: “Date of last adverse action” has a specific meaning under the law. This can be:
- Your last day at work,
- The date you received your termination notice,
- The date your employer gave you a bad reference due to your complaint,
- And more.
You should enter the date of the MOST RECENT adverse action your employer took against you.
Date of Last Adverse Action

We'd like to ask a few more questions about the date of last adverse action.

More clarifying questions to determine whether equitable tolling or continuing violations theories might apply.
The Department of Labor's Whistleblower Protection Program can only investigate complaints that fall within specific filing deadlines.

The [NAME APPLICABLE WHISTLEBLOWER STATUTE] requires complainants to file within ____ days of the employer's last adverse action. It appears that your complaint may be untimely. Here are some options:

What Can I Do?

- Contact a legal attorney to see whether you have rights under other federal or state laws, or whether your complaint may, in fact, be timely.
- Tell us your story. While we may not be able to investigate your complaint, your story will help inform how we work to protect the labor force of the United States.

EXIT
OSHA ONLINE WHISTLEBLOWER COMPLAINT FORM

EMERGENCY NOTICE: Do Not Report an Emergency Using this Form or Email!

To report an emergency, fatality, or imminent life threatening situation please contact our toll free number immediately:

1-800-321-OSHA (6742)
TTY 1-877-889-5627

INTRODUCTION & INSTRUCTIONS

OSHA administers more than twenty whistleblower protection laws, including Section 11(c) of the Occupational Safety and Health (OSH) Act, which prohibits retaliation against employees who complain about unsafe or unhealthful conditions or exercise other rights under the Act. Each law has a filing deadline, varying from 20 days to 180 days, which starts when the retaliatory action occurs.

A whistleblower complaint must allege four key elements:

- The employee engaged in activity protected by the whistleblower protection law(s) (such as reporting a violation of law);
Thank you

We have received your story.
The Pilot Marketplace
2016

A catalog of all on-going OSHA Whistleblower pilots.
Audio Recorded Interviews

What Does This Do?

Investigators use audio recording devices to capture interviews of complainants, witnesses, and respondents. Investigators later refer to these recordings when preparing findings letters.

Who is Doing This?

Region 2 - POC: John Smith
Region 5 - POC: Samantha Tripp
Region 8 - POC: Carrie Smith

How Can This Help?

- Decreases time to create reports
- Decreases time to complete investigations
- Increases quality of interviews
- Increases accuracy of findings

Evidence of Impact (so far)

Regions 2, 5, and 8 decreased their days to process investigations by 15% after introducing audio recordings.

Cost?

$80 per investigator for a USB digital recorder
Department of Labor
Whistleblower Protection Program
Investigator and Leadership Competencies 2016
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Investigator Leadership Vision

DWPP expects all employees to act with integrity and demonstrate leadership that is consistent with the Department’s core values and leadership values. DWWP investigators should foster strong relationships, demonstrate openness to new ideas, and apply a strategic approach to making decisions that advance the whistleblower mission. Investigators are leaders at all levels:

- **Open and honest.** Our actions match our works and we are open to challenges to our assumptions;
- **Team players.** We engage different perspectives, listen with curiosity, collaborate across lines of business, and develop leadership in others;
- **Curious and agile learners.** We anticipate trends and are willing and able to adapt to and lead change that enhances the Department’s effectiveness; and,
- **Bold decision-makers.** We leverage the Department and WPP’s wealth of technical knowledge, experience, and data to make well-informed and timely decisions that align with the Department’s mission, values, and strategic goals.

Investigator Leadership Values

**Integrity** approach investigations, relationships and work with integrity:
- Speaking honestly and giving consistent messages regardless of audience;
- Ensuring their actions comport with their words; and,
- Engaging multiple perspectives to ensure sound decisions.

**Teamwork** develop and maintain relationships:
- Listening & displaying empathy, and fostering an open dialogue;
- Mentoring, empowering, and developing the next generations of leaders;
- Leveraging expertise of colleagues across the Department to break down organizational silos; and,
- Working collaboratively to further the Department’s mission.

**Curiosity** seek knowledge of themselves, others, the Department and the industry in which we operate:
- Being curious and innovative, and taking calculated risks;
- Identifying broad dependencies and connections;
- Seeking diverse experiences inside and outside the Department;
- Thinking through how individual and office actions affect stakeholders; and,
- Anticipating changes (e.g. regulatory, industry, technology, or workforce) and being agile and resilient as they DWPP.

**Decisiveness** use sound judgement in decision-making:
- Engaging colleagues and using technical knowledge, experience, and data to efficiently evaluate and decide the appropriate course of action;
- Making decisions and the decision-making process transparent through communication to stakeholders; and,
- Taking strategic actions that align with the Department’s vision & values to advance the Department’s mission.
Building Blocks of Leadership
These are the OPM Executive Core Qualifications, mapped to four phases: (1) Leading Self (Investigator); (2) Leading Projects (Senior Investigator/Tech SME); (3) Leading People (ARA, RSI); and (4) Leading Organizations (RA, DRA) based off of DWPP's current organizational structure.

Leading WPP
Assistant Regional Administrator
Entrepreneurship, External Relations, Strategic Thinking, Vision

Leading People
Regional Supervisory Investigator

Leading Projects
Senior Investigator/Tech-SME
Decisiveness, Developing Others, Influencing/Negotiating, Project Management, Team Building

Leading Self
Trainee Investigator/Investigator
Accountability, Oral & Written Communication, Continual Learning, Flexibility, Initiative, Integrity/Honesty, Interpersonal Skills, Planning/Organizing, Problem Solving, Self-Awareness, Teamwork, Technical Knowledge
Training & Professional Development

This consolidated, one-stop source of training options may assist employees and supervisors in developing individual training plans to broaden employees' knowledge base and achieve higher levels of performance. Knowledge obtained in these trainings, supplemented or combined with on-the-job experience, increases staff potential and enables employees to effectively perform their duties and excel in their profession. It may serve as a roadmap for employees as they progress through the various phases of their careers, from entry level to Team Lead and Supervisor roles. The Training Continuum does not replace the employee performance plan or evaluation nor does it guarantee that employees will be promoted or rewarded for taking courses.

Concept

The training courses are identified by their level of difficulty ranging from introductory to intermediate to advanced levels. Introductory training is structured to provide a foundation for new and less experienced budget analysts by familiarizing students with basic budget terminology and processes. Intermediate and advanced courses are better suited for more experience technical employees who are interested in refresher training or more challenging courses on complex topics.

The course categories (investigatory analysis, analytical, technical, leadership, and management) are color coded to coincide with an employee's career phase as modeled by the Building Blocks of Leadership.

- The **technical category** includes courses that can be considered investigatory building blocks towards a subject matter expert.
- The **analytical category** covers courses that build the capacity for analyzing, comparing, and interpreting data. Like the technical courses, the analytical courses are appropriate for all levels of staff.
- **Leadership courses** focus on enhancing communication, coaching, and leadership skills, and may be taken by team leads and Supervisors as well as those interested in pursuing leadership positions.
- **Management training** is more specific to developing skills for new and prospective managers or those interested in supervisory roles.

These course descriptions should help employees decide what courses are best suited for their professional goals and level of general or technical experience as an investigator. Intermediate and advanced courses may have suggested pre-requisites or working knowledge of certain technical areas and processes.

Process

To request training, submit a completed SF-182 Authorization, Agreement, and Certification of Training Form via Learning Link to the employee's direct Supervisor. Training approval will depend on individual supervisory approval as well as office training budgets. Opportunities to apply knowledge obtained in the classroom to actual job duties will depend on multiple factors including needs of the office and/or management, employee initiative and pro-active approach to job responsibilities, as well as job scope as identified in the employee's position description. After completing a course, employees are encouraged to fill out the Evaluation Form to provide feedback on the training. Honest feedback from those who have taken these trainings will be valuable in improving the training continuum and ensuring it offers only the most useful, relevant education for employees. **Level of Difficulty:** (B) = Basic; (I) = Intermediate; (A) = Advanced
Mentoring
When a new Investigator is hired, he or she should be assigned a mentor who will be available to provide guidance, answer questions, allow the trainee to shadow him or her while doing investigative work, and coordinate opportunities for the trainee to shadow other Sr. Investigators. Likewise, when someone is promoted to the position of RSI, Technical Subject Matter Expert, Mediator, or ARA, he or she should be assigned a mentor who works in the same position in another region. This will provide the newly promoted individual someone with whom he or she feels “safe” (i.e., outside of his or her chain-of-command) asking questions, discussing areas of concern, and obtaining career guidance.

IDPs
It should be broken into weekly segments with required readings and online instruction in conjunction with clearly defined on-the-job training experiences to be completed with the mentor or another Sr. Investigator. A checklist should be developed so that each week, the mentor can initial when the trainee has completed all of the activities designated for that week, and the RSI can initial after speaking with the trainee and verifying that he or she has a full understanding of the subjects assigned for that week. Upon completion of the pre-class training, the Assistant Regional Administrator should sign the checklist, verifying that the trainee has completed all requirements, and forward it to the Directorate of Training and Education so that the trainee can be approved to attend Course #1420. The pre-class training program should be designed to last for a definite period of time (e.g., 12 weeks).
<table>
<thead>
<tr>
<th>Trainer Investigator (Year One)</th>
<th>Investigator (Years Two and Three)</th>
<th>Senior Investigator</th>
<th>Regional Supervisory Investigator/Team Leader</th>
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<td><strong>Day-to-day</strong></td>
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<td>• Gains on the job training by conducting intake interviews and shadowing Senior Investigators on OSH Act Sec. 11(c) investigations.</td>
<td>• Conducts progressively more difficult OSH Act Sec. 11(c) investigations.</td>
<td>• Conducts whistleblower investigations under OSH Act Sec. 11(c) and all “other” statutes, regardless of level of difficulty.</td>
<td>• Regional Supervisory Investigator: Performs day-to-day supervision of WBIs; monitors the training program for investigators-in-training.</td>
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<td>• Conducts initial OSH Act Sec. 11(c) investigation upon completion of “Whistleblower Investigation Fundamentals” course.</td>
<td>• Gains on the job training by conducting intake interviews and shadowing Senior Investigators on whistleblower investigations conducted under the “other” statutes.</td>
<td>• Assists the Tech SME in providing guidance to other WBIs in the region for one or more of the “other” statutes that s/he has gained expertise in.</td>
<td>• Tech SME: Serves as an in-house Subject Matter Expert (SME) providing guidance to other WBIs in the region for the “other” statutes; if located in use of the “Centers of Excellence”, serves as an SME providing guidance to WBIs in other regions for the “other” statute(s) that his/her region has responsibility for.</td>
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<td><strong>On-The-Job Training</strong></td>
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<td>• Participates in Mentor program as a Mentee to Senior Investigators</td>
<td>• Participates in Mentor program as a Mentee to Senior Investigators</td>
<td>• Gains leadership and management training by acting as a mentor to Investigators-in-training.</td>
<td>• Participates in Mentor program as a Mentee to an RSI, SME, or Mediator in another region.</td>
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<tr>
<td>• Completes formal and detailed mandatory program of guided readings, webinars, and on-the-job training in preparation for Course #1420.</td>
<td>• Completes formal and detailed mandatory program of guided readings, webinars, and on-the-job training in preparation for Course #1460.</td>
<td>• Participates in Mentor program as a Mentee to an RSI in another region (optional).</td>
<td>• Once s/he is at full performance potential, participates in Mentor program as a Mentee to an AIA in another region (optional).</td>
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<td><strong>Classroom Training</strong></td>
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<tr>
<td>• Course #1420: Whistleblower Investigation Fundamentals</td>
<td>• Course #1460: Basic Whistleblower Investigations Federal Statutes (to be reinstated)</td>
<td>• As needed, completes refreshers webinars on the “other” whistleblower statutes.</td>
<td>• Essential HR Considerations for the New DOL Manager and Supervisor (RSI)</td>
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<td>• Course #1461: Interviewing Techniques for Whistleblower Investigators</td>
<td>• Course #1463: Written Communication and Report Writing for Whistleblower Investigators</td>
<td>• Attends other OTI courses [<a href="http://hrnet.colonialwinds.com/university/LPP/dp/courses.html">http://hrnet.colonialwinds.com/university/LPP/dp/courses.html</a>] with RSI’s and AIA’s approval.</td>
<td>• Leading Labor one- and four-day courses (RSI)</td>
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<td>• Course #2710: Legal Concepts for Whistleblower Investigators</td>
<td>• Course #2770: Whistleblower Complaint Resolution and Settlement Negotiations</td>
<td>• Contingent upon availability of funds, attains the Professional Certified Investigator (PCI) credential [<a href="https://www.associatedintegrity.org/Certification/Board-Certifications/PCI/Pages/default.aspx">https://www.associatedintegrity.org/Certification/Board-Certifications/PCI/Pages/default.aspx</a>].</td>
<td>• Leading Labor Emerging Leaders course (Tech SME/Mediator)</td>
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<td>• Course #2770: Whistleblower Complaint Resolution and Settlement Negotiations</td>
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<td>• Contingent upon availability of funds, completes the 40-hour mediator certification course offered by the National Association of Certified Mediators (NACM) [<a href="http://www.mediatorcertification.org">http://www.mediatorcertification.org</a>] (Mediator).</td>
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<td>• Modern Government Management</td>
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<tr>
<td>Trainee Investigator (Year One)</td>
<td>Investigator (Years Two and Three)</td>
<td>Senior Investigator</td>
<td>Regional Supervisor, Investigator/Tech SME/Advisor</td>
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<td>Accountability</td>
<td>Accountability</td>
<td>Deceitfulness</td>
<td>Change Management</td>
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<td>Oral &amp; Written Communication</td>
<td>Oral &amp; Written Communication</td>
<td>Developing Others</td>
<td>Conflict Management</td>
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<td>(active listening)</td>
<td>(active listening)</td>
<td>Influencing/Negotiating</td>
<td>Creativity/Innovation</td>
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<td>Continual Learning</td>
<td>Continual Learning</td>
<td>Project Management</td>
<td>Financial Management</td>
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<td>Flexibility</td>
<td>Flexibility</td>
<td>Team Building</td>
<td>Human Resources Management</td>
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<td>Initiative</td>
<td>Initiative</td>
<td>Dealing with difficult people</td>
<td>Internal/External Awareness</td>
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<td>Integrity/Honesty</td>
<td>Integrity/Honesty</td>
<td>Crisis Management</td>
<td>Leveraging Diversity</td>
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<td>Interpersonal Skills</td>
<td>Interpersonal Skills</td>
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<td>Partnering</td>
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<td>Planning/Organizing</td>
<td>Planning/Organizing</td>
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<td>Resilience</td>
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<td>Problem Solving</td>
<td>Problem Solving</td>
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<td>Research and Writing</td>
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<tr>
<td>Self-Awareness</td>
<td>Self-Awareness</td>
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<td>Analysis and presentations to provide tech assistance to stakeholders</td>
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<td>Teamwork</td>
<td>Teamwork</td>
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<td>Technical Knowledge</td>
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<td>Critical Thinking</td>
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<td>Interviewing</td>
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</table>

1 Competencies marked by italics are WPP-specific investigator (i.e. in addition to OPM's EECOs)
<table>
<thead>
<tr>
<th>Leadership Competency Definitions &amp; Proficiency Levels</th>
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<tbody>
<tr>
<td><strong>Expected Behaviors</strong></td>
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<tr>
<th>Leading Self</th>
<th>Group Leader (Leading Projects)</th>
<th>Manager (Leading People)</th>
<th>Executive (Leading All)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accountability</strong></td>
<td>Establish expectations for self or others so that objectives are prioritized and achieved. Develop and build others responsible for completing with established policies and procedures. Take responsibility for work or project outcomes, regardless of results.</td>
<td>Provide guidance and communicate expectations for presenting and achieving SWMP objectives. Create a culture of accountability among others by sharing skills and responsibilities. Create and uphold policies, procedures, standards, or processes that align with SWMP objectives.</td>
<td>Serves as previous levels.</td>
</tr>
<tr>
<td><strong>Communicate Clearly and Concisely to Accomplish Objectives</strong></td>
<td>Make oral presentations to or attend meetings with a variety of audiences, conveying information and readings, and preparing for in-service sessions. Communicate ideas to the audience in accordance with their level of understanding. Engage with others by building dials, answering questions, and responding accordingly. Review and edit written communications prepared by others for grammar, profession, spelling, and format according to style and format guidelines.</td>
<td>Make presentations that are effective, professional, and tailored to the intended audience. When appropriate, use charts, graphs, figures, and handouts to clarify the intended message. Communicate clearly and in writing to others, effectively conveying ideas and information that have significant implications for the SWMP. Communicate effectively with others, maintaining clear, concise, and professional communications.</td>
<td>Effectively articulate complex or sensitive information while meeting with key resources or public officials, including sharing with high visibility. Communicate to ensure an atmosphere of open communications, trust, and support. Program higher complex or written communications that have significant implications for the SWMP. Communicate effectively with others.</td>
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<tr>
<td><strong>Solve and Learn</strong></td>
<td>Encourage peer collaboration through self-improvement and task specialization to advance skills. Seek and participate in opportunities for personal development and learning. Encourage peer collaboration through self-improvement and task specialization to advance skills. Seek and participate in opportunities for personal development and learning. Encourage peer collaboration through self-improvement and task specialization to advance skills. Seek and participate in opportunities for personal development and learning.</td>
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<tr>
<td><strong>Relate Effectively</strong></td>
<td>Communicate peer collaboration through self-improvement and task specialization to advance skills. Seek and participate in opportunities for personal development and learning. Encourage peer collaboration through self-improvement and task specialization to advance skills. Seek and participate in opportunities for personal development and learning. Encourage peer collaboration through self-improvement and task specialization to advance skills. Seek and participate in opportunities for personal development and learning.</td>
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<tr>
<td><strong>Anticipate Change and Adapt</strong></td>
<td>Anticipate changes, project them to the attention of staff, and develop a new strategy. Devise a new model for managing activities, strategies, or demands, and become knowledgeable about new areas. Balance multiple competing work demands, and adjust priorities as needed.</td>
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<td><strong>Delegate Effectively</strong></td>
<td>Seek out new responsibilities, assignments, and opportunities. Ask questions of superiors, peers, and supervisors to better understand work requirements and meet deadlines.</td>
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<tr>
<td><strong>Demonstrate SWMP Values and Display Ethical Conduct</strong></td>
<td>Demonstrate the highest level of ethical, personal, and professional behavior. Display the highest level of corporate responsibility while working towards organizational goals. Establish or implement a culture of ethical and professional conduct.</td>
<td>Demonstrate the highest level of ethical, personal, and professional behavior. Display the highest level of corporate responsibility while working towards organizational goals. Establish or implement a culture of ethical and professional conduct.</td>
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<td>Employee/Individual Contributor</td>
<td>Group Leader</td>
<td>Managing Director</td>
<td>Executive Director</td>
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<td><strong>Leading Self</strong></td>
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<td>Communicate and share different viewpoints and experiences according to shared goals and outcomes.</td>
<td>Promote an environment of open communication and collaboration.</td>
<td>Maintain a calm, open demeanor that fosters a work environment in which feedback is encouraged and constructive criticism is welcome.</td>
<td>Maintain a balanced workload with clear goals and expectations.</td>
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<td><strong>Building Relationships</strong></td>
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<td><strong>Leading Projects</strong></td>
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<td><strong>Leading People</strong></td>
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<td><strong>Leading EVP</strong></td>
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<td><strong>Lead by Example</strong></td>
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<td><strong>Lead by Example</strong></td>
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<td>Employee/Individual Contributor</td>
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<td>To prepare for the next level</td>
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<td>Group leader must be able to identify and develop new strategies, processes, and approaches. The manager must be able to provide feedback and develop new strategies, processes, and approaches. The executive must be able to develop new strategies, processes, and approaches.</td>
<td>Develop leadership potential. Identify key areas for development and provide guidance and support.</td>
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<td>To prepare for the next level. Take ownership of the problem, develop a plan, and execute it. Encourage the team to own the problem and drive the solution.</td>
<td>To prepare for the next level. Ensure that the team understands the problem and is motivated to solve it. Encourage the team to think creatively and come up with multiple solutions.</td>
<td>To prepare for the next level. Serve as a role model and advocate for the team. Promote a culture of learning and development. Encourage the team to take on new challenges and share their insights and experiences.</td>
<td>Establish relationships with diverse audiences (e.g., national and international stakeholders) to effectively communicate priorities, build organizational visibility, and generate external support. Meet with elected and appointed officials to promote DPW and program information to assist in funding initiatives. Develop and modify the DPW’s programs to align with internal and external initiatives.</td>
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<td><strong>Strategic Planning</strong></td>
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<td>To prepare for the next level. Develop a vision for the organization and align it with the overall goals and objectives of the DPW. Use this vision to guide decision-making and resource allocation.</td>
<td>To prepare for the next level. Understand the DPW’s mission and vision. Develop a strategic plan that aligns with the organization’s goals and objectives. Use this plan to guide resource allocation and decision-making.</td>
<td>To prepare for the next level. Develop a strategic plan that aligns with the organization’s goals and objectives. Use this plan to guide resource allocation and decision-making.</td>
<td>Consider various perspectives from internal and external audiences when developing and revising regulations and policies. Communicate the importance of the DPW’s mission across the organization.</td>
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<td>To prepare for the next level. Establish partnerships with external organizations to achieve the DPW’s mission. Expand the DPW’s reach by forming partnerships with other organizations.</td>
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<td>Establish a culture of innovation and continuous improvement within the organization.</td>
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<td><strong>Effective Leadership</strong></td>
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