



Stage 2 - Engage

Note there are six seminars because two seminars account for 2 half-day sessions each, so that completes the series of 8.

1. Delegating with Purpose

Delegation is a critical skill for leaders in today's "do more with less" business environment. Fewer resources, changing motivations, virtual employees, and global workforces are just a few of the challenges leaders face as they attempt to meet ever-increasing workplace demands. In this course, leaders learn the skills they need to address these challenges, gain the commitment of team members, develop individual skills and abilities, and enhance the overall capability and capacity of their teams and, ultimately, the organization. Leaders learn to identify the tasks they need to delegate, select the most appropriate individuals, assess capabilities and commitment, and plan the delegation discussion. That discussion includes the level of decision-making authority, amount of support, and methods for monitoring progress and measuring results.

Learning Objectives

Upon completion of this seminar, participants will be able to:

- Achieve key business results by leveraging the entire team's abilities.
- Build the team's capabilities and capacity through developmental delegations.
- Free up time to focus on mission-critical responsibilities.
- Delegate with increased confidence.

2. Writing for Business Results

From writer to readers to results - each element in effective business writing helps create memorable and informative connections that lead to actions and the business at hand. We will review good writing skills, such as readability and flow factors. We will consider parallelism, voice, vocabulary, sentence structure, paragraph development, and document organization. We will practice collaborative writing and common messages such as inquiries, responses to complaints and compliance requests, and bad news. Additional topics include email management, ancillary elements of letters, and informal and formal reports and proposals.

Learning Objectives

Upon completion of this seminar, participants will be able to:

- Explain the nature of business and business writing within the changing context of business communication
- Apply the concepts of and the connection between the "Reader's Reality" and the "Writer's Agenda" for getting to the point
- Apply composition models for clarity and completeness in messages
- Use guidelines in practicing common business messages
- Explain the criteria for appropriate readability, mood, voice, tone, and formality
- Increase self-confidence in one's ability in solo or collaborative writing

3. Finance for Non-Financial Managers

In this course, you will learn the language of finance and accounting, how to read balance sheets and income statements; how to analyze retained earnings and cash flow statements, how to calculate key financial ratios, and more. This information packed workshop has been developed following the accelerated learning model of teaching adults. Interactive exercises, relevant examples, and attendee participation reinforce learning and keep the session interesting and fun.

Learning Objectives

Upon completion of this seminar, participants will be able to:

- Explain the role of accounting in the overall business process
- Define the language of finance and accounting including assets, liabilities, equity, expense, profit, and cash flow
- Differentiate between cash and accrual based accounting
- Identify the impact of various transactions on an organization's accounts
- Read and interpret a company's financial reports to determine its financial health
- Explain the statement of retained earnings and the cash flow statement
- Prepare a set of simple financial statements from a set of account balances
- Identify the key financial ratios and how to calculate each to determine liquidity, leverage, and profitability

4. Accelerating Business Decisions

In today's turbulent, fast-flowing business environment, individuals usually don't have the luxury of time when making decisions. You need people who can quickly size up the situation, identify the most workable and expedient course of action, and then act—often without having all the data or the time to consider every possible option. This course helps individuals accelerate the decision-making process, yet still make quality decisions in fast-paced environments with limited time and information. It also teaches them to identify their own and others' decision-making tendencies and understand how to balance them in situations requiring accelerated decisions.

Learning Objectives

Upon completion of this seminar, participants will be able to:

- More quickly evaluate possible solutions and make high-quality decisions when time is limited.
- Determine when an accelerated decision is appropriate and when a more analytical approach is needed.
- Accelerate the decisions they make.
- Use a consistent approach when facing rushed decisions in your organization.

5. Setting Goals and Reviewing Results

People are more engaged and strive for better results when they feel ownership of their work process and outcomes. Unfortunately, leaders fail to engage and reinforce this sense of ownership during performance management discussions. This course will show the positive effect of shifting the traditional role of planner and evaluator from the leader, to a shared responsibility between leader and employee. This shift builds employee ownership, and allows the leader to focus on coaching and developing throughout the performance cycle. Leaders will experience how to use effective (SMART) goals to help them and their employees track progress and fairly evaluate outcomes. A well-written performance plan is also a powerful tool for leaders to use when determining where to focus their development and coaching discussions with their employees.

Learning Objectives

Upon completion of this seminar, participants will be able to:

- Ensure direct reports take a more active role in managing their performance.
- Manage performance on an ongoing basis while working within the organization's time parameters for goal setting and performance reviews.
- Provide the ongoing coaching and feedback your direct reports need to achieve their goals.
- Increase your direct reports' confidence and commitment to their own success.

6. Motivation: From Theory to Application

Motivated people have a positive outlook, they're excited about what they're doing, and they know that they're investing their time in something that's truly worthwhile. In short, motivated people enjoy their jobs and perform well. All effective leaders want their organizations to be filled with people in this state of mind. That's why it's vital that you, as a leader and manager, keep your team feeling motivated and inspired.

Course outline

- Maslow's Hierarchy
- Defining Necessary Skills
- Who are You Working With?
- If You Were in Their Shoes...
- What is the Need or "Pain"?
- Factors of Motivating Others
- Key Elements of Motivation
- Traits of a Good Motivator
- Information Gathering
- Motivation in Creating Win-Win Outcomes
- Questioning – A Form of Communication
- Handling Objections