

## The TrainingFolks Approach

The importance of superior management, leadership and interpersonal skills are critical to both individual and organizational success. It is also critical to apply these skills in practical, real-life application that links to your organization's mission, vision, values, strategies and goals.

### Courses

Built around the principles of Adult Learning, our courses are interactive through individual and group involvement in the learning process. Our courses are developed through a rigorous and time-tested process that ensures every course is practical and relevant. Our development teams include subject matters experts in training design and industry specific expertise. Our courses are continually updated to ensure that you are learning the latest information for your topic.

### Facilitators

Our facilitators have industry specific experience and expertise .They provide real-life solutions and techniques to the challenges you face, based on the experience they've gained in the 'real world'. They are qualified as TrainingFolks facilitators only after completing a rigorous screening and engagement process.

### Critical Tools and Techniques

You'll be equipped to apply these tools and techniques the minute you return to work, as well as underlying knowledge of when and where to apply your new skills. Our facilitators are seasoned practitioners who share practical skills and techniques that they have applied with proven results over years of use. Your organization will reap the benefits of decades of expertise, delivered through intensive interactive classroom experience.

### Practical Application

Each TrainingFolks course is designed to help you acquire the practical skills you need – quickly and in depth. Our training is job focused, and you can apply your new skills as soon as you return to work.

### Retention

Our courses are interactive and solution focused to your reality. You are immersed in your subject matter through individual and group activities that significantly increase your understanding, retention and ability to apply new knowledge and concepts.

TrainingFolks offers professional development courses in Management Development, Business Skills, HR, and Customer Service.

We invite you to explore these professional development courses offered by TrainingFolks. You'll find our approach refreshing and practical, as we carry on the tradition of quality that has been the TrainingFolks hallmark since its inception.

Our reputation rests on the high degree of personal attention given to each client. As such, should a topic interest you, we invite you to contact us at 905-850-3986, to discuss how we may best work together.

Our dedicated TF client advisors can discuss your specific training requirements and your options and alternatives for addressing them.

#### In USA

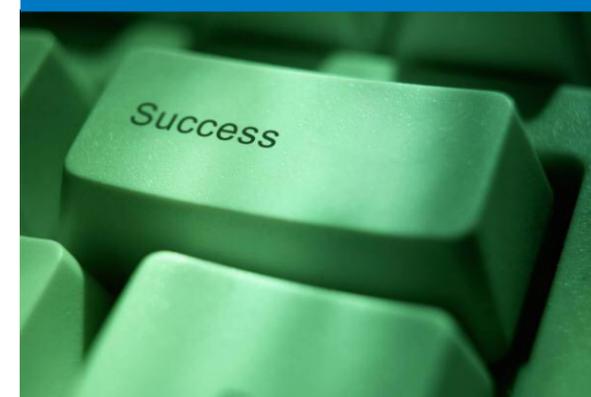
401 N. Tryon Street,  
10th Floor Charlotte,  
NC, USA 28202

(704) 998-5530  
(704) 998-5730 fax

#### In Canada

111 Zenway Blvd.  
Suite 33  
Woodbridge, Ontario  
Canada  
L4H 3H9

(905) 850-3986  
(905) 850-9866 fax  
(866) TR-FOLKS (87-  
36557)



# Leadership Development Catalogue

**Table of Contents**

**Leading Others**

- Building Relationships
- Coaching
- Effective Communication
- Conflict Management
- Facilitating Effective Meetings
- Preparing for and Giving an Effective Performance Review
- Performance Management
- Situational Approach to Leadership

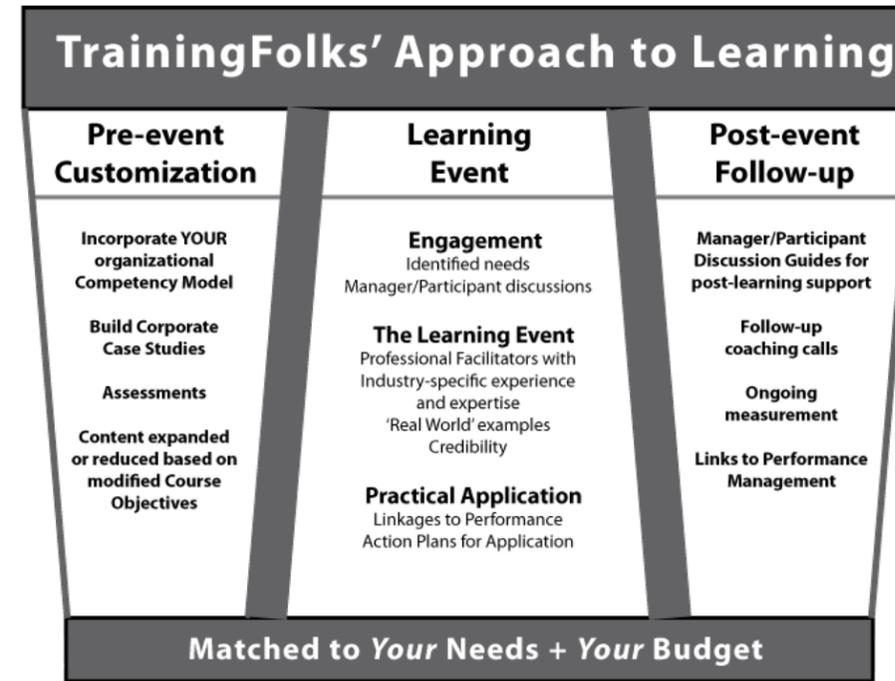
**Personal Leadership**

- Powerful Presentations
- Thinking with Innovation and Creativity
- Using Communication Styles to Impact Your Bottom Line

**Organizational/Business Leadership**

- Creating Leadership in Your Organization
- Change Management
  - Building Change Readiness
  - Leading Change
- Interviewing Skills
- Managing Paradigms
- Goal Setting
- Problem Solving
- Project Management

**Introducing TrainingFolks**



Your goal in investing in Leadership Development is achievement of business results. Our mission is to help you achieve those results. We work with you to analyze organizational needs and to develop customized solutions that will drive your business to measurably higher levels.

TrainingFolks works with you to design and implement leadership development initiatives that specifically address the challenges of your industry and the needs of your organization. Programs are designed to build capability to accelerate the achievement of your organization's mission, vision, values, strategies and goals. In addition, programs and developmental tools link with each other— like building blocks that fit together to achieve a powerful structure to achieve maximum impact on results.

Some organizations may benefit from the flexibility of building their leadership development program using a modular approach.

In this catalogue is a description of our Leadership Development courses. We can customize each session to meet your specific organizational needs and situation.

For added flexibility, these topics can be delivered in modules of half day to one, two or three day formats.

If you have a topic of interest that is not listed in this catalogue, please contact us.

## Building Relationships

This program will help participants identify the individual challenges and opportunities associated with building relationships. They will think about the different types of relationships at work – boss, subordinates, peers, other people in the workplace and understand what different people need and how people can mutually help each other.

### Key Topics:

- Identify the individual opportunities & challenges associated with building work relationships.
- Think about the different types of relationships at work – boss, subordinates, peers, and other people in the workplace.
- Understand what they need and how you can mutually help each other.
- Trying to understand what “the other guy is thinking and feeling,” and “walking in their shoes,” is a useful way of building greater empathy and connections with other people. Using empathy is helpful – not only as a humanistic and interpersonal process – but also as a way of being successful in the workplace – i.e. understanding multiple perspectives, listening, influencing outcomes, etc.
- Trust is fundamental to any relationship. Encourage participants to share experiences of “low trust” and “high trust” relationships

**Duration: 1/2 day**

## Coaching

This program introduces the role and importance that coaching plays in accomplishing company objectives. The participants develop applied coaching skills that will enhance understanding of the different forms of coaching and their specific application – for use with both direct reports and peers. The participant will also learn how to leverage time and resources more effectively on “Whom” and “How” to coach.

### Key Topics:

- Introduce the role and importance that coaching plays in accomplishing company objectives.
- Provide a forum in which past coaching experiences can be shared and discuss how to overcome the coaching challenges.
- Introduce a coaching process that can be used with both direct reports and peers.
- Provide an opportunity to model three high impact coaching skills.
- Leverage time and resources more effectively on “Who” and “How” to coach.
- Discuss and demonstrate motivational techniques and examine how different employees are motivated by different factors.

**Duration: 2 days**

## Effective Communications

Communicating with employees is sometimes the most difficult task for organizations to handle. Listening to your employees allows them to be part of the team and you will learn more than you’ve ever imagined. Communicating with your supervisor / boss is critical for ensuring that they articulate and communicate the company’s message and values so that you can in turn pass this on to your employees. Communicating with your customers (internal or external) and getting to know their needs are the ultimate challenge as the rapid pace of change continues.

### Key Topics:

- Identifying the differences to how we communicate versus how others communicate.
- Recognize the benefits to understanding the differences.
- Using this information back in the workplace.
- What needs to be taken into consideration when communicating with teams, peers, boss, customers.
- Identify the information with-held when a person isn’t listened to and how you could be encouraging this.
- Communicating to ensure clarity.

**Duration: 1 day**

## Conflict Management

Conflict hurts organizations in many ways, some very obvious and some hidden – and perhaps even more damaging. With tight deadlines, limited resources, high expectations and differing personalities, it’s easy for the members of a group or team to get caught up in conflict. But, for most groups, conflict is both preventable and resolvable. Yet many work-related groups operate with unresolved conflicts simmering beneath the surface. Even if such conflicts never come to the surface, they can still drain a group’s brilliance, creativity, productivity, and morale. A lack of harmony has many costs, whether we recognize them or not. This program is designed to assist managers/professionals with understanding conflict, recognizing what causes conflict and how to prevent or resolve it when it happens.

### Key Topics:

- Understand conflict as a strong, creative force for change when channeled and managed properly.
- Describe the factors contributing to conflict.
- Discuss the importance of using key communication skills to prevent conflict from even occurring.
- Learn the four key elements of a principled approach to negotiation, demonstrating, for example, an understanding of the differences between ‘interests’ and ‘positions’.
- Demonstrate an understanding of learned skills through the application of these skills in realistic role-plays and case situations relative to your organization.
- Describe and build a plan of action for how these skills can be applied to the individual workplace.

**Duration: 2 days**

## Facilitating Effective Meetings

Facilitating an effective meeting is a great way to get your message across to your audience while also displaying your creative personality. There is however, one obstacle that seems to stand in the way, the fact that speaking in front of people, even colleagues, can be a frightening experience, to the point that most people avoid them at all costs. Successfully facilitated meetings can have a positive influence on your team and their morale. This program will address both theory and practice of facilitating skills and planning the structure of an effective meeting using video recording and feedback.

### Key Topics:

- Principles of Adult Learning
- Why are people afraid or hesitant of facilitating meetings?
- How can we overcome these fears?
- What behaviors/practices does a shift supervisor need to demonstrate to have a successful meeting?
- Top '10' Fears
- Purposes for a Meeting
- Structuring a Successful Meeting
- Getting the Message Across
- Audio Visuals
- Skill Practice

**Duration: 1 day**

## Preparing and Giving an Effective Performance Review

Through this program, the participant will gain a higher level of comfort in preparing and conducting performance reviews. Performance Management is a collaborative, people-focused process to provide employees with feedback about their performance and provide managers with an effective toolkit to coach and support their team members in achieving the results and developing their potential.

### Key Topics:

- WHAT should you monitor?
- Tracking performance as it happens.
- What is a performance Review?
- Steps in a writing an effective performance review.
- Preparing for the review meeting.
- High Impact Performance Drivers.
- Conducting the meeting.
- Giving effective feedback.

**Duration: 1/2 day**

## Performance Management

This program familiarizes managers with performance management techniques and tools and increases their level of comfort in managing the performance for themselves and their team members. It explores the Performance Management Process, setting goals and expectations and coaching employees through it. They will be able to self-manage performance, development and career objectives. There will be practical application to gain a higher comfort level in preparing and conducting performance reviews.

### Key Topics:

- The Context for Performance Management
- Roles and Responsibilities
- Taking charge of your own Performance and Development
- The Performance Review
- Meeting your Development Needs
- Your Role as a Performance Manager
- Preparing for the Performance Review
- Conducting a Performance Review

**Duration: 1 day**

## Situational Approach to Leadership

This program is designed to help participants understand that part of their role as a leader and role model is to develop their people. Situational approach to leadership is a model based on the assumptions that different leadership styles must be applied to different people and to the same people in different situations. This program introduces participants to the main components of situational approach to leadership. The participants will be able to diagnose the level of development of their team members for different tasks or functions; offer flexible leadership styles to allow further development of competencies; and establish a partnership that will facilitate performance improvement. This program provides a structured process to facilitate on-the-job transfer of the skills acquired.

### Key Topics:

- Understand the basic Situational Approach to Leadership principles.
- Understand the 4 basic development levels.
- Learn how to apply the 4 levels to their specific people/tasks the leader supervises or manages.
- Understand the 4 basic Leadership Styles and the appropriate times to use them.
- Show how development needs and leadership styles need to be matched together.
- Reinforce the manager's responsibility for paying attention to the development needs of their team and using Situational Leadership principles to effectively manage them.

**Duration: 1 day**

## Powerful Presentations

This program introduces basic skills for making corporate presentations. The workshop balances new learning and skills practice, with focused feedback, which will enhance the presentation skills of the participants. The participants will be provided with useful tools and techniques to deliver effective presentations. They will be given a methodology for developing content of a presentation.

### Key Topics:

- Principles of Adult Learning (demonstration and discussion)
- Top 10 fears
- Techniques to overcome fear of 'Public Speaking'
- Purpose and Structure of a Presentation
- Introduction of a structured meeting template
- Getting the Message Across
- Skill Practice – Exercise with focus on Vocal and Visual components
- Visual Aids , including using PowerPoint for the presentation
- Audience challenges – how to handle the more common attendee behaviors
- Presentations – 5-8 minute presentations based on a variety of additional 'Presentation Skills' key points – focused feedback and evaluations provided at the end of each presentation.

**Duration: 1 day**

## Thinking with Innovation and Creativity

It is more important than ever that today's leaders become creative innovators to find areas for improvement to evolve the business and be skilled in helping their teams to do the same. This course will explore the ground-rules for innovation and creativity. It will build the participant's skills for generating, managing and applying ideas as well as expand their repertoire of creative problem solving tools and techniques. They will identify where to find good ideas and open mental blocks that prevent the emergence of new ideas.

### Key Topics:

- Creative problem-solving techniques and tools
- The Ground Rules of creative thinking
- There is a clear correlation between innovation and business results.
- Quantity counts around idea generation
- Power of multiple right answers.
- Brainstorming techniques
- Look at the impact personal attitude and motivation has on one's approach to creative problem solving which can lead to achieving results
- Introduce some problem solving tools for reframing problems and one's attitude
- Identify personal obstacles to creativity and innovation
- By getting in touch with those barriers to our personal creativity, we can be more aware of the triggers that limit our individual willingness to be creative and Positive.

**Duration: 2 days**

## Using Communicating Styles to Impact Your Bottom Line

It is more important than ever that today's leaders become creative innovators to find areas for improvement to evolve the businesses and be skilled in helping their teams to do the same by building trust and communicating a compelling vision. The truly great leaders help their teams understand the "big picture" of how their job function contributes to achievement of customer satisfaction, business results and ultimately the organization and team mission and vision by providing resources, feedback and coaching.

How leaders think and behave has an impact on achieving the above. There are specific differences between our individual preferences for the ways we would like to be and act, versus our external partners, peers and teams. There are also constraints the world and others in it impose on us in their expectations for our behaviour.

This program will introduce the participant to the Personal Style Preference Indicator. The participant will be enabled to identify and verify their personal style preference in taking in information and making decisions. There will be an increase in the effectiveness of their communications and team building based on their strengths and the style needs of others.

### Key Topics:

- Fundamental contribution a leader makes is in the quality of the conversations he/she has with other people.
- Powerful conversations enhance trust and commitment levels to the job, to the company.
- Our personal preferences are personal and neither good nor bad, they are just different.
- The diversity in our preferences both creates wholeness and creates the opportunity for misunderstanding.
- The completed Personal Style profile will give valuable insights into how to communicate more effectively with others.
- The onus is on us as individuals to improve our effectiveness in being understood by others.
- We do this by communicating in ways that work for them versus communicating in ways that are comfortable for us.
- Discuss how more satisfactory and productive relationships impact the achievement of bottom line results.

**Duration: 1/2 day**

## Creating Leadership in Your Organization

This program is designed to assist managers/professionals with defining and understanding their role as a Leader in their manager role. Key Leadership Competencies will be covered (or apply your own Leadership Competencies). Participants will navigate through the functions of being a leader, acquiring practical skills and techniques, linked to leadership competencies, to lead their teams to success.

### Key Topics:

- Help participants identify the individual challenges and opportunities associated with being a leader.
- Understand to differences between managing and leading the business.
- Identify what is High Performance.
- Begin to understand their personal competency strengths and areas of development.
- Identify individual challenges and opportunities associated with building relationships both vertical and horizontal – boss, subordinates, peers, and other departments.
- Start to think about group dynamics and group effectiveness.
- Better understand how the stages in a team's development influence performance.
- Identify and verify personal style preferences in taking in information and making decisions, while also recognizing the differences in others.
- Help participants identify the impact that underlying assumptions or paradigms have on leadership practices.
- Increase awareness of both positive and negative impact of current leadership paradigms.
- Formally identify learning and development objectives and create a Personal Development Map.

**Duration: 3 days**

## Building Change Readiness

Through this program, the participant will gain an understanding of change and how it impacts the way they work. There will be an appreciation of the importance of their leadership role in transforming the way they do business and using various change readiness tools provided to track site and team member readiness for change.

### Key Topics:

- What is change and how it occurs.
- How change affects the organization.
- Review the dynamics of change and the role that a leader plays, in managing change.
- Learn an approach for gradually improving business readiness in their work environment, the various tools provided to assess and track site/people readiness for change.
- How to evaluate overall effectiveness of change acceptance strategies.

**Duration: 1/2 day**

## Leading Change

This program reviews the challenges of leading change and overcoming resistance; including reviewing the tools and techniques for gaining commitment to change, building a case for change and leading the team through the change.

### Key Topics:

- The human dynamics of change and what makes it difficult.
- Building the case for change.
- Characterization of the Audience.
- Leader's role in mobilizing change.
- Phases of transition.

**Duration: 1/2 day**

## Interviewing Skills

This program will increase the success managers are having in hiring and selecting employees. This will be accomplished through establishing a clear interview process, while practicing good communication skills like questioning, listening and speech control. The activities that support the learning experience will be built around hands-on application of tools to plan and conduct interview sessions. The capstone of the course will include conducting an abbreviated interview practice session and receiving constructive peer feedback. Participants will refine their approach based on feedback and prepare a brief action plan for immediate on-the-job application.

### Key Topics:

- Advantages of strong selection decisions
- Internal and external recruitment methods
- Job analysis
- Hiring procedures within your organization
- Valuing diversity in the recruitment & selection process
- Skills analysis (technical and performance skills)
- Traits and behaviours
- Gaining behavioural examples
- Creating an effective interview
- Interviewing skills
- Assessing skills (rating candidates)
- Legal obligations

**Duration: 1 day**

### Managing Paradigms

This program will help participants identify the impact that their underlying assumptions or paradigms have on their leadership practices. There will be an increase to the awareness of both the positive and negative impact of current leadership paradigms and identify helpful and harmful paradigms to their effectiveness as a leader.

#### Key Topics:

- Paradigms have a huge impact on our decision making that we are not even consciously aware of.
- Paradigms are both positive and negative; they give us rules for making decisions and also blind us to the possibilities.
- If we want to change behaviors, ours or the people that will be working with us, we should pay attention to the powerful impact paradigms have on these behaviors.
- We all have the ability to change our paradigms.
- Push to really do things differently often comes from ‘outsiders’.

**Duration: 1/2 day**

### Goal Setting

This workshop will familiarize participants with the key elements of effective planning and SMARTS goal setting in order to maximize team results. They will assess the importance of proper planning to achieve set objectives.

#### Key Topics:

- Why planning ahead is essential to their results.
- The key sources of information that can help them maximize their results.
- Develop goal setting skills to set achievable goals that stretch their potential.
- Recognize the value of information and work relationships.
- Maximizing not compromising will help achieve goals.

**Duration: 1/2 day**

### Problem Solving

This program provides a critical thinking process for recognizing and for resolving work-related opportunities for improvement. Participants will learn how to assess problems and opportunities, solve problems, make and implement sound decisions. They will also develop necessary communication skills to build team commitment by learning how other people think and how to jointly develop common models for maximizing opportunities. This program provides a structured process to facilitate on-the-job transfer of the skills acquired.

#### Key Topics:

- Participants will learn about how to assess problems and opportunities, solve problems, make and implement sound decisions.
- They will also develop necessary communication skills to build team commitment by learning how other people think and how to jointly develop common models for maximizing opportunities.
- This program provides a structured process to facilitate and apply the Six Step Problem Solving process in a real-life scenario.
- Root cause analysis
- Problem Solving techniques
- Prioritizing problem situations
- Are able to reach a conclusion on a current problem impacting your business.
- Can enable the implementation of solutions.

**Duration: 2 days**

## Intro to Project Management

This introduction to Project Management workshop explores the basics of Project Management. Participants will gain an awareness of what a project is/is not and the Project Management process. They will also understand the roles and responsibilities of a project team and be able to participate in the typical stages of any project. It will also give the participants an opportunity to practice skills that will allow them to apply the terms, tools and methods used within the discipline.

### Key Topics:

- Understand what a Project is.
- The project life cycle.
- Roles, responsibilities and levels of involvement in a project.
- Understand the key concepts within Project Management.
- Give them tools and techniques to manage projects
  - o Project proposal
  - o What is a Work Break-down Structure and when to use it
  - o Critical path review
- Build their skills for managing and participating on projects.

**Duration: 1 day**

## Project Management Advanced

As projects are used mainly to create change within an organization, the role of the Project Manager has become increasingly important. The success of our business is tied directly with the ability of our Project Managers and their teams to deliver a quality project on time, on budget and within the parameters of the project charter. The participant will learn about the details of project management as it relates to project tools, process, team behaviors, concepts, and roles as defined by the PMBOK. (Project Management Body of Knowledge). The participant will leave with a solid understanding of the Project Management principles that are being used within their projects. This will enable them to become a more productive and valuable team member.

### Key Topics:

- Understanding Project Management
  - o Basic concepts
  - o What is project management?
  - o Managing projects in different Project Environments
  - o Common terminology
- The Complete Project Life Cycle
  - o Project Initiation/Definition
  - o Project Implementation
  - o Project Completion
- Project Organizational Structures
- Developing a Project Work Plan
- Risk Management
- Developing a Work Breakdown Structure
- Managing to Ensure Project quality
- Duration, Resources, Responsibility and Budget
- Relationships
- Developing and Optimizing a Schedule
- Managing the Project
- Human Resources Management
- Project Status updates and Reporting
- Project Completion

**Duration: 3 days**