



## Human Resources & Employee Development Workshops and Consulting Services

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*Enabling Effective Community and Workplace Learning and Leadership*

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## **Dynamic Directions Training & Consulting Inc.**

### **Company Profile**

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Dynamic Directions Training & Consulting Inc. (Dynamic Directions) is an Alberta-based privately owned company specializing in learning and leadership training and consulting services. Established in 1995 by the founder Bonnie Krawec, Dynamic Directions provides consulting and innovative learning solutions that incorporate accelerated and adult learning theory, methods, and techniques to make learning and training more effective, enjoyable and enlightening.

Bonnie Krawec, is an articulate, enthusiastic, creative and dynamic individual with progressive facilitation skills. Not only has Bonnie been active in the training and business world for more than 25 years, her experience is complimented by an education in the fields of management development, project management, and adult education with specialization in program planning, development, delivery best practices and learning theory.

Dynamic Directions focuses on providing learning and leadership training and consulting services that maximize return on investment while delivering the tools and materials to enhance performance by working closely with the client. Fundamental to this service is a belief in accelerated and adult learning techniques and methodologies based on principles that encompass the specific needs of adult learners within a workplace environment.

Kathy Norton, an associate with Dynamic Directions, is a certified presenter on Personality Dimensions<sup>®</sup>, which is a human relations tool based on leading-edge research into human motivation and behavior in people with different personalities or temperaments. Presented in an informative, interactive, self-discovery format, this is new, interactive human relations and communications model/process enhances the basic values of self esteem, dignity and self-worth. An understanding of temperament theory is invaluable in a wide range of applications including the Corporate World, Education, and Personal Growth.

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### **Services**

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Dynamic Directions assists clients with and provides:

- leadership and educational program development
- instructional design and development services
- delivery of workshops on a variety of topics
- train-the trainer instruction, development, coaching, and mentoring for:
  - course and program designers
  - instructors and facilitators
  - organizational leaders from front-line leaders to executives
- consultation on learning or leadership direction

Dynamic Directions has affiliations with the:

- American Society of Training and Development (ASTD)
- Project Management Institute (PMI)
- Canadian Association for the Study in Adult Education (CASAE)
- Work and Learning Network (WLN) at the University of Alberta

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## **Cox Mpoperi Wilson Education Consultants Inc.**

### **Company Profile**

CMW Inc. is a privately owned Alberta consultancy, headquartered in Edmonton, working to enable effective community and workplace learning. The incorporation of CMW in 2008 formalized the ongoing partnership and commitment to adult learning of Edrea Cox, Tariro Mpoperi and Dr. Ann Wilson. This team of Learning and Development professionals was formed in 2004 while working together to provide learning solutions to a large Alberta corporation.

The three principals present an integrated team with skill sets that serve the fulfillment of the complete learning and development cycle (e.g., ADDIE). Collectively, we have 35 years of directly related organizational learning and development experience to draw upon. We have Masters and PhD levels of academic knowledge in the field of Adult Education with specializations in Distance Learning and Educational Leadership.

At the core of our business, CMW seeks to help individuals within organizations achieve business results through customized learning opportunities and activities. Our strong commitment to good business and personal ethics as well as values underlies CMW's strategies and actions.

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### **Services**

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We assist organizations in all aspects of learning program development. We are notably experienced DACUM (Developing A Curriculum) facilitators, using DACUM job profiles and task analyses to form the basis of learning programs.

We also provide:

- Corporate learning strategy development
- Instructional design services
- Evaluation, audit or re-design of existing learning programs or courses
- Evaluation or audits of learning and development team approaches, structure and performance
- Mentorship to instructional designers, learning facilitators and educational leaders

Our future business plans include:

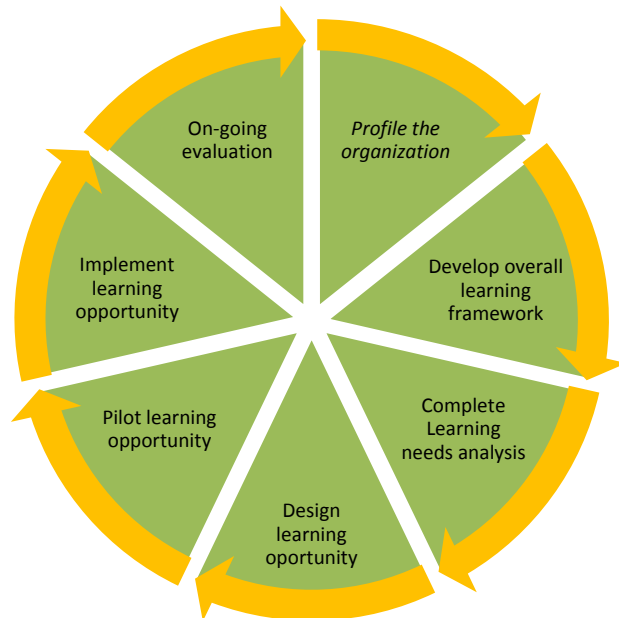
- Research projects that we hope will bring new insights to Learning and Development and Business professionals in the areas of business, personal ethics, and organizational culture.

## CONSULTANCY SERVICES

The consortium partners, Dynamic Directions and CMW Inc., have extensive experience in all aspects of the learning and development process from the planning phases, to delivery, through to evaluation and return on investment (ROI) realization. We have provided learning and development support in government, corporate, and post-secondary education settings.

Using DACUM (Developing A Curriculum) along with other processes, CMW Inc. facilitates needs analysis and content gathering in the development of learning programs. Additional DACUM applications support establishing a basis for performance management, work re-design, as well as job classification and recruitment efforts.

Dynamic Directions has considerable experience proposing, defining and facilitating the design and development of comprehensive performance and competency-based training programs in corporate and public sector work environments.



### 1. CREATE A PROFILE OF THE ORGANIZATION

- Identify culture and philosophy of group
- Identify specifics about the audience
- Identify business strategy – short and long term
- Identify vision, mission and values
- Performance management processes
- Identify resources available (e.g., technology, stakeholders, existing learning programs)
- ROI data already being captured and additional ROI data that may be required
- Perceived organizational issues and their root causes.

### 2. DEVELOP OVERALL LEARNING FRAMEWORK

- Develop learning strategy for use throughout the process to ensure project is controlled, and delivered on-time and on-budget. Included in strategy document:
  - Budget
  - Timelines for needs analysis, development, delivery and evaluation.
  - Description of project
  - Stakeholders
  - Project team members and their roles
  - Impact on affiliated groups
  - Steering committee
  - Tactics for navigating challenges, etc .
- Develop program marketing strategy, if required
- Develop sustainability strategy, as required
- Develop supporting communication strategy identify communications resources, if required.

### **3. COMPLETE LEARNING NEEDS ANALYSIS**

Utilize appropriate data gathering approach:

- DACUM
- Surveys, questionnaires
- Interviews
- Critical observation
- QA trends
- Performance metrics
- Benchmarking

### **4. DESIGN/DEVELOP LEARNING OPPORTUNITY**

- Identify learning outcomes/objectives
- Determine object of design
- Identify content: knowledge, skills and behaviours
- Based on content, culture and learning milieu – identify appropriate modalities (e.g., instructor-led classroom, synchronous eLearning, asynchronous eLearning, networking, self-directed, foraging, workshop, on-the-job etc.)
- Create curriculum outline
- Develop curriculum including all required student and instructor manuals and supporting materials.
- Conduct “formative” piloting to validate content, modalities and learning activities throughout development process, as needed

### **5. PILOT NEW LEARNING OPPORTUNITY**

- Summative – pilot course or program near completion of project, ahead of delivering to intended audience.
- Validate: accuracy of content, validity of learning outcomes/objectives, relevance to intended audience, effectiveness of learning activities, approaches and any supporting technology.

### **6. IMPLEMENT NEW LEARNING OPPORTUNITY**

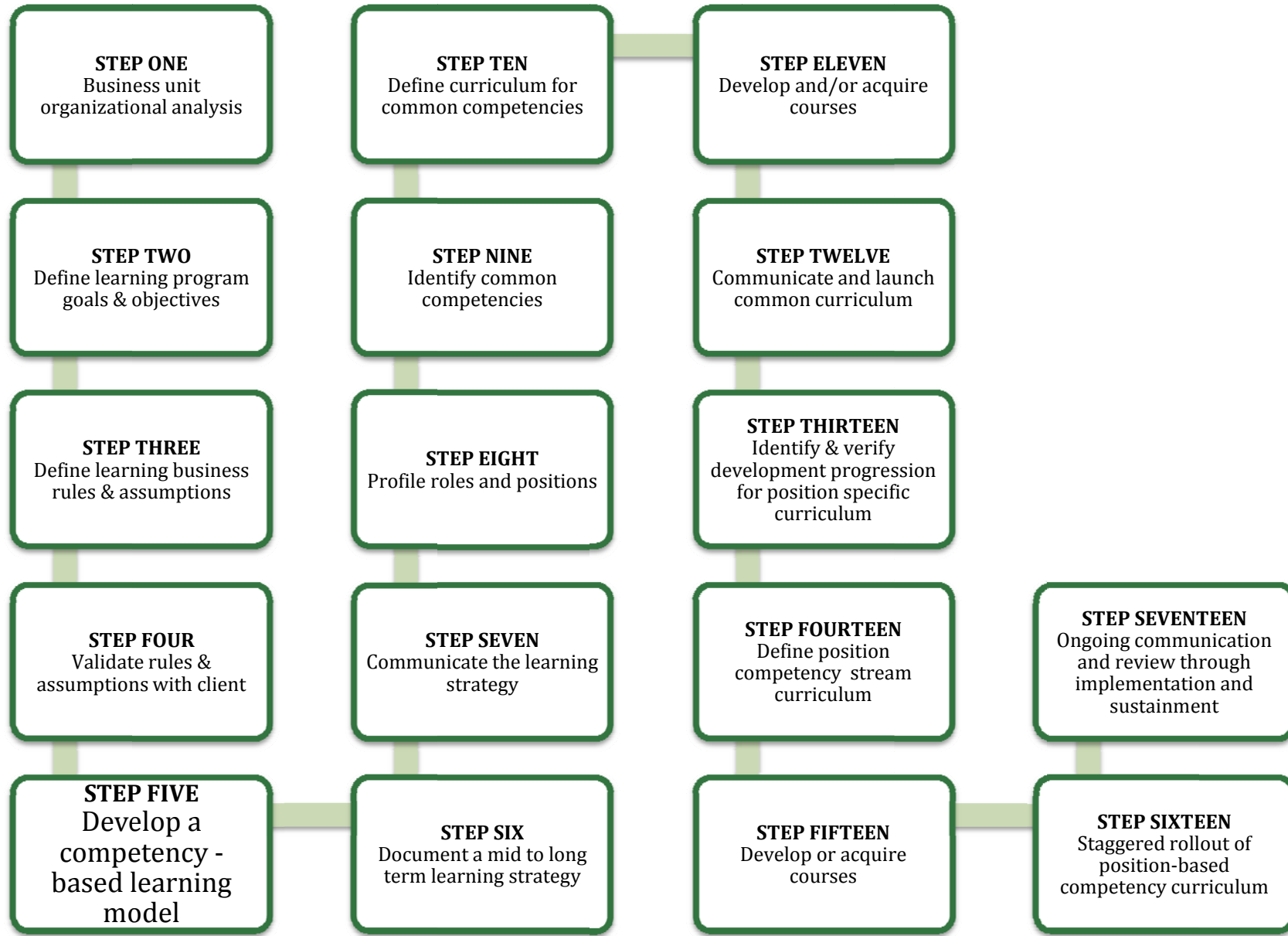
- Market new learning opportunity
- Manage registration processes
- Deliver based on modality
- Continuously monitor for improvements
- Conduct any required assessments (written, verbal, observations, hands-on equipment use etc.)
- Collect and reflect upon post-training feedback

### **7. POST LEARNING EVALUATION (ROI REALIZATION)**

- Conduct multi-level learning evaluation to ensure retention, identify increases in competencies, and achievement of intended goals
- Modify course materials as needed based on post learning evaluation
- Report to stakeholders
- Celebrate successes

SERVICES	EXPERIENCE
<b>Development and Implementation of new training initiatives</b>	Using the attached “ <b>Developing A Sustainable Learning Program</b> ” process we have developed over 10 learning programs. We have experience in the following industries, Oil and Gas, Financial, Utilities, and Government.
<b>Competency Based Model</b>	Learning is a process rather than an event; attached is an illustration of the components that make up our competency based learning model.
<b>Learning Business Rules</b>	We specialize in taking the components of competency based learning and defining the what, when, why, where, how, and for whom variables ; then delivering them in a way that is seamless for the learner.
<b>Competency Profiling</b>	We utilize the <b>Developing A CUrriculUM</b> (DACUM) model to profile operational units, roles, processes, etc. Attached is a template example we use to profile roles.
<b>Needs Analysis</b>	Among other tools, we utilize <b>Developing A CUrriculUM</b> (DACUM) to conduct needs analysis.
<b>Development of Learning Activities</b>	We are experts in developing technical and non-technical learning activities; courses, job aides, tasks, procedures, etc.
<b>Knowledge Management</b>	We work with information systems management professionals to provide our clients with on-demand learning tools to make job aides, tasks, manuals, policies, standards, etc. readily accessible to learners.
<b>Planned Strategy for Informal Learning</b>	With 80% of skills developed on the job, we encourage our clients to have a formalized or planned strategy to increase the efficiency of the informal learning process where learner learn from each other, from their experiences, from industry standards, etc.
<b>Evaluations</b>	<p>We provide both summative and formative evaluation services on:</p> <ul style="list-style-type: none"> <li>• learning activities that we develop</li> <li>• for activities or processes that our clients have developed</li> </ul> <p>We also provide our clients with a customized framework for a formalized on-the-job evaluating process. We have worked the process using an external assessor as well as a competent in-house assessor.</p>
<b>Support to Learning and Development Professionals</b>	We provide coaching and mentoring for clients and individuals new to the Learning and Development field.

### Developing a Sustainable Learning Program





## Components of a Competency Based Learning Program



## TEAM ENVIRONMENT SERIES

List of courses related to the series

- Art of Facilitation
- Communication Strategies
- Conflict to Resolution
- Dealing with Difficult Situations
- Decision Making & Problem Solving
- Group Dynamics
- Motivation Strategies
- Presentations - Design & Layout
- Team Synergies – building & sustaining

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### **Art of Facilitation**

#### ***Better Meetings, Working Sessions and Presentations<sup>(DD)</sup>***

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It is impossible to be part of an organization today and not attend meetings. Staff meetings, project meetings, planning and coordinating meetings—they all take time. There has been a growing realization that we have to pay attention to the process elements of meetings, if we want them to be effective. With its focus on asking rather than telling, and listening to build consensus, facilitation is the new leadership ideal, the core competency everybody needs. Managers and supervisors are often asked to facilitate rather than instruct or manage their meetings and training sessions. This workshop has been created to make core facilitation skills better understood and readily available for your organization. It represents materials and ideas that have been tested and refined over twenty years of active facilitation in all types of settings.

#### **LEARNING OUTCOMES**

*You will ...*

- *Distinguish facilitation from instruction and training.*
- *Identify the competencies linked to effective small group facilitation.*
- *Understand the different between content and process.*
- *Identify the four stages of team development and ways to help teams through each stage.*
- *Use common process tools to make meetings easier and more productive.*

#### **COMPETENCY AREAS**

*Communication, Organizational Effectiveness, Impact & Influence*

**DURATION:** 2 Days (with a three-week split between Day 1 and Day 2)

## Communication Strategies

### Individual and Workplace Challenges <sup>(DD)</sup>

This two-day workshop is designed to help improve communication interactions with and between individuals in the workplace, community or at home. Exploring the elements of communication helps reveal strategies for managing the communication interaction. Through interactive activities and simulations, the workshop gives participants the opportunity to improve critical communication skills of active listening, asking questions, and being aware of verbal, paraverbal and nonverbal messages. Along with essential communication strategies, the workshop provides participants with the opportunity to examine the middle ground between aggressive and passive interaction, and how to counter the manipulative communication tactics of difficult people.

#### LEARNING OUTCOMES

You will ...

- Identify common communication problems that may be holding you back
- Develop skills in asking questions that give you information you need
- Learn what your non-verbal messages are telling others
- Develop skills in listening actively and empathetically to others
- Learn how to firmly stand your ground and make your feelings heard
- Enhance your ability to handle difficult situations without being manipulated
- Be aware of the five types of relationships

#### COMPETENCY AREAS

Communication, Impact & Influence

**DURATION:** 2 Days

## From Conflict to Resolution

### Getting Beyond the Incident <sup>(DD)</sup>

This two-day workshop looks at what it means to move from conflict to resolution. By understanding conflict situations, being able to identify positive and negative conflict, and examining methods to deal with conflict effectively participants will be positioned to work in team environments more effectively, position themselves for positive life experiences and overcome difficult situations. Through interactive and experiential activities, participants will have an opportunity to explore techniques and methodologies for creating positive outcomes from conflict with individuals or situations.

#### LEARNING OUTCOMES

You will ...

- Discuss the types of conflict and stages of conflict
- Recognize factors that affect shifting a conflict from a negative impact to a positive solution
- Distinguish between the positive and negative impacts of conflict situations
- Examine the five most common resolution styles and the fit for different scenarios
- Practice how to increase positive information flow through non-verbal and verbal communication skills
- Practice some effective techniques for intervention
- Review how to strengthen staff trust and morale
- Develop personal skills necessary to resolve conflict
- Discuss how to be more confident of one's' ability to manage conflicts

#### COMPETENCY AREAS

Communication, Impact & Influence; Results Orientation; Leadership Skills

**DURATION:** 2 Days

## Dealing with Difficult Situations

*Working your Way to Y.E.A. (DD & CMW)*

We often face situations - small and large -that are difficult throughout the course of our everyday lives. In every situation, difficult or otherwise there are three main factors: ourselves (You), the environment we are in (Environment) and the actions we take to respond (Approach) – Y.E.A. Understanding ourselves in relation to our environment and then having an effective approach to diffusing and handling the situation is important to maintaining a positive workplace, community and home life. Having the skills necessary to effectively manage difficulty reduces stress and increases confidence which in turn contributes to an improved quality of life.

“Working your Way to Y.E.A. will provide practical ways to position you for positive life experiences and overcome difficult situations. Through interactive and experiential activities that are primarily focused on the workplace, participants will have an opportunity to explore typical circumstances leading up to difficult situations. Then participants will examine and practice techniques and methodologies for creating positive outcomes out of a difficult situation.

### LEARNING OUTCOMES

You will ...

- *Discuss the key aspects of ourselves that drive our reactions to difficult situations*
- *Review the role we play in the situation*
- *Identify types of difficult situations and people we commonly face*
- *Examine personality types and traits that could contribute to escalating an already complicated situation.*
- *Identify how you might become more reflective of your own role in creating or escalating situations*
- *Identify ways in which you can become more aware of the perspective of those you encounter at work, in your community or in your personal life.*
- *Examine the different environments we work and live in and its impact on our response to difficult situations*

- *Recognize the types of conflict, how conflict escalates and stages of conflict.*
- *Distinguish between the positive and negative impacts of difficult situations.*
- *Employ methods to shift from a difficult situation with a negative impact to a positive solution.*
- *Examine the five most common resolution styles and the fit for different scenarios.*
- *Increase your ability for positive information flow through non-verbal and verbal communication skills*
- *Practice effective techniques for diffusing a difficult situation*
- *Learn ways to strengthen trust and morale*
- *Develop personal skills necessary to be a positive solution to a difficult situation*
- *How to be more confident of one’s ability to interact inside a difficult situation*

### COMPETENCY AREAS

*Communication, Impact & Influence; Results Orientation; Leadership skills*

**DURATION:** 1 Day

## Decision Making & Problem Solving

### *Creatively Finding Solutions<sup>(DD)</sup>*

Why is it that some people find it easy to solve tough problems with simple solutions while others find this feat nearly impossible? You've no doubt looked at solutions to problems and said, "I should have thought of that." But you didn't. The answer is not just creativity, although that certainly helps. Rather, the power to find these creative solutions lies in our ability to search for and find facts that relate to the situation, and put them together in ways that work. As an individual, facts and knowledge can only go so far. By tapping into the knowledge of others (staff, colleagues, family, or friends), anyone can expand the range of solutions available. This two-day workshop will help you to do just that.

#### LEARNING OUTCOMES

You will ...

- *Increase awareness of problem solving steps and problem solving tools*
- *Distinguish root causes from symptoms to identify the right solution for the right problem*
- *Improve problem solving and decision making skills by identifying individual problem solving styles*
- *Think creatively and work towards creative solutions*
- *Recognize the top ten rules of good decision-making*

#### COMPETENCY AREAS

*Communication, Impact & Influence, Results Orientation, Organizational Effectiveness*

**DURATION:** 2 Days

## Group Dynamics

### *Leading from Within<sup>(DD)</sup>*

Your success as a manager, team leader, and team member often depends on how well your team operates. What are the teams' problem-solving skills? Are members and leadership enthusiastic and motivated to do their best? Does everyone work well together? There have been hundreds of studies demonstrating that human beings function better and learn better in groups. If you want to develop your team leadership skills and unleash your talent as a team member, this workshop is a practical look at current group dynamics and leadership practices that work.

#### LEARNING OUTCOMES

You will ...

- *Identify the different types of teams, your style and how to become a better team player*
- *Review two models of team development*
- *Influence the development of positive team norms*
- *Build teamwork by recognizing and tapping into the twelve characteristics of an effective team*
- *Apply the Gradients of Agreement to team interaction*
- *Recognize ways to build team trust and promote rapport by exploring your team player style and how it impacts group dynamics*
- *Be aware of the five types of relationships*
- *Recognize the key elements that move a team from involvement to empowerment and how to give these elements to your team.*
- *Develop strategies for dealing with team conflict and common situations.*
- *Understand how action planning and analysis tools can help your team perform better.*

#### COMPETENCY AREAS

*Communication, Organizational & Personal Effectiveness, Impact & Influence*

**DURATION:** Variable

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## Motivation Strategies

(DD)

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It's no secret. Employees who feel they are valued and recognized for the work they do are more motivated, responsible, and productive. This workshop will help supervisors and managers create a more dynamic, loyal, and energized workplace. It is designed specifically to help busy managers and supervisors understand what employees want, and to give them a starting point for creating champions.

### LEARNING OUTCOMES

You will ...

- *What motivation is*
- *Common motivational theories and how to apply them*
- *About the carrot, the whip, and the plant*
- *How fear and desire affect employee motivation*
- *Ways to create a motivational climate and design a motivating job*

### COMPETENCY AREAS

*Communication, Impact & Influence, Leadership Skills, Results Orientation*

**DURATION:** 1 Day

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## Presentations

*Design & Layout* (DD)

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Presentation Design is an introduction and practical guide to the principles of planning, designing and creating effective presentations. This 2-day workshop will enhance and develop your knowledge of effective planning and development, and use of presentation tools. The practical and hands-on features of this workshop will help you feel more comfortable using and designing for a variety of instructional and presentation situations. You will develop and deliver a mini-presentation that applies key features learned throughout the workshop.

### PREREQUISITE:

It is highly recommended that participants have completed the equivalent of a PowerPoint Introduction course or have significant experience using PowerPoint.

### LEARNING OUTCOMES

You will ...

- *Identify the advantages and disadvantages of various visual aid tools*
- *Develop an awareness of delivery design layouts and styles*
- *Examine the planning and organization of presentations*
- *Identify and practice visual design techniques*
- *Work through the process of developing a presentation based on design principles*
- *Create and share a mini-presentation that incorporates design principles using PowerPoint as the medium for delivery*

### COMPETENCY AREAS

*Communication, Organizational Effectiveness, Impact & Influence*

**DURATION:** 2 Days (with one-week split between Day 1 and Day 2)

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## Team Synergies - Building and Sustaining

### Experiential learning based delivery <sup>(DD)</sup>

Teams have become a principle building block of successful organizations. This one-day workshop is a basic course for team leaders and team members, designed to focus on the characteristics of an effective team player and the elements of an effective team. You will leave the workshop with plans for your personal development as a team player and ideas for developing your back-home team.

A critical element of this workshop is the Glen Parker Team Player Survey (PTPS), an 18 item self-assessment instrument that will help you identify your primary team player style, help you increase your personal effectiveness in team situations, and help you effectively develop your group into a high performing.

#### LEARNING OUTCOMES

You will ...

- Identify the different kinds of teams
- Examine how to develop team norms
- Review the Gradients of Agreement
- Recognize how to identify team player styles. ways to become a better team player; ways to build team trust
  - The PTPS will give you useful feedback about your team player style.
  - Identify ways you will want to change to improve your team player style.
- Look at models of team development
- Better understand and appreciate differences among team members.
- Build teamwork by recognizing and tapping into the twelve characteristics of an effective team.
- Promote trust and rapport by exploring your team player style and how it impacts on group dynamics.
- Recognize the key elements that move a team from involvement to empowerment and how to give these elements to your team.

- Identify those ways your team must improve to be more effective.
- Develop an action plan for those improvements.
- Develop strategies for dealing with team conflict and common situations.
- Understand how action planning and analysis tools can help your team perform better

#### COMPETENCY AREAS

Communication, Impact & Influence

**DURATION:** 3 Days

Variations of delivery and pricing are available upon request

## PERSONAL EFFECTIVENESS SERIES

List of courses related to the series

- Developing Personal Effectiveness
- Essential Business Etiquette
- Time & Stress Management

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### ***Developing Personal Effectiveness***

#### ***Values Clarification, Building Self Worth and Assertiveness<sup>(DD)</sup>***

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Being able to clearly identify your values and recognizing your self-worth is essential for confidence and success, and it all begins with you. Of all the judgments you make in life, none is as important as the one you make about yourself. Without some measure of values clarification and self-worth, life can be enormously painful. During this one-day workshop you will discover some simple value truths about yourself and techniques that dramatically change how you feel about yourself. You will learn how to recognize the importance of learning self-acceptance and nurturing your sense of self.

#### **LEARNING OUTCOMES**

*You will ...*

- *Investigate what values are, how they are formed, and criteria for assessing values*
- *Identify key values and apply a valuing process to key life areas*
- *Define what self esteem and worth is, its fundamentals and how we conceptualize self*
- *Learn how to create positive self-expectations and self-talk messages to build self-esteem*
- *Identify tools to help you be more assertive and connect with people*
- *Learn what the best response is for you at a given time – saying yes; saying no*

#### **COMPETENCY AREAS**

*Communication, Impact & Influence, Self management, Relationship building*

**DURATION:** 1 Day



## Essential Business Etiquette

(CMW)

In today's world, business demands more than keeping your nose to the grindstone and your ear to the ground. You need business savvy and the ability to establish yourself in a credible and respectful manner. A "faux pas" at the wrong time can damage your career. If you are newly appointed to a management position, or if you interact with people you don't know on a regular basis, this workshop can help you succeed. If you want to enhance and polish your business image, or if you just want to avoid feeling uncomfortable in the corporate world, this workshop will allow you to take a quantum leap forward in skill, sophistication, and confidence.

### LEARNING OUTCOMES

You will ...

- Discuss the need for business etiquette; as well as the link between ethics, personal values and business etiquette
- Discuss the art of "self branding"
- Discuss ways to quickly understand unwritten organizational norms
- Overcome the fear of embarrassment
- Demonstrate the five factors of a good handshake
- Practice the four keys to remembering names and making an influential first impression
- Demonstrate skill of small talk; key points of phone and e-mail manners
- Demonstrate communication styles to accommodate all generations
- Discuss the key concepts of social and emotional intelligence; drawing connections to workplace etiquette
- Discuss guidelines for appropriate business attire
- Participate in an experience to enhance your business dining etiquette
- Develop an action plan to improve personal professionalism

### COMPETENCY AREAS

Present a polished, professional, respectful, and authentic personal image in the workplace.

**DURATION:** 1 Day

## Time & Stress Management

Making the Most of Your Time <sup>(DD)</sup>

Today's workforce is experiencing job burnout and stress in epidemic proportions. Workers at all levels feel stressed out, insecure, and misunderstood. Many people feel the demands of the workplace, combined with the demands of home, have become too much to handle. This one day workshop explores the causes of such stress, and suggests general and specific stress management strategies that people can use every day.

### LEARNING OUTCOMES

You will ...

- Understand how stress can be positive and is an unavoidable part of everybody's life
- Recognize the symptoms that tell you when you have chronic stress overload
- Identify those situations in your life that cause you the greatest amount and add to your stress
- Manage your time as well as change the situations and actions that can be changed
- Deal better with timing, situations and actions that can't be changed
- Create an action plan for work, home, and play to help manage time needs, reduce and manage stress

### COMPETENCY AREAS

Communication, Impact & Influence; Personal development; Resource effectiveness, Time management

**DURATION:** 1 Day

## WORKPLACE EFFECTIVENESS SERIES

List of courses related to Workplace series

- Becoming an Effective “on the job” Competency Assessor
- DACUM Facilitations
- Embracing Workplace Diversity
- Essential Change-Ability
- Fostering an Ethical Culture in the Workplace

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### ***Becoming an Effective “on the job” Competency***

#### ***Assessor***

*(DD & CMW)*

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The purpose of completing an on-the-job competency assessment is to validate that incumbents in a given job role possess the knowledge, skills and behaviours needed to be successful. This information is used to mitigate risk (such as financial, regulatory or workplace safety) or to identify any existing skill gaps for individual development plans, learning programs etc.

Many organizations have identified the competencies required for the jobs or positions in their companies. However, very few organizations have an established framework or staff with the required skill set needed for completing competency assessments. Of those conducting assessments some organizations are doing so in an unstructured and informal manner. Structured and formalized on the job competency assessments play an integral role in managing safety, productivity, and performance.

This 2 day workshop will provide assessors with practical knowledge, skills, and attitudes to effectively conduct assessments that are reliable, valid, and fair. Participants will engage in highly interactive activities that will allow the facilitator to act the role of an assessor. This will allow for an authentic learning experience for the assessors or potential assessors. The assessment examples

used in this workshop will range from soft skills (e.g. customer service) to technical assessment (trades). Each participant will leave the workshop with customizable templates ranging from a framework for designing an on-the-job assessment program to evaluation templates.

#### **LEARNING OUTCOMES**

*You will ...*

- *Discuss the purpose of on the job assessments*
- *Discuss competency assessment as an integral component of training*
- *Discuss the influence increased regulatory requirements have on the ability of organizations to demonstrate competencies*
- *Discuss the importance of structured informal learning on the success of a competency-based program*
- *Discuss the influence of culture, organizational structure, and operational policies on the job assessment activities*
- *Discuss the pros and cons of using different methods of measuring competency (e.g., observation, simulations, and written.)*
- *Discuss the importance of reliability, validity, and fairness of assessments*
- *Develop measureable standards upon which assessment is based*
- *Define the role of an assessor*
- *Demonstrate the skills of an effective assessor*
- *Compare your personal attributes to those of an effective assessor; leadership, open minded, sound judgment, objectivity, ethical, diplomatic, observant, decisive, tenacious, and self-reliant*
- *Discuss the similarities and differences between an external and internal assessor*
- *Discuss the steps required to implement a successful competency program*
- *Document the results of an assessment in a neutral and factual manner*
- *Provide feedback in a positive and constructive manner*
- *Review aggregated assessment results and offer recommendation*

#### **COMPETENCY AREAS**

*Communication, Impact & Influence; Leadership skills*

**DURATION:** 2 Days

## DACUM Facilitation

*A job analysis tool* <sup>(CMW)</sup>

DACUM job profiles and task analyses provide a comprehensive body of information about a given job in a relatively short period of time. This information can be used to provide the basis for job-specific, competency-based learning programs, support job re-design efforts, provide a basis for performance management and support job classification processes.

### LEARNING OUTCOMES

You will ...

- *Plan a DACUM workshop*
- *Explain the DACUM process and philosophy*
- *Describe appropriate applications for DACUM*
- *Define DACUM terms*
- *Practice DACUM Facilitation techniques*

### COMPETENCY AREAS

*Communication, Impact & Influence; Leadership skills; Results Orientation*

**DURATION:** 3 Days

## Embracing Workplace Diversity

<sup>(CMW)</sup>

In the past ten years, the workforce has changed dramatically. More than ever, a workplace is a diverse collection of individuals proud of their age or generation, gender, sexual orientation, religion, ethnic background, and all the other components that make an individual unique. These diverse backgrounds allow for different perspectives which when embraced, give organizations a competitive advantage. Rather than focus on the challenges, this workshop comes from a positive side emphasizing the benefits of harnessing diversity.

### LEARNING OUTCOMES

You will ...

- *Define diversity and related terms*
- *Discuss the benefits of managing diversity in the workplace*
  - *Gain competitive advantage*
  - *Increase productivity*
  - *Increase social responsibility*
  - *Create a healthy work environment*
- *Discuss the major factors influencing diversity initiatives in the workplace; organizational culture and employee values*
- *Complete a self-awareness inventory to identify possible areas for improvement.*
- *Discuss generation gaps as a component of diversity*
- *Discuss the four cornerstones of diversity: knowledge, acceptance, understanding, behavior*
- *Use politically correct language such as the STOP technique*
- *Discuss ways of creating a culture of inclusiveness*

### COMPETENCY AREAS

*Communication, Organizational Effectiveness, Impact & Influence*

**DURATION:** 1 Day

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## Essential Change-Ability

### Change Management <sup>(CMW)</sup>

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Change, as the adage goes, is one of the constants in life. We experience change in our professional and personal lives in a variety of ways, whether we are relocating to a new city, involved in a corporate merger, re-branding or reorganization, impacted by changes to leadership, significant system or process changes or working through a son or daughter leaving home to attend university. Having capabilities to readily work through life changes by reframing resistance to it creates possibilities for minimizing the anxiety and discomfort frequently associated with significant change. Imagine being able to approach change from a position of strength and sense of control.

This one-day workshop will help you recognize your own change management style and provides you with some new tools to use to work through it more effectively. You will be asked to work through case studies, focused primarily on typical workplace changes, to help you recognize your particular change-related reactions and tendencies and then reframe your perspectives by implementing new change-ability skills.

### LEARNING OUTCOMES

You will ...

- *List the typical workplace changes faced in today's business climate*
- *Identify your natural tendencies when faced with an imminent and significant change*
- *Reflect on whether or not your initial reactions are appropriately proportionate with a given change*
- *Identify ways to approach change from practical and un-emotional points of view*
- *Reframe your perspectives on a given change so stress is reduced and your focus centers on positive aspects*
- *Analyze typical workplace changes for any anticipated difficulties so you can proactively plan how you will work through any challenges associated with the change*

- *Recognize that your reactions to change are primarily behavioral and that you can regain complete control over your responses*
- *Recognize there are opportunities for growth in any new life experience you may encounter*

### COMPETENCY AREAS

*Communication, Impact & Influence, Results Orientation, Leadership skills*

**DURATION:** 1 Day

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## ***Fostering an Ethical Culture in the Workplace***

(CMW)

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Ethics can be viewed in many dimensions and through many filters. Fostering an Ethical Culture in Your Workplace provides opportunities for you to examine your perceptions and enhance your ability to recognize ethical implications in situations. This workshop will help you define your ethical framework to make solving those ethical dilemmas easier. We'll look at some tools that can be used when faced with an ethical decision. And, we'll look at some techniques you can use so you don't get stuck in an ethical quandary. Best of all, the workshop is highly interactive. We'll look at a lot of case studies so that you can practice making decisions in a safe environment; engage in small and large group discussion; have opportunities for self-reflection and sharing of ideas; as well as time to practice application of various concepts using sample scenarios.

### **LEARNING OUTCOMES**

*You will ...*

- *Explain the difference between ethics and morals; as well as the value of ethics*
- *Explore Kohlberg's six stages of moral development*
- *Identify some of your values and moral principles*
- *Use philosophical approaches to ethical decisions*
- *Discern ways to improve ethics in your office and start developing an office code of ethics*
- *Identify ways to avoid ethical dilemmas*
- *Use tools to help you make better decisions*
- *Deal with common ethical dilemmas that arise with organizational policy, co-workers, clients and supervisors*

### **COMPETENCY AREAS**

*Personal self awareness, Decision Making, Problem Solving; Communication, Accountability, Influencing Others, Office Ethics Acumen*

**DURATION:** 1 Day

## LEADERSHIP SERIES

List of courses related to the Leadership series

Learning and Development for non-Learning and Development Managers

- Essential Learning and Development for Non-LD Managers
- Essential Finance for Non-Finance Managers
- Essential Human Resources for Non-Human Resources Managers

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### ***Essential Learning and Development for Non-LD***

#### ***Managers***

*(DD & CMW)*

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For managers in today's business world, it's essential to have a working knowledge of organizational Learning & Development. Frontline managers play a role in organizations' Learning & Development activities, whether they realize it or not. Learning does not occur only in formal settings, but throughout our working lives. This two day workshop will provide managers with an understanding of the basic concepts associated with how adults learn in the workplace along with how Learning & Development activities unfold within an organization. This new knowledge will provide managers with the knowledge they need to better support the development of people, succession planning activities and overall achievement of results for their company.

#### **LEARNING OUTCOMES**

*You will ...*

- *Define learning and development terminologies*
- *Explain the relationship between business goals and learning and development activities*

- *Discuss how increased regulatory requirements are shaping learning in organizations*
- *Explain the link between, pre-employments (e.g. job profiles, recruitment, etc.), during employment (e.g. orientation, performance management, etc.) and post employment (Exit interviews, etc.) activities*
- *Discuss how organizations' learning and development policies influence learning activities*
- *Describe the purpose of a learning and development strategy*
- *Outline key information to include in a learning a development business case*
- *Outline steps for developing and managing a learning and development budget*
- *Outline factors to consider when allocating learning and development dollars to employees in your team*
- *Outline factors to consider when hiring external learning and development resources*
- *Explain the importance and significance of a structured on the job training program*
- *Customize an on the job training framework to meet the needs of your organization.*
- *Enable structured informal learning within your organizations*
- *Evaluate the effectiveness of learning and development activities in your business unit*

**DURATION:** 2 Days

## Essential Human Resources for Non-Human Resources

### Managers

(CMW)

Human Resources (HR) is increasingly a function of frontline managers rather than the HR Corporate Office. Frontline managers are required to be able to handle key HR activities effectively and efficiently. We are in an era of increasing regulatory requirements, lawsuits, and competition to hire and retain competent employees. This workshop will walk frontline managers through key Human Resources activities; Human Resources strategic planning, skills inventory, hiring, retaining employees, diversity, generation gap, compensation, etc.

#### LEARNING OUTCOMES

You will ...

- Define Human Resources terminologies
- Gain a better understanding of the value of HR
- Explain the relationship between business goals and Human Resources activities
- Define Human Resources as an integrated aspect of operations activities
- Explain the link between, pre employments (e.g. job profiles, recruitment, etc.), during employment (e.g. orientation, performance management, etc.) and post employment (Exit interviews, etc.) activities
- Describe the purpose of an HR strategy for your business unit
- Describe components of an HR strategy
- Forecast Human Resources needs using the indexing and extrapolation tools
- Outline the benefits of conducting skills inventory
- Discuss the purpose of conducting a job analysis
- Outline different methods for developing job profiles
- Outline key components of a job description
- Discuss best practices for short listing and interviewing candidates
- Outline orientation activities that will set new employees to a good start
- Discuss ways of aligning training activities to business goals
- Outline best practices for conducting and managing performance reviews

- Discuss ways to making diversity work the advantage of any team
  - Explore organization strategies that overcome gap issues
  - Evaluate the need and effectiveness of recruiting, retention and succession plans in context of the generation gap
- Discuss best practices for meeting internal and external regulatory and policy requirements
- Discuss best practices for managing compensation and benefits activities
- Outline the benefits of conducting an exit interview

**DURATION:** 2 Days



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## **Essential Finance for Non-Finance Managers**

(CMW)

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For managers in today's business world, it's essential to have a working knowledge of finance. Frontline managers play a role in organizations' financial health, whether they realize it or not. Managers lacking training or a background in finance may be at a disadvantage around the management table. Understanding the cycle of finance will help line managers' figure out where they fit into your company's financial structure, and how to keep their department out of the red. This two day workshop will familiarize frontline managers with the key concepts of finance and accounting and help them prepare budgets with more confidence.

### **LEARNING OUTCOMES**

You will ...

- *Define Finance terminologies*
- *Explain the relationship between business goals and Finance processes*
- *Discuss the impact of increased financial regulatory requirements*
- *Discuss how financial activities must be integrated into day to day operational activities rather monthly, quarterly, and yearend activities*
- *Discuss the finance cycle; Strategic Planning, Budgeting and Operational Plans*
- *Identify frontline managers financial responsibilities associated with the financial cycle*
- *Interpret financial reports, including a profit and loss statement, an income statement, and a financial statement*
- *Develop a budget*
- *Discuss budgeting techniques; planning and control*
- *Use financial reports to proactively and reactively achieve business goals*

**DURATION:** 2 Days



## PROJECT MANAGEMENT SERIES

List of courses related to Project Managements Series

- Initiating the Project Planning Process
- Building an Effective Project Plan
- Managing the Implementation
- Microsoft Project – software training

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### **Microsoft Project**

*Versions 2000-2003-2007* <sup>(DD)</sup>

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Microsoft Project software is used to develop and track project activity. Learners in the MS Project workshops are introduced to and build skills using the software to create project plans, modify the plan, and track the project. Following is a partial list of topics included in the training:

- *Overview of project management theory and planning*
- *Developing a project schedule*
- *Creating a work breakdown structure*
- *Building a resource plan and schedule*
- *Modifying the plan for sequence, time restraints, resource conflicts*
- *Tracking project actual versus the baseline estimates*

#### **COMPETENCY AREAS**

Communication, Impact & Influence; Resource Effectiveness, Time Management, Project Management

**DURATION:** 2 Days

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### **Initiating the Project Planning Process**

*Course 1 of 3 in the PM Series* <sup>(DD)</sup>

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Project plan initiation is crucial to the successful development, implementation and closure of a project plan. Each of us deals with project at some level on a daily basis. By applying project management initiation principles to our practice we can make the initial planning stages more effective. Successful initiation and planning involves the development of a concise project proposal, terms of reference and getting the right people supporting and participating in the project.

#### **LEARNING OUTCOMES**

*You will ...*

- *Define the terms project and project management*
- *Identify benefits of projects*
- *Identify the phases of a project's life cycle*
- *Sell ideas and make presentations*
- *Prioritize projects*
- *Begin conceptualizing their project, including goals and vision statements*
- *Use a target chart and other planning tools*
- *Complete a Statement of Work*

#### **COMPETENCY AREAS**

Communication, Impact & Influence; Resource Effectiveness, Time Management

**DURATION:** 1 Day

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## **Building an Effective Project Plan**

*Course 2 of 3 in the PM Series <sup>(DD)</sup>*

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Successful project plans are built on the information we gather and how we convert it into a working roadmap for implementation. This workshop is intended for those who understand the conceptual phase of a project's life cycle, including setting goals, creating a vision statement, and creating the Statement of Work. This one-day workshop will take you through the steps involved in developing a project plan that is part of the project management planning stage.

Building a plan entails understanding the "soft" skills such as leadership, problem solving, influencing, communicating, and negotiating. Combining these with the practical "hard" skills such as work breakdown structures, task identification, scheduling and resourcing, will put you out in front. In this course you will learn about the fundamentals and stages of project management, and how to create an plan and environment for success.

### **LEARNING OUTCOMES**

*You will ...*

- *Map out a detailed plan to pull off a successful project*
- *Collaborate, build and use team power*
- *Prepare a project budget*
- *Modify the project budget and schedule to meet targets*
- *Identify how you plan to manage risks*
- *Prepare a final project plan*

### **COMPETENCY AREAS**

Results Orientations, Resource Management, Communication, Impact & Influence

**DURATION:** 1 Day

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## **Managing Implementation of your Project Plan**

*Course 3 of 3 in the PM Series <sup>(DD)</sup>*

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Once the project plan has been developed it is time to put the plan into action. Implementing and managing the detailed activities and all the people involved requires the skills of a master juggler. Project managers and team members are faced with time pressures, changing priorities, resource availability, and good ole Murphy! In this course you will enhance your planning skills and look at what it takes so the project scope is achieved through effective execution, control and closure.

### **LEARNING OUTCOMES**

*You will ...*

- *Examine key factors in executing, controlling and closing out the project phases and the plan*
- *Execute and terminate a project*
- *Evaluate what is necessary to ensure implementation stays on track*
- *Develop and manage a change control process*
- *Generate options when the unexpected or unplanned happens*
- *Determine how to maximize your own performance*
- *Discover ways to influence the team's performance for greater results*
- *Hone staff management skills*

### **COMPETENCY AREAS**

Results Orientations, Resource Management, Communication, Impact & Influence

**DURATION:** 1 Day

## PROGRAM PLANNING & COURSE DEVELOPMENT SERIES

### List of courses related to Program Planning Series

- Developing an Organizational Training Framework
- Program Needs Analysis
- Creating a Learning Framework and Knowledge Mapping
- Program Assessment

### List of courses related to Program Planning Series

- Strategies for Teaching and Learning (Overview of Course Development)
- Course Needs Analysis
- Course Planning for the Workplace
- Creative Training Strategies
- Instructional Techniques
- Advanced Skills for Teaching and Learning Strategies
- Evaluation and Assessment Methods

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### ***Developing an Organizational Training Framework***

(CMW & DD)

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Having an awareness of the organizational topography is the first step in developing a relevant training framework that is sustainable. This workshop will discuss the value of being rooted in the organization's culture, mission statement and values. Participants will also examine how factors, such as business plans, technology, and industry regulations, can impact the design of a sustainable training framework and what the return-on-investment needs are for a specific organization.

#### **LEARNING OUTCOMES**

*You will ...*

- *Define culture and philosophy of the group or organization*
- *Name specifics about the audience*
- *Outline a business strategy – short and long term*
- *Ascertain the vision, mission and values of the group or organization*
- *Performance management processes*
- *Identify resources available (e.g., technology, stakeholders, existing learning programs)*
- *Categorize ROI data already being captured and additional ROI data that may be required*
- *List perceived organizational issues and their root causes*

#### **COMPETENCY AREAS**

Organizational Planning, Results Orientation, Communication

**DURATION:** 1 Day

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## Program Needs Analysis

(CMW & DD)

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Subsequent to developing an organizational training framework, understanding the needs of the organization or group is essential when determining the outcomes for a training program. Participants will investigate various ways to define and identify needs, and determine appropriate methods of needs assessment for particular groups or organizations.

### LEARNING OUTCOMES

You will ...

- Review appropriate data gathering approaches
  - DACUM
  - Surveys, questionnaires
  - Interviews
  - Critical observation
  - QA trends
  - Performance metrics
  - Benchmarking
- Determine the best method for reporting needs analysis results

### COMPETENCY AREAS

Organizational Planning, Results Orientation, Communication

**DURATION:** 1 Day

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## Managing a Learning & Development Project

(CMW & DD)

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Managing learning and development projects draw on the principles of project management practice as it applies to the specific environment of learning and development. In this workshop participants will have an opportunity to review and discuss the elements pertinent to training within the life cycle of the project.

### LEARNING OUTCOMES

You will ...

- Consider how the elements of learning and development fit into the project life cycle phases of initiation, planning, managing, implementing and closing.
- Develop a learning strategy for use throughout the process to ensure the project is controlled, delivered on-time and on-budget.
- Identify facilitating process strategies for the project including:
  - a marketing strategy
  - a communication plan
  - organizational needs and resources
  - risk management plan
- Explain what a implementation and sustainability strategy needs to include

### COMPETENCY AREAS

Organizational Planning, Results Orientation, Communication

**DURATION:** 1 Day

*It is recommended that participants complete the Project Management Series or equivalencies prior to attending this workshop.*

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## **Program Assessment**

### **Realizing your Return-on-Investment** (CMW & DD)

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Once a training framework, needs analysis and learning & development project plan are in place, implementation follows. Program assessment ensures that sustainability and optimum return-on-investment is achieved with implementation. This workshop addresses how to match program assessment to the defined objectives of the program and what to do when modifications are required.

#### **LEARNING OUTCOMES**

*You will ...*

- *Review the elements of conducting a multi-level program evaluation to:*
  - *ensure retention*
  - *identify increases in competencies*
  - *determine the achievement of intended goals*
- *Identify when to modify program details based on program evaluation after implementation*
- *Report to stakeholders*
- *Celebrate successes*

#### **COMPETENCY AREAS**

Organizational Planning, Results Orientation, Communication

**DURATION:** 1 Day

## Strategies for Teaching and Learning

### OVERVIEW of Course Development <sup>(DD)</sup>

This practically oriented workshop provides individuals with a greater breadth and understanding of how adult education theory can inform and improve one's instructional practice. Understanding best practices in adult education is essential to good teaching. This course provides participants with an opportunity to develop and enhance their knowledge, skills and abilities with course planning, curriculum development, and delivery.

#### LEARNING OUTCOMES

You will ...

- Recognize and explain the importance of audience needs assessment
- Create clear and appropriate course goals and learning objectives
- Develop useful lesson plans and course content curriculum
- Describe the qualities of an effective adult educator and facilitator
- Describe how various learning styles influence how to best structure learning for adults
- Describe and apply the following elements of effective teaching:
  - creating a safe environment
  - effective questioning
  - conflict management
  - time management
  - modifying activities
  - presenting with audio visuals and other information technology
  - working with groups
  - leading discussions
- Determine appropriate ways of conducting assessment and evaluation

#### COMPETENCY AREAS

Results Orientation, Communication, Impact & Influence

**DURATION:** 4 Days (with two-week split between Days 1-2 and Days 3-4)

## Course Needs Analysis

(CMW & DD)

When it comes to developing training, what you want may not be what you need. This workshop will provide you with the skills and tools to determine a number of key variables in the course needs analysis process to ensure successful on-the-job performance.

Participants will investigate factors internal and external to the organization that defines the need for training, various ways to define and identify the needs of the target audience, and determine appropriate methods of needs assessment for course development.

#### LEARNING OUTCOMES

You will ...

- Analyze the factors internal and external to the organization as a means to confirm the need for course development
- Examine aspects of the needs assessment process
- Sort through the factors pertinent to the target audience
- Develop strategies for assessing needs

#### COMPETENCY AREAS

Results Orientation, Communication, Organizational Effectiveness

**DURATION:** 1 Day

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## Course Planning for the Workplace

*Programming for Learning Styles & Environment* (DD & CMW)

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Training is an essential element of development in any organization. Being knowledgeable and continuing to learn throughout your career can make you a very valuable asset. We also know that training and orientation for newly hired employees is a key factor in retention. This two-day workshop is designed for individuals who want to develop training programs that are meaningful, practical, and incorporate the learning styles for the benefit of course participants and the organizations they work for.

### LEARNING OUTCOMES

You will ...

- Describe the essential elements of a training program
- Apply different methodologies to program design
- Demonstrate skills in preparation, research, and delivery of strong content
- Explain an instructional model
  - What are learning styles; assessing your own style
  - What do learning styles have to do with program planning
- Be prepared to create a training program proposal

### COMPETENCY AREAS

Results Orientations, Communication, Impact & Influence

**DURATION:** 2 Days

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## Creative Training Strategies

(DD & CMW)

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Add pizzazz to your training courses. Most people have been at a party or some other social occasion where someone has told an inappropriate joke and ruined the mood (at least temporarily). Likewise, we've all been somewhere where the class clown is able to lighten the mood and help people have fun. The good news is that humor can help you make your training sessions just as engaging as those fun social occasions. Even better, you don't need to be the class clown or an award winning comedian to do it.

This one-day workshop will help you identify what kind of humor you can bring to the classroom, and how games can help you engage your participants. As well, participants will be exposed to various interactive techniques and be able to determine which methods are appropriate to make training fun and successful.

### LEARNING OUTCOMES

You will ...

- Examine various teaching and learning approaches
- Understand how training can include the use of humor and games
- Explore different types of games
- Identify methods to elicit participant buy-in
- Apply methods and principles for successful humor in adult learning
- Troubleshoot when games go badly
- Develop your own games

### COMPETENCY AREAS

Results Orientation, Communication, Impact & Influence

**DURATION:** 1 Day

## Instructional Techniques

(DD & CMW)

Deliver dynamic presentations and instruction every time. In this hands-on workshop, participants will design and deliver an instructional mini component using adult instructional theories and strategies. Some individuals become trainers because they are passionate about sharing their knowledge and helping people. Others become trainers because their employer asks them to get involved in mentoring, training, or coaching new or existing employees. Trainers also get started when they want to make some changes to their daily activities, but wish to continue contributing to a particular organization or industry. If you are thinking about becoming a trainer, or have started doing some training already and what to know more about what will help you to become an excellent trainer, this workshop will help. This two-day workshop is designed as an exploration of the essential skills that trainers need to develop, and to get you started on the learning process in an interactive and fun environment.

### LEARNING OUTCOMES

You will ...

- Plan for information overload, audience, planning cycle, models, format
- Review types of presenters, speaking aids, tips for great presenting, overcoming nerves
- Understand the essential background for trainers to have
- Explore how being genuine enhances training
- Identify the elements of good questions
- Understand how to apply listening skills
- Develop rapport building strategies
- Describe the essentials of presentation skills
- Perform a participant activity delivering a mini instructional piece

### COMPETENCY AREAS

Results Orientations, Communication, Impact & Influence

**DURATION:** 2 Days (with one-week split between Day 1 and Day 2)

## Advanced Skills for Teaching & Learning Strategies

Going Beyond the Practical Trainer <sup>(DD & CMW)</sup>

Behind every spectacular training session is a lot of preparation and meticulous attention to detail. The truly skilled trainer can make a program exciting. The learners will have fun while they are learning. The facilitator has been able to involve their emotions as well as their minds. You will see the involvement, and you will feel the energy.

To reach this stage as an adult educator isn't always easy, but success isn't just for the naturally gifted. It is possible for all of us who put effort into our personal growth and development, because we want the enormous satisfaction that comes from working with others to help them reach their potential as human beings. This three-day workshop is your start to that goal.

### LEARNING OUTCOMES

You will ...

- Enhance your understanding of learning styles & how to accommodate all learning styles in the classroom
- Understand the key principles of effective communication in a workshop setting
- Use a variety of training techniques to stimulate participation
- Develop a plan and prepare for an effective training session
- Understand the different levels of evaluation and when to use each
- Understand how and when to add fun and humor to your training session
- Identify advanced interventions for difficult situations
- Practice the skills needed for a team presentation

### COMPETENCY AREAS

Results Orientation, Communication, Impact & Influence

**DURATION:** 1 day



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## Course Evaluation & Assessment Methods

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(DD & CMW)

What is the true measurement of success? This workshop will look at the practice of course evaluation and assessment as an indicator for measuring learning. Participants will examine formal and informal evaluation methods, the levels of evaluation, variables that affect assessment, and apply various techniques to new or existing training courses.

### LEARNING OUTCOMES

You will ...

- *Discuss evaluation and assessment methods*
- *Review the levels of evaluation (reaction, learning, behavior, results, investment)*
- *Identify variables in evaluation and assessment*
- *Design evaluations and assessments*

### COMPETENCY AREAS

Results Orientation, Communication, Impact & Influence

**DURATION:** 1 Day

## Breakfast/ Lunch Seminar Series

The breakfast/lunch seminar series offers busy professionals a forum to:

- Discuss new trends and innovations
- Share experiences from their different organizations
- Supports ongoing lifelong learning
- Networking

List of courses related to Breakfast/ Lunch Seminar Series will be identified and scheduled by:

- drawing on content in comprehensive workshops
- current trends
- organizational needs

**DURATION:** 07:30 to 09:00 and 11.30 to 13:00

**DATES:** First Thursday of the month

**COST:** \$21.00

**LOCATION:** TBD