

# *Develop*

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*extraordinary leadership  
through learning*

# Introduction

Droste is known for our highly facilitative approach to both classroom and virtual training. Based on our vast experience working with leaders globally since 2005, we use a coaching approach to leverage learning moments to maximize a learner's experience.

Our content is designed so the learner can apply new behaviors immediately. As a best practice, Droste's workshops include pre-work (e.g., assessment, self-reflection questions, articles), practice assignments, peer learning, action planning, and post resources including job aids for the learner's manager to promote coaching conversations. We use a cognitive behavioral learning model, as illustrated below, to help learners practice new behaviors. For the change to be sustainable, our workshops include a high level of practice, application, reflection, and actionable commitments.



Our individual workshops in this catalog can be combined to create impactful learning programs for:

- Executives
- Senior Leaders
- Mid-Level Leaders
- First-Time Leaders
- Emerging Leaders
- Individual Contributors

Our leadership programs are designed in a series of multi-day sessions either in-person, virtual, or a hybrid of both. Each program can be expanded to include additional learning components such as:

- Individual Coaching
- Executive Sponsorship
- Alignment Sessions
- Capstone Projects
- Reflection Sessions
- Peer Feedback
- Journaling
- Pre and Post Learner Assessment



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# Leadership Competencies

Each of our courses is mapped to one or more 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

# 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	✓	✓			✓	
Customer Focus: Dazzle ALL Your Customers	✓	✓		✓	✓	✓
Decision Quality	✓		✓	✓	✓	
Delegating for Success		✓		z ✓	✓	
Delegation and Accountability		✓		✓	✓	
Drive for Results	✓	✓	✓	✓	✓	✓
Effective Feedback		✓			✓	✓
Emotional Intelligence	✓	✓		✓	✓	✓
Everything DiSC® 2.0	✓	✓	✓	✓	✓	✓
Everything DiSC® Agile EQ	✓	✓		✓	✓	✓
Everything DiSC® Management	✓	✓			✓	
Everything DiSC® Productive Conflict	✓	✓		✓		
Everything DiSC® Sales	✓	✓		✓		
Everything DiSC Workplace®	✓	✓	✓	✓	✓	✓
Everything DiSC Workplace® Certification	✓	✓	✓	✓	✓	✓

## 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	✓	✓			✓	✓
Listening: The Power of Not Speaking	✓	✓			✓	✓
Mindfulness: Reduce Stress and Increase Focus	✓	✓	✓	✓	✓	✓
Mindset for Leaders	✓	✓	✓		✓	✓
Motivating Others: Coaching to Action	✓	✓		✓	✓	✓
Myers-Briggs Type Indicator® and Team Building	✓	✓				✓
Negotiation Strategies for Success	✓	✓	✓	✓	✓	
Performance Management		✓	✓		✓	
Priority Setting: Getting Stuff Done	✓		✓	✓		✓
Public Speaking	✓	✓	✓		✓	
Teams and Trust	✓	✓			✓	✓
Time Mastery	✓			✓	✓	
Trust-Based Leadership	✓	✓			✓	✓
Understanding Cultures for Effective Communication	✓	✓				✓
Vision, Alignment, and Execution: The Work of Leaders	✓	✓	✓		✓	✓

# 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

- Five Behaviors of a Cohesive Team
- Leading Teams
- Vision, Alignment, and Execution: The Work of Leaders

## Change Management

- Change Management

## Coaching

- Coaching Skills for Leaders
- Coaching Skills for Coaches
- Listening: The Power Not to Speak
- Mindfulness: Reduce Stress and Increase Focus
- Motivating Others: Coaching to Action

## Collaboration

- Collaborating for Organizational Impact

## Communication

- Communicating with Impact
- Impactful Presentations
- Listening: 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

## 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
- Priority Setting: Getting Stuff Done

## Influence

- Building Effective Relationships with Emotional Intelligence
- Everything DiSC® Agile EQ
- Exercising Influence

## Interviewing Skills

- Interviewing with Confidence

## Leadership

- Courageous Leadership
- The Great Workplace
- The Leadership Challenge
- Mindset for Leaders
- Vision, Alignment, and Execution: The Work of Leaders

## Matrix Organizations

- Collaborating for Organizational Impact
- Leading in a Matrix



## Negotiation

- Negotiation Strategies for Success

## Performance Management

- Accountability at Work
- Coaching Skills for Coaches
- Coaching Skills for Leaders
- Delegating for Success
- Delegation and Accountability
- Drive for Results
- Effective Feedback
- Performance Management
- Motivating Others: Coaching to Action

## Personal Style

- Everything DiSC® 2.0
- 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
- Public Speaking

## Problem Solving

- Decision Quality

## Relationships

- Building Effective Relationships with Emotional Intelligence
- Customer Focus: Dazzle ALL Your Customers
- Emotional Intelligence
- Everything DiSC® 2.0
- Everything DiSC® Agile EQ
- Everything DiSC® Management
- Everything DiSC® Sales
- Everything DiSC Workplace®
- Inclusion in the Workplace

## Relationships cont'd

- Teams and Trust
- The Trust Quotient

## Strategic Leadership

- Decision Quality
- Vision, Alignment, and Execution: The Work of Leaders

## Team Dynamics

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

## Team Leadership

- The Great Workplace
- The Leadership Challenge
- Leading Across Generations
- Mindset for Leaders
- Vision, Alignment, and Execution: The Work of Leaders

## Time Management

- Priority Setting: Getting Stuff Done
- Time Mastery

## Trust

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

## Vision

- Vision, Alignment, and Execution: The Work of Leaders



## Course Descriptions

The remainder of this catalog provides a one-page [course](#)-description for each course. These descriptions contain course overviews and objectives, outline the benefits of 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 [learning](#) 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.

Leading Relating  
Self-Awareness  
Teaming Working Thinking



# 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, participants will examine their current attitudes toward and approaches to accountability, beginning with their abilities 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 participants' roles 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

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>

## Assessment

Self-assessment (in participant guide)

## Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

## See Also

**Delegating for Success**

**Drive for Results**

**Performance Management**



# 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 behaviors. 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

## Assessment

Talent Smart Emotional Intelligence Appraisal

## Format

In-person: Full day

Virtual: 4 hours (two 2-hour modules)

Supported Competency Focus Area	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input checked="" type="checkbox"/>

## See Also

**Emotional Intelligence**

**Everything DiSC® Agile EQ**



# Change Management

The ability to change is key to survival. Change is present in every new project, every new customer, and every improvement in products or services. This course teaches the skills 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

## Assessment

Change Style Indicator®

## Format

In-person: Full or Half day

Virtual: 4 hours (two 2-hour modules)

Supported Competency Focus Area	
Self-Awareness	<input type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input checked="" type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input checked="" type="checkbox"/>

## See Also

**Courageous Leadership**

**Mindset for Leaders**



# 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 Coaching 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’ abilities 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

<i>Supported Competency Focus Area</i>	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input checked="" type="checkbox"/>

## Format

In-person: 6 full-day workshops, 15 hours of individual coaching, with additional learning activities

## See Also

**Coaching Skills for Leaders**

**Effective Feedback**

**Listening: The Power of Not Speaking**



# Coaching Skills for Leaders

Coaching is a powerful development tool that can act as a catalyst for success at all levels of an organization. A key responsibility of a leader is to contribute to the professional growth of others. Droste’s Coaching Skills for Leaders program equips leaders with the practices and competencies needed to build a coaching culture. 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 within today’s organizations
- Identify the characteristics of a coaching culture
- Compare and contrast coaching, managing, 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’ abilities to both model and coach critical leadership skills

## Format

In-person: Full or Half day

Virtual: 4 hours (two 2-hour modules)

## See Also

**Coaching Skills for Coaches**

**Effective Feedback**

**Listening: The Power of Not Speaking**

**Motivating Others: Coaching to Action**

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>



# Collaborating for Organizational Impact

An increasingly complex and global workplace demands a more sophisticated approach to collaboration 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)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>



# 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 days 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. At times we deliver the message, and at times we are on the receiving end. Communication is a complex process that requires effort as both the giver and the receiver. It is essential to the success of individuals, teams, and organizations. This course 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 skills for challenging communication situations
- Explore communication techniques such as active listening, questioning, and demonstrating empathy
- Explore best practices for effective email communication
- Develop team guidelines for use of various communication channels

## Benefits

- Effective communication improves throughout the organization
- Skills for communicating clearly and effectively improve
- Team dynamics such as trust and rapport increase as communication, especially listening, is enhanced
- Individuals who are seen as effective communicators are held in high regard

## Format

In-person: Full or Half day

Virtual: 6 hours (three 2-hour modules)

<i>Supported Competency Focus Area</i>	
Self-Awareness	<input type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input checked="" type="checkbox"/>

## See Also

**Emotional Intelligence**

**Listen: The Power Not to Speak**

**Understanding Cultures for Effective Communication**



# 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. It also informs participants of their own natural conflict modes. Participants 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

## Assessment

Thomas-Kilmann Conflict Mode Instrument

## Format

In-person: Full or Half day

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>

## See Also

**Communicating with Impact**

**Everything DiSC® Agile EQ**

**Everything DiSC® Productive Conflict**

**Listening: The Power of Not Speaking**



# 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 zones” 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

- 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

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>

## See Also

**Leading Teams**

**Coaching Skills for Leaders**



# Customer Focus: Dazzle ALL Your Customers

Customer focus is a part of all our roles. To be customer focused is to be dedicated to exceeding customer expectations for both your external and your internal customers. Through this course you will seek to identify who your customers are and the opportunities to improve their customer experience. You will explore systems to identify improvements in products, services, and/or procedures. Through the Everything DiSC Workplace® assessment, you will discover the most impactful way of communicating to meet the needs of your different customers. This highly regarded tool will help build relationships based on trust and respect.

## Objectives

- Explore the concept of customer focus and who your customers are
- Identify what your customers need
- Identify opportunities for output improvement
- Discover how personality style may impact your relationship with your internal and external customers
- Explore your customers' personality styles and how you may respond to them
- Create strategies to meet the needs of your internal and external customers

## Benefits

- Create a plan specific to your own customers that will improve your professional and personal relationships
- Focus on the specific needs of your customers by learning what their needs are, evaluating output improvements and seeking feedback

## Assessment

Everything DiSC Workplace® Profile

## Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

Supported Competency Focus Area	
Self-Aware	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input checked="" type="checkbox"/>

## See Also

**Everything DiSC® Agile EQ**

**Everything DiSC® Sales**

**Exercising Influence**

**Listen: The Power of Not Speaking**



# Decision Quality

We make literally thousands of decisions each day, all of which have varying consequences. How can we increase our odds of making the best possible decisions given the resources available and sheer volume of decisions we make? Join us for this course to discover your personal decision-making style through the Decision Style Profile and improve your ability to produce higher quality decisions. Explore when to involve others in the decision-making process and learn the five critical decision-making factors.

## Objectives

- Explore a framework for making decisions and solving problems
- Understand the hidden influences that impact making quality decisions
- Explore the five decision styles and when to use them
- Define situations where decisions should be made or delegated
- Identify decision pitfalls and how to avoid them
- Explore impact of your personal decision-making style

## Benefits

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

## Assessment

Decision Style Profile

## Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

Supported Competency Focus Area	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input type="checkbox"/>
Thinking	<input checked="" type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input type="checkbox"/>

## See Also

**Drive for Results**

**Priority Setting: Getting Stuff Done**



# 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

## Assessment

Self-assessment (during workshop)

## Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
Self-Aware	<input type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input type="checkbox"/>

## 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

- Establishes a culture of trust
- Develops capabilities of team members
- Improves efficiency, productivity, and time management

## Assessment

Self-assessments (during workshop)

## Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>

## See Also

**Accountability at Work**

**Delegating for Success**

**Performance Management**



# Drive for Results

On one side you identify what is most important and go after it with laser like focus. On the other side you encourage others and motivate them to achieve goals. Can you drive for organizational results *and* increase employee engagement? The answer is yes. This course will guide you in identifying day to day actions and achievements of long-term goals, examining your current attitude and approaches to accountability, and setting a foundation for a culture of accountability and drive for results in your organization.

## Objectives

- Explore what it means to drive results and the impact it can have for your team
- Discover the five success factors of obtaining consistent and sustainable results
- Create an action plan achieving the next result you want to achieve for you or your team
- Discover that results may be a product or output, but it is done through people

## Benefits

- Results is the end game; it is people that achieve consistent and sustainable results. Create a custom formula for yourself and your team by exploring the five success factors of obtaining results.
- Driving for results is done at all levels, regardless of title. In this course, explore the impact of peers holding one another accountable and providing feedback.

## Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

Supported Competency Focus Area	
Self-Awareness	<input type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input type="checkbox"/>

## See Also

**Accountability at Work**

**Decision Quality**

**Delegating for Success**

**Motivating Other: Coaching to Action**

**Performance Management**

**Priority Setting: Getting Stuff Done**



# 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

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>

## Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

## See Also

**Performance Management**



# 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

## 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**

Supported Competency Focus Area	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input checked="" type="checkbox"/>



# Everything DiSC® 2.0

You've experienced an Everything DiSC® workshop. But have you thoroughly cracked the code on why you and others think how you think and do what you do? There is more to explore. This DiSC 2.0 experience is for people who have taken and have access to an Everything DiSC Workplace® assessment and have participated in a workshop experience. This course builds on that foundational information and digs deeper into the needs of each DiSC style. Participants will learn how to use DiSC to improve relationships, resolve unproductive conflict, and influence others to understand their culture through the DiSC lens.

## Objectives

- Develop further understanding of applying DiSC in personal interactions
- Improve interactions by applying adaptable behaviors
- Understand group culture from the perspective of DiSC
- Create a plan for using DiSC to resolve conflict and influence others

## Benefits

- Move from “doing DiSC” to “using DiSC” by discovering and applying your own personal and professional experience and examining the positive outcomes that can result
- Recognize how to navigate through your team and organizational culture by recognizing what the culture favors
- Become a person of influence using DiSC tools to appeal to the individual or group with whom you would like to gain agreement

## Assessment

Everything DiSC Workplace®

## Prerequisite

Participant in an Everything DiSC® workshop experience

## Format

In-person: Full day

Virtual: 6 hours (three 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	✓
<b>Relating</b>	✓
<b>Thinking</b>	✓
<b>Working</b>	✓
<b>Leading</b>	✓
<b>Teaming</b>	✓



# Everything DiSC® Agile EQ

Everything DiSC® Agile EQ helps learners explore the concept of emotional intelligence and the ability to stretch beyond one’s comfort zone to adopt the optimal response in a given situation. It helps participants understand the need for and value of a variety of responses by practicing new ways to stretch to those responses that might initially feel uncomfortable. This workshop will help learners become better at navigating different workplace challenges and interactions to build stronger relationships.

## Objectives

- Develop an understanding of Agile EQ
- Develop an understanding of your own DiSC style
- Learn about Agile EQ mindsets and which may be most natural for you
- Gain understanding and appreciation of other EQ mindsets
- Understand the value of shifting to less comfortable mindsets
- Create an action plan for stretching to another mindset

## Benefits

- Navigate professional and personal challenges by recognizing there may be a different approach and utilizing this stretch mindset to have a better outcome
- Recognize that other people may not think/act/process in the same way you do and that it isn’t wrong or right, just different

## 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**

Supported Competency Focus Area	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input checked="" type="checkbox"/>



# 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, motivating, 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

## Format

In-person: Full day

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>



# Everything DiSC® Productive Conflict

Everything DiSC® Productive Conflict teaches learners about their personal conflict management styles so 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 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 your 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

## Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input type="checkbox"/>
Teaming	<input type="checkbox"/>

## See Also

### Conflict Management



# 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

## Format

In-person: Full or Half day

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input type="checkbox"/>
Teaming	<input type="checkbox"/>

## See Also

**Customer Focus: Dazzle ALL Your Customers**



# 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

- 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®

## Format

In-person: Full or Half day

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input checked="" type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>



# 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

## Assessment

Everything DiSC Workplace®

## Format

In-person: 2 days

Virtual: 4.5 hours (three 90-minute modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input checked="" type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>



# Exercising Influence

The ability to influence is part skill, part art, and wholly critical to success in the workplace. This course will help you build your ability to exercise influence by recognizing and exploring your own preferred influence style and understanding how to call upon other influence styles when the situation calls for it. By recognizing and utilizing different styles you will be a positive force when pursuing results and will be able to use your influence to achieve win-win outcomes.

### Objectives

- Define and explore influence
- Explore why influence matters
- Understand your preferred influence style and how it affects your relationships with others
- Explore the five styles of influence
- Practice modifying your preferred style to best meet a situation

### Benefits

- Be a compelling positive force when pursuing results
- Use influence to achieve win-win outcomes
- Inspire people by your overall makeup rather than just external actions

### Assessment

Influence Style Indicator (optional)

### Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input checked="" type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>

### See Also

**Everything DiSC® Agile EQ**

**Building Effective Relationships with Emotional Intelligence**



# The Five Behaviors of a Cohesive Team™

Through the use of activities, 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

- 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™

## Format

In-person: 1-5 days

Virtual: 6 hours (three 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>

## See Also

**The Five Behaviors—Personal Development  
Leading Teams**



# 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 Five 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

## Assessment

The Five Behaviors Personal Development™

## Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

## See Also

**The Five Behaviors of a Cohesive Team**  
**Leading Teams**

Supported Competency Focus Area	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input type="checkbox"/>
Leading	<input type="checkbox"/>
Teaming	<input checked="" type="checkbox"/>



# 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

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>

## Assessment

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

## Format

In-person: Full day

Virtual: 6 hours (three 2-hour sessions or two 3-hour sessions)



# 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 or Half day  
 Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>

## See Also

**Public Speaking**



# 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

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>

## Assessment

Self-assessment (in participant guide)

## Format

In-person: Full of Half day

Virtual: 4 hours (two 2-hour modules)

## See Also

**Understanding Cultures for Effective Communication**



# 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, 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 can and cannot ask in an interview

## Format

In-person: Half day

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>



# 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) 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

## 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

Virtual: 6 hours (three 2-hour sessions or two 3-hour sessions)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>



# 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

## Format

In-person: Full day

Virtual: 4 hours (two 2-hour modules)

## See Also

**Inclusion in the Workplace**

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>



## 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

- 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

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>



# Leading Teams

As a leader of a team, it is up to you to have your team work together and show results. Whether you are new to team leadership, or have been at it for a while, getting a diverse group of people to produce excellent outcomes can be challenging. Add to that the shift in dynamics between different teams or even with a change of one or two team members. Whether leading a team and standing shoulder to shoulder with them each day or working virtually or even across global time zones, how do you bring out the best in the people on your team?

## Objectives

- Identify clear goals for your team and how best to communicate them
- Explore leadership challenges and opportunities to address them
- Discover the best practices in team leadership and apply them to your team
- Explore creating a motivating environment and buy in for team expectations

## Benefits

- Applying the concepts in this course will provide the leader and the team clarity in expectations of what their successful team looks like
- Approach emphasizes specific input and feedback from all team members encouraging buy in
- Skills and practices are applicable to leaders of any type of team at any level

Supported Competency Focus Area	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input checked="" type="checkbox"/>

## Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

## See Also

**The Five Behaviors of a Cohesive Team**



# 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 demonstrates appreciation that 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 of non-verbal communication
- Understand how listening impacts work and relationships
- Discover types of questions that encourage the speaker
- Explore listening strategies that help to gain more information and improve conflict

## Benefits

- 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

## Format

In-person: Half day

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

## See Also:

**Communicating with Impact**

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input type="checkbox"/>
<b>Relating</b>	<input type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>



# Mindfulness: Reduce Stress and Increase Focus

It seems that there is a lot coming at us all the time-and it's stressful. Mindfulness is the ability to be present and not overly reactive or overwhelmed by what is happening in our lives. Join us for this course as we learn what mindfulness is, and how, in short pauses, we can gain a sense of control, reduce our stress, and create focus. Anyone can do this. Mindfulness simply brings awareness and purpose into everything we do. This course will also focus on resiliency and help create an environment that can be helpful to those around you.

## Objectives

- Identify mindfulness and relevant practices to reduce stress and increase focus
- Explore what mindfulness is and the impact to you and those around you
- Create a personalized plan that extends well beyond this class

## Benefits

- By regularly committing to simple mindfulness exercises many studies indicate a reduction in stress
- Being intentional or mindful creates an improvement to working memory.
- Develop an increased ability to focus and suppress distracting information.
- Be recognized as a person who can focus and maintain their visible stress level, which are traits people look to in steadfast leadership

## Format

In-person: Half day

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input checked="" type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>

## See Also

**Emotional Intelligence**

**Mindset for Leaders**



# 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

## Format

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

## See Also

**Mindfulness: Reduce Stress and Increase Focus**

<i>Supported Competency Focus Area</i>	
<b>Self-Aware</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input checked="" type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>



# 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

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>

**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.



# Motivating Others: Coaching to Action

Motivation represents a crucial challenge for many organizations. Well over half of employees are not engaged (Gallup 2014, 2018). Motivation issues are not because of an uninspired team member, rather motivation is driven by the environment created for the team. This course will guide you through identifying motivational issues so you can create a climate where people want to do their best. Through your coaching, those around you will feel empowered, share ownership, and feel like their work is important, regardless of whether they are your peers or your direct reports.

## Objectives

- Explore what it means to create a motivating environment
- Discover the impact of personality style on what is motivating
- Discuss how Diversity, Equity, and Inclusion impact motivation
- Explore intrinsic and extrinsic factors of motivation
- Discuss what is motivating to you
- Identify strategies to create a motivating environment to those around you

## Benefits

- Motivating others is the work of the team not just leaders. Through this course you will explore creating a motivating environment for peers, direct reports, and even those to whom you report
- Motivation is not one-size-fits-all. Create motivational strategies at a personal level

## Format

In-person: Half day

Virtual: 4 Hours (two 2-hour modules)

## See Also

**Accountability at Work**

**Coaching Skills for Leaders**

**Priority Setting: Getting Stuff Done**

<i>Supported Competency Focus Area</i>	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input type="checkbox"/>
Leading	<input type="checkbox"/>
Teaming	<input type="checkbox"/>



# Negotiation Strategies for Success

Bringing about the response you want from others, and in a way that both sides come out ahead, is the heart of negotiation. Whether it's allocating resources for your team, funding a new initiative, or requesting a change to an accepted policy or procedure, negotiation is an essential skill that involves systematic structures and techniques. When put into practice, these techniques yield your best possibility for a mutually winning outcome. Learn to navigate the structures, how emotion impacts negotiation, and focus on solving a problem or achieving solutions that both parties find beneficial.

## Objectives

- Define negotiation as a structured process
- Understand the emotional side of negotiation and the emotions that derail a successful negotiation
- Identify similarities and differences between negotiation, influence, persuasion, and manipulation
- Explore negotiation best practices
- Practice skills for arriving at mutually beneficial solutions

## Benefits

- Develop an effective plan for any negotiation
- Recognize the important role of empathy in a negotiation process
- Identify when to walk away from a negotiation
- Resolve small differences before they escalate

## Format

In-person: Half day

Virtual: 4 Hours (two 2-hour modules)

## See Also

**Decision Quality**

**Drive for Results**

**Everything DiSC® Agile RQ**

**Everything DiSC® Sales**

**Exercising Influence**

<i>Supported Competency Focus Area</i>	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input checked="" type="checkbox"/>
Working	<input checked="" type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input type="checkbox"/>



# 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 to execute 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 approaches to managing performance
- Explore an approach to setting goals and objectives that supports 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 outside 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

## Format

In-person: Half day

Virtual: 4 Hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input checked="" type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>

## See Also

**Accountability at Work**

**Drive for Results**

**Effective Feedback**



## Priority Setting: Getting Stuff Done

“I have a million things to do.” You probably don’t have a million things, but does it feel that way sometimes? In this course discover ways to approach your to-do list that will make the biggest impact. Are there some things on your list that don’t belong, and should either be on someone else’s list or be removed entirely? This course will guide you through identifying those things that do belong on your list and determining what comes first. We will explore decision-making models and the situations where they are most appropriate. We will also look at the importance of protecting your time and saying no.

### Objectives

- Discover methods to prioritize your daily work
- Explore models for solving problems
- Analyze risks and gaps in projects
- Explore ways to minimize distractions
- Identify the differences between your priorities and other people’s priorities
- Understand that multitasking is a myth

### Benefits

- Systems for getting things done are personal. You will see new ideas that you may choose to build into your own system
- Practical, personal, impactful tools for organizing your days, your projects, and solving problems are immediately applicable

### Format

In-person: Half day

Virtual: 4 Hours (two 2-hour modules)

### See Also

[Accountability at Work](#)

[Decision Quality](#)

[Delegating for Success](#)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input type="checkbox"/>
<b>Relating</b>	<input type="checkbox"/>
<b>Thinking</b>	<input checked="" type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>



# Public Speaking

While public speaking may seem terrifying, it can also be extremely beneficial. When you can effectively speak at meetings or give presentations or even share your thoughts, you may be perceived as a better leader than those who remain silent. If the thought of speaking in front of groups makes you uncomfortable, there are steps you can take to become more polished and less fearful. This course provides tips and tactics for preparing presentations, both face to face and virtually. Explore how to prepare your presentation and keep your audience’s attention, and even leave with tips to calm those nerves. This course includes a group session and a 1:1 coaching session.

## Objectives

- Analyze your presentation strengths to build on and challenges to overcome
- Analyze unique audiences and identify their needs
- Design a presentation using structures provided in the course
- Create a brief video for your own self-assessment
- Evaluate techniques to confront performance anxiety, mannerisms, and other distractions
- Exercise strategies that keep your audience engaged

## Benefits

- Increase personal and professional development at all levels
- Increase confidence speaking in large and small groups, in person and virtually
- Connect with others in the pursuit of transferring information, persuading, or sharing emotions

## Format

In-person: Full or Half day  
 Virtual: 4 hours (two 2-hour modules)  
*Optional coaching session per learner*

## See Also:

**Communicating with Impact**  
**Emotional Intelligence**

<i>Supported Competency Focus Area</i>	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input checked="" type="checkbox"/>
Working	<input type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input type="checkbox"/>



# 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

### Benefits

- Enables leaders’ understanding of their natural leadership styles
- Provides tools for building trust with colleagues and direct reports

### Assessment

Trust Quotient

### Format

In-person: Half day

### See Also

**The Five Behaviors of a Cohesive Team**  
**Leading Teams**

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>



# 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
- Increase productivity
- Creation of an action plan for immediately increasing time mastery

## Assessment

Time Mastery Profile®

## Format

In-person: Full day

Virtual: 4 hours (two 2-hour modules)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input type="checkbox"/>



# 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

## Format

In-person: Full day

## See Also

**Teams and Trust**

Supported Competency Focus Area	
Self-Awareness	<input checked="" type="checkbox"/>
Relating	<input checked="" type="checkbox"/>
Thinking	<input type="checkbox"/>
Working	<input type="checkbox"/>
Leading	<input checked="" type="checkbox"/>
Teaming	<input checked="" type="checkbox"/>



# 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

## Assessment

Self-assessment (in workshop)

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input type="checkbox"/>
<b>Working</b>	<input type="checkbox"/>
<b>Leading</b>	<input type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>

## Format

In-person: Full or half day

Virtual: 4 hours (two 2-hour modules)



# Vision, Alignment, and Execution: The Work of Leaders

Based on the book, *The Work of Leaders*, by Julie Straw, Mark Scullard, Barry Davis, and Susie Kukkonen, this course uses best-practice research to teach leaders key skills to lead a group or organization to achieve business outcomes. This program provides a fundamental language and clear framework of the fundamental work of leaders: the process of creating a vision, building alignment around that vision, and championing execution of the vision.

## Objectives

- Explore the drivers and best practices of visioning, alignment, and execution in a leadership context
- Increase awareness about current visioning, alignment, and execution behaviors and practice the related skills
- Provide insight and receive insight from peers related to the process
- Create a vision and an action plan for gaining alignment and successful execution
- Define the role of champion and related behaviors

## 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

## Assessment

Everything DiSC Work of Leaders®

## Format

In-person: 1-4 days

<i>Supported Competency Focus Area</i>	
<b>Self-Awareness</b>	<input checked="" type="checkbox"/>
<b>Relating</b>	<input checked="" type="checkbox"/>
<b>Thinking</b>	<input checked="" type="checkbox"/>
<b>Working</b>	<input checked="" type="checkbox"/>
<b>Leading</b>	<input checked="" type="checkbox"/>
<b>Teaming</b>	<input checked="" type="checkbox"/>

