DROSTE

Develop

Extraordinary leadership

through **Learning**

Introduction

Droste is known for our highly facilitative approach to both classroom and virtual training. We leverage learning moments to maximize a learner's experience by using a coaching approach to learning. Based on our vast experience working with leaders globally and at all levels, our workshops focus on areas that create the largest possible impact on business success.

We also created a model identifying six key competencies that make leaders effective in their roles. You'll notice that we identify which of the six competencies each course addresses on the pages that follow.

You'll also find a few tools to help you determine the needs of your learner group. We included a Competency Diagnostic Tool, which asks questions to help you identify specific competencies. You'll also find a sample course curriculum based on role and a chart showing competency areas by course.

The catalog is organized by course information, course summaries, and course descriptions. The full course descriptions will give you a solid understanding of course objectives, benefits, and durations.

Customer Centric Trust Vision Courage Feedback Listening Teams Change Emotional Intelligence Accountability Mindset Decision Making Critical Thinking Agility Coach Influence Execution Inclusivity Problem Solving Alignment

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Table of Contents

DROSTE

Leadership Competencies

Each of our courses are mapped to one or more of six competency focus areas. We understand that leaders need to be proficient in all six of these competencies to ensure success in their roles. Analyzing the needs of your workforce through the framework of these competency areas will help you navigate this course catalog and select the right content for your learners.

1	Self-Awareness	Understand yourself and how your behavior is perceived by others
2	Relating	Work well with all individuals, up, across, and down the organizational chain through building strong, trust-based relationships
3	Thinking	Critically think and solve problems required in your organization across functions and geographies
4	Working	Efficiently and effectively manage workload for maximum results and personal balance
5	Leading	Understand the important role of leadership and effectively lead others
6	Teaming	Build cohesive, productive teams

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Competency by Course

Course	Self-Awareness	Relating	Thinking	Working	Leading	Teaming
Accountability at Work		✔		✔	✔	
Building Effective Relationships with Emotional Intelligence	✔	✔		✔	✔	✔
Change Management		✔	✔	✔	✔	✔
Coaching Skills for Leaders	✔	✔			✔	✔
Coaching Skills for Coaches	✔	✔			✔	✔
Collaborating for Organizational Impact	✔	✔		✔	✔	✔
Communicating with Impact		✔		✔	✔	✔
Conflict Management	✔	✔			✔	✔
Courageous Leadership	✔	✔			✔	
Critical Thinking	✔		✔		✔	
Delegating for Success		✔		✔	✔	
Delegation and Accountability		✔		✔	✔	
Effective Feedback		✔			✔	✔
Emotional Intelligence	✔	✔		✔	✔	✔
Everything DiSC® Agile EQ	✔	✔		✔	✔	✔
Everything DiSC® Management	✔	✔			✔	
Everything DiSC® Productive Conflict	✔	✔		✔		
Everything DiSC® Sales	✔	✔		✔		
Everything DiSC Work of Leaders®	✔	✔	✔		✔	✔
Everything DiSC Workplace®	✔	✔	✔	✔	✔	✔
Everything DiSC Workplace® Certification	✔	✔	✔	✔	✔	✔

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Competency by Course cont'd

Course	Self-Awareness	Relating	Thinking	Working	Leading	Teaming
Exercising Influence	✔	✔			✔	✔
The Five Behaviors of a Cohesive Team™	✔	✔				✔
The Five Behaviors—Personal Development™	✔	✔				✔
The Great Workplace	✔	✔			✔	✔
Impactful Presentations		✔		✔		
Inclusion in the Workplace	✔	✔			✔	
Interviewing with Confidence		✔		✔	✔	
The Leadership Challenge	✔	✔			✔	✔
Leading Across Generations		✔			✔	
Leading in a Matrix	✔	✔		✔	✔	✔
Leading Teams	✔	✔			✔	✔
Leading Virtual Teams		✔		✔	✔	✔
Listening: The Power of Not Speaking	✔	✔			✔	✔
Mindset for Leaders	✔	✔	✔		✔	✔
Myers-Briggs Type Indicator® and Team Building	✔	✔				✔
Performance Management		✔	✔		✔	
Teams and Trust	✔	✔			✔	✔
Time Mastery	✔			✔	✔	
Trust-Based Leadership	✔	✔			✔	✔
Understanding Cultures for Effective Communication	✔	✔				✔

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Course by Assessment

Course	Assessment Details
Accountability at Work	Self-assessment
Building Effective Relationships with Emotional Intelligence	Talent Smart Emotional Intelligence Appraisal
Change Management	Change Style Indicator
Coaching Skills for Leaders	None
Coaching Skills for Coaches	CCL 360 Everything DiSC Workplace® Profile Thomas Kilmann Conflict Mode Instrument Talent Smart Emotional Intelligence Appraisal MRG Individual Directions Inventory
Collaborating for Organizational Impact	None
Communicating with Impact	None
Conflict Management	Thomas-Kilmann Conflict Mode Instrument
Courageous Leadership	None
Critical Thinking	Decision Style Profile
Delegating for Success	Self-assessment
Delegation and Accountability	Self-assessment
Effective Feedback	None
Emotional Intelligence	Talent Smart Emotional Intelligence Appraisal or MHS EQ-i
Everything DiSC® Agile EQ	Everything DiSC® Agile EQ
Everything DiSC® Management	Everything DiSC® Management Profile
Everything DiSC® Productive Conflict	Everything DiSC® Productive Conflict Profile
Everything DiSC® Sales	Everything DiSC® Sales Profile
Everything DiSC Work of Leaders®	Everything DiSC Work of Leaders® Profile
Everything DiSC Workplace®	Everything DiSC Workplace® Profile
Everything DiSC Workplace® Certification	Everything DiSC Workplace® Profile
Exercising Influence	Influence Style Indicator
The Five Behaviors of a Cohesive Team™	The Five Behaviors of a Cohesive Team™ Assessment

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Course	Assessment Details
The Five Behaviors—Personal Development	The Five Behaviors—Personal Development Assessment
The Great Workplace	The Great Workplace Self-Assessment available in paper or online
Impactful Presentations	None
Inclusion in the Workplace	Self-Assessment
Interviewing with Confidence	None
The Leadership Challenge	Leadership Practices Inventory: Self and Observers LPI 360 (online; includes self-assessment and unlimited observer assessments)
Leading Across Generations	None
Leading in a Matrix	None
Leading Teams	Self-assessment
Leading Virtual Teams	Self-assessment
Listening: The Power of Not Speaking	None
Mindset for Leaders	None
Myers-Briggs Type Indicator® and Team Building	Myers-Briggs Type Indicator® Instrument Introduction to Type Booklet
Performance Management	None
Teams and Trust	Trust Quotient Assessment
Time Mastery	Time Mastery Profile®
Trust-Based Leadership	Trust Quotient Assessment
Understanding Cultures for Effective Communication	Self-assessment

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Courses by Topic

Accountability

- Accountability at Work
- Delegation and Accountability
- The Five Behaviors of a Cohesive Team
- The Five Behaviors—Personal Development
- Performance Management

Alignment

- Everything DiSC Work of Leaders
- Five Behaviors of a Cohesive Team

Change Management

- Change Management

Coaching

- Coaching Skills for Leaders
- Coaching Skills for Coaches

Collaboration

- Collaborating for Organizational Impact

Communication

- Communicating with Impact
- Impactful Presentations
- Listen: The Power of Not Speaking
- Understanding Cultures for Effective Communication

Conflict

- Building Effective Relationships with Emotional Intelligence
- Conflict Management
- Everything DiSC Productive Conflict
- The Five Behaviors of a Cohesive Team
- The Five Behaviors—Personal Development

Critical Thinking

- Critical Thinking

Decision Making

- Critical Thinking

Delegation

- Delegating for Success
- Delegation and Accountability

Diversity and Inclusion

- Inclusion in the Workplace
- Leading Across Generations
- Understanding Cultures for Effective Communication

Emotional Intelligence

- Building Effective Relationships with Emotional Intelligence
- Emotional Intelligence
- Everything DiSC Agile EQ

Feedback

- Effective Feedback

Goal Setting

- Performance Management

Influence

- Building Effective Relationships with Emotional Intelligence
- Exercising Influence

Interviewing Skills

- Interviewing with Confidence

Leadership

- Courageous Leadership
- Everything DiSC Work of Leaders
- The Great Workplace
- The Leadership Challenge
- Mindset for Leaders

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Matrix Organizations

- Collaborating for Organizational Impact
- Leading in a Matrix

Performance Management

- Accountability at Work
- Delegating for Success
- Delegation and Accountability
- Coaching for Leaders
- The Coaching Intensive
- Effective Feedback
- Performance Management

Personal Style

- Everything DiSC Agile EQ
- Everything DiSC Management
- Everything DiSC Productive Conflict
- Everything DiSC Sales
- Everything DiSC Workplace
- Myers-Briggs Type Indicator® and Team Building

Presentation Skills

- Impactful Presentations

Problem Solving

- Critical Thinking

Relationships

- Building Effective Relationships with Emotional Intelligence
- Emotional Intelligence
- Everything DiSC Workplace
- Everything DiSC Management
- Everything DiSC Sales
- Inclusion in the Workplace
- Teams and Trust
- The Trust Quotient

Strategic Leadership

- Everything DiSC Work of Leaders
- Critical Thinking

Team Dynamics

- The Five Behaviors of a Cohesive Team
- The Five Behaviors—Personal Development
- Inclusion in the Workplace
- Myers-Briggs Type Indicator® and Team Building
- Teams and Trust

Team Leadership

- Everything DiSC Work of Leaders
- The Great Workplace
- The Leadership Challenge
- Leading Teams
- Leading Across Generations
- Leading Virtual Teams
- Mindset for Leaders

Time Management

- Time Mastery
- Critical Thinking

Trust

- The Five Behaviors of a Cohesive Team
- The Five Behaviors—Personal Development
- The Great Workplace
- Teams and Trust
- Trust-Based Leadership

Vision

- Everything DiSC Work of Leaders

Unconscious Bias

- Inclusion in the Workplace
- Performance Management

Course Summaries

Accountability at Work

A key element of performance management involves holding employees accountable for results. Effective leaders expect accountability in all aspects of employee performance, from day-to-day actions and decisions to the achievement of long-term goals. In this course, learners will examine their current attitudes toward and approaches to accountability, beginning with their ability to model it. They will also explore the dynamics of accountability and learn the behaviors and practices that set the foundation for a culture of accountability on a team or in an organization.

Building Effective Relationships with Emotional Intelligence

The quality of a leader's relationships with direct reports, colleagues, and customers is directly tied to success. This course explores how understanding emotional intelligence can help build professional relationships that are positive, productive, and effective. Emotional intelligence is made up of two main skills: personal competence, which is the ability to recognize and manage your own feelings; and social competence, which is the ability to manage your interactions by recognizing and responding to others' feelings and behavior. Mastering both competencies is key to building effective relationships overall and underpins other leadership skills. This course also explores two of those skills—exercising influence and managing conflict—in the context of emotional intelligence.

Change Management

The ability to change is key to survival. Change is in every new project, every new customer, and every improvement in products or services. This course teaches the skills that individuals need to navigate and lead others through times of change. Learners will take the Change Style Indicator assessment to learn their personal change readiness style. They will also learn reasons people resist change and explore the stages people go through when moving through change. Finally, learners will learn techniques to secure commitment for change when leading a project or a team. The full-day version of this course includes a business simulation that provides an opportunity to apply change management skills.

Coaching Skills for Leaders

A key responsibility of an experienced leader is to contribute to the professional growth of others. Droste's Coaching Skills for Leaders Program readies leaders to demonstrate the skills, ideals, and best practices needed to serve their colleagues in a coaching role. The concepts of mindset, trust, and presence are examined in the context of the Droste Coaching Process, as learners have the opportunity to practice key communication techniques and engage in self-reflection. Proven techniques for coaching challenging people are also discussed.

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Course Summaries cont'd

Coaching Skills for Coaches

Droste's Coaching Skills for Coaches presents a comprehensive, integrated approach to preparing leaders for success as internal coaches in their organizations. By combining a six-part workshop series with self-assessments, individual coaching sessions, self-study and reflection, and coaching practice, this program provides critical knowledge, insights, and skills that align with the competencies set forth by the International Coach Federation (ICF). Learning topics in this six to twelve-month program include the Droste Coaching Model, mindset, presence, powerful questioning, mindfulness, personal style, emotional intelligence, ethics, trust, communication, conflict management, change management, goal setting, accountability, and commitment in the context of the coaching relationship.

Collaborating for Organizational Impact

An increasingly complex and global workplace demands a more sophisticated approach to collaboration in order to achieve success. As organizations look to move from traditional structures to new delivery models, from fixed mindsets to a focus on growth and possibility, and from variability to consistency, the ability to collaborate between individuals, teams, and functions is critical. This program explores collaboration in an environment where goals, resources, and responsibilities may align or compete. Our proprietary model presents collaboration as a process, noting how it differs from cooperation and consensus and emphasizing the necessary skills. Learners will have an opportunity to practice new skills using business scenarios and plan for application when they return to the workplace.

Communicating with Impact

As George Bernard Shaw famously said, "The single biggest problem in communication is the illusion that it has taken place." We spend our workday exchanging messages with our colleagues and customers through words that are spoken and written as well as through our behaviors, often without giving these a second thought. However, communication is a complex process that is essential to the success of individuals, teams, and organizations. The ability to communicate in a way that is effective, concise, and appropriate is crucial at all levels of an organization, and thus it is a critical skill to examine and develop. Communicating with Impact combines the theoretical with the practical to present communication as an essential business tool that builds relationships, increases productivity, and underpins results when done effectively.

Course Summaries cont'd

Conflict Management

Every person faces conflict at work. When left unmanaged, conflict creates undue stress on the individual and a loss of productivity in the organization. What makes conflict negative or positive is the way in which it is handled. This course describes five styles of conflict and how to best use each mode based on the situation, and it informs learners of their own natural conflict mode. Learners will also apply Droste's Healthy Conflict Model and learn practical tools to help them manage conflict in their own lives.

Courageous Leadership

Today's complex business challenges frequently require leaders to act with courage. This program helps learners define and understand the importance of courage in a leadership context. Learners will explore the factors that enable or limit a leader's ability to demonstrate courage in general and in the culture of their organization. They will reflect on their own mindset and behaviors and identify opportunities to break out of their "comfort zone" and act with greater courage in the workplace. The learning experience includes an opportunity for practice and concludes with action planning and personal commitment.

Critical Thinking

Leadership surveys across a range of industries and disciplines consistently identify the ability to think critically as essential to success. Critical thinking underpins a range of responsibilities and actions that leaders take on every day, such as decision making, problem solving, strategic planning, innovating, and managing risk. As jobs and professional relationships are increasingly complex, and interconnectivity among departments means that even small decisions can have big impact, critical thinking skills are a key to both individual and organizational effectiveness.

Delegating for Success

Every leader faces the challenge of achieving results through others. The ability to effectively delegate tasks and responsibilities is a key part of meeting that challenge. In this course, learners will examine their current attitudes toward and approaches to delegation. They will learn a process for delegating tasks and responsibilities that positions employees for success, and they will practice utilizing that process in a real-work situation. They will also explore the dynamics of accountability and learn the behaviors and practices that set the foundation for a culture of accountability on a team or in an organization.

Delegation and Accountability

The ability to delegate tasks and responsibilities to employees and hold them accountable for results is central to any leadership role. In both the in-person and virtual versions of this program, learners will examine practical, thoughtful approaches that promote effectiveness in both of these elements of managing performance. Self-assessments, individual reflection, group discussion, and scenario work are used to engage learners and build skills.

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Course Summaries cont'd

Effective Feedback

The practice of giving and receiving feedback often and well is of considerable benefit to both the individual and the organization. Despite its importance, the feedback process is often seen as daunting and potentially uncomfortable. This course addresses the apprehensions and motivations associated with feedback and presents the feedback process as invaluable, rewarding, and critical to cultivating a healthy workplace culture. It emphasizes the skills and best practices that promote a productive feedback experience, and it uses communication models and techniques that learners can use to plan and engage in their own feedback conversations.

Emotional Intelligence

Although the range of competencies that define an effective leader is broad and varied, at the core is emotional intelligence. Emotional intelligence is the ability to recognize and manage your feelings and respond to the feelings and behaviors of others. This course explores how the elements of emotional intelligence—self-awareness, self-management, social awareness, and relationship management—are demonstrated in the workplace and how those competencies can be practiced and developed to increase a leader's effectiveness.

Everything DiSC® Agile EQ

Everything DiSC Agile EQ helps learners explore the concept of emotional intelligence and introduces the idea of Agile EQ—the ability to stretch beyond one's comfort zone and adopt the optimal response in a given situation. It helps learners understand the need for and value of a variety of responses and provides tips and guidance for learning to stretch to those responses that might initially feel uncomfortable. This will help learners become better at navigating different workplace challenges and interactions.

Everything DiSC® Management

Everything DiSC® Management teaches learners to learn how to read the styles of the people they manage. The result is managers who adapt their styles to manage more effectively. This course focuses on your DiSC Management Style, directing and delegating, motivation, developing others, and working with your manager.

Everything DiSC® Productive Conflict

Everything DiSC® Productive Conflict teaches learners about their personal conflict management styles so that they can approach conflict situations in a productive way. Learners increase their self-awareness regarding productive and destructive conflict behaviors and learn how to effectively respond to conflict in the workplace. Droste's full-day Productive Conflict course combines the DiSC content with a conflict model that breaks down a healthy conflict conversation and allows for planning, practice, and feedback.

Course Summaries cont'd

Everything DiSC® Sales

Everything DiSC® Sales teaches learners to learn how to read the styles of their customers. The result is salespeople who adapt their styles to connect better—and close more sales. This course focuses on three vital areas: Understanding your DiSC Sales Style, recognizing and understanding customer buying styles, and adapting your sales style to your customer's buying style.

Everything DiSC® Work of Leaders

Everything DiSC Work of Leaders is an integrated leadership program that focuses on building understanding, self-awareness, and skills to assist leaders in effectively leading a group or organization to achieve business outcomes. Based on the book *The Work of Leaders* by Julie Straw, Mark Scullard, Barry Davis, and Susie Kukkonen, this program uses best-practice research to teach the process most effective leaders follow. The program gives learners a fundamental language and clear framework for leading and supports behavioral change through teaching the skill sets required to increase business performance. This program focuses on the fundamental work of leaders: the process of creating a Vision, building Alignment around that vision, and championing Execution of the vision.

Everything DiSC® Workplace

Everything DiSC Workplace® can be used with everyone in an organization, regardless of title or role, to improve the quality of the workplace. Using online pre-work, engaging facilitation with contemporary video, and online follow-up, the result is a personalized learning experience. Learners understand and appreciate the styles of the people they work with. The result is more effective and productive working relationships.

Everything DiSC® Workplace Certification

This program provides facilitators and coaches with the skills they need to competently and confidently deliver the Everything DiSC Workplace program. Whether they utilize Everything DiSC Workplace in the classroom or as part of a one on-one coaching session, facilitators at all levels have much to gain from becoming certified in the program. The certification workshop combines online prework with classroom learning to prepare learners to administer and discuss DiSC results with individuals and teams.

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Course Summaries cont'd

Exercising Influence

The ability to influence others is an essential skill for both established and emerging leaders in the workplace. This program explores two primary influence orientations and five unique influencing styles that allow leaders to make connections, gain buy-in and support, promote ideas, maximize opportunities for collaboration and cooperation, and get results. Learners use the Influence Style Indicator assessment to determine which of these styles is most dominant for them, which are preferred, and which are underutilized, all of which is summarized in a personalized feedback report. This personalized report addresses individual strengths and challenges, explains how to address underutilized styles, and provides tips for utilizing influence effectively.

The Five Behaviors of a Cohesive Team™

Through the use of activity, video review, and discussion, an intact team is led through the powerful Five Behaviors of a Cohesive Team™ model, learning and practicing the behaviors that will make the team more cohesive and improve its performance. This workshop improves learners' abilities to apply The Five Fundamentals, which build on one another to create a strong team: building trust, mastering conflict, achieving commitment, embracing accountability, and focusing on results.

The Five Behaviors—Personal Development

This program focuses on making individuals better teammates using the team-development process described in Patrick Lencioni's best-selling book *The Dysfunctions of a Team*. Anchored in individual assessments based on the Everything DiSC model, The Five Behaviors—Personal Development helps individuals better understand and internalize the principles of The Five Behaviors of a Cohesive Team and provides a common language that can be used in organizations. Through individual work, video review, and group discussion, learners build a level of self-awareness and skill that will enhance their personal effectiveness as team members.

The Great Workplace

Based on many years of research and training conducted at the Great Place to Work® Institute—producers of the FORTUNE 100 Best Companies to Work For® Annual List—*The Great Workplace: Building Trust and Inspiring Performance Workshop* provides managers with a set of powerful, effective exercises that will help them understand the conceptual and practical considerations of creating a high-trust work environment.

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Course Summaries cont'd

Impactful Presentations

Whether giving a presentation is an occasional task or a routine responsibility, leaders are expected to shine while informing, educating, or making a case in front of an audience. Presentation skills increase a leader's influence. This course teaches learners how to develop and deliver a presentation that is impactful and compelling, no matter its purpose. Learners will learn how to plan and organize a presentation and apply best practices for engaging an audience, utilizing visuals, maintaining an appropriate energy level, and making a call to action.

Inclusion in the Workplace

Inclusion has become a priority for many organizations, for good reason: companies that adopt inclusive practices outperform those who do not. Inclusion means actively involving every employee's ideas, knowledge, perspectives, approaches, and styles to maximize individual and business success. Droste's Inclusion in the Workplace program allows learners to explore inclusion as an important element of organizational success, and to review the characteristics and best practices of inclusive leaders and organizations. Learners discuss the nature and impact of unconscious bias on behavior and learn ways to mitigate its effects. Finally, learners leave with an action plan for increasing their own effectiveness as inclusive leaders.

Interviewing with Confidence

In any organization, selecting the right person for the right job is a challenge. Successfully meeting that challenge helps your organization keep turnover low, keep morale high, and achieve results. Leaders can take the first step in that direction by conducting candidate interviews effectively and with confidence. This class teaches learners how to assess the competencies necessary to be successful in a job and how to ask appropriate, targeted interview questions that elicit meaningful responses.

The Leadership Challenge

Based on the bestselling and award-winning book *The Leadership Challenge* by James M. Kouzes and Barry Z. Posner, this workshop demystifies leadership development and approaches it as a measurable, learnable, and teachable set of behaviors. It establishes a unique underlying philosophy that leadership is everyone's business.

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Course Summaries cont'd

Leading Across Generations

In today's workplace, it is common to find four generations represented in the employee population. This multigenerational environment presents both challenges and opportunities for managers as they work to keep all employees engaged, motivated, and performing at a high level. Managing Across Generations explores the typical behaviors, work habits, values, cultural expectations, and other preferences employees of all ages bring to their professions. This affects how they communicate, interact, and learn both as individuals and in teams. This program shows managers how to move beyond stereotypes and labels to cultivate a dynamic of inclusiveness and respect for the strengths that workers from all generations bring to the organization.

Leading in a Matrix

Leading in a matrix organization presents unique demands and challenges. Without effective leadership in this highly complex environment, the competition for resources and a lack of role clarity can jeopardize accountability and trust. Success in a matrix requires particular attention to certain key skills, including collaboration, decision making, conflict resolution, communication, influence, and performance management, often applied in new ways. In this program, learners will explore the matrix structure, its function and importance, and its impact on how individuals work and how leaders get results.

Leading Teams

Droste's Leading Teams program presents a foundation for success upon which a leader can develop a personal leadership style. Based on the powerful Five Behaviors of a Cohesive Team™ model, this course will position leaders to focus on and foster the behaviors that will make the team more cohesive and improve its performance. Learners will learn the role of a team leader in enabling their team to build trust, master conflict, achieve commitment, embrace accountability, and focus on results. This unique take on the Five Behaviors model presents strategies and practices that support a leader's efforts to build these behaviors and allows for reflection and planning according to each participant's needs.

Leading Virtual Teams

Leading Virtual Teams addresses the challenges and opportunities presented to leaders when direct reports and other colleagues are spread across work locations. Learners will learn to leverage the dynamics and characteristics of high-performing teams in the context of remote-worker situations. The course considers a range of factors, including culture, company policies, and leadership styles and preferences. It incorporates situational and scenario-based learning activities that allow learners to apply best practices. Learners will leave the course with an action plan they can apply immediately to improve their effectiveness by optimizing team relationships and the productivity of all workers, whether they are in the next cube, the next county, or the next time zone.

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Course Summaries cont'd

Listening: The Power of Not Speaking

Listening is not about simply being quiet; listening is a critical skill. Active listening helps make connections between ideas and information. It can help us change our perspective and challenge assumptions. Listening shows appreciation which can enhance our work relationships. Conversely, poor listening negatively impacts productivity and working relationships. This course will guide you through developing an understanding of the importance of listening, explore listening and communication models, and recognize listening as a conflict improvement strategy.

Mindset for Leaders

Mindset is a critical element of a leader's success. Skill building only translates to behavior change when filtered through a healthy mindset. It determines the way we think about, approach, and interpret situations in the workplace and directly influences the quality of our actions, decisions, and relationships. Cultivating a mindset that enhances effectiveness and enables success must be a priority for any genuine leader. This course enables learners to examine the leadership mindset as a concept (e.g., fixed vs. growth), as a manifestation of their personal values and experiences, and as the product of organizational culture. Learners also consider the impact of their mindset as a leader on individuals and the organization, and they conclude by crafting a galvanizing, powerful, and personal mindset statement.

Myers-Briggs Type Indicator® and Team Building

The Myers-Briggs Type Indicator® (MBTI) is a nonjudgmental instrument that helps individuals and teams to understand themselves and others in a way that is value-oriented versus evaluative. MBTI provides an indication of preferences. The preferences refer to gathering energy or processing thoughts, being detail-oriented versus big-picture-focused in gathering information, being objective or subjective in decision making, and being structured or go-with-the-flow in orienting one's lifestyle. In this course, learners will complete a 95-question instrument and identify a four-letter MBTI type. Learners will increase their awareness of how their preferences and others' preferences influence their daily behaviors

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Course Summaries cont'd

Performance Management

In this full-day course, learners will learn what effective performance management looks like in the modern workplace and why it's necessary for setting their employees up for success. Using Droste's SOAP model, learners will take a deep dive into the four steps in executing an impactful performance-management process. Learners will learn how to set and align goals, observe behavior to get results, assess and evaluate performance, and provide feedback and establish next steps. This course also emphasizes the skills and best practices that promote a productive feedback experience and uses a simple model and actionable techniques that learners can use to plan and engage in successful feedback conversations as part of their performance-management process.

Teams and Trust

Droste's Teams and Trust course combines the framework of Peter Lencioni's Five Behaviors of a Cohesive Team™ model with the teachings of Charlie Green, the author of three best-selling books about trust. Lencioni emphasizes trust as the first and foundational of the Five Behaviors. Green's research, as outlined in *Trust-Based Selling* and *The Trusted Advisor,* examines trust as a fundamental element of the manager/employee relationship. The course includes a detailed self-assessment used as a diagnostic tool for leaders to understand their natural styles and how they align with the critical behaviors that build trust. It also prepares leaders to build upon trust to facilitate other key team behaviors.

Time Mastery

This workshop teaches skills and strategies for efficiently managing time and organizing work. Strategies include planning, note-taking, prioritizing, scheduling, responding when the day doesn't go as planned, organizing the desk, and handling paper documents and e-mail messages. The Time Mastery Profile® completed during the workshop will assess time mastery in twelve dimensions. Improving time-management capabilities often requires a change in habits. Learners will identify the habits that need changing and develop an action plan based on the lessons learned in the session.

Trust-Based Leadership

Trust-Based Leadership is a comprehensive, one-day workshop designed for frontline and middle managers in leadership positions. This program was created by one of the most influential writers and researchers on trust, Charlie Green. Charlie has written three best-selling books about trust, including *Trust-Based Selling* and *The Trusted Advisor*.
His latest research applies trust to the manager/employee relationship. The course includes a detailed self-assessment used as a diagnostic tool for leaders to understand their natural styles and how they align with the key behaviors that build trust.

Course Summaries cont'd

Understanding Cultures for Effective Communication

As the world flattens and our multicultural workplaces expand, cultural competence is one of the most valuable business skills we can acquire. Culture underpins how individuals present themselves in the workplace, and knowledge of culture is critical to improving communication and relationships among our colleagues and customers. This program provides a basic understanding of culture and the specific behaviors that culture affects, particularly in a business setting. Learners will be introduced to the characteristics, values, and behaviors of high-context vs. low-context cultures and have the opportunity to practice navigating communication situations with each of these groups. Learners will also learn and apply best practices for effective cross-cultural communication, identify barriers to cross-cultural communication, and reflect on their personal cultural characteristics as well as those of their organization

Course Descriptions

The remainder of this catalog presents a one-page course description for each course. These descriptions contain course overviews and objectives, outline the benefits to taking the course, identify assessments taken (if applicable), provide video information, and indicate course length.

Each course supports one or more of our six leadership competencies:

- Self-Awareness
- Relating
- Thinking
- Working
- Leading
- Teaming

Included in our course descriptions are tables indicating which competencies are supported. You'll find this information helpful in determining which courses to select once you've completed our Competency Diagnostic tool.

Accountability at Work

A key element of performance management involves holding employees accountable for results. Effective leaders expect accountability in all aspects of employee performance, from day-to-day actions and decisions to the achievement of long-term goals. In this course, learners will examine their current attitudes toward and approach to accountability, beginning with their ability to model it. They will also explore the dynamics of accountability and learn the behaviors and practices that set the foundation for a culture of accountability on a team or in an organization.

Objectives

- Discuss the importance of accountability to the success of the individual, team, and organization
- Explore the accountability/victim dynamic and the effect of intrinsic and extrinsic factors that affect accountability
- Discuss accountability from the perspective of a leader and an employee
- Review best practices for creating a culture of accountability on a team
- Create action plans to improve skills and practices for building accountability

Benefits

- Approach emphasizes learners' role in modeling and demonstrating accountability, improving their personal performance
- Applied learnings increase leader effectiveness in assessing and managing performance
- Both individual and organizational performance are enhanced when accountability leads to the achievement of goals and objectives

Supported Competency Focus Area	
Self-Awareness	☐
Relating	☑
Thinking	☐
Working	☑
Leading	☑
Teaming	☐

Assessment

Self-assessment (in participant guide)

Format

In-person: Half day
Virtual: 4 hours (two 2-hour modules)

DROSTE

Building Effective Relationships with Emotional Intelligence

The quality of a leader's relationships with direct reports, colleagues, and customers is directly tied to success. This course explores how understanding emotional intelligence can help build professional relationships that are positive, productive, and effective. Emotional intelligence is made up of two main skills: personal competence, which is the ability to recognize and manage your own feelings; and social competence, which is the ability to manage your interactions by recognizing and responding to others' feelings and behavior. Mastering both competencies is key to building effective relationships overall and underpins other leadership skills. This course also explores two of those skills—exercising influence and managing conflict—in the context of emotional intelligence.

Objectives

- Understand the role of emotional intelligence in the workplace

- Understand how to manage your emotions and those of others

- Explore elements of exercising influence

- Discuss different styles of managing conflict

- Explore and apply an approach to address conflict

Benefits

- Techniques and strategies provide a range of ways to understand individual feelings and increase perception of the feelings of others

- Focus on influence and conflict management allow an exploration of EQ in practical application

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☑
Leading	☑
Teaming	☑

Assessment

Talent Smart Emotional Intelligence Appraisal

Format

In-person: Full day

See Also

Emotional Intelligence
Everything DiSC Agile EQ

DROSTE

Change Management

The ability to change is key to survival. Change is in every new project, every new customer, and every improvement in products or services. This course teaches the skills that individuals need to navigate and lead others through times of change. Learners will take the Change Style Indicator assessment to learn their personal change readiness style. They will also learn reasons people resist change and explore the stages people go through when moving through change. Finally, learners will learn techniques to secure commitment for change when leading a project or a team. The full-day version of this course includes a business simulation that provides an opportunity to apply change management skills.

Objectives

- Understand why people resist change

- Explore the stages people typically go through to truly adopt a change

- Gain insight into your own change style

- Explore change style perceptions

- Learn techniques to gain commitment for change when leading a project

- Discuss tools useful in managing the people side of change

Benefits

- Approach explores self-awareness regarding change readiness

- Techniques address ways to handle resistance to change

- Tools enable the successful management of the people side of change

Supported Competency Focus Area	
Self-Awareness	☐
Relating	☑
Thinking	☑
Working	☑
Leading	☑
Teaming	☑

Assessment

Change Style Indicator®

Format

In-person: Full day or half day

Virtual: 4 hours (two 2-hour modules)

DROSTE

Coaching Skills for Leaders

A key responsibility of an experienced leader is to contribute to the professional growth of others. Droste's Coaching Skills for Leaders program readies leaders to demonstrate the skills, ideals, and best practices needed to serve their colleagues in a coaching role. The concepts of mindset, trust, and presence are examined in the context of the Droste Coaching Process, as learners have the opportunity to practice key communication techniques and engage in self-reflection. Proven techniques for coaching challenging people are also discussed.

Objectives

- Define coaching and its role in a professional environment
- Compare and contrast coaching and mentoring
- Discuss the coaching mindset
- Explore active listening and powerful questioning as key coaching skills
- Enable reflection and identification of coaching skills to be developed

Benefits

- Targeted skill-building enables and reinforces the development of critical coaching competencies
- Approach supports learners' ability to both model and coach critical leadership skills

Format

In-person: Full day or half day

Virtual: 4 hours (two 2-hour modules)

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☑

See Also

Coaching Skills for Coaches

DROSTE

Coaching Skills for Coaches

Droste's Coaching Skills for Coaches presents a comprehensive, integrated approach to preparing leaders for success as internal coaches in their organizations. By combining a six-part workshop series with self-assessments, individual coaching sessions, self-study and reflection, and coaching practice, this program provides critical knowledge, insights, and skills that align with the competencies set forth by the International Coach Federation (ICF). Learning topics in this six to twelve-month program include the Droste Coaching Model, mindset, presence, powerful questioning, mindfulness, personal style, emotional intelligence, ethics, trust, communication, conflict management, change management, goal setting, accountability, and commitment in the context of the coaching relationship.

Objectives

- Enable the acquisition and application of a range of coaching skills, techniques, and concepts that reflect established industry standards and competencies

- Improve self-knowledge as the foundation for skill building through assessments, personal coaching experiences, cohort relationships, and practice

- Define a point of view and personal commitment to coaching by creating an integrated plan to sustain growth and development as a coach

Benefits

- Holistic approach enables and reinforces the development of critical coaching competencies

- Skill-building supports learners' ability to both model and coach critical leadership skills

- Learners are prepared to test for ICF coaching certification upon completion

Assessments

- CCL 360

- Everything DiSC Workplace Profile

- Thomas Kilmann Conflict Mode Instrument

- Talent Smart Emotional Intelligence Appraisal

- MRG Individual Directions Inventory

Format

In-person: Six full-day workshops, 15 hours of individual coaching, with additional learning activities

See Also

Coaching Skills for Leaders

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☑

DROSTE

Collaborating for Organizational Impact

An increasingly complex and global workplace demands a more sophisticated approach to collaboration in order to achieve success. As organizations look to move from traditional structures to new delivery models, from fixed mindsets to a focus on growth and possibility, and from variability to consistency, the ability to collaborate between individuals, teams, and functions is critical. This program explores collaboration in an environment where goals, resources, and responsibilities may align or compete. Our proprietary model presents collaboration as a process, noting how it differs from cooperation and consensus and emphasizing the necessary skills. Learners will have an opportunity to practice new skills using business scenarios and plan for application when they return to the workplace.

Objectives

- Explore the requirements for collaboration and partnership in the modern workplace

- Identify and avoid the common barriers to effective collaboration

- Determine when and how to collaborate for impact

- Discuss and apply the DRIVE™ model of collaborating for impact

- Practice and apply effective collaboration skills and approach to real business scenarios

Benefits

- Defined steps that simplify the collaboration process are practical and applicable

- Opportunity to practice collaboration in a business scenario reinforces learning

Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☑
Leading	☑
Teaming	☑

DROSTE

Communicating with Impact

As George Bernard Shaw famously said, "The single biggest problem in communication is the illusion that it has taken place." We spend our workday exchanging messages with our colleagues and customers through words that are spoken and written as well as through our behaviors, often without giving these a second thought. However, communication is a complex process that is essential to the success of individuals, teams, and organizations. The ability to communicate in a way that is effective, concise, and appropriate is crucial at all levels of an organization, and thus it is a critical skill to examine and develop. Communicating with Impact combines the theoretical with the practical to present communication as an essential business tool that builds relationships, increases productivity, and underpins results when done effectively.

Objectives

- Explore communication as a process
- Practice the Three Vs of communication and assertive communication skills
- Explore and practice communication techniques, including active listening, questioning, and demonstrating empathy
- Identify barriers to effective communication
- Explore best practices for effective e-mail communication
- Develop team guidelines for use of various communication channels

Benefits

- Frequency and effectiveness of communication across the organization improves
- Skills for communicating clearly and effectively improve
- Rapport and trust grows between individuals and across teams as communication is enhanced
- Practical, impactful tools for improving communication are immediately applicable

Supported Competency Focus Area	
Self-Awareness	☐
Relating	☑
Thinking	☐
Working	☑
Leading	☑
Teaming	☑

Format

In-person: Full day or half day

See Also

Understanding Cultures for Effective Communication

DROSTE

Conflict Management

Every person faces conflict at work. When left unmanaged, conflict creates undue stress on the individual and a loss of productivity in the organization. What makes conflict negative or positive is the way in which it is handled. This course describes five styles of conflict and how to best use each mode based on the situation, and it informs learners of their own natural conflict mode. Learners will also apply Droste's Healthy Conflict Model and learn practical tools to help them manage conflict in their own lives.

Objectives

- Define conflict
- Explain how conflict is healthy and necessary
- Describe the five styles of conflict
- Explain how your natural conflict style affects your approach to conflict
- Recognize the potential advantages and disadvantages of using different conflict modes in a given situation
- Apply Droste's Healthy Conflict Model skills and behaviors

Benefits

- Understand your natural conflict style and how to best use it
- Have more productive conversations
- Solve problems more efficiently
- Build stronger relationships

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☑

Assessment

Thomas-Kilmann Conflict Mode Instrument

Format

In-person: Full day or half day

See Also

Everything DiSC Productive Conflict

DROSTE

Courageous Leadership

Today's complex business challenges frequently require leaders to act with courage. This program helps learners define and understand the importance of courage in a leadership context. Learners will explore the factors that enable or limit a leader's ability to demonstrate courage in general and in the culture of their organization. They will reflect on their own mindset and behaviors and identify opportunities to break out of their "comfort zone" and act with greater courage in the workplace. The learning experience includes an opportunity for practice and concludes with action planning and personal commitment.

Objectives

- Define courageous leadership
- Explore factors that enable and limit your ability to act with courage
- Explore individual courageous leadership "zones"
- Identify opportunities to build courage capacity in yourself and others
- Apply courageous leadership practices
- Create a courage action plan

Benefits

Supported Competency Focus Area	
Self-Awareness	✔
Relating	✔
Thinking	☐
Working	☐
Leading	✔
Teaming	☐

- Leaders develop confidence to take risks, make decisions, and advocate for new ideas and innovation
- Opportunities for self-reflection and planning enable immediate application and impact
- Organizational culture shifts to accommodate a common understanding of courage in the workplace

Format

In-person: Half day

See Also

Leading Teams

Coaching Skills for Leaders

DROSTE

Critical Thinking

Leadership surveys across a range of industries and disciplines consistently identify the ability to think critically as essential to success. Critical thinking underpins a range of responsibilities and actions that leaders take on every day, such as decision making, problem solving, strategic planning, innovating, and managing risk. As jobs and professional relationships are increasingly complex, and interconnectivity among departments means that even small decisions can have big impact, critical thinking skills are a key to both individual and organizational effectiveness.

Objectives

- Explore a critical-thinking framework for making decisions and solving problems
- Understand the hidden influences that affect thinking and decision quality
- Apply criteria to discern when a critical-thinking approach is required
- Explore the five decision styles and when to use them
- Review practical tools to apply to day-to-day business decisions and problems

Benefits

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☐
Thinking	☑
Working	☐
Leading	☑
Teaming	☐

- Increased ability to identify and address the core issues that drive problems and decisions
- Increased effectiveness and confidence in approach and execution of decisions
- Increased awareness of personal tendencies and styles in situations that require critical thinking

Assessment

Decision Style Profile (optional)

Format

In-person: Full day or half day

DROSTE

Delegating for Success

Every leader faces the challenge of achieving results through others. The ability to effectively delegate tasks and responsibilities is a key part of meeting that challenge. In this course, learners will examine their current attitudes toward and approaches to delegation. They will learn a process for delegating tasks and responsibilities that positions employees for success and will practice utilizing that process in a real-work situation. They will also explore the dynamics of accountability and learn the behaviors and practices that set the foundation for a culture of accountability on a team or in an organization.

Objectives

- Discuss the importance of delegation to the success of individuals, leaders, and teams
- Explore five stages of delegation and the steps that support successful delegation
- Review best practices that support success in delegation
- Create action plans to improve delegation-related skills and practices

Benefits

- Breaks down the delegation process into five distinct steps to follow in order to support success
- Emphasizes the benefits of effective delegation for both individuals and the organization
- Encourages efficient use of resources, employee development, and accountability

Supported Competency Focus Area	
Self-Aware	☐
Relating	☑
Thinking	☐
Working	☑
Leading	☑
Teaming	☐

Assessment

Self-assessment (in participant guide)

Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

See Also

Delegation and Accountability

Performance Management

Delegation and Accountability

The ability to delegate tasks and responsibilities to employees and hold them accountable for results is central to any leadership role. In both the in-person and virtual versions of this program, learners will examine practical, thoughtful approaches that promote effectiveness in both of these elements of managing performance. Self-assessments, individual reflection, group discussion, and scenario work are used to engage learners and build skills.

Objectives

- Discuss the importance of delegation and accountability to the performance of a team
- Explore five stages of delegation and the steps that support successful delegation
- Explore the accountability/victim dynamic
- Discuss accountability from the perspective of a leader and an employee
- Review best practices that support success in delegation and creating a culture of accountability on a team
- Create action plans to improve your skills and practices related to delegation and accountability

Benefits

- Emphasizes the benefits of effective delegation and the expectation of accountability for individuals and the organization

Assessment

Self-assessments (in participant guide)

Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

See Also

Accountability at Work

Delegating for Success

Performance Management

Supported Competency Focus Area	
Self-Awareness	☐
Relating	☑
Thinking	☐
Working	☑
Leading	☑
Teaming	☐

DROSTE

Effective Feedback

The practice of giving and receiving feedback often and well is of considerable benefit to both the individual and the organization. Despite its importance, the feedback process is often seen as daunting and potentially uncomfortable. This course addresses the apprehensions and motivations associated with feedback and presents the feedback process as invaluable, rewarding, and critical to cultivating a healthy workplace culture. It emphasizes the skills and best practices that promote a productive feedback experience, and it uses communication models and techniques that learners can use to plan and engage in their own feedback conversations.

Objectives

- Understand the reasons people avoid feedback situations
- Increase awareness of the importance of giving and receiving feedback often and well
- Learn skills to improve the ability to give and receive feedback at all levels of an organization
- Practice giving feedback using simple but effective models and techniques
- Create a plan to solicit feedback

Benefits

- Increased dialog across the organization, leading to surfacing and resolving problems
- Improved skills and tools that support the creation of a feedback culture at any organization
- Barriers to exchanging honest, clear, specific, actionable feedback are addressed and removed
- Feedback becomes a key to individual development and continuous improvement at all levels of the organization

Supported Competency Focus Area	
Self-Awareness	☐
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☑

Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

See Also

Performance Management

DROSTE

Emotional Intelligence

Although the range of competencies that define an effective leader is broad and varied, at the core is emotional intelligence. Emotional intelligence is the ability to recognize and manage your feelings and respond to the feelings and behaviors of others. This course explores how the elements of emotional intelligence—self-awareness, self-management, social awareness, and relationship management—are demonstrated in the workplace and how those competencies can be practiced and developed to increase a leader's effectiveness.

Objectives

- Explore the behavior of effective and ineffective managers and leaders

- Understand the role of emotional intelligence in effective leadership

- Explore strategies for managing your emotions and those of others

- Practice and plan for improving your emotional intelligence

Benefits

- Presents emotional intelligence as a fundamental element of demonstrating the traits of an admired leader

- Allows opportunities to practice and plan for developing specific elements of emotional intelligence

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☑
Leading	☑
Teaming	☑

Assessment

Talent Smart Emotional Intelligence Appraisal or MHS EQ-i

Format

In-person: Half day

See Also

Building Effective Relationships with Emotional Intelligence

Everything DiSC® Agile EQ

DROSTE

Everything DiSC® Agile EQ

Everything DiSC Agile EQ helps learners explore the concept of emotional intelligence and introduces the idea of Agile EQ—the ability to stretch beyond one's comfort zone and adopt the optimal response in a given situation. It helps learners understand the need for and value of a variety of responses and provides tips and guidance for learning to stretch to those responses that might initially feel uncomfortable. This will help learners become better at navigating different workplace challenges and interactions.

Objectives

- Understand Agile EQ and individual DiSC® style
- Explore Agile EQ mindsets and which may be most natural for you
- Gain a greater understanding and value of other EQ mindsets
- Practice shifting and stretching to new and less comfortable mindsets
- Create an action plan for stretching to another mindset

Benefits

- Personalized strategies for an agile approach to workplace interactions
- Builds an emotionally intelligent workforce that supports an agile culture

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☑
Leading	☑
Teaming	☑

Assessment

Everything DiSC® Agile EQ

Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

See Also

Building Effective Relationships with Emotional Intelligence

Emotional Intelligence

DROSTE

Everything DiSC® Management

Everything DiSC® Management teaches learners how to read the styles of the people they manage. The result is managers who adapt their styles to manage more effectively. This course focuses on your DiSC Management Style, directing and delegating, motivation, developing others, and working with your manager.

Objectives

- Discover your DiSC Management Style by completing an online assessment

- Recognize the DiSC styles of people you manage

- Identify strengths and challenges when directing and delegating

- Discover how your DiSC style affects the motivation of others and how to adapt

- Learn about your natural style of developing others and how to accommodate other style preferences using DiSC

- Learn how to modify your approach to meet the needs and preferences of your manager

Benefits

- A better understanding of yourself, your boss, and your employees

- Proven methods on how to adapt your management style to meet the needs of others

Assessment

Everything DiSC® Management Profile

Format

In-person: Full day

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☐

Everything DiSC® Productive Conflict

Everything DiSC® Productive Conflict teaches learners about their personal conflict management styles so that they can approach conflict situations in a productive way. Learners increase their self-awareness regarding productive and destructive conflict behaviors and learn how to effectively respond to conflict in the workplace. Droste's full-day Productive Conflict course combines the DiSC content with a conflict model that breaks down a healthy conflict conversation and allows for planning, practice, and feedback.

Objectives

- Explore the destructive and productive conflict behaviors of each DiSC® style
- Understand how to manage their response to conflict situations
- Discover communication strategies when engaging in productive conflict with colleagues

Benefits

- Increased self-awareness of personal conflict behaviors
- Improved work relationships and productive conflict situations

Assessment

Everything DiSC® Productive Conflict Profile

Format

In-person: Half day

See Also

Conflict Management

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☑
Leading	☐
Teaming	☐

DROSTE

Everything DiSC® Sales

Everything DiSC® Sales teaches learners how to read the styles of their customers. The result is salespeople who adapt their styles to connect better—close more sales. This course focuses on three vital areas: Understanding your DiSC Sales Style, recognizing and understanding customer buying styles, and adapting your sales style to your customer's buying style.

Objectives

- Discover your DiSC Sales style, priorities, strengths, and challenges

- Recognize and understand your customers' buying styles

- Adapt your sales style to your customers' buying styles

Benefits

- A better understanding of yourself and your customers

- Improved sales relationships

Assessment

Everything DiSC® Sales Profile

Format

In-person: Full day

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☑
Leading	☐
Teaming	☐

DROSTE

Everything DiSC® Work of Leaders

Everything DiSC Work of Leaders is an integrated leadership program that focuses on building understanding, self-awareness, and skills to assist leaders in effectively leading a group or organization to achieve business outcomes. Based on the book *The Work of Leaders* by Julie Straw, Mark Scullard, Barry Davis, and Susie Kukkonen, this program uses best-practice research to teach the process most effective leaders follow. The program gives learners a fundamental language and clear framework for leading and supports behavioral change through teaching the skill sets required to increase business performance. This program focuses on the fundamental work of leaders: the process of creating a Vision, building Alignment around that vision, and championing Execution of the vision.

Objectives

- Learn about visioning, the drivers of visioning, and the best practices of visioning
- Increase awareness about current visioning behaviors and practice the skills that are needed for visioning
- Define alignment, discuss drivers of alignment, and share best practices
- Identify current alignment behaviors and practice skill-building activities
- Provide insight and receive insight from peers with regard to alignment
- Define execution, discuss drivers of execution, and share best practices
- Define the role of champion and related behaviors
- Identify current execution behaviors and practice skill-building activities to enhance your ability to execute
- Provide insight and receive insight from peers with regard to execution

Benefits

- A crafted vision of new possibilities for the future through exploration, boldness, and testing assumptions
- Proven method to communicate with clarity, engage in dialogue, and provide inspiration, so everyone is moving in the same direction
- Champion execution through momentum, structure, and feedback to enable the group to make the vision a reality

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☑
Working	☐
Leading	☑
Teaming	☑

Assessment

Everything DiSC Work of Leaders® Profile

Format

In-person: 1-4 days

DROSTE

Everything DiSC Workplace®

Everything DiSC Workplace® can be used with everyone in an organization, regardless of title or role, to improve the quality of the workplace. Using online pre-work, engaging facilitation with contemporary video, and online follow-up, the result is a personalized learning experience. Learners understand and appreciate the styles of the people they work with. The result is more effective and productive working relationships.

Objectives

- Discover your DiSC Style
- Understand other styles
- Build more effective relationships

Benefits

Supported Competency Focus Area	
Self-Awareness	✔
Relating	✔
Thinking	✔
Working	✔
Leading	✔
Teaming	✔

- A better understanding of yourself and those you work with
- A discovery of the similarities and differences among the DiSC styles

Assessment

Everything DiSC Workplace® Profile

Format

In-person: Full day or Half day

DROSTE

Everything DiSC Workplace® Certification

This program provides facilitators and coaches with the skills they need to competently and confidently deliver the Everything DiSC Workplace program. Whether they utilize Everything DiSC Workplace in the classroom or as part of a one on-one coaching session, facilitators at all levels have much to gain from becoming certified in the program. The certification workshop combines online prework with classroom learning to prepare learners to administer and discuss DiSC results with individuals and teams.

Objectives

- Gain expertise in the Everything DiSC® model and the supporting research

- Develop the ability to use (e.g., facilitate, debrief, coach) the Everything DiSC Workplace® reports

- Learn to customize the program to meet the needs of an individual, team, or organization

Benefits

- Supports a detailed understanding of how the assessment is built and what it does—and does not—measure

- Enables the program to be customized according to individual or organizational goals

- Allows opportunities for facilitation practice and feedback to improve effectiveness

Supported Competency Focus Area	
Self-Awareness	✔
Relating	✔
Thinking	✔
Working	✔
Leading	✔
Teaming	✔

Assessment

Everything DiSC Workplace® Profile

Format

In-person: 2 days

DROSTE

Exercising Influence

The ability to influence others is an essential skill for both established and emerging leaders in the workplace. This program explores two primary influence orientations and five unique influencing styles that allow leaders to make connections, gain buy-in and support, promote ideas, maximize opportunities for collaboration and cooperation, and get results. Learners use the Influence Style Indicator assessment to determine which of these styles is most dominant for them, which are preferred, and which are underutilized, all of which is summarized in a personalized feedback report. This personalized report addresses individual strengths and challenges, explains how to address underutilized styles, and provides tips for utilizing influence effectively.

Objectives

- Explore two primary influence orientations and five unique influencing styles
- Identify primary and secondary circles of influence
- Examine the roles of trust and credibility in exercising influence
- Understand individual strengths and challenges for exercising influence
- Learn strategies for applying the range of influencing styles as situationally appropriate

Benefits

- Increased individual and organizational effectiveness
- Enhanced working relationships
- Actionable strategies for increasing the ability to exercise influence

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☑

Assessment

Influence Style Indicator

Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

See Also

Building Effective Relationships with Emotional Intelligence

DROSTE

The Five Behaviors of a Cohesive Team™

Through the use of activity, video review, and discussion, an intact team is led through the powerful Five Behaviors of a Cohesive Team™ model, learning and practicing the behaviors that will make the team more cohesive and improve its performance. This workshop improves learners' abilities to apply the Five Fundamentals, which build on one another to create a strong team: building trust, mastering conflict, achieving commitment, embracing accountability, and focusing on results.

Objectives

- Discover the value of a cohesive, functional team
- Become familiar with the five behaviors of a cohesive team
- Review team's summary ratings

Benefits

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☐
Teaming	☑

- Obtain practical advice for overcoming the obstacles that prevent teamwork in the office
- Learn what it takes for a team to become cohesive
- Learn how to improve team effectiveness through strengthened leadership roles

Assessment

The Five Behaviors of a Cohesive Team™ assessment

Format

In-person: 1-5 days

See Also

The Five Behaviors—Personal Development
Leading Teams

DROSTE

The Five Behaviors—Personal Development

This program focuses on making individuals better teammates using the team-development process described in Patrick Lencioni's best-selling book *The Dysfunctions of a Team*. Anchored in individual assessments based on the Everything DiSC model, The Five Behaviors—Personal Development helps individuals better understand and internalize the principles of The Five Behaviors of a Cohesive Team and provides a common language that can be used in organizations. Through individual work, video review, and group discussion, learners build a level of self-awareness and skill that will enhance personal effectiveness as team members.

Objectives

- Learn about The Five Behaviors of a Cohesive Team® model and why it matters
- Learn about individual tendencies for each of the five behaviors
- Take steps to start becoming a better teammate

Benefits

- Obtain practical advice for improving the ability to work in a team setting

- Learn how to support the behaviors that lead to team cohesiveness

- Because the program is designed specifically for individuals, learners do not need to be part of the same team

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☐
Teaming	☑

Assessment

The Five Behaviors Personal Development assessment

Format

In-person: Half day

See Also

The Five Behaviors of a Cohesive Team
Leading Teams

DROSTE

The Great Workplace

Based on many years of research and training conducted at the Great Place to Work®
Institute—producers of the FORTUNE 100 Best Companies to Work For® Annual List—*The Great
Workplace: Building Trust and Inspiring Performance Workshop* provides managers with a set of
powerful, effective exercises that will help them understand the conceptual and practical
considerations of creating a high-trust work environment.

Objectives

- Define a Great Place to Work

- Assess how your behavior creates or detracts from your ability to create a high-trust
environment

- Analyze best practices for each of the five dimensions in the Great Place to Work Model
and consider whether those practices are reflected in your own teams and organizations

- Review and discuss case studies of specific organizations that use best practices

Benefits

- An understanding of the essential elements of a
Great Place to Work®, especially the crucial role
of trust

- An understanding of the key role that managers
play in building a great workplace

- Identify opportunities for ways managers can
make change within their scope of responsibility

- Tools that can be used to make a positive impact
in improving the workplace

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☑

Assessment

The Great Workplace Self-Assessment (available in paper or online version)

Format

In-person: Full day

DROSTE

Impactful Presentations

Whether giving a presentation is an occasional task or a routine responsibility, leaders are expected to shine while informing, educating, or making a case in front of an audience. Presentation skills increase a leader's influence. This course teaches learners how to develop and deliver a presentation that is impactful and compelling, no matter its purpose. Learners will learn how to plan and organize a presentation and apply best practices for engaging an audience, utilizing visuals, maintaining an appropriate energy level, and making a call to action.

Objectives

- Understand the benefits of making presentations effective and engaging
- Apply a four-step process for creating a presentation
- Explore approaches for effectively preparing and structuring your presentation
- Practice techniques for delivering clear, confident presentations
- Learn strategies for engaging an audience and managing challenging situations
- Create an action plan for applying techniques, practices, and insights

Benefits

- Imparts an understanding of how to create variety, interest, and emphasis in presentations
- Presents a structured approach to developing a powerful presentation
- Addresses techniques for handling tough questions and troublemakers

Format

In-person: Full day

Supported Competency Focus Area	
Self-Awareness	☐
Relating	☑
Thinking	☐
Working	☑
Leading	☐
Teaming	☐

DROSTE

Inclusion in the Workplace

Inclusion has become a priority for many organizations, for good reason: companies that adopt inclusive practices outperform those who do not. Inclusion means actively involving every employee's ideas, knowledge, perspectives, approaches, and styles to maximize individual and business success. Droste's Inclusion in the Workplace program allows learners to explore inclusion as an important element of organizational success, and to review the characteristics and best practices of inclusive leaders and organizations. Learners discuss the nature and impact of unconscious bias on behavior and learn ways to mitigate its effects. Finally, learners leave with an action plan for increasing their own effectiveness as inclusive leaders.

Objectives

- Define the concept of inclusion in the workplace
- Discuss the workforce trends and realities that make inclusion an important element of organizational success
- Explore the nature and impact of unconscious bias on behavior
- Review the characteristics and best practices of inclusive leaders and organizations
- Create action plans for increasing effectiveness as inclusive leaders

Benefits

- Increased awareness of the role and impact of inclusion on individuals, teams, and the organization
- Increased self-awareness of personal biases and tendencies and how they affect workplace behavior, so that these can be monitored and addressed
- Practices for improving inclusivity are immediately applicable and impactful

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☐

Assessment

Self-assessment (in participant guide)

Format

In-person: Half day or full day

See Also

Understanding Cultures for Effective Communication

DROSTE

Interviewing with Confidence

In any organization, selecting the right person for the right job is a challenge. Successfully meeting that challenge helps your organization keep turnover low, keep morale high, and achieve results. Leaders can take the first step in that direction by conducting candidate interviews effectively and with confidence. This class teaches learners how to assess the competencies necessary to be successful in a job and how to ask appropriate, targeted interview questions that elicit meaningful responses.

Objectives

- Discuss the interview process

- Explore the importance of clarifying needs and competencies

- Explain various questioning techniques using the STAR technique

- Explore legal issues, topics to avoid, interviewing pitfalls, and documenting best practices

- Practice and get feedback on interview techniques

Benefits

- A targeted approach to determining competencies and fit

- A proven process for conducting interviews

- Legal dos and don'ts of questions you <u>can</u> and <u>cannot</u> ask in an interview

Supported Competency Focus Area	
Self-Awareness	☐
Relating	☑
Thinking	☐
Working	☑
Leading	☑
Teaming	☐

Format

In-person: Half day

DROSTE

The Leadership Challenge

Based on the bestselling and award-winning book *The Leadership Challenge* by James M. Kouzes and Barry Z. Posner, this workshop demystifies leadership development and approaches it as a measurable, learnable, and teachable set of behaviors. It establishes a unique underlying philosophy that leadership is everyone's business.

Objectives

- Establish principles concerning the way people (constituents, peers, colleagues, and customers alike) should be treated

- Create a vision that inspires others

- Learn to search for opportunities by seizing the initiative and looking outward for innovative ways to improve

- Discover ways to collaborate by building trust and facilitating relationships

- Recognize contributions by showing appreciation for individual excellence

Benefits

- Proven methods that lead to effective leadership behaviors

- An inspired vision to be shared with colleagues

- Best practices for collaboration and recognition

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☑

Assessment

- Leadership Practices Inventory (LPI) – Self and Observers

- LPI 360 (online version, includes self-assessment and unlimited observer assessments)

Format

In-person: 1-5 days

DROSTE

Leading Across Generations

In today's workplace, it is common to find four generations represented in the employee population. This multigenerational environment presents both challenges and opportunities for managers as they work to keep all employees engaged, motivated, and performing at a high level. Leading Across Generations explores the behaviors, work habits, values, cultural expectations and other styles and preferences employees of all ages bring to their professions, affecting how they communicate, interact, and learn both as individuals and in teams. This program also shows managers how to move beyond stereotypes and labels to cultivate a dynamic of inclusiveness and respect for the strengths that workers from all generations bring to the organization.

Objectives

- Explain the various generations found in the modern workplace

- Discuss the historical and cultural touchstones that have shaped each generation and how those experiences shape workplace behavior

- Understand the dangers of generalizations, assumptions, and stereotypes

- Discuss changes in priorities and sources of motivation throughout an individual's career arc

- Examine ways to leverage individual strengths and values as opportunities for the organization

Benefits

- Improved engagement of workers of all ages

- Increased awareness and sensitivity to generational differences in the workforce

- Enhanced innovation, problem-solving, and interpersonal relationships

- Improved productivity

- Supports workforce retention

Supported Competency Focus Area	
Self-Awareness	☐
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☐

Format

In-person: Full day

See Also

Inclusion in the Workplace

DROSTE

Leading in a Matrix

Leading in a matrix organization presents unique demands and challenges. Without effective leadership in this highly complex environment, the competition for resources and a lack of role clarity can jeopardize accountability and trust. Success in a matrix requires particular attention to certain key skills, including collaboration, decision making, conflict resolution, communication, influence, and performance management, often applied in new ways. In this program, learners will explore the matrix structure, its function and importance, and its impact on how individuals work and how leaders get results.

Objectives

- Define and explore the shifts required for leading in a matrix organization
- Explore key elements to making a matrix work and the skills that support these elements

Benefits

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☑
Leading	☑
Teaming	☑

- Intimidation and skepticism about leading in a matrix structure is addressed and mitigated
- Emphasis on applying existing competencies and skills in new ways demystifies the matrix structure
- Application of discoveries and best practices result in immediate organizational impact

Format

In-person: Half day

DROSTE

Leading Teams

Droste's Leading Teams program presents a foundation for success upon which a leader can develop a personal leadership style. Based on the powerful Five Behaviors of a Cohesive Team™ model, this course will position leaders to focus on and foster the behaviors that will make the team more cohesive and improve its performance. Learners will learn the role of a team leader in enabling their team to build trust, master conflict, achieve commitment, embrace accountability, and focus on results. This unique take on the Five Behaviors model presents strategies and practices that support a leader's efforts to build these behaviors and allows for reflection and planning according to each participant's needs.

Objectives

- Discuss the characteristics of a successful leader
- Examine five behaviors that underlie team cohesiveness and performance
- Explore leadership strategies that support each of the behaviors

Benefits

- Utilizes a model that is simple but robust
- Skills and practices are applicable to leaders of any type of team

Assessment

Self-assessment (in participant guide)

Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

See Also

The Five Behaviors of a Cohesive Team

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☑

DROSTE

Leading Virtual Teams

Leading Virtual Teams addresses the challenges and opportunities presented to leaders when direct reports and other colleagues are spread across work locations. Learners will learn to leverage the dynamics and characteristics of high-performing teams in the context of remote-worker situations. The course considers a range of factors, including culture, company policies, and leadership styles and preferences. It incorporates situational and scenario-based learning activities that allow learners to apply best practices. Learners will leave the course with an action plan they can apply immediately to improve their effectiveness by optimizing team relationships and the productivity of all workers, whether they are in the next cube, the next county, or the next time zone.

Objectives

- Discuss the challenges of managing remote team members including team and organization-specific challenges

- Explore the dynamics of high-performing teams in the context of remote-worker situations

- Explore best practices specific to addressing the challenges of leading remote teams

- Develop an action plan for implementing best practices that will optimize team relationships and productivity

Benefits

- Increased self-awareness of leader attitudes and biases that may compromise effectiveness

- Improved team communication, trust, and engagement

- Increased ownership and accountability among leaders for optimizing team effectiveness

Supported Competency Focus Area	
Self-Awareness	☐
Relating	☑
Thinking	☐
Working	☑
Leading	☑
Teaming	☑

Assessment

Self-assessment (in participant guide)

Format

In-person: Full day

Virtual: 4 hours (two 2-hour modules)

See Also
Understanding Cultures for Effective Communication

DROSTE

Listening: The Power of Not Speaking

Listening is not about simply being quiet; listening is a critical skill. Active listening helps make connections between ideas and information. It can help us change our perspective and challenge assumptions. Listening shows appreciation which can enhance our work relationships. Conversely, poor listening negatively impacts productivity and working relationships. This course will guide you through developing an understanding of the importance of listening, explore listening and communication models, and recognize listening as a conflict improvement strategy.

Objectives

- Explore the difference between hearing and attentive and active listening
- Discover the impact non-verbal communication
- Understand how listening impacts work and relationship
- Discover types of questions that encourage the speaker
- Explore listening strategies that help to gain more information and improve conflict

Benefits

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☑

- Active listening improves relationships and has a significant impact on culture and morale
- The right questions lead to better decisions and fewer mistakes
- Solve problems and improve conflict situations

Assessment

None

Format

Virtual: 4 hours (two 2-hour modules)

See Also:
Everything DiSC Agile EQ
Accountability At Work
Motivating Others: Coaching to Action

DROSTE

Mindset for Leaders

Mindset is a critical element of a leader's success. Skill building only translates to behavior change when filtered through a healthy mindset. It determines the way we think about, approach, and interpret situations in the workplace and directly influences the quality of our actions, decisions, and relationships. Cultivating a mindset that enhances effectiveness and enables success must be a priority for any genuine leader. This course enables learners to examine the leadership mindset as a concept (e.g., fixed vs. growth), as a manifestation of their personal values and experiences, and as the product of organizational culture. Learners also consider the impact of their mindset as a leader on individuals and the organization, and they conclude by crafting a galvanizing, powerful, and personal mindset statement.

Objectives

- Deeply explore the concept of the leadership mindset and its impact on individuals and organizations
- Connect the dimensions of the leadership mindset to personal values and organizational competencies
- Synthesize learnings and individual insights to craft a personal mindset statement

Benefits

- Increased self-awareness
- Improved effectiveness, productivity, and engagement
- Better relationships and organizational culture

Supported Competency Focus Area	
Self-Aware	☑
Relating	☑
Thinking	☑
Working	☐
Leading	☑
Teaming	☑

Format
In-person: Full day

DROSTE

Myers-Briggs Type Indicator® and Team Building

The Myers-Briggs Type Indicator® (MBTI) is a nonjudgmental instrument that helps individuals and teams to understand themselves and others in a way that is value-oriented versus evaluative. MBTI provides an indication of preferences. The preferences refer to gathering energy or processing thoughts, being detail-oriented versus big-picture-focused in gathering information, being objective or subjective in decision-making, and being structured or go-with-the-flow in orienting one's lifestyle. In this course, learners will complete a 95-question instrument and identify a four-letter MBTI type. Learners will receive a personalized report based on their responses.

Objectives

- Value individual preference types
- Integrate this information into how we work as a team and with others
  - Conduct meetings more effectively
  - Resolve conflicts effectively
  - Break workflow bottlenecks
  - Further our careers
  - Reduce stress levels
  - Make better decisions
  - Increase communication effectiveness
- Implement a strategy to build team appreciation and productivity

Benefits

- A greater understanding of why we do the things we do
- Techniques for working with other MBTI preference types
- Understanding of MBTI and team dynamics

Assessment

Myers-Briggs Type Indicator®, Self-Scorable Form M

Format

In-person: Half day

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☐
Teaming	☑

Note: Myers-Briggs Type Indicator®, MBTI, the MBTI logo, and Introduction to Type are trademarks or registered trademarks of the Myers-Briggs Type Indicator Trust in the United States and other countries.

DROSTE

Performance Management

In this full-day course, learners will learn what effective performance management looks like in the modern workplace and why it's necessary for setting their employees up for success. Using Droste's SOAP model, learners will take a deep dive into the four steps in executing an impactful performance-management process. Learners will learn how to set and align goals, observe behavior to get results, assess and evaluate performance, and provide feedback and establish next steps. This course also emphasizes the skills and best practices that promote a productive feedback experience and uses a simple model and actionable techniques that learners can use to plan and engage in successful feedback conversations as part of their performance-management process.

Objectives

- Discuss how and why organizations are evolving their approach to managing performance
- Explore an approach to setting goals and objectives that support those of the larger organization
- Write SMART goals
- Discuss and apply the SOAP model of managing performance
- Improve the ability to give performance feedback at all levels

Benefits

- Clearly defined performance-management process for use immediately following the classroom
- Hands-on practice executing the performance-management process through role plays and case studies
- Simple but effective model for giving feedback enables more effective communication and clarity on performance strengths and deficits

Supported Competency Focus Area	
Self-Awareness	☐
Relating	☑
Thinking	☑
Working	☐
Leading	☑
Teaming	☐

Format

In-person: Half day

See Also

Effective Feedback

DROSTE

Teams and Trust

Droste's Teams and Trust course combines the framework of Peter Lencioni's Five Behaviors of a Cohesive Team™ model with the teachings of Charlie Green, the author of three best-selling books about trust. Lencioni emphasizes trust as the first and foundational of the Five Behaviors. Green's research, as outlined in *Trust-Based Selling* and *The Trusted Advisor,* examines trust as a fundamental element of the manager/employee relationship. The course includes a detailed self-assessment used as a diagnostic tool for leaders to understand their natural styles and how they align with the critical behaviors that build trust. It also prepares leaders to build upon trust to facilitate other key team behaviors.

Objectives

- Analyze the Trust Quotient Assessment to identify personal strengths and areas for trust development

- Explore how to create an environment of trust-based leadership by demonstrating credibility, reliability, intimacy, and self-orientation

- Explore aspects of leading cohesive teams to build trust, master conflict, achieve commitment, embrace accountability, and focus on results

Supported Competency Focus Area	
Self-Awareness	✔
Relating	✔
Thinking	☐
Working	☐
Leading	✔
Teaming	✔

Benefits

- Enables leaders' understanding of their natural leadership style

- Provides tools for building trust with colleagues and direct reports

Assessment

Trust Quotient assessment

Format

In-person: Half day

See Also

The Five Behaviors of a Cohesive Team

Leading Teams

DROSTE

Time Mastery

This program teaches skills and strategies for efficiently managing time and organizing work. Strategies learned include planning, note-taking, prioritizing, scheduling, responding when the day doesn't go as planned, organizing the desk, and handling paper documents and e-mail messages.

The Time Mastery Profile® completed during the workshop will assess time mastery in twelve dimensions. Improving time-management capabilities often requires a change in habits. Learners will identify the habits that need changing and develop an action plan based on the lessons learned in the session.

Objectives

- Define time management
- Assess your mastery level on 12 time-management dimensions
- Plan using a three-step process
- Identify time wasters and what to do about them
- Prevent and control interruptions
- Organize your paperwork and e-mails

Benefits

- More efficiently manage time
- More efficiently organize workflow
- Increased productivity
- Creation of an action plan for immediately increasing time mastery

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☐
Thinking	☐
Working	☑
Leading	☑
Teaming	☐

Assessment

Time Mastery Profile®

Format

In-person: Full day

Trust-Based Leadership

Trust-Based Leadership is a comprehensive, one-day workshop designed for frontline and middle managers in leadership positions. This program was created by one of the most influential writers and researchers on trust, Charlie Green. Charlie has written three best-selling books about trust, including *Trust-Based Selling* and *The Trusted Advisor*.

His latest research applies trust to the manager/employee relationship. The course includes a detailed self-assessment used as a diagnostic tool for leaders to understand their natural styles and how they align with the key behaviors that build trust.

Objectives

- Define the difference between trusting and being trustworthy

- Create an environment of trust-based leadership and demonstrate credibility, reliability, intimacy, and self-orientation

- Analyze the Trust Quotient assessment to identify personal strengths and areas for trust development

- Apply five skills that build trust: listening, risk-taking, partnership, improvising, and self-awareness

- Implement a personal plan for building trustworthiness

Benefits

- An understanding of your own natural leadership style

- Tools to build trust with those who work for you and with you

Assessment

Trust Quotient assessment

Format

In-person: Full day

See Also

Teams and Trust

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☑
Teaming	☑

DROSTE

Understanding Cultures for Effective Communication

As the world flattens and our multicultural workplaces expand, cultural competence is one of the most valuable business skills we can acquire. Culture underpins how individuals present themselves in the workplace, and knowledge of culture is critical to improving communication and relationships among our colleagues and customers. This program provides a basic understanding of culture and the specific behaviors that culture affects, particularly in a business setting. Learners will be introduced to the characteristics, values, and behaviors of high-context vs. low-context cultures and have the opportunity to practice navigating communication situations with each of these groups. Learners will also learn and apply best practices for effective cross-cultural communication, identify barriers to cross-cultural communication, and reflect on their personal cultural characteristics as well as those of their organization.

Objectives

- Define culture
- Describe how culture affects behavior
- Compare high-context/relationship-based cultures with low-context/rules-based cultures in a business setting
- Explore strategies for effective cross-cultural communication
- Explain how respecting cultural differences can lead to a reconciliation of differences

Benefits

- Techniques for "reading between the lines"
- An understanding of the general cultural assumptions and expectations of others
- Skills for bridging various communication styles
- The ability to communicate respect and empathy to global counterparts

Supported Competency Focus Area	
Self-Awareness	☑
Relating	☑
Thinking	☐
Working	☐
Leading	☐
Teaming	☑

Assessment
Self-assessment

Format

In-person: Full or half day

DROSTE