



## Stage 3 - Excel

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

### 1. Conversations to Inspire Performance

Performance management often can be approached as a top-down, evaluative process involving a stack of paperwork that's forced upon leaders and their direct reports—with little payoff for either person.

This course provides a new, uncomplicated approach to performance management. Instead of semiannual reviews driven by managers, this new process is about having regular, meaningful dialog. In these everyday conversations, leaders coach and develop, making the time they invest reap better performance and stronger relationships with their direct reports.

#### Learning Objectives

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

- Conduct everyday conversations that inspire their direct reports to achieve their personal best.
- Nurture workplace relationships and grow trust.
- Give feedback for improvement that's more comfortable for themselves and their direct reports.
- Convey clear expectations for what their direct reports should be achieving and how.
- Champion a conversation-based approach to managing performance within their organization.

### 2. Fraud: Red Flags & Risks in Business

Ex-cop and retired FBI agent, Michael Tabman, provides informative and entertaining true stories from 27 years in law enforcement. This course highlights the importance of risk management and internal controls in minimizing daily risks to your business. Gain insights to understand the socio-psychological issues that lead to crime, poor decision making and unethical behavior. By first identifying these risks, you can learn how to proactively manage them.

### 3. How to Transform Disagreement in Meetings

Meetings can dissolve into a mess of entangled opinions and injured feelings or sensibilities. Whether you are the meeting leader or a participant, you can use techniques that will defuse the confusion. Teams that function well embrace dispute and

conflict as a way to uncover the best decisions and plans of action. Once the team has navigated through the disagreement, members find commitment and trust on the other side. Learn strategies for transforming disagreement into agreement.

#### **4. HR Law for the Non-HR Manager**

This class explains why human resource issues are increasing the responsibilities of front-line managers rather than the HR department. Learn the basics of employment law including the fundamentals of hiring, performance appraisal, reward systems, and disciplinary systems, so that any manager -- regardless of his or her background or functional area -- can approach these parts of the job with confidence.

##### **Course outline**

Part I:

Review of Employment Laws and Regulations

- Title VII (harassment, transgender, disparate treatment, disparate impact and retaliation)
- Pregnancy Discrimination Act
- Age Discrimination in Employment Act
- Americans With Disabilities Act, Amendments Act
- Immigration Reform and Control Act
- Genetic Information Nondiscrimination Act
- Family and Medical Leave Act
- Fair Labor Standards Act
- National Labor Relations Act
- Reference Checks

Part II:

Breaking Down Barriers Through Awareness: Unconscious Bias

Because the dynamics of diversity continue to change, the phenomenon of “unconscious bias” has come to the forefront. In order to overcome these biases, we must first understand the roots of stereotypes and prejudice in our workplace and take steps to mitigate their effects on our daily decisions and actions.

#### **5. Increasing Your Emotional Intelligence**

The definition of emotional intelligence (E.I.) is the ability to identify, assess and control the emotions of oneself, of others, and of groups. This course will help develop your level of E.I., identify negative consequences of unmanaged emotions on your personal effectiveness, and increase your empathy and social skills. Practice techniques that achieve greater self-awareness, self-control and self-motivation. Learn the importance of E.I. on building good relationships, and increasing productivity.

##### **Learning objectives**

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

- List the criticality of emotional intelligence in work, life and relationships
- Raise personal awareness
- Positively reframe our perspective of people and situations in order to operate and adapt more positively
- Recover from negative experiences with people and situations more quickly
- Increase awareness of others and social situations
- Enhance working and personal relationships with others
- Build a mental mechanism of success in work, life and relationships for the future

## 6. Making Change Happen

We hold leaders responsible for the “breakthroughs” that will catapult the business forward despite increasing competition. But how can leaders lead change if they’re not ready for it or bought into it themselves? Leaders learn the ability to drive change by understanding the importance of stakeholders, multiple viewpoints, communication, and buy-in.

### Learning Objectives

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

- Develop their ability to drive change by understanding the importance of involving stakeholders, dealing with resistance, communicating, and building buy-in.
- Improve their understanding and ability to leverage insights from the Change Style Indicator® (CSI).
- Enhance their skills in leading and motivating others through organizational change initiatives.

## 7. Investigative Interviewing

Retired FBI Agent and former police officer will teach interviewing and investigative techniques that have been effective in investigations ranging from auto accidents to complex white-collar crimes. How to gather pertinent facts, assess credibility and prepare cogent and effective reports will be taught.

### Course outline

- Understanding the investigation process
- Interview preparation
- Nature of evidence
- Opening and closing the interview
- Notetaking
- Listening and Observing
- Mindset of the investigator
- Report Writing

## 8. Business Ethics and Leadership

What exactly makes a decision ethical? The problem with ethics is that what may seem morally right (or ethical) to one person may seem appalling to another. This workshop will not provide you with an easy way to solve every ethical decision you will ever have to make. It will, however, help you define your ethical framework to make solving those ethical dilemmas easier. We’ll also look at some tools that you can use when you’re 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.

### Learning objectives

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

- Differentiate between ethics & morals
- Summarize your personal values/principals & how they impact your decisions
- Explain the value of & need for ethics in business
- Discuss techniques to assist you when confronted with an ethical quandary