

Department of Labor
Whistleblower Protection Program
Training Catalog 2016



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Overview of Leadership Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
<u>Achieving Leadership Success through People</u>	Advanced		●	●
<u>Advanced Leadership Skills and Techniques</u>	Advanced		●	●
<u>Assertiveness Skills: Communicating with Authority & Impact</u>	Basic		●	●
<u>Assertiveness Training for Women in Business</u>	Intermediate		●	●
<u>Building and Sustaining Teams</u>	Intermediate		●	●
<u>Coaching from a Distance</u>	Intermediate		●	●
<u>Collaborative Leadership Skills</u>	Intermediate		●	●
<u>Communication Skills: Results through Collaboration</u>	Basic		●	●
<u>Decision Support for Finance Managers</u>	Basic		●	●
<u>Developing Team Creativity and Initiative</u>	Intermediate		●	●
<u>Developing Your Leadership Voice for Presence and Impact</u>	Basic		●	●
<u>Emotionally Intelligent Leadership</u>	Intermediate		●	●
<u>Engaging Leadership</u>	Intermediate		●	●
<u>Executive Presence for Women</u>	Intermediate		●	●
<u>Expanding Your Influence: Understanding the Psychology of Persuasion</u>	Intermediate		●	●
<u>High Impact Leadership: Expanding Your Influence</u>	Intermediate		●	●
<u>How to Coach a Virtual Team</u>	Intermediate		●	●
<u>How to Communicate with Diplomacy, Tact, and Credibility</u>	Basic		●	●
<u>Influence Skills: Getting Results without Direct Authority</u>	Basic		●	
<u>Interpersonal Skills: Developing Effective Relationships</u>	Intermediate		●	●
<u>Leadership and Management Skills for Non-Managers</u>	Basic		●	
<u>Leadership Development for Women</u>	Intermediate		●	●
<u>Leadership Skills and Techniques</u>	Intermediate		●	
<u>Leadership Strategies for Creating a Respectful Workplace</u>	Advanced		●	●
<u>Leading in a Diverse and Inclusive Culture</u>	Advanced		●	●
<u>Leading your Team to Success</u>	Intermediate		●	●
<u>Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure</u>	Intermediate		●	●
<u>Personal Skills for Professional Excellence</u>	Basic	●	●	
<u>Preparing for Leadership: What it Takes to Take the Lead</u>	Basic		●	●
<u>Project Leadership: Building Commitment through Superior Communication</u>	Intermediate		●	●
<u>Project Leadership: Building High-Performance Teams</u>	Intermediate		●	●
<u>Public Speaking: Compelling Speeches & Presentations</u>	Intermediate		●	●

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
<u>Situational Leadership Workshop</u>	Intermediate		●	●
<u>Strategic Agility and Resilience: Embracing Change to Drive Growth</u>	Advanced		●	●
<u>The Voice of Leadership: How Leaders Inspire, Influence, and Achieve Results</u>	Intermediate		●	●
<u>Sparking Innovation and Creativity</u>	Basic	●	●	

Overview of Management Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
<u>Assertiveness Training for Managers</u>	Intermediate			●
<u>Coaching Essentials for Managers</u>	Advanced			●
<u>Developing Executive Leadership</u>	Advanced			●
<u>Facilitating an Effective Strategic Planning Process</u>	Advanced			●
<u>Fundamentals of Strategic Planning</u>	Basic			●
<u>HR Essentials for Government Supervisors</u>	Intermediate			●
<u>Interpersonal Essentials for Supervisors</u>	Basic			●
<u>Leadership and Team Development for Managerial Success</u>	Intermediate			●
<u>Leadership Skills and Techniques for Supervisors</u>	Intermediate			●
<u>Management Skills</u>	Intermediate			●
<u>Strategic Execution: Getting it Done</u>	Advanced			●
<u>Strategic Planning</u>	Intermediate			●
<u>Strategic Thinking</u>	Intermediate			●
<u>Supervising Employee Performance</u>	Basic			●
<u>Achieving Success as a New Manager</u>	Intermediate			●
<u>Decision Making</u>	Advanced		●	●

Analytical

Analytic Training Course	Level	Group Leader	Manager	Individual Contributor/ Employee
<u>Advanced Tools and Techniques for Data Analysis</u>	Advanced		●	
<u>Analytical Thinking and Problem Solving</u>	Basic	●	●	
<u>Analytics Boot Camp</u>	Basic	●		
<u>Critical Thinking for Problem Solving</u>	Intermediate	●	●	
<u>Data Analysis and Modeling Techniques</u>	Advanced		●	

Analytic Training Course	Level	Group Leader	Manager	Individual Contributor/Employee
<u>Data Collection Techniques</u>	Intermediate	●	●	
<u>Decision Support: Building New Analytical Skills</u>	Intermediate		●	
<u>Essential Tools and Techniques for Data Analysis</u>	Intermediate	●		
<u>Evaluating and Presenting Analysis Results</u>	Intermediate		●	●
<u>How to Turn Data into Compelling Visual Presentation</u>	Basic		●	
<u>Improve Your Analytical Skill: Making Information Work for You</u>	Basic	●	●	

Overview of Communication Training Courses

NOTE: These courses have been identified by MSHA in their training program, however, they have not been mapped/linked into this document.

Training Course	Level	Individual Contributor/Employee	Group Leader	Manager
Interpersonal Communication: Communicating with Confidence				
Developing Effective Communication Skills				
Communication Skills and Project Management				
Interpersonal Communication: Targeting Your Message				
Interpersonal Communication: Communicating Assertively				
Individuals who want to develop or refresh their interpersonal communication skills				
Communication Skills and Project Management				
Telecommuting Basics: Communication Strategies for the Remote Employee				
Leading Teams: Fostering Effective Communication and Collaboration				
Strategies for Communicating with Tact and Diplomacy-				
Creativity: Developing and Communicating Ideas-				
Listening Essentials: Improving Your Listening Skills				
Listening with Skill- Online Course				
Communication Skills and Project Management				
Listening Essentials: The Basics of Listening-				
Interpersonal Communication: Being Approachable				
Higher Purpose Listening-				
Mechanics of Communicating Effectively				
Delivering a Difficult Message with Diplomacy and Tact				
Working with Difficult People: Identifying Difficult People				

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Final Exam: Interpersonal Communication				
Communicating during Difficult Times				

Overview of Persuasive Writing Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Business Writing: How to Write Clearly and Concisely				
Business Writing: Know Your Readers and Your Purpose				
Business Writing: Editing and Proofreading				
Written Communication				
Writing under Pressure: The Writing Process				
Business Grammar: The Mechanics of Writing				
Business Analysis Requirements Management and Communication				
Business Grammar: Working with Words				
Influence and Persuasion				
Writing for Technical Professionals: Effective Writing Techniques				

Overview of Analyzing Data Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Business Writing: How to Write Clearly and Concisely				
Business Writing: Know Your Readers and Your Purpose				
Business Writing: Editing and Proofreading				
Written Communication				
Writing under Pressure: The Writing Process				
Business Grammar: The Mechanics of Writing				
Business Analysis Requirements Management and Communication				
Business Grammar: Working with Words				
Influence and Persuasion				
Writing for Technical Professionals: Effective Writing Techniques				

Overview of Presentation Skills Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Basic Presentation Skills: Creating a Presentation				
Basic Presentation Skills: Planning a Presentation				
Basic Presentation Skills: Delivering a Presentation				
Public Speaking Strategies: Confident Public Speaking				
Public Speaking Strategies: Preparing Effective Speeches				
Generating Creative and Innovative Ideas: Enhancing Your Creativity				
Generating Creative and Innovative Ideas: Maximizing Team Creativity				
Basic Presentation Skills: Creating a Presentation				
Basic Presentation Skills: Planning a Presentation				
Basic Presentation Skills: Delivering a Presentation				
Generating Creative and Innovative Ideas: Verifying and Building on Ideas				
Executing Innovation				
Getting Ready to Present				
Creativity: Developing and Communicating Ideas				
Promoting Creative Thinking				
Leadership Essentials: Motivating Employees				
Leadership Essentials: Communicating Vision				
Leadership Essentials: Building Your Influence as a Leader				
Leadership Essentials: Leading with Emotional Intelligence				
Leadership Essentials: Leading Business Execution				
Leadership Essentials: Leading Innovation				
Leadership Essentials: Leading Change				
Leadership Essentials: Creating Your Own Leadership Development Plan				
Leading Outside the Organization				
Knowing When to Take Leadership Risks				
Wanted – Innovation Leaders				

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Crafting an Organizational Vision				
Facilitating Collaborative Processes				
Challenges of Facilitating				
Using Facilitation Skills as a Manager				
Essential Mentoring Techniques: Mentoring Fundamentals				
Essential Mentoring Techniques: Designing and Initiating Mentoring Programs				
Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships				
Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program				
Leadership Essentials: Leading Change				
Leadership Essentials: Creating Your Own Leadership Development Plan				
Leading Outside the Organization				
Knowing When to Take Leadership Risks				
Wanted – Innovation Leaders				
Crafting an Organizational Vision				
Facilitating Collaborative Processes				

Overview of Problem Solving Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Critical Thinking Essentials: What is Critical Thinking				
Critical Thinking Essentials: Applying Critical Thinking Skills				
Uncovering the Root Problem				
Anticipating and Solving Problems as a Project Champion				
Turning Problems Around with Reverse Brainstorming				
Problem Solving: Process, Tools, and Techniques				
Problem Solving and Process Management Tools				
Problem Solving and Decision Making				

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Playing the Devil's Advocate in Decision Making				

Overview of Teamwork Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Leading Teams: Launching a Successful Team				
Leading Teams: Establishing Goals, Roles, and Guidelines				
Leading Teams: Developing the Team and its Culture				
Leading Teams: Building Trust and Commitment				
Leading Teams: Fostering Effective Communication and Collaboration				
Leading Teams: Motivating and Optimizing Performance				
Leading Teams: Dealing with Conflict				
Leading Teams: Managing Virtual Teams				
Using Feedback to Improve Team Performance				
Being an Effect Team Member				
Elements of a Cohesive Team				
Support Your Leader				
Developing Self Sufficient Teams				
Choosing the Right Team Culture				
Managing Communications in a Virtual Team				
Building and Leading Teams				
Meeting Team Performance Challenges				

Overview of Working with Others Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Working with Difficult People: Identifying Difficult People				
Working with Difficult People : How to Work with Manipulative People				

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Workplace Conflict: Recognizing and Responding to Conflict				
Workplace Conflict: Strategies for Resolving Conflicts				
Personal Conflict Styles				
Leading Teams: Motivating and Optimizing Performance				
Leading Teams: Dealing with Conflict				
Leading Teams: Managing Virtual Teams				
Coping with Aggressive Behavior in the Workplace				
Blame Backfires – Conquer Negative Thinking				
Reacting to Coworkers Who Try Taking Advantage				
Improving Communication in Cross-cultural Relationships				
Communicating with a Cross-cultural Audience				
The Value of Peer Relationships				
Building Peer Relationships				
Building Better Relationships through Understanding				
Developing Strategic Peer Relationships in Your Organization				
Forming Peer Relationships and Alliances at Work				
Peer Political Styles				
Managing Conflict				
Engaging Top Performers				
Coping with Accusations in the Workplace				
Manager to Manager Conflict				

Overview of Constructive Feedback Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Giving Feedback				

Giving Appropriate Feedback
Giving Constructive Criticism
Receiving Feedback and Criticism
Criticism in Context-

Overview of Difficult Conversations Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Having Difficult Conversations Effectively				
Customer Service: Difficult Conversations – Instructor-led Course				
Preparing for a Difficult Conversation				
Having a Difficult Conversation				
Delivering a Difficult Message with Diplomacy and Tact				

Overview of Working with Difficult Customers Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Working with Difficult People: How to Work with Aggressive People				
Conflict Management: Creating Constructive Conversations in the Workplace– Instructor-led Course				
Handling Difficult Questions as a Presenter				

Leadership Courses

Achieving Leadership Success Through People, (A)

Lead more effectively by creating rapport, synergy and two-way trust. The most successful leaders are those with the best people skills, especially during the most difficult circumstances. Poor communication and interpersonal relationships routinely thwart leaders who are otherwise technically competent. In order to succeed, leaders must be fully engaged with the individuals who make up their organization. Focusing skill-by-skill on P.E.O.P.L.E. (Professionalism, Empathy, Optimism, Partnering, Loyalty and Empowering) this seminar can help anyone in a position of leadership to better demonstrate caring as well as courage, and to use a P.E.O.P.L.E. approach to achieve maximum results.

Objectives/Learning Outcomes:

- Understand the components of professionalism and the importance of setting a good example
- Coach and develop your direct reports/colleagues to be more hopeful and empathetic as they develop greater professionalism
- Create genuine partnerships and unity with, and among, direct reports/colleagues
- Be more optimistic through reframing, resilience and positive language skills
- Learn and apply the components of loyalty to create "loyal followership"
- Trust and empower your direct reports/colleagues more

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Advanced Leadership Skills and Techniques, (A)

This course is designed to assist individuals in enhancing and sharpening their existing leadership skills. Participants will learn to develop a strong leadership presence, apply emotional intelligence (EI) competencies, demonstrate flexibility in their leadership approach, develop the leadership potential of a team, and make ethical decisions. Through self-assessments, practical group exercises, and discussions, participants will have the opportunity to apply learned strategies to different individual, team, and organizational situations.

Objectives/Learning Outcomes:

- Develop a strong leadership presence
- Apply emotional intelligence (EI) competencies to enhance individual, team, and organizational performance
- Demonstrate flexibility in leadership approach to maximize effectiveness
- Develop the leadership potential of a team
- Strengthen a team's leadership role in an organization
- Solve ethical dilemmas

Suggested Prerequisites:

Building and Sustaining Teams

Leadership Skills and Techniques

Link(s) to Training:

Management Concepts

Assertiveness Skills: Communicating with Authority & Impact, (B)

This course will help you gain self-awareness of your attitudes and behavior patterns that promote or hinder assertive behavior. Through video demonstrations, role-playing activities, journaling, skill development and workshops, you increase your ability to get work done using proven techniques.

Objectives/Learning Outcomes:

- Demonstrate and model assertive behavior for win-win outcomes
- Gain self-awareness of your attitudes, behavior patterns and habits
- Develop a positive, proactive response to difficult behaviors
- Exhibit confidence in your ability to address challenging situations
- Enhance your skill set with proven tactics

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

American Management Association

Assertiveness Training for Women in Business, (I)

AMA's assertiveness training for women gives you the opportunity to practice fundamental assertiveness skills and to share your concerns with other women in a supportive and encouraging learning environment. You'll assess your leadership style and then apply the new skills and tools you learn directly to one of your own challenges, receive feedback, and refine your skills through videotaped practice. Return to work with a complete and flexible plan for achieving the kind of assertiveness your position demands.

Objectives/Learning Outcomes:

- Recognize the characteristics of the four assertiveness styles
- Assess your individual assertiveness style and its effectiveness
- Demonstrate assertiveness techniques using supportive communication behaviors
- Develop an action plan to overcome at least two personal obstacles to assertiveness
- Learn how to capitalize on the strengths of your leadership style—and minimize weaknesses
- Flex your leadership style preference to interact most effectively and assertively with others
- Incorporate assertiveness techniques into everyday practices

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

SkillPath

Building and Sustaining Teams, (I)

This highly experiential and interactive course excites, challenges, and guides leaders through a series of exercises that help them build high-performing teams and sustain team excellence. Through analysis of critical workplace issues, the course transforms participants who want to think, problem-solve, innovate, and find support in order to help their organizations build high-performing teams. Participants discuss previous teaming experiences, engage in practices they can use to promote successful teaming experiences in their own organizations, and evaluate the strategies they currently use to help their teams accomplish their objectives. Participants also gain insight into their own preferences around team dynamics and engage in exciting experiences that help them shift the way they lead their teams.

Objectives/Learning Outcomes:

- Identify the criteria for high performance
- Develop strategies to build trust with and among team members
- Establish effective communication standards before initiating collaborative efforts
- Leverage the skills of your team members to align the team for high performance
- Develop strategies to bring your team to a state of high performance
- Manage challenging issues to sustain high performance
- Apply lessons learned to a hypothetical scenario and develop an action plan for achieving high performance

Suggested Prerequisites:

- Leadership and Management Skills for Non-Managers
- Leadership Skills and Techniques
- Interpersonal Skills: Developing Effective Relationships

Link(s) to Training:

Management Concepts

Coaching From a Distance: Developing Your Team When You Can't Be Face to Face (I)

Successful coaching is challenging and rewarding—but coaching remotely or in a virtual environment demands all-new rules. The countless ways in which professionals now communicate means business can be conducted almost anywhere. This has introduced the element of distance (both real and virtual) between coach and subject. Coaching skills that once worked so effectively face-to-face won't get the job done today. For a remote or virtual environment, coaches must develop an entirely new battery of skills—from innovative ways of listening to new measures of coaching success. This new Live Online Seminar covers it all in four dynamic lessons, with a sharp focus on skill-building and modeling techniques that will enable coaches to move their teams to the next level of professional development regardless of distance.

Objectives/Learning Outcomes:

- Diagnose the specific kind of coaching that the situation requires
- Provide coaching directed toward development, career planning and performance management
- Develop critical listening skills—to “hear between the lines”
- Make the right connections to foster cohesion and teamwork
- Execute your strategy with the appropriate set of tools and techniques
- Compensate for lack of “face time” and visual cues

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Collaborative Leadership Skills, (I)

Developing essential collaborative skills to build team commitment with collaborative leadership training to enhance team commitment and individual performance. This seminar will give you the skills to be an adaptive manager, someone who can create clarity, vision and build mutual trust with your team and other departments. It will show you how to inspire optimal performance from team members and help bring out their strongest talents.

Objectives/Learning Outcomes:

- Become more effective by enabling each team member to share ideas and generate solutions
- Remove roadblocks that prevent employees from doing their best work
- Enhance team creativity and involvement without expensive programs or initiatives
- Differentiate yourself and become more influential in your organization
- Help increase employee retention and engagement
- Develop a mindset that can increase your innovation skills and produce new ideas
- Provide greater opportunities for employees to own and implement their ideas
- Reduce performance issues by increasing employee involvement and leadership skills

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Communication Skills: Results through Collaboration, (B)

Through interactive workshops, self-assessments, role-playing activities and video simulations, you gain practical experience initiating and responding to various forms of communication. You will also learn to handle situations based on a flexible, genuine and self-confident approach.

Objectives/Learning Outcomes:

- Build collaborative relationships that emphasize trust and respect
- Communicate effectively using simple and concise language
- Enhance listening skills to anticipate and avoid misunderstandings
- Foster cross-cultural understanding in your workplace
- Eliminate communication roadblocks
- Focus on nonverbal cues

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree
SkillPath

Decision Support for Financial Managers, (B)

This course provides students with the foundational knowledge and skills needed to recognize an issue in their environment and translate both the empirical and qualitative data into well-constructed courses of action. Students will learn how to identify both financial and nonfinancial factors associated with each alternative, and provide evidence-based recommendations to the decision-maker. Students will apply the knowledge and tools presented in the course through interactive case studies to strengthen their understanding of decision support fundamentals.

Objectives/Learning Outcomes:

- Develop a foundational understanding of evidence-based decision support
- Comprehend and apply a four-step decision support model
- Identify the objectives of a decision
- Apply brainstorming and other decision theory techniques appropriately
- Identify, comprehend, and translate the decision-maker's intent into action
- Apply "mix-method" research tools for value-added decision support
- Understand and mitigate risks associated with decision support analysis
- Communicate recommendations effectively

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Developing Team Creativity and Initiative, (I)

Surveys show that 80% of company ideas come from teams working in the field who are in contact with clients, suppliers and partners. These front-facing team members are in a position to identify problems, find solutions and suggest new ways of obtaining sustainable growth. Managers who succeed in today's age of knowledge and complexity have gained the know-how to leverage this incredible resource.

In this course, developed in conjunction with Isaac Getz, professor at the ESCP-EAP (School of Management for Europe), associate professor at Stanford University and one of the world's leading specialists in innovation and creativity, you will discover how to set up a framework for encouraging ideas, much like those for cutting costs or managing quality.

Objectives/Learning Outcomes:

- Encourage the emergence of ideas and implement them to increase your team's performance
- Enhance your team's ability to be self-directed
- Become a facilitator who enables others to develop their potential
- Manage ideas as a way to leverage motivation
- Save time and free up more energy
- Increase your team's self-sufficiency, adaptability and ability to react quickly
- Unleash your team's potential for innovation

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Developing Your Leadership Voice for Presence and Impact, (B)

You learn to develop your authentic leadership voice and the confidence to lead in daily situations and during periods of change. You also learn techniques for engaging, inspiring and motivating others; handling challenging conversations; and achieving greater success.

Objectives/Learning Outcomes:

- Adopt a strategic process and a framework for leading change
- Communicate effectively to successfully implement change
- Apply a strategic approach to communication and planning
- Inspire and motivate others to support change
- Skillfully handle challenging situations
- Evaluating your current personal communication areas for growth
- Discovering personal factors that affect communications outcomes
- Practicing organizational change stories to connect with stakeholders
- Crafting effective messages
- Evaluating stakeholders to customize your communications strategy
- Identifying best practices to lead and sustain change

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

Emotionally Intelligent Leadership, (I)

This course links emotional intelligence to practical leadership behaviors. In this course, leaders assess the emotional competence of their leadership behaviors and identify ways they can increase their emotional intelligence when leading others. The course starts with a series of guided reflections and takes participants through a series of emotionally charged situations through which they develop a greater understanding of emotionally competent leadership behaviors. At the end of each module, participants complete incremental action plans that evaluate the effectiveness of the techniques they used and identify specific workplace situations in which they can integrate emotionally intelligent leadership practices.

Objectives/Learning Outcomes:

- Explain the value of emotional intelligence for leaders in the modern workplace
- Describe the impact of your emotional intelligence on your leadership behaviors and decision making processes
- Identify key characteristics of an emotionally intelligent leader
- Respond to emotionally charged situations in an emotionally competent manner
- Demonstrate emotionally intelligent leadership behaviors when leading others
- Promote emotionally intelligent leadership behaviors throughout your organization

Suggested Prerequisites:

Leadership Skills and Techniques

Link(s) to Training:

Management Concepts

Learning Tree

Engaging Leadership, (I)

Based on the fast-selling book, *The Cornerstones of Engaging Leadership*®, this interactive course reveals the key actions a leader must take to connect with and engage others: build trust, leverage unique motivators, manage performance from a people-centric perspective, and engage people emotionally. By committing to these four cornerstones of engagement, leaders can unleash the potential of others and inspire effective performance.

The approach used in this course will help leaders at all levels of an organization increase the engagement of others and foster more effective performance. This session will incorporate a self-assessment that helps participants understand how they demonstrate engaging leadership right now and then create a plan for becoming a more engaging leader. Working with partners and small groups during the course, participants will practice various skills and approaches, walking away with key practices they can put into action immediately.

Objectives/Learning Outcomes:

- Connect common understandings of engagement on an organizational level to what an individual leader can do to increase engagement and affect performance
- Utilize a framework for understanding engagement and engaging leadership
- Build trust in a more holistic way
- Hold conversations with others about what uniquely motivates them to perform
- Recognize the value of a people-centric approach in order to increase engagement and effective performance in the workplace
- Discuss how emotions influence engagement and individuals' interest in participating in organizational change
- Describe "best practices" for creating an engaging culture of leadership

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Executive Presence for Women, (I)

This seminar explores the key components of being "powerful." In a supportive atmosphere, you'll get honest feedback from your instructor and peers, benefit from **videotaping and improvisation practice**, and get a realistic idea of your current power image. You'll then identify and practice improving your power presence. Filled with **personalized coaching and intensive feedback**, this is the ideal seminar for women who want to influence and maximize their executive presence.

Objectives/Learning Outcomes:

- Know how body language and verbal behaviors affect your image as a leader
- Recognize how small changes can improve your ability to be perceived as powerful
- Use your verbal and body language in appropriate ways to increase your influence
- Understand how powerful leaders vary and balance their verbal and body language depending on the circumstances

- Learn how to project confidence in any business situation

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Expanding Your Influence: Understanding the Psychology of Persuasion, (I)

Bringing about the reaction you want from others and expanding your influence require insights that go beyond the actual process of influencing—and into the psychology of what truly prompts us to say yes or no.

This 2-day course explores these psychological triggers, plus how this knowledge may be used not just for compliance but for mutually desirable outcomes. You'll uncover persuasion techniques that most people don't even know exist and learn how to build your influence by applying these principles to any number of business interactions, from managing, mentoring and negotiating to conversations, writing and presentations. In addition, you will learn how to choose the best principle for any given situation and avoid being manipulated by others.

Objectives/Learning Outcomes:

- Explore the psychology behind persuasion
- Understand the psychological/subconscious triggers that influence a person's decision-making process, behaviors and reactions
- Select and customize the right law(s) of persuasion to apply in any situation
- Learn tactics to protect yourself from unethical behavior
- Prepare to influence an individual by using the Pre-Persuasion Checklist

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

High Impact Leadership: Expanding Your Influence (I)

You gain practical knowledge and skills to become more effective at implementing strategy, making decisions, building networks and alliances, and leading teams through various types of change. You develop the confidence to engage and mobilize others to achieve positive business outcomes.

Objectives/Learning Outcomes:

- Successfully navigate organizational politics to achieve results
- Create and implement strategy to strengthen your team's competitive advantage
- Foster effective decision making and judgment in challenging situations
- Extend alliances and facilitate change initiatives
- Assessing your influencing strategies
- Best practice-sharing to thrive in a political environment
- Monitoring performance results to create measurable outcomes

- Profiling your and others' decision-making styles
- Applying a strategic change model
- Promoting individual and team strengths

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

How to Coach a Virtual Team, (1)

Building relationships over hundreds—or thousands—of miles? Trying to set goals that are understood around the globe? These special circumstances require special skills. Workplaces around the world are now linked virtually through technology. To get results, the leader of a virtual team must approach employees differently from co-located teams.

Master the tools and techniques that increase your effectiveness when managing performance and coaching virtually. So you can overcome the challenges that are specific to leading a virtual team. Build effective long-distance teams. And manage and coach virtually with success and complete confidence.

Objectives/Learning Outcomes:

- Identifying virtual performance challenges
- Exploring best practices for performance management in virtual teams
- Defining virtual team members' roles and responsibilities to maintain team focus on goals, objectives and tasks
- Learning the process for identifying coaching and development activities for employees
- Practicing using the GROW Model of Coaching

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

How to Communicate with Diplomacy, Tact, and Credibility, (8)

How well you communicate can make or break your professional image. It directly influences how others view your work and performance—as well as your prospects for career advancement and mobility. Unfortunately, being diplomatic, tactful and credible doesn't always come naturally to people. Even when it does, such communication can easily be derailed by emotions and conflicts. To be a communicator who is skilled in all three areas, it takes awareness, training and the know-how to apply proven techniques to all kinds of situations.

This seminar will teach you how to choose and use the most appropriate words and emotional tone for every business interaction. You will gain insights into your communication style and the styles of others, while building skills to clearly and effectively receive and transmit information, ideas, thoughts, feelings and needs.

Objectives/Learning Outcomes:

- Apply diplomacy and tact to be a credible and effective communicator
- Manage the impact your communications have on your image
- Define and leverage your communication style
- Develop and demonstrate better listening skills
- Understand the importance of perceptions
- Explore communication style differences and learn to flex your own style
- Recognize the impact of stress on communications and be able to adjust for it
- Know what makes effective, powerful communication and develop the skills to model it

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Skillpath

Influence Skills: Getting Results without Direct Authority, (I)

Through practice sessions, video simulations and role-playing activities, you acquire the specific skills, behaviors and attitudes necessary to achieve desired results without relying on the use of authority. You also learn to enhance your listening skills to avoid common misunderstandings.

Objectives/Learning Outcomes:

- Apply influence strategies to gain commitment and foster collaboration
- Dynamically adjust your approach to others to gain buy-in
- Achieve goals by enhancing trust and cooperation
- Deal effectively with challenging behaviors to overcome resistance and inertia in others
- Use knowledge and competence to influence others

Suggested Prerequisites:

Interpersonal Skills: Developing Effective Relationships

Link(s) to Training:

Management Concepts

Learning Tree

American Management Association

Interpersonal Skills: Developing Effective Relationships, (I)

This course is intended to assist individuals in recognizing their own communication styles and how their individual styles differ from the communication styles of others in the workplace. Additionally, participants learn how to improve their interpersonal skills and how to maintain relationships over time. Through interactive activities, self-assessments, and discussions, participants gain an awareness of their communication styles and learn strategies to resolve conflict and strategies for communicating effectively with those whose styles are unlike their own. Participants learn skills to communicate and listen effectively and maintain relationships through inspiring trust and giving and receiving feedback.

Objectives/Learning Outcomes:

- Determine their communication style
- Develop strategies for interacting with communication styles unlike their own
- Identify and use conflict resolution styles appropriate for different situations
- Identify barriers to communication and strategies to overcome them
- Listen effectively to ensure they have received messages as intended
- Use nonverbal communication to express interest and demonstrate that they are actively engaged in conversations
- Develop strategies for building and maintaining relationships

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Leadership and Management Skills for Non-Managers, (B)

This course introduces fundamentals of leadership and management. Through highly interactive activities, self-assessments, and discussions, participants learn how to lead from their roles in their organizations. Skills introduced include communicating effectively, solving problems, making decisions, working in teams, building relationships, creating and implementing change in the organization, and aligning one's goals with the organization's mission, goals, and objectives.

Objectives/Learning Outcomes:

- Use effective communication techniques to improve results
- Identify opportunities to enhance cooperation among their colleagues
- Manage the day-to-day challenges of leading a team
- Use effective strategies for organizing projects and negotiating resources
- Apply problem-solving and decision-making skills to accomplish tasks
- Assess their organization's ability to be flexible and open to new ideas
- Create and implement change in their organizations

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Leadership Development for Women, (I)

For women looking to advance their careers, sobering realities need to be considered and addressed. Despite years of advances in both legal and corporate policy, many qualified women don't get the jobs they want. Misperceptions, stereotypes and misplaced emotions on the part of either sex can still sabotage a woman's career hopes—unless she takes a more strategic approach to her career.

This hands-on course shows you how to strategically use your strengths and abilities—your competitive edge—while mastering your emotions in even the most unwelcoming atmosphere. You'll learn how to build a network of support, take smart risks and view competition in a more positive light. Discover how to conduct

yourself in a manner that earns you respect, and pursue your goals with positive energy. Return to your job feeling confident, ready to compete fearlessly, and in a better position to be recognized for your true capabilities.

Objectives/Learning Outcomes:

- Overcome overt and hidden biases against women as leaders
- Adopt a competitive mindset that leverages your strengths as a woman
- Build a wide and strategic network of key stakeholders who will promote your career
- Avoid taking a perfectionist approach to competitive and challenging situations
- Recover from losses quickly by learning to take things less personally
- Learn to deal with hypercompetitive colleagues with whom you have low trust

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

SkillPath

Leadership Skills and Techniques, (I)

This course is designed to assist individuals in developing leadership skills that will enable them to lead from any position within an organization. Participants learn to lead with interpersonal effectiveness, influence, impact, and inspiration. Through interactive activities, self-assessments, and discussions, participants identify their leadership and personal influence styles and apply strategies to different situations. Participants practice building relationships based on integrity, credibility, and trust. They learn where they have the most leverage to facilitate change. Participants build a leadership network and commit to ongoing leadership development.

Objectives/Learning Outcomes:

- Describe a variety of leadership theories and models
- Identify important qualities and behaviors of effective leaders
- Describe their communication style and how it impacts their ability to lead
- Identify and apply strategies for enhancing leadership relationships with others
- Determine where you have the most leverage to facilitate change
- Apply innovative thinking practices to current and future organizational challenges
- Apply leadership practices and principles as an individual and in a team

Suggested Prerequisites:

Supervising Employee Performance

Interpersonal Skills: Developing Effective Relationships

HR Essentials for Government Supervisors

Link(s) to Training:

Management Concepts

Leadership Strategies for Creating a Respectful Workplace, (A)

Build and support a more positive and productive workplace climate. A workplace where employees treat one another with civility and respect is far more likely to function at optimum levels of productivity. Unfortunately, the rise of disrespectful behaviors in business seems to be at epidemic levels, and the result is a steady erosion in morale and productivity. This seminar provides strategies for leaders and managers to recognize and handle offensive, disrespectful and inappropriate behaviors. It also explores how to improve productivity by modeling better behavior and fostering a culture of civility and mutual respect.

Objectives/Learning Outcomes:

- Reduce the likelihood that smaller issues will escalate into larger confrontations
- Use appropriate tools to deal with rudeness, incivility and harassment
- Be better equipped to coach staff to deal with offenders
- Enhance project success through improvements in workflow
- Help reduce time away from work, worker's compensation claims and health insurance costs
- Be prepared for possible Healthy Workplace legislation

Suggested Prerequisites:

None

Link(s) to Training:

[American Management Association](#)

Leading in a Diverse and Inclusive Culture, (A)

Maximize individual, team, and organizational potential through diversity and inclusion (D&I). Everyone has the right to work in an inclusive work environment—one that embraces differences and diversity. If you're a leader or a manager, recognizing and taking responsibility for diversity and inclusion (D&I) is crucial to your position, and to your organization's success. But leveraging diversity through inclusive leadership practices, attitudes, and behaviors does more than promote equality and fairness. It's the only way to truly harness the power of people's differences for positive business outcomes.

This program offers you a roadmap that includes tools, models, and best practices for increasing your competence, confidence, self-awareness, and skill as an inclusive leader. Through case studies and other hands-on activities, you'll discover how to create an environment where all are seen, heard, recognized, and appreciated. You'll also learn how to harness such an environment to positively impact employee engagement, innovation, hiring, retention, and team performance.

Objectives/Learning Outcomes:

- Recognize the issues and value of D&I at the personal, team, and organizational levels
- Become a more inclusive leader by recognizing strengths and growth opportunities for yourself and for others
- Communicate effectively and inclusively in a diverse environment
- Articulate how operating from biases impacts innovation, productivity, and engagement
- Analyze diversity and cultural competencies in the context of talent management
- Harness the power of differences to boost team performance and collaboration
- Manage disagreements, misunderstandings, and conflict

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Leading Your Team to Success, (I)

Is your team off track? Unfocused or heading in multiple directions? Not delivering results? As you know, managers only go as fast as their teams. If your team is not pulling together, your success as a manager is on the line. In this course, you will learn tools and techniques to help your team operate smoothly, meet deadlines and fulfill their mission.

You will also bolster your communication skills so you can better lead your team. Increase your effectiveness as a manager, enhance your team's collective potential and improve their performance. Whether you are new to the management role or already experienced in managing others, this course will help you boost your leadership skills and professionalism.

Objectives/Learning Outcomes:

- Identify team members' strengths and weaknesses
- Gain insight into how your team operates
- Create conditions that promote team cohesiveness
- Carry out effective joint assignments under various circumstances
- Improve your ability to conduct team meetings, brainstorming sessions and manage projects
- Help your team run more competently
- Create a less stressful working environment with fewer conflicts
- Improve team results

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure, (A)

Manage expanding workloads, constantly shifting priorities and increasing demands. In this seminar, you'll discover tools to plan your day and adjust to shifting demands with greater clarity. You'll practice managing interruptions from your boss, peers and employees and learn how to be professional, strategic and assertive in solving problems despite expanding workloads. You'll leave knowing how to apply the appropriate techniques to alleviate, clarify and eliminate chaos within your control.

Objectives/Learning Outcomes:

- Reduce, clarify and eliminate chaos within your control
- Identify, analyze and determine priority of your workday
- Use a daily action plan to allocate time and energy
- Remain focused and act more decisively when priorities shift
- Become more assertive and strategic in your communication
- Manage interruptions and conflicts with greater ease
- Utilize the right tools to balance and manage tough choices

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

SkillPath

Personal Skills for Professional Excellence, (B)

You will gain a comprehensive set of skills that helps you stay focused, work effectively with colleagues, develop your networks and expertise, and build your reputation for delivering results. This course gives you the skills and tools you need to handle everyday practical problems.

Objectives/Learning Outcomes:

- Apply proven skills to stay focused, work effectively and develop your networks and expertise
- Get results working with different and difficult personality types
- Maintain focus in pressure situations
- Build and leverage your professional reputation
- Work productively within your organization's political environment

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

Preparing for Leadership: What It Takes to Take the Lead, (B)

This leadership training course is uniquely designed to help leaders-to-be get ready for their new challenges and responsibilities. You'll discover the heart, soul and mind of true leadership. Through role-playing, self-assessment tests and other leadership training scenarios, you'll explore leadership roles as strategist, change agent, coach, manager, communicator, mentor and team member. And you'll learn how to develop your unique leadership style for maximum impact.

Objectives/Learning Outcomes:

- Understand what a leader is...and is not
- Project a more dynamic image
- Discover your own unique leadership style
- Determine which leadership attributes you already possess
- Apply lessons learned through leadership training to take on your first leadership position with greater confidence
- Get noticed by learning how to look and talk like a leader
- Find out what people expect and respect in a leader
- Apply lessons learned through leadership training to refine your skills in gaining and using power and influence positively
- Learn how to motivate a team, including "difficult people"
- Protect yourself against the pitfalls of intra-organizational politics

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Project Team Leadership: Building Commitment Through Superior Communication, (I)

Create more successes through enhanced project leadership, communication and negotiation skills. The demands of a project leadership role are unique. You must learn how to serve both the needs of your team members with the needs of the project—not an easy task. Project leadership requires a blend of soft skills, such as communication and motivation, along with the bottom-line capabilities of project management.

This workshop will teach you how to master the project leadership skills that can help you build team commitment and create a more predictable project environment.

Objectives/Learning Outcomes:

- Build high-performance teams that can lead projects to successful implementation
- Keep the team on track through team consensus and conflict resolution
- Minimize communication misunderstandings
- Prevent team “break-ups” by using constructive feedback
- Achieve better results through clear, open and honest communication
- Optimize time, money and resources by putting the right people on the right projects

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Project Leadership: Building High-Performance Teams, (I)

In this course, you transition to a leader who can inspire a diverse team to work together and deliver customer success. At the end of your classroom experience, you take away an understanding of project leadership best practices and a development plan for personal application.

Objectives/Learning Outcomes:

- Build and sustain high-performing project teams
- Develop team identity and empower others
- Foster productive team communication and effectively manage conflict
- Increase productivity by challenging your processes and motivating your people
- Manage internal and external influences that team performance
- Applying the LSM model and leadership best practices
- Distinguishing the stages of team development
- Maximizing team participation in delivering project outcomes
- Creating team direction and purpose
- Applying conflict-style analysis to minimize disruption and distractions
- Identifying team needs for high performance

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

SkillPath

Public Speaking: Compelling Speeches & Presentations, (I)

This course provides the opportunity to significantly improve your public speaking skills by practicing and delivering speeches and presentations in a safe environment with personalized feedback. In addition, video recording and self-evaluation help you rapidly strengthen your speaking skills.

Objectives/Learning Outcomes:

- Speak publicly in a convincing, confident and concise style
- Deliver dynamic and effective presentations
- Employ a method to create materials that support a compelling speech
- Build audience rapport through eye contact, vocal delivery and body language
- Sharpen your public speaking skills by integrating feedback
- Constructing an informative and persuasive presentation
- Emphasizing points with body language, gestures and use of space
- Improving vocal emphasis, modulation and pacing
- Building audience involvement using interactive techniques

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

Situational Leadership Workshop, (I)

Learn to create a motivating and engaging workplace where people develop and live up to their potential. Specially developed for AMA by The Ken Blanchard Companies® (and delivered by AMA expert faculty), the Situational Leadership® II Workshop will help you apply the most comprehensive, tangible and useful model of leadership available. Get ready to know exactly what effective leaders do and practice the concrete tools you need to leap ahead.

Objectives/Learning Outcomes:

- Improve communication and become a more trusted and credible leader
- Learn how to use situational leadership to achieve greater productivity by infusing energy, self-reliance and drive within your employees
- Create a collaborative work environment to achieve faster sustainable results
- Avoid the negative outcomes of over supervision and under supervision
- Obtain a critical thinking process for analyzing, diagnosing, and acting according to the situation
- Increase your effectiveness in setting goals, providing clear direction, listening, observing, monitoring and giving feedback
- Retain your most talented employees by being more responsive to their development needs

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Strategic Agility and Resilience: Embracing Change to Drive Growth, (A)

Enhance your ability to respond to complex and unpredictable business changes by mastering the competencies of agile leadership! Leadership success depends on agile development and your ability to be future oriented, seize external opportunities and bounce back from unforeseen changes—particularly with market uncertainty at record-breaking levels. You must not only have a strategic plan but you must capitalize on market trends and anticipate and respond to change more rapidly.

This seminar will help you achieve agile development, lead with greater foresight and entrepreneurial thinking and expose you to the behaviors and processes associated with agile people and organizations. You'll learn how to understand and explore customer and marketplace opportunities and capitalize on them by responding with appropriate products, services and initiatives.

Objectives/Learning Outcomes:

- Understand how agile organizations differ from fragile organizations
- Keep your competitive edge by anticipating and adapting to change
- Identify rapid response mechanisms to environmental shifts
- Be recognized as a "change agent" and engage and empower employees to implement your vision
- Establish compelling communication strategies to drive change in your team and align your organization

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

The Voice of Leadership: How Leaders Inspire, Influence, and Achieve Results, (I)

It's a fact of organizational life: Leadership communication goes hand-in-hand with success—and the effective application of this skill is particularly essential in an uncertain economy when painful business decisions are made daily. No matter how compelling the vision or how brilliant the strategy, without leadership communication there is no execution.

This fast-paced, results-oriented seminar is uniquely designed to strengthen your leadership communication skills. You'll learn practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.

Objectives/Learning Outcomes:

- Improve your leadership communication skills
- Build greater buy-in, trust and loyalty
- Demonstrate grace under fire and defuse tension

- Overcome resistance to change
- Motivate followers and inspire them to action
- Rally support in difficult situations

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Sparking Innovation and Creativity, (B)

People who are able to step outside the boundaries of traditional thinking generate new ideas ... solve nagging problems ... make better decisions ... get bottom-line results. With this idea-sparking seminar, you'll learn to overcome negative beliefs and thinking habits that stifle creativity and replace "old" thinking with new and powerful ways to unleash your creative potential. When you do, you'll see how your new skills lead to innovations that lower costs, streamline procedures, increase productivity and power up job satisfaction. Register now—and be on your way to a more productive, more innovative workplace.

Objectives/Learning Outcomes:

- How to spark innovative thinking that results in new products, new processes and new services
- Ways to tap your creative side to come up with fresh ideas when you need them
- To open your eyes to possibilities and opportunities never before thought of
- How to be a catalyst for creativity in your organization

Suggested Prerequisites:

None

Link(s) to Training:

SkillPath

Management Training Courses

Assertiveness Training for Managers, (I)

Learn how to channel assertiveness skills to interact more effectively with people throughout your organization. Mastering assertiveness skills can do a lot more than just help you win arguments. If you want to enhance your leadership stature and persuade others to help you reach your goals, Assertiveness Training for Managers is an important first step.

Assertiveness Training for Managers gives you the opportunity to learn how your behavior style impacts your overall performance as a manager. You'll take stock of your current assertiveness skills and learn how you can improve them for a more effective approach. Using the behavior modeling approach toward assertiveness training, this seminar teaches you how to employ assertiveness skills to take control of a situation without alienating others.

Objectives/Learning Outcomes:

- Improve communication by using assertive-responsive skills
- Acquire a more polished and powerful communication style and let your leadership ability emerge
- Tap other people's resources to get the job done
- Empower yourself and your staff
- Exercise greater influence on others

Suggested Prerequisites:

None

Link(s) to Training:

[American Management Association](#)

Coaching Essentials for Managers, (A)

To increase return on investment and boost productivity employees need to perform at their very best. This workshop provides the vital coaching skills to enable you to develop the potential of your employees and enhance your leadership abilities with proven coaching techniques.

Objectives/Learning Outcomes:

- Apply coaching techniques to unlock employee potential and maximize performance
- Structure a framework for mutually effective learning and development
- Apply coaching tools and techniques to foster success in others
- Recognize and adapt to individual and situational differences
- Create a supportive environment that generates goodwill and engagement

Suggested Prerequisites:

None

Link(s) to Training:

[Learning Tree](#)

[Skillpath](#)

Developing Executive Leadership, (A)

Deepen your self-awareness with executive leadership training and empower your staff to improve performance! When the stock market is making you wonder about your organization's future every day of every work week, it's vital to be well-equipped to optimize your company's performance—as well as your own career—with executive leadership training. To exhibit real executive leadership, you must be a visionary, a trailblazer, a strategist, a communicator, a coach, a diplomat and a politician. The world's most successful leaders are able to focus on the big picture and uphold high standards while wearing many hats.

This intensive three-day executive leadership training program combines proven-in-action techniques with peer interaction and insights from the latest research to help you master the competencies of effective executive leadership.

Objectives/Learning Outcomes:

- Build an executive leadership style that creates trust, sets a clear vision and guides your entire team toward greater performance and profit
- Gain insights into the key executive leadership skills and techniques you need to create a winning strategy
- Learn what real “coaching” consists of and how to build an extraordinary team that works together to deliver results
- Develop heightened “emotional intelligence” for greater professional achievement and satisfaction
- Identify the characteristics of effective leadership and the most common saboteur
- Develop an executive leadership style that adapts to the person and situation
- Improve performance through empowerment and effective delegation
- Clearly communicate mission, vision and value statements
- Build a cohesive unit that performs well in all situations
- Apply executive leadership training to continue your growth as a leader through a self-development plan

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Facilitating an Effective Strategic Planning Process, (A)

Efficiently prepare and run strategic planning sessions that produce real results. This is your course to get the tools and techniques to prepare and conduct a productive, results-driven strategic planning process. You'll address up-front contracting within the organization, sponsorship, selecting the best approach and tools, as well as determining what data is required. You'll then learn how to smoothly facilitate the process/session and implement an effective follow-up.

Objectives/Learning Outcomes:

- Gain a clear understanding of what role the “facilitator” plays in the process
- Know which discussions and decisions should occur prior to the strategic planning session
- Determine who should be involved and to what extent

- Know how to get chief influencers at multiple levels on your team in leading roles
- Decide the best strategic planning approach/process to use and customize it
- Create a committee of influencers to support you with assigned roles and accountabilities
- Develop the right agenda, establish realistic meeting guidelines and gain agreement
- Explore various scenarios which may occur and possible approaches to handling them
- Ensure up-front clarity and agreement as to what results are expected of the process
- Build in metrics and schedule meetings to assess milestones and progress towards goals

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Fundamentals of Strategic Planning, (B)

Improve your knowledge of strategic planning to understand what senior management is thinking and why—and increase your value to your organization! Here's an overview of strategic planning for those not directly involved in the planning process, but who want to understand the impact of strategy on their work and their organization's success. Gain a perspective and vocabulary for strategic planning to help you actively and constructively support your firm's strategic direction.

Objectives/Learning Outcomes:

- Understand what strategy and strategic planning mean to an organization
- Learn key concepts and the language used by those involved in strategic planning
- Discover various approaches companies use to develop strategy
- Find out how strategy moves from concept through implementation to realization
- Recognize techniques companies use to assess their current and future environments
- Identify specific ways you can contribute to your organization's strategic success

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

HR Essentials for Government Supervisors, (I)

This course is designed to help participants understand the basic role of the supervisor in human resource issues. It provides an overview of legal guidelines and suggested practices, and it focuses on illustrating how and when a federal supervisor should collaborate with the HR representative. Participants have opportunities to apply key skills via practical exercises and a threaded case study.

Objectives/Learning Outcomes:

- Discuss the evolving role of supervisors and managers in relation to Federal HR policies and procedures
- Effectively collaborate with the HR department throughout the entire talent lifecycle
- Apply practical tips to acquire talent through position management and position classification, including developing position descriptions

- Adhere to Equal Employment Opportunity (EEO) and anti-discrimination laws during the selection and hiring process
- Describe the roles and responsibilities of a supervisor when supervising bargaining unit employees
- Apply a standard process for addressing Employee Relations, and Labor and Management complaints
- Support budget activities during each phase of the Federal budget process

Suggested Prerequisites:

Supervising Employee Performance

Link(s) to Training:

Management Concepts

Interpersonal Essentials for Supervisors, (I)

Strong communication skills are essential for leadership success at every organizational level; therefore, it is critical that supervisors develop effective strategies to interact with others effectively and resolve conflict situations. This course explores the interpersonal skills new and experienced supervisors can use to better connect with and resolve challenging situations with those they manage.

Objectives/Learning Outcomes:

- Describe elements of positive and productive interpersonal communication
- Demonstrate behaviors associated with effective interpersonal skills
- Create a plan to apply interpersonal skills in the workplace
- Describe sources of conflict
- Differentiate between productive and unproductive conflict
- Demonstrate best practices of conflict management in realistic scenarios

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

SkillPath

Leadership and Team Development for Managerial Success, (I)

Get effective leadership skills for managers to inspire and influence your people to achieve team goals! Managers who will be promoted are the ones who not only manage efficiently but also lead their teams effectively. The ability to do this during tough times is the acid test. Developing leadership skills is crucial. Learn how to work in a horizontal mode of operation...apply a consistent theory in leading your team...and teach critical leadership skills to members of your team, so each and every one of them can lead the team in your absence.

Objectives/Learning Outcomes:

- Understand leadership skills for managers to know when to manage and when to lead your team
- Assess your leadership behavior and determine the best style to generate results
- Clearly visualize your goals and communicate them to your team
- Work in a horizontal mode of operation instead of managing only one piece of the process
- Develop a high-performance team by first developing leadership skills
- Use effective communication to motivate and coach

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Leadership Skills for Supervisors, (1)

Get the skills that propel you to the next level of success. You will explore how to maintain technical expertise while demonstrating the right type of supervisory leadership. This seminar will give you the personal, interpersonal and group skills to be influential in one-on-one situations, facilitate group performance and become an effective leader.

Objectives/Learning Outcomes:

- Develop interpersonal skills that help you communicate, listen and handle conflicts in your supervisory role
- Become more effective at influencing others
- Accomplish goals and control outcomes when dealing with staff, peers, management and other departments
- Learn how to work with groups and teams to solve problems and accomplish projects
- Hold performance discussions that result in changed behavior and enhanced productivity
- Analyze your own style of behavior and recognize your strengths/weaknesses

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Management Skills, (1)

You gain the key skills, best practices and behaviors of effective managers — leadership, delegation, motivation, communication and vision — as well as powerful techniques for getting the best from people. You build a blueprint for personal success using proven management models.

Objectives/Learning Outcomes:

- Apply core management skills and techniques to deliver results
- Enhance leadership ability by developing emotional intelligence
- Communicate with, motivate and empower your team
- Delegate work to individuals and teams
- Develop a management vision for success
- Developing a strategy to motivate your team
- Scripting and applying your delegation approach
- Mapping stakeholder environment to analyze interdependencies
- Enhancing your management style with EI
- Affecting behavior with appropriate measures
- Designing effective feedback techniques

Suggested Prerequisites:

None

Link(s) to Training:

[Learning Tree](#)

[SkillPath](#)

Strategic Execution: Getting It Done, (A)

Get the skills and knowledge to accomplish what so many others don't—the successful implementation of strategic goals. Whether it's entering new markets, repositioning, outsourcing, or undertaking new initiatives or technology, execution of strategic goals is often a graveyard of good intentions. A recent strategy execution study of a broad group of leaders found that 65% of them do not consider their own organization successful at executing their strategies.

Objectives/Learning Outcomes:

- Apply basic elements of strategy execution to your own strategic initiative
- Recognize factors affecting your ability to execute your organization's strategy
- Break large, long-term strategic initiatives into smaller, achievable projects
- Map your own strategic goals against the vital points of success, failure and resistance
- Utilize skills that can gain and sustain support across organizational boundaries
- Identify ways to better align your strategy with departmental and organizational goals

Suggested Prerequisites:

None

Link(s) to Training:

[American Management Association](#)

Strategic Planning, (I)

Develop the best strategic planning to support your company's goals. This course is designed to combine proven-by-practice methods with new insights and ideas from a wide range of current strategic thinking. Gain a wider perspective of management practice through breakout sessions, exercises, and case applications. Bring your strategic dilemmas to this program and get direction on analytical and organizational approaches.

Objectives/Learning Outcomes:

- Identify strategic planning issues in order to develop a unique competitive advantage
- Learn key analytical and conceptual approaches to expand your understanding of the marketplace
- Align your organization with your strategic planning goals by integrating strategy, objectives, metrics, and performance
- Identify evolving strategic patterns and generate ideas on how they can be applied to your organization
- Incorporate customer needs into your strategic planning
- Use a case study to examine the strategic planning process
- Recognize how the actions of customers, competitors, and your own company determine the outcomes in your markets
- Determine the best approach to effectively implement your strategic planning

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Strategic Thinking, (I)

Develop a strategic mindset to increase the success of your strategic plans. Learn how to strengthen your strategic thinking skills and encourage it in others. Through case studies and practical thinking exercises, you'll stimulate your strategic thinking, learn to recognize patterns that impact strategy and enhance your abilities to generate new insights and ideas. Come to your next strategic planning session with the best possible strategic ideas—and help your business move forward in an increasingly competitive world.

Objectives/Learning Outcomes:

- Explore ways to challenge your assumptions and view your business in a new light
- Learn and apply different thinking methods to avoid groupthink
- Control reactive fixes to problems even in an uncertain business environment
- Generate new ideas and evaluate future scenarios before your competitors do
- Know when to embrace necessary risk, even if resources and information are limited
- Learn to create better short-term goals that support long-term strategy

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Supervising Employee Performance, (B)

How you supervise those you manage plays a pivotal role both in their day-to-day and long-term performance. The most effective supervisors not only understand formal performance management standards, but are also able to discern what employees really need to succeed and how to create those conditions. This course focuses on the vital skills supervisors need to manage the performance of others.

Objectives/Learning Outcomes:

- Explore and assess yourself against best practices in supervision
- Give valuable feedback to help employees perform more effectively
- Plan effectively for employee performance, creating a commitment to achieve one's goals
- Accurately diagnose performance problems
- Conduct effective performance appraisals
- Coach employees to help them understand and act upon challenges and opportunities
- Mentor employees to help them see the big picture and navigate through the organization

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Achieving Success as a New Manager, (I)

New managers face a number of unique challenges that can be overcome with the application of practical, time-tested tools and techniques. This course provides the basic skills and knowledge required for new managers to begin the transition into a management role.

Objectives/Learning Outcomes:

- Transition from your previous role to a management position
- Model your day-to-day actions for success
- Build effective working relationships with your management peers
- Leverage delegation for responsive delivery

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

SkillPath

Decision Making, (A)

This experience-based course introduces participants to a comprehensive yet flexible decision-making framework that can be used for all types of decisions. Participants experience each step in the framework first-hand through a variety of individual, small-group, and large group exercises. As the participants discuss and learn about decision-making, they will use the Decision Making Portrait, a self-reflective tool, to analyze their personal decision making approach. Because many decisions in organizations today are made by groups, participants also explore group decision-making through an in-depth, experiential case study.

Objectives/Learning Outcomes:

- Discuss the three cornerstones of making high-quality decisions
- Frame a decision outcome they hope to achieve
- Define the key stakeholders and their roles in the participant's personal decision making process
- Recognize how decision making patterns impact others and the decision making process
- Apply intuitive and data-driven decision making in appropriate situations
- Apply a framework and use tools to manage high-quality decisions
- Lead a group to a high-quality decision

Suggested Prerequisites:

- Analytics Boot Camp
- Critical Thinking for Problem Solving
- Evaluating and Presenting Analysis Results

Link(s) to Training:

Management Concepts

American Management Association

Analytical Training Courses

Advanced Tools and Techniques for Data Analysis, (A)

Manipulate complex data sets to gain deeper insights and make better decisions. This 2-day advanced analytics seminar will introduce you to predictive analytics techniques, so you can frame strategic and operational questions involving marketing, finance, and operations or other real-world business applications.

In this hands-on course, you will cover a variety of analytics tools, such as histograms, ANOVA analysis, A/B testing, Pareto analysis, clustering, box plots, scatter diagrams, partitioning, unstructured text analysis, and multivariate regression analysis. Best of all, no background in statistics or programming is required. As long as you have a basic understanding of spreadsheets, you will learn how to manipulate complex data sets so you can gain insights that are not possible with common business intelligence techniques.

Objectives/Learning Outcomes:

- Go above and beyond standard business intelligence analysis techniques
- Get answers to complex data analysis questions without becoming a statistician
- Learn which data analysis technique to use for various business problems
- Extract the most meaningful results from large and small data sets and multiple data types
- Become familiar with basic text analysis tools and gain insights from unstructured text data
- Use advanced analysis functions in Excel and open source tools
- Build on your basic understanding of spreadsheets to access powerful analytic techniques
- Improve your business efficiency and effectiveness

Suggested Prerequisites:

None

Link(s) to Training:

[American Management Association](#)

Analytical Thinking and Problem Solving, (B)

Get powerful problem-solving skills to more successfully reason through business problems. In today's lean, flat organizations, it is everyone's job to effectively solve problems. And while analytical thinking skills may seem natural, they're not necessarily intuitive, and they don't come easily to many people. Analytical thinking and problem solving are foundational thinking skills that involve breaking things down into their component parts. They also involve deductive reasoning, drawing conclusions from givens and applying judgments to reach conclusions from a combination of evidence and assumptions. This seminar introduces you to fundamental thinking processes so that you can successfully analyze and solve a wide variety of business problems. Get these essential analytical thinking and problem-solving skills now to give yourself a powerful competitive and career advantage!

Objectives/Learning Outcomes:

- Learn a process for breaking down complex problems into their components and gain clarity around possible solutions
- Apply strategies and techniques to avoid emotional triggers that can impede your best thinking
- Explore how to generate solutions to atypical problems and then test the solutions
- Know how to accurately interpret probability and other methods for increasing certainty in your judgment

- Learn strategies for negotiating among variables and conditions
- Recognize the difference between rationality of purpose and rationality of process

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Analytics Boot Camp, (B)

This course provides in-depth knowledge and skills associated with the core tools and techniques used in modern analysis. The course covers the use of Microsoft™ Excel® functionality in probability, the analysis and presentation of data, and statistical concepts critical for analytical proficiency.

Objectives/Learning Outcomes:

- Use Microsoft™ Excel® for data analysis and decision-making
- Properly handle data collection from multiple sources and data retention in Excel
- Integrate data from multiple sources
- Summarize data to quickly gain a better understanding of it
- Use advanced features in Excel to assist in complex problem-solving
- Visualize data through Excel's graphic functionality
- Construct a frequency distribution to analyze data and translate it into relevant information
- Calculate and select the most appropriate measures of central tendency
- Identify and avoid the potential for hidden bias in expressing statistical findings
- Use Excel to apply statistical techniques to the analysis of data

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Critical Thinking for Problem Solving, (I)

This course is designed to introduce participants to the principles of critical thinking and problem-solving. Through individual and small- and large-group activities, participants examine the basic structure of a sound argument, discuss obstacles to critical thinking and fallacies of logic, explore how to expand perceptions and challenge assumptions, and assess their cognitive thinking style. Participants also identify and define problems, identify the root cause of the problem, formulate decision criteria, determine and assess alternative solutions, implement the best alternative, and evaluate the implemented solution. Throughout the course, participants apply critical thinking and problem solving methods to their own workplace situations.

Objectives/Learning Outcomes:

- Identify their style and patterns of thinking
- Use questioning techniques to obtain the information needed from others

- Critically examine and evaluate data
- Solve problems with flexible thinking
- Adapt thinking to navigate through unexpected events
- Influence others at all levels of the organization
- Apply tools for breakthrough thinking in the workplace

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

AMA Critical Thinking Workshop

AMA 3 Steps to Exceptional Critical Thinking

Data Analysis and Modeling Techniques, (A)

This course provides some of the core tools used to analyze data. Starting with an overview of the six phases of the Analytics Process Model, participants will focus on phase four—Analyzing and Interpreting Data. Learn how to generate hypotheses, select appropriate analysis techniques, model data, and interpret analysis results to answer your organization's toughest questions. Hands-on exercises provide plenty of practice to reinforce the facilitated discussions, and the integration of a case study into the course drives home the concepts with real-world activities.

Objectives/Learning Outcomes:

- Generate and test null and alternate hypotheses
- Select the appropriate technique for your analysis situation
- Evaluate how well an analysis meets organizational goals
- Use ANOVAs to evaluate differences between data sets
- Use simulation, sensitivity analysis, and other techniques to solve complex problems
- Explain relationships in data using regression analysis
- Use regression and other techniques to forecast probable events

Suggested Prerequisites:

Analytics Boot Camp

Link(s) to Training:

Management Concepts

Data Collection Techniques, (I)

This course provides in-depth knowledge and skills associated with the first and second phases of the Analytics Process Model—framing the question and collecting data. Through individual, small-group, and large-group exercises; discussions; and computer applications; participants learn about and practice formulating a data collection plan, selecting appropriate data collection methods, developing a survey, and conducting interviews and observations. Each day of the course, participants are given time in class to work on a group project. The course culminates with presentations about the group projects.

Objectives/Learning Outcomes:

- Identify needs before collecting data

- Select appropriate means of data collection
- Design a viable, cost-effective data collection plan
- Determine appropriate sample size
- Use secondary data to support studies and analyses
- Improve online data research methodologies
- Design high-quality surveys
- Obtain relevant, useful information through professional interviews and observations

Suggested Prerequisites:

Analytics Boot Camp

Link(s) to Training:

Management Concepts

Decision Support: Building New Analytical Skills, (I)

This course helps students develop skills and capabilities for improved financial and performance management and decision making, especially in today's environment of declining budgets and increased performance expectations. Students will enhance their business intelligence to effectively manage and make informed decisions affecting their programs and service to the American public.

Learn techniques from the Office of Management and Budget (OMB) for evaluating agency and program performance to provide financial and performance information in useful form, anticipate OMB actions, effectively manage your program responsibilities, and truly support the business of government.

Objectives/Learning Outcomes:

- Follow a comprehensive, structured approach for conducting analysis
- Formulate specific, answerable questions to guide and control the analysis
- Determine where and in what form data exist to answer the questions
- Identify and select data analysis methods
- Identify and select data collection methods
- Present the results of the analysis structured to respond fully to the identified questions
- Apply the 5-step structured analytical approach to a case

Suggested Prerequisites:

None

Link(s) to Training:

USDA Grad School

Essential Tools and Techniques for Data Analysis, (I)

This course teaches you how to take smarter business decisions using powerful data analysis methods. Using Excel as the main tool, this seminar goes beyond the qualitative side of data analysis to explore proven quantitative tools and methods for analyzing, interpreting, and utilizing data, so that more informed and reliable business decisions can be made. Take this course to solve the problem of how to productively handle the spreadsheets, reports, and information that pile up in your inbox every day—and lose the angst that goes with it!

Objectives/Learning Outcomes:

- Learn the best practices for organizing, summarizing, and interpreting quantitative data

- Create a repeatable process for analyzing your data
- Bring out patterns in data that were not apparent at first glance
- Identify and explain tools for data analysis
- Shorten the time between analysis and action to avoid “analysis paralysis”
- Know how to get from hard data to well-reasoned conclusions

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Evaluating and Presenting Analysis Results, (I)

This course focuses on transforming analysis findings into information the organization can use to make effective decisions. Participants will learn how to determine if an analysis has met the project goals and steps to take when finalizing an analysis. The course then shifts to the design and development of presentations. Best practices for evaluation and presentation are provided in facilitated discussions and reinforced with practical exercises.

Objectives/Learning Outcomes:

- Evaluate whether an analysis has met its goals
- Determine what next steps are necessary prior to finalizing an analysis
- Evaluate and select the most appropriate method to present both quantitative and qualitative results to various stakeholders
- Draft a reader-friendly outline for an analysis results report
- Write an Executive Summary for an analysis results reports
- Develop tables, graphs, and charts that convey information quickly and concisely
- Develop a clear message that effectively communicates the implications of your result
- Give a briefing or presentation to present analysis results to decision- makers

Suggested Prerequisites:

- Analytics Boot Camp
- Data Analysis and Modeling Techniques
- Data Collection Techniques

Link(s) to Training:

Management Concepts

How to Turn Data into Compelling Visual Presentations, (B)

Learn how to visually and clearly present data. Communicating data and the story of what that data means has become increasingly important in recent years. In this course, you will learn the fundamentals and best practices of data visualization techniques, as well as hands-on approaches to using Microsoft Excel and PowerPoint to present your data in a variety of formats.

You will complete multiple exercises and create various types of visualizations and charts throughout the course. You will also work individually and in groups to analyze, redesign, and improve poorly designed charts that are provided.

Objectives/Learning Outcomes:

- Understand basic graphic design principles and how audiences process information visually
- Learn how to make use of emphasis, color, layout, and typography to maximize the clarity of your messages
- Become familiar with available tools/techniques for data visualization
- Understand the differences between “Glanceable” and “Referenceable” visualizations and how to harness the power of each
- Increase the impact and strength of your messages by choosing the most effective chart for a given data set and story in various circumstances
- Learn the one color that you should make use of in every visualization, the one default element that should be removed from every chart, how legends can confuse your audience, why a bar is nearly always better than a pie, and common design mistakes that distort your data and damage your credibility

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Improve Your Analytical Skill: Making Information Work for You, (B)

This course will teach you how to synthesize data, determine implications and make informed decisions. With interactive learning, combined with discussion, lecture, and case studies, this is your opportunity to make sense of the overwhelming amount of data you're inundated with daily so you can make decisions to the best advantage of your business and career. Improving your analytical skills is easy with this analytical thinking seminar.

Objectives/Learning Outcomes:

- Identifying core analytical skills
- Exploring challenges in collecting, evaluating and presenting information
- Describing the steps in the analytical process: plan, analyze, conclude
- Improving your analytical skills by clarifying relevant issues and questions: why, who, options, benefits and risks
- Deciding on an approach for an analysis project
- Creating a data collection plan for obtaining information
- Organizing, collecting and evaluating data via graphic tools
- Determining risks and performing cost-benefit analysis
- Evaluating data and dealing with information gaps
- Getting from conclusions to recommendations
- Developing your conclusion graphically
- Tools, tips and techniques for presenting your story to multiple audiences
- Creating and delivering a brief presentation that gets buy-in

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Training Evaluation Form

Date: _____

Title of training: _____

Vendor: _____

Instructor: _____

Please mark the option which best indicates your level of agreement with the statements below.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Class objectives were clearly defined.					
2. Participation and interaction were encouraged.					
3. Topics covered were relevant to me and my job duties					
4. Class content was organized and easy to follow.					
5. Materials distributed were helpful					
6. Instructor was knowledgeable about the training topics.					
8. Instructor was well prepared.					
9. Training objectives were met.					
10. Time allotted for training was sufficient.					
11. Meeting room and facilities were adequate and comfortable.					

12. What did you like most about the training?

13. What aspects of the training could be improved?

14. Do you feel this course will improve your ability to do your job?

15. Please share any other feedback you have about the training.

WB GAO and IG recommendations against RT recommendations

Government Accountability Office (GAO) and Department of Labor (DOL) Inspector General (IG) reports benchmarked against include:

- USDOL IG: "OSHA needs to continue to strengthen its whistleblower protection program" (September 30, 2015; RN: 02-15-202-10-105)
- USGAO: Report to Congressional Committee, "Whistleblower protection program: Opportunities exist for OSHA and DOT to strengthen collaborative mechanisms" (March 2014, RN: GAO-14-286)
- USGAO: Report to Congressional Requesters, "Whistleblower protection: Sustained management attention needed to address long-standing program weaknesses" (August 2010, RN: GAO-10-722)
- USGAO: Report to Congressional Requesters, "Whistleblower protection program: Better data and improved oversight would help ensure program quality and consistency" (January 2009, RN: GAO-09-106)

	Internal Controls		
<p>Federal Partners</p> <p>Develop and implement a formal process and working relationship with other agencies.</p>	<p>Finalize and implement draft investigation checklist.</p> <p>Manual should be updated timely to reflect current policies, procedures, and statutes.</p>	<p>Strengthen working relationships with Federal partners to:</p> <ol style="list-style-type: none"> 1. Provide SME training 2. Detail to Labor to build out the SME-model and/or help with cases specific to their Agency 3. Serve as an SME reference throughout case and provide knowledge, input, feedback on cases. <p>ARA/RSLs use checklist to provide quality review checks. (A screen shot of WHD's Case Review provide a checklist starting point.)</p> <p>OSHA include SOPs, developed by an inter-region working group at the ARA and RSL level, to capture best practices, set clear standards across the regions, and ultimately, develop a National Whistleblower Protection Program.</p> <p>Consider what parts of the manual to publish, and which should serve as internal guidance.</p>	<p>Previous IG and GAO reports</p> <p>Track WPP expenses, including FTEs.</p>
<p>Budget</p>	<p>Develop an action plan to address internal control weaknesses. This should include NO's control over the program.</p>	<p>Revise the current WESC structure to include ARAs. The ARAs will help with long-term policy and resource decision-making and recommendations to the NO. This includes the FTE methodology and distribution.</p>	<p>Red Team Recommendations (January 2017)</p>
<p>Internal Controls</p>	<p>Regional audits (clarify criteria, conducted by a different region, submit complete reports to NO).</p>	<p>(See Pilot Marketplace Prototype—A way to distribute pilots across the regions and track their progress and implementation. A counterpart to the Manual as many pilots are developed in order to go around the Manual.)</p> <p>Remove the WPP from the regional structure to strengthen oversight from the NO.</p> <p>Engage ARAs to help with long-term policy and resource decision-making. Consider revising the membership for the WESC to include five ARAs.</p> <p>Implement a National Audit Program, overseen by DWPP. The audit team would visit each region at least once every three years. They will review a representative sample of the cases completed during the past three years. The team will review regional compliance with policy and procedures. In addition, the team would identify best practices in the regions and provide recommendations to the Director. Attached is a copy of the</p>	

		Previous IG and GAO reports	Red Team Recommendations (January 2017)
		Develop and monitor specific performance measures or indicators for quality control. Measures should appropriately weight timeliness and quality of investigations.	Wage and Hour Accountability Review Team's "Master List of Elements." This provides an idea of what DWPP's Accountability Review Team could be focusing on during these audits. OSHA should build a customized data analytics unit. OSHA should establish realistic performance measures for WBIs, with the goal of producing quality investigations that are completed in a timely manner. At a minimum, the Performance Management Plan for WBIs should include quality and timeliness measures. <ul style="list-style-type: none"> • Example of a quality measure: <i>Percentage of WBI cases submitted during the rating period free of substantive errors and omissions.</i> • Example of a timeliness measure: <i>Percentage of WBI's cases submitted during the rating period completed timely.</i>
		Incorporate WPP strategic goals into DOL's strategic plan.	These metrics will tie to the Experience Tracker and Progress Tracker. The Experience Tracker will be used to identify pain points. The Progress Tracker will allow complainants to view the status (timeliness) of their case. Include measures and milestones in OSHA's annual Operating Plan. Report WPP regional data in the quarterly PMC meetings.
		Tracking WB complaints includes information on cases that are screened-out before they are investigated.	(1) Streamline untimely and non-prima facie complaints (2) Increase ADR (3) To track data-- Build a user centered IMIS Overhaul. Any new system should be designed for the investigator and reflect the business needs and practices of the WPP.
		Data on WB complaints are accurate. WPP held accountable by NO.	OSHA should establish national standards for case quality. The regional managers should be held accountable for ensuring that their regions meet or exceed these goals. A review of these metrics will be performed every three years with the National Audit Program. ARAs will use this data to make necessary adjustments to resource allocations.
	Performance Management	Develop and provide a comprehensive training curriculum.	Develop skills and knowledge through a robust training program for both on-boarding and on-going professional development and career enhancement. This program should ensure that WPP employees have the requisite knowledge, skills, and capabilities to properly accomplish the program's complex mission -- the effective investigation of 22 federal statutory provisions. To achieve this, OSHA should an Investigatory and Leadership Competency Guide, and a Training Catalog that incorporates required training and professional development at various levels of the whistleblower career. (See prototypes.)
	Training	Ensure staff complete mandatory training.	Expand the required training for new investigators and consider expanding the required training for seasoned investigators.
		Establish minimum standards for equipment and computer software.	Audio Recorders—Allow the investigator to stay focused on the interview. A digital recording device can remove a major pain point during the interview process. It can also serve as a quality control. Speech Recognition Software—Creates cost-effective rough transcripts of audio recorded interviews.
IMIS			

Department of Labor
Whistleblower Protection Program
Training Catalog 201



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Overview of Leadership Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
<u>Achieving Leadership Success through People</u>	Advanced		●	●
<u>Advanced Leadership Skills and Techniques</u>	Advanced		●	●
<u>Assertiveness Skills: Communicating with Authority & Impact</u>	Basic		●	●
<u>Assertiveness Training for Women in Business</u>	Intermediate		●	●
<u>Building and Sustaining Teams</u>	Intermediate		●	●
<u>Coaching from a Distance</u>	Intermediate		●	●
<u>Collaborative Leadership Skills</u>	Intermediate		●	●
<u>Communication Skills: Results through Collaboration</u>	Basic		●	●
<u>Decision Support for Finance Managers</u>	Basic		●	●
<u>Developing Team Creativity and Initiative</u>	Intermediate		●	●
<u>Developing Your Leadership Voice for Presence and Impact</u>	Basic		●	●
<u>Emotionally Intelligent Leadership</u>	Intermediate		●	●
<u>Engaging Leadership</u>	Intermediate		●	●
<u>Executive Presence for Women</u>	Intermediate		●	●
<u>Expanding Your Influence: Understanding the Psychology of Persuasion</u>	Intermediate		●	●
<u>High Impact Leadership: Expanding Your Influence</u>	Intermediate		●	●
<u>How to Coach a Virtual Team</u>	Intermediate		●	●
<u>How to Communicate with Diplomacy, Tact, and Credibility</u>	Basic		●	●
<u>Influence Skills: Getting Results without Direct Authority</u>	Basic		●	
<u>Interpersonal Skills: Developing Effective Relationships</u>	Intermediate		●	●
<u>Leadership and Management Skills for Non-Managers</u>	Basic		●	
<u>Leadership Development for Women</u>	Intermediate		●	●
<u>Leadership Skills and Techniques</u>	Intermediate		●	
<u>Leadership Strategies for Creating a Respectful Workplace</u>	Advanced		●	●
<u>Leading in a Diverse and Inclusive Culture</u>	Advanced		●	●
<u>Leading your Team to Success</u>	Intermediate		●	●
<u>Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure</u>	Intermediate		●	●
<u>Personal Skills for Professional Excellence</u>	Basic	●	●	
<u>Preparing for Leadership: What it Takes to Take the Lead</u>	Basic		●	●
<u>Project Leadership: Building Commitment through Superior Communication</u>	Intermediate		●	●
<u>Project Leadership: Building High-Performance Teams</u>	Intermediate		●	●
<u>Public Speaking: Compelling Speeches & Presentations</u>	Intermediate		●	●

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
<u>Situational Leadership Workshop</u>	Intermediate		●	●
<u>Strategic Agility and Resilience: Embracing Change to Drive Growth</u>	Advanced		●	●
<u>The Voice of Leadership: How Leaders Inspire, Influence, and Achieve Results</u>	Intermediate		●	●
<u>Sparking Innovation and Creativity</u>	Basic	●	●	

Overview of Management Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
<u>Assertiveness Training for Managers</u>	Intermediate			●
<u>Coaching Essentials for Managers</u>	Advanced			●
<u>Developing Executive Leadership</u>	Advanced			●
<u>Facilitating an Effective Strategic Planning Process</u>	Advanced			●
<u>Fundamentals of Strategic Planning</u>	Basic			●
<u>HR Essentials for Government Supervisors</u>	Intermediate			●
<u>Interpersonal Essentials for Supervisors</u>	Basic			●
<u>Leadership and Team Development for Managerial Success</u>	Intermediate			●
<u>Leadership Skills and Techniques for Supervisors</u>	Intermediate			●
<u>Management Skills</u>	Intermediate			●
<u>Strategic Execution: Getting it Done</u>	Advanced			●
<u>Strategic Planning</u>	Intermediate			●
<u>Strategic Thinking</u>	Intermediate			●
<u>Supervising Employee Performance</u>	Basic			●
<u>Achieving Success as a New Manager</u>	Intermediate			●
<u>Decision Making</u>	Advanced		●	●

Analytical

Analytic Training Course	Level	Group Leader	Manager	Individual Contributor/ Employee
<u>Advanced Tools and Techniques for Data Analysis</u>	Advanced		●	
<u>Analytical Thinking and Problem Solving</u>	Basic	●	●	
<u>Analytics Boot Camp</u>	Basic	●		
<u>Critical Thinking for Problem Solving</u>	Intermediate	●	●	
<u>Data Analysis and Modeling Techniques</u>	Advanced		●	

Analytic Training Course	Level	Group Leader	Manager	Individual Contributor/ Employee
<u>Data Collection Techniques</u>	Intermediate	●	●	
<u>Decision Support: Building New Analytical Skills</u>	Intermediate		●	
<u>Essential Tools and Techniques for Data Analysis</u>	Intermediate	●		
<u>Evaluating and Presenting Analysis Results</u>	Intermediate		●	●
<u>How to Turn Data into Compelling Visual Presentation</u>	Basic		●	
<u>Improve Your Analytical Skill: Making Information Work for You</u>	Basic	●	●	

Overview of Communication Training Courses

NOTE: These courses have been identified by MSHA in their training program, however, they have not been mapped/linked into this document.

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Interpersonal Communication: Communicating with Confidence				
Developing Effective Communication Skills				
Communication Skills and Project Management				
Interpersonal Communication: Targeting Your Message				
Interpersonal Communication: Communicating Assertively				
Individuals who want to develop or refresh their interpersonal communication skills				
Communication Skills and Project Management				
Telecommuting Basics: Communication Strategies for the Remote Employee				
Leading Teams: Fostering Effective Communication and Collaboration				
Strategies for Communicating with Tact and Diplomacy-				
Creativity: Developing and Communicating Ideas-				
Listening Essentials: Improving Your Listening Skills				
Listening with Skill- Online Course				
Communication Skills and Project Management				
Listening Essentials: The Basics of Listening-				
Interpersonal Communication: Being Approachable				
Higher Purpose Listening-				
Mechanics of Communicating Effectively				
Delivering a Difficult Message with Diplomacy and Tact				
Working with Difficult People: Identifying Difficult People				

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Final Exam: Interpersonal Communication				
Communicating during Difficult Times				

Overview of Persuasive Writing Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Business Writing: How to Write Clearly and Concisely				
Business Writing: Know Your Readers and Your Purpose				
Business Writing: Editing and Proofreading				
Written Communication				
Writing under Pressure: The Writing Process				
Business Grammar: The Mechanics of Writing				
Business Analysis Requirements Management and Communication				
Business Grammar: Working with Words				
Influence and Persuasion				
Writing for Technical Professionals: Effective Writing Techniques				

Overview of Analyzing Data Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Business Writing: How to Write Clearly and Concisely				
Business Writing: Know Your Readers and Your Purpose				
Business Writing: Editing and Proofreading				
Written Communication				
Writing under Pressure: The Writing Process				
Business Grammar: The Mechanics of Writing				
Business Analysis Requirements Management and Communication				
Business Grammar: Working with Words				
Influence and Persuasion				
Writing for Technical Professionals: Effective Writing Techniques				

Overview of Presentation Skills Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Basic Presentation Skills: Creating a Presentation				
Basic Presentation Skills: Planning a Presentation				
Basic Presentation Skills: Delivering a Presentation				
Public Speaking Strategies: Confident Public Speaking				
Public Speaking Strategies: Preparing Effective Speeches				
Generating Creative and Innovative Ideas: Enhancing Your Creativity				
Generating Creative and Innovative Ideas: Maximizing Team Creativity				
Basic Presentation Skills: Creating a Presentation				
Basic Presentation Skills: Planning a Presentation				
Basic Presentation Skills: Delivering a Presentation				
Generating Creative and Innovative Ideas: Verifying and Building on Ideas				
Executing Innovation				
Getting Ready to Present				
Creativity: Developing and Communicating Ideas				
Promoting Creative Thinking				
Leadership Essentials: Motivating Employees				
Leadership Essentials: Communicating Vision				
Leadership Essentials: Building Your Influence as a Leader				
Leadership Essentials: Leading with Emotional Intelligence				
Leadership Essentials: Leading Business Execution				
Leadership Essentials: Leading Innovation				
Leadership Essentials: Leading Change				
Leadership Essentials: Creating Your Own Leadership Development Plan				
Leading Outside the Organization				
Knowing When to Take Leadership Risks				
Wanted – Innovation Leaders				

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Crafting an Organizational Vision				
Facilitating Collaborative Processes				
Challenges of Facilitating				
Using Facilitation Skills as a Manager				
Essential Mentoring Techniques: Mentoring Fundamentals				
Essential Mentoring Techniques: Designing and Initiating Mentoring Programs				
Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships				
Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program				
Leadership Essentials: Leading Change				
Leadership Essentials: Creating Your Own Leadership Development Plan				
Leading Outside the Organization				
Knowing When to Take Leadership Risks				
Wanted – Innovation Leaders				
Crafting an Organizational Vision				
Facilitating Collaborative Processes				

Overview of Problem Solving Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Critical Thinking Essentials: What is Critical Thinking				
Critical Thinking Essentials: Applying Critical Thinking Skills				
Uncovering the Root Problem				
Anticipating and Solving Problems as a Project Champion				
Turning Problems Around with Reverse Brainstorming				
Problem Solving: Process, Tools, and Techniques				
Problem Solving and Process Management Tools				
Problem Solving and Decision Making				

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Playing the Devil's Advocate in Decision Making				

Overview of Teamwork Training Courses

Training Course	Level	Individual Contributor / Employee	Group Leader	Manager
Leading Teams: Launching a Successful Team				
Leading Teams: Establishing Goals, Roles, and Guidelines				
Leading Teams: Developing the Team and its Culture				
Leading Teams: Building Trust and Commitment				
Leading Teams: Fostering Effective Communication and Collaboration				
Leading Teams: Motivating and Optimizing Performance				
Leading Teams: Dealing with Conflict				
Leading Teams: Managing Virtual Teams				
Using Feedback to Improve Team Performance				
Being an Effect Team Member				
Elements of a Cohesive Team				
Support Your Leader				
Developing Self Sufficient Teams				
Choosing the Right Team Culture				
Managing Communications in a Virtual Team				
Building and Leading Teams				
Meeting Team Performance Challenges				

Overview of Working with Others Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Working with Difficult People: Identifying Difficult People				
Working with Difficult People : How to Work with Manipulative People				

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Workplace Conflict: Recognizing and Responding to Conflict				
Workplace Conflict: Strategies for Resolving Conflicts				
Personal Conflict Styles				
Leading Teams: Motivating and Optimizing Performance				
Leading Teams: Dealing with Conflict				
Leading Teams: Managing Virtual Teams				
Coping with Aggressive Behavior in the Workplace				
Blame Backfires – Conquer Negative Thinking				
Reacting to Coworkers Who Try Taking Advantage				
Improving Communication in Cross-cultural Relationships				
Communicating with a Cross-cultural Audience				
The Value of Peer Relationships				
Building Peer Relationships				
Building Better Relationships through Understanding				
Developing Strategic Peer Relationships in Your Organization				
Forming Peer Relationships and Alliances at Work				
Peer Political Styles				
Managing Conflict				
Engaging Top Performers				
Coping with Accusations in the Workplace				
Manager to Manager Conflict				

Overview of Constructive Feedback Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Giving Feedback				

Giving Appropriate Feedback

Giving Constructive Criticism

Receiving Feedback and Criticism

Criticism in Context-

Overview of Difficult Conversations Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Having Difficult Conversations Effectively				
Customer Service: Difficult Conversations – Instructor-led Course				
Preparing for a Difficult Conversation				
Having a Difficult Conversation				
Delivering a Difficult Message with Diplomacy and Tact				

Overview of Working with Difficult Customers Training Courses

Training Course	Level	Individual Contributor/ Employee	Group Leader	Manager
Working with Difficult People: How to Work with Aggressive People				
Conflict Management: Creating Constructive Conversations in the Workplace– Instructor-led Course				
Handling Difficult Questions as a Presenter				

Leadership Courses

Achieving Leadership Success Through People, (A)

Lead more effectively by creating rapport, synergy and two-way trust. The most successful leaders are those with the best people skills, especially during the most difficult circumstances. Poor communication and interpersonal relationships routinely thwart leaders who are otherwise technically competent. In order to succeed, leaders must be fully engaged with the individuals who make up their organization. Focusing skill-by-skill on P.E.O.P.L.E. (Professionalism, Empathy, Optimism, Partnering, Loyalty and Empowering) this seminar can help anyone in a position of leadership to better demonstrate caring as well as courage, and to use a P.E.O.P.L.E. approach to achieve maximum results.

Objectives/Learning Outcomes:

- Understand the components of professionalism and the importance of setting a good example
- Coach and develop your direct reports/colleagues to be more hopeful and empathetic as they develop greater professionalism
- Create genuine partnerships and unity with, and among, direct reports/colleagues
- Be more optimistic through reframing, resilience and positive language skills
- Learn and apply the components of loyalty to create "loyal followership"
- Trust and empower your direct reports/colleagues more

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Advanced Leadership Skills and Techniques, (A)

This course is designed to assist individuals in enhancing and sharpening their existing leadership skills. Participants will learn to develop a strong leadership presence, apply emotional intelligence (EI) competencies, demonstrate flexibility in their leadership approach, develop the leadership potential of a team, and make ethical decisions. Through self-assessments, practical group exercises, and discussions, participants will have the opportunity to apply learned strategies to different individual, team, and organizational situations.

Objectives/Learning Outcomes:

- Develop a strong leadership presence
- Apply emotional intelligence (EI) competencies to enhance individual, team, and organizational performance
- Demonstrate flexibility in leadership approach to maximize effectiveness
- Develop the leadership potential of a team
- Strengthen a team's leadership role in an organization
- Solve ethical dilemmas

Suggested Prerequisites:

Building and Sustaining Teams
Leadership Skills and Techniques

Link(s) to Training:

Management Concepts

Assertiveness Skills: Communicating with Authority & Impact, (B)

This course will help you gain self-awareness of your attitudes and behavior patterns that promote or hinder assertive behavior. Through video demonstrations, role-playing activities, journaling, skill development and workshops, you increase your ability to get work done using proven techniques.

Objectives/Learning Outcomes:

- Demonstrate and model assertive behavior for win-win outcomes
- Gain self-awareness of your attitudes, behavior patterns and habits
- Develop a positive, proactive response to difficult behaviors
- Exhibit confidence in your ability to address challenging situations
- Enhance your skill set with proven tactics

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

American Management Association

Assertiveness Training for Women in Business, (I)

AMA's assertiveness training for women gives you the opportunity to practice fundamental assertiveness skills and to share your concerns with other women in a supportive and encouraging learning environment. You'll assess your leadership style and then apply the new skills and tools you learn directly to one of your own challenges, receive feedback, and refine your skills through videotaped practice. Return to work with a complete and flexible plan for achieving the kind of assertiveness your position demands.

Objectives/Learning Outcomes:

- Recognize the characteristics of the four assertiveness styles
- Assess your individual assertiveness style and its effectiveness
- Demonstrate assertiveness techniques using supportive communication behaviors
- Develop an action plan to overcome at least two personal obstacles to assertiveness
- Learn how to capitalize on the strengths of your leadership style—and minimize weaknesses
- Flex your leadership style preference to interact most effectively and assertively with others
- Incorporate assertiveness techniques into everyday practices

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

SkillPath

Building and Sustaining Teams, (1)

This highly experiential and interactive course excites, challenges, and guides leaders through a series of exercises that help them build high-performing teams and sustain team excellence. Through analysis of critical workplace issues, the course transforms participants who want to think, problem-solve, innovate, and find support in order to help their organizations build high-performing teams. Participants discuss previous teaming experiences, engage in practices they can use to promote successful teaming experiences in their own organizations, and evaluate the strategies they currently use to help their teams accomplish their objectives. Participants also gain insight into their own preferences around team dynamics and engage in exciting experiences that help them shift the way they lead their teams.

Objectives/Learning Outcomes:

- Identify the criteria for high performance
- Develop strategies to build trust with and among team members
- Establish effective communication standards before initiating collaborative efforts
- Leverage the skills of your team members to align the team for high performance
- Develop strategies to bring your team to a state of high performance
- Manage challenging issues to sustain high performance
- Apply lessons learned to a hypothetical scenario and develop an action plan for achieving high performance

Suggested Prerequisites:

- Leadership and Management Skills for Non-Managers
- Leadership Skills and Techniques
- Interpersonal Skills: Developing Effective Relationships

Link(s) to Training:

Management Concepts

Coaching From a Distance: Developing Your Team When You Can't Be Face to Face (1)

Successful coaching is challenging and rewarding—but coaching remotely or in a virtual environment demands all-new rules. The countless ways in which professionals now communicate means business can be conducted almost anywhere. This has introduced the element of distance (both real and virtual) between coach and subject. Coaching skills that once worked so effectively face-to-face won't get the job done today. For a remote or virtual environment, coaches must develop an entirely new battery of skills—from innovative ways of listening to new measures of coaching success. This new Live Online Seminar covers it all in four dynamic lessons, with a sharp focus on skill-building and modeling techniques that will enable coaches to move their teams to the next level of professional development regardless of distance.

Objectives/Learning Outcomes:

- Diagnose the specific kind of coaching that the situation requires
- Provide coaching directed toward development, career planning and performance management
- Develop critical listening skills—to “hear between the lines”
- Make the right connections to foster cohesion and teamwork
- Execute your strategy with the appropriate set of tools and techniques
- Compensate for lack of “face time” and visual cues

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Collaborative Leadership Skills, (I)

Developing essential collaborative skills to build team commitment with collaborative leadership training to enhance team commitment and individual performance. This seminar will give you the skills to be an adaptive manager, someone who can create clarity, vision and build mutual trust with your team and other departments. It will show you how to inspire optimal performance from team members and help bring out their strongest talents.

Objectives/Learning Outcomes:

- Become more effective by enabling each team member to share ideas and generate solutions
- Remove roadblocks that prevent employees from doing their best work
- Enhance team creativity and involvement without expensive programs or initiatives
- Differentiate yourself and become more influential in your organization
- Help increase employee retention and engagement
- Develop a mindset that can increase your innovation skills and produce new ideas
- Provide greater opportunities for employees to own and implement their ideas
- Reduce performance issues by increasing employee involvement and leadership skills

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Communication Skills: Results through Collaboration, (B)

Through interactive workshops, self-assessments, role-playing activities and video simulations, you gain practical experience initiating and responding to various forms of communication. You will also learn to handle situations based on a flexible, genuine and self-confident approach.

Objectives/Learning Outcomes:

- Build collaborative relationships that emphasize trust and respect
- Communicate effectively using simple and concise language
- Enhance listening skills to anticipate and avoid misunderstandings
- Foster cross-cultural understanding in your workplace
- Eliminate communication roadblocks
- Focus on nonverbal cues

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

SkillPath

Decision Support for Financial Managers, (B)

This course provides students with the foundational knowledge and skills needed to recognize an issue in their environment and translate both the empirical and qualitative data into well-constructed courses of action. Students will learn how to identify both financial and nonfinancial factors associated with each alternative, and provide evidence-based recommendations to the decision-maker. Students will apply the knowledge and tools presented in the course through interactive case studies to strengthen their understanding of decision support fundamentals.

Objectives/Learning Outcomes:

- Develop a foundational understanding of evidence-based decision support
- Comprehend and apply a four-step decision support model
- Identify the objectives of a decision
- Apply brainstorming and other decision theory techniques appropriately
- Identify, comprehend, and translate the decision-maker's intent into action
- Apply "mix-method" research tools for value-added decision support
- Understand and mitigate risks associated with decision support analysis
- Communicate recommendations effectively

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Developing Team Creativity and Initiative, (I)

Surveys show that 80% of company ideas come from teams working in the field who are in contact with clients, suppliers and partners. These front-facing team members are in a position to identify problems, find solutions and suggest new ways of obtaining sustainable growth. Managers who succeed in today's age of knowledge and complexity have gained the know-how to leverage this incredible resource.

In this course, developed in conjunction with Isaac Getz, professor at the ESCP-EAP (School of Management for Europe), associate professor at Stanford University and one of the world's leading specialists in innovation and creativity, you will discover how to set up a framework for encouraging ideas, much like those for cutting costs or managing quality.

Objectives/Learning Outcomes:

- Encourage the emergence of ideas and implement them to increase your team's performance
- Enhance your team's ability to be self-directed
- Become a facilitator who enables others to develop their potential
- Manage ideas as a way to leverage motivation
- Save time and free up more energy
- Increase your team's self-sufficiency, adaptability and ability to react quickly
- Unleash your team's potential for innovation

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Developing Your Leadership Voice for Presence and Impact, (B)

You learn to develop your authentic leadership voice and the confidence to lead in daily situations and during periods of change. You also learn techniques for engaging, inspiring and motivating others; handling challenging conversations; and achieving greater success.

Objectives/Learning Outcomes:

- Adopt a strategic process and a framework for leading change
- Communicate effectively to successfully implement change
- Apply a strategic approach to communication and planning
- Inspire and motivate others to support change
- Skillfully handle challenging situations
- Evaluating your current personal communication areas for growth
- Discovering personal factors that affect communications outcomes
- Practicing organizational change stories to connect with stakeholders
- Crafting effective messages
- Evaluating stakeholders to customize your communications strategy
- Identifying best practices to lead and sustain change

Suggested Prerequisites:

None

Link(s) to Training:

[Learning Tree](#)

Emotionally Intelligent Leadership, (I)

This course links emotional intelligence to practical leadership behaviors. In this course, leaders assess the emotional competence of their leadership behaviors and identify ways they can increase their emotional intelligence when leading others. The course starts with a series of guided reflections and takes participants through a series of emotionally charged situations through which they develop a greater understanding of emotionally competent leadership behaviors. At the end of each module, participants complete incremental action plans that evaluate the effectiveness of the techniques they used and identify specific workplace situations in which they can integrate emotionally intelligent leadership practices.

Objectives/Learning Outcomes:

- Explain the value of emotional intelligence for leaders in the modern workplace
- Describe the impact of your emotional intelligence on your leadership behaviors and decision making processes
- Identify key characteristics of an emotionally intelligent leader
- Respond to emotionally charged situations in an emotionally competent manner
- Demonstrate emotionally intelligent leadership behaviors when leading others
- Promote emotionally intelligent leadership behaviors throughout your organization

Suggested Prerequisites:

[Leadership Skills and Techniques](#)

Link(s) to Training:

Management Concepts
Learning Tree

Engaging Leadership, (1)

Based on the fast-selling book, *The Cornerstones of Engaging Leadership*®, this interactive course reveals the key actions a leader must take to connect with and engage others: build trust, leverage unique motivators, manage performance from a people-centric perspective, and engage people emotionally. By committing to these four cornerstones of engagement, leaders can unleash the potential of others and inspire effective performance.

The approach used in this course will help leaders at all levels of an organization increase the engagement of others and foster more effective performance. This session will incorporate a self-assessment that helps participants understand how they demonstrate engaging leadership right now and then create a plan for becoming a more engaging leader. Working with partners and small groups during the course, participants will practice various skills and approaches, walking away with key practices they can put into action immediately.

Objectives/Learning Outcomes:

- Connect common understandings of engagement on an organizational level to what an individual leader can do to increase engagement and affect performance
- Utilize a framework for understanding engagement and engaging leadership
- Build trust in a more holistic way
- Hold conversations with others about what uniquely motivates them to perform
- Recognize the value of a people-centric approach in order to increase engagement and effective performance in the workplace
- Discuss how emotions influence engagement and individuals' interest in participating in organizational change
- Describe "best practices" for creating an engaging culture of leadership

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Executive Presence for Women, (1)

This seminar explores the key components of being "powerful." In a supportive atmosphere, you'll get honest feedback from your instructor and peers, benefit from **videotaping and improvisation practice**, and get a realistic idea of your current power image. You'll then identify and practice improving your power presence. Filled with **personalized coaching and intensive feedback**, this is the ideal seminar for women who want to influence and maximize their executive presence.

Objectives/Learning Outcomes:

- Know how body language and verbal behaviors affect your image as a leader
- Recognize how small changes can improve your ability to be perceived as powerful
- Use your verbal and body language in appropriate ways to increase your influence
- Understand how powerful leaders vary and balance their verbal and body language depending on the circumstances

- Learn how to project confidence in any business situation

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Expanding Your Influence: Understanding the Psychology of Persuasion, (I)

Bringing about the reaction you want from others and expanding your influence require insights that go beyond the actual process of influencing—and into the psychology of what truly prompts us to say yes or no.

This 2-day course explores these psychological triggers, plus how this knowledge may be used not just for compliance but for mutually desirable outcomes. You'll uncover persuasion techniques that most people don't even know exist and learn how to build your influence by applying these principles to any number of business interactions, from managing, mentoring and negotiating to conversations, writing and presentations. In addition, you will learn how to choose the best principle for any given situation and avoid being manipulated by others.

Objectives/Learning Outcomes:

- Explore the psychology behind persuasion
- Understand the psychological/subconscious triggers that influence a person's decision-making process, behaviors and reactions
- Select and customize the right law(s) of persuasion to apply in any situation
- Learn tactics to protect yourself from unethical behavior
- Prepare to influence an individual by using the Pre-Persuasion Checklist

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

High Impact Leadership: Expanding Your Influence (I)

You gain practical knowledge and skills to become more effective at implementing strategy, making decisions, building networks and alliances, and leading teams through various types of change. You develop the confidence to engage and mobilize others to achieve positive business outcomes.

Objectives/Learning Outcomes:

- Successfully navigate organizational politics to achieve results
- Create and implement strategy to strengthen your team's competitive advantage
- Foster effective decision making and judgment in challenging situations
- Extend alliances and facilitate change initiatives
- Assessing your influencing strategies
- Best practice-sharing to thrive in a political environment
- Monitoring performance results to create measurable outcomes

- Profiling your and others' decision-making styles
- Applying a strategic change model
- Promoting individual and team strengths

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

How to Coach a Virtual Team, (I)

Building relationships over hundreds—or thousands—of miles? Trying to set goals that are understood around the globe? These special circumstances require special skills. Workplaces around the world are now linked virtually through technology. To get results, the leader of a virtual team must approach employees differently from co-located teams.

Master the tools and techniques that increase your effectiveness when managing performance and coaching virtually. So you can overcome the challenges that are specific to leading a virtual team. Build effective long-distance teams. And manage and coach virtually with success and complete confidence.

Objectives/Learning Outcomes:

- Identifying virtual performance challenges
- Exploring best practices for performance management in virtual teams
- Defining virtual team members' roles and responsibilities to maintain team focus on goals, objectives and tasks
- Learning the process for identifying coaching and development activities for employees
- Practicing using the GROW Model of Coaching

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

How to Communicate with Diplomacy, Tact, and Credibility, (B)

How well you communicate can make or break your professional image. It directly influences how others view your work and performance—as well as your prospects for career advancement and mobility. Unfortunately, being diplomatic, tactful and credible doesn't always come naturally to people. Even when it does, such communication can easily be derailed by emotions and conflicts. To be a communicator who is skilled in all three areas, it takes awareness, training and the know-how to apply proven techniques to all kinds of situations.

This seminar will teach you how to choose and use the most appropriate words and emotional tone for every business interaction. You will gain insights into your communication style and the styles of others, while building skills to clearly and effectively receive and transmit information, ideas, thoughts, feelings and needs.

Objectives/Learning Outcomes:

- Apply diplomacy and tact to be a credible and effective communicator
- Manage the impact your communications have on your image
- Define and leverage your communication style
- Develop and demonstrate better listening skills
- Understand the importance of perceptions
- Explore communication style differences and learn to flex your own style
- Recognize the impact of stress on communications and be able to adjust for it
- Know what makes effective, powerful communication and develop the skills to model it

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Skillpath

Influence Skills: Getting Results without Direct Authority, (1)

Through practice sessions, video simulations and role-playing activities, you acquire the specific skills, behaviors and attitudes necessary to achieve desired results without relying on the use of authority. You also learn to enhance your listening skills to avoid common misunderstandings.

Objectives/Learning Outcomes:

- Apply influence strategies to gain commitment and foster collaboration
- Dynamically adjust your approach to others to gain buy-in
- Achieve goals by enhancing trust and cooperation
- Deal effectively with challenging behaviors to overcome resistance and inertia in others
- Use knowledge and competence to influence others

Suggested Prerequisites:

Interpersonal Skills: Developing Effective Relationships

Link(s) to Training:

Management Concepts

Learning Tree

American Management Association

Interpersonal Skills: Developing Effective Relationships, (1)

This course is intended to assist individuals in recognizing their own communication styles and how their individual styles differ from the communication styles of others in the workplace. Additionally, participants learn how to improve their interpersonal skills and how to maintain relationships over time. Through interactive activities, self-assessments, and discussions, participants gain an awareness of their communication styles and learn strategies to resolve conflict and strategies for communicating effectively with those whose styles are unlike their own. Participants learn skills to communicate and listen effectively and maintain relationships through inspiring trust and giving and receiving feedback.

Objectives/Learning Outcomes:

- Determine their communication style
- Develop strategies for interacting with communication styles unlike their own
- Identify and use conflict resolution styles appropriate for different situations
- Identify barriers to communication and strategies to overcome them
- Listen effectively to ensure they have received messages as intended
- Use nonverbal communication to express interest and demonstrate that they are actively engaged in conversations
- Develop strategies for building and maintaining relationships

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Leadership and Management Skills for Non-Managers, (B)

This course introduces fundamentals of leadership and management. Through highly interactive activities, self-assessments, and discussions, participants learn how to lead from their roles in their organizations. Skills introduced include communicating effectively, solving problems, making decisions, working in teams, building relationships, creating and implementing change in the organization, and aligning one's goals with the organization's mission, goals, and objectives.

Objectives/Learning Outcomes:

- Use effective communication techniques to improve results
- Identify opportunities to enhance cooperation among their colleagues
- Manage the day-to-day challenges of leading a team
- Use effective strategies for organizing projects and negotiating resources
- Apply problem-solving and decision-making skills to accomplish tasks
- Assess their organization's ability to be flexible and open to new ideas
- Create and implement change in their organizations

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Leadership Development for Women, (I)

For women looking to advance their careers, sobering realities need to be considered and addressed. Despite years of advances in both legal and corporate policy, many qualified women don't get the jobs they want. Misperceptions, stereotypes and misplaced emotions on the part of either sex can still sabotage a woman's career hopes—unless she takes a more strategic approach to her career.

This hands-on course shows you how to strategically use your strengths and abilities—your competitive edge—while mastering your emotions in even the most unwelcoming atmosphere. You'll learn how to build a network of support, take smart risks and view competition in a more positive light. Discover how to conduct

yourself in a manner that earns you respect, and pursue your goals with positive energy. Return to your job feeling confident, ready to compete fearlessly, and in a better position to be recognized for your true capabilities.

Objectives/Learning Outcomes:

- Overcome overt and hidden biases against women as leaders
- Adopt a competitive mindset that leverages your strengths as a woman
- Build a wide and strategic network of key stakeholders who will promote your career
- Avoid taking a perfectionist approach to competitive and challenging situations
- Recover from losses quickly by learning to take things less personally
- Learn to deal with hypercompetitive colleagues with whom you have low trust

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

SkillPath

Leadership Skills and Techniques, (I)

This course is designed to assist individuals in developing leadership skills that will enable them to lead from any position within an organization. Participants learn to lead with interpersonal effectiveness, influence, impact, and inspiration. Through interactive activities, self-assessments, and discussions, participants identify their leadership and personal influence styles and apply strategies to different situations. Participants practice building relationships based on integrity, credibility, and trust. They learn where they have the most leverage to facilitate change. Participants build a leadership network and commit to ongoing leadership development.

Objectives/Learning Outcomes:

- Describe a variety of leadership theories and models
- Identify important qualities and behaviors of effective leaders
- Describe their communication style and how it impacts their ability to lead
- Identify and apply strategies for enhancing leadership relationships with others
- Determine where you have the most leverage to facilitate change
- Apply innovative thinking practices to current and future organizational challenges
- Apply leadership practices and principles as an individual and in a team

Suggested Prerequisites:

Supervising Employee Performance

Interpersonal Skills: Developing Effective Relationships

HR Essentials for Government Supervisors

Link(s) to Training:

Management Concepts

Leadership Strategies for Creating a Respectful Workplace, (A)

Build and support a more positive and productive workplace climate. A workplace where employees treat one another with civility and respect is far more likely to function at optimum levels of productivity. Unfortunately, the rise of disrespectful behaviors in business seems to be at epidemic levels, and the result is a steady erosion in morale and productivity. This seminar provides strategies for leaders and managers to recognize and handle offensive, disrespectful and inappropriate behaviors. It also explores how to improve productivity by modeling better behavior and fostering a culture of civility and mutual respect.

Objectives/Learning Outcomes:

- Reduce the likelihood that smaller issues will escalate into larger confrontations
- Use appropriate tools to deal with rudeness, incivility and harassment
- Be better equipped to coach staff to deal with offenders
- Enhance project success through improvements in workflow
- Help reduce time away from work, worker's compensation claims and health insurance costs
- Be prepared for possible Healthy Workplace legislation

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Leading in a Diverse and Inclusive Culture, (A)

Maximize individual, team, and organizational potential through diversity and inclusion (D&I). Everyone has the right to work in an inclusive work environment—one that embraces differences and diversity. If you're a leader or a manager, recognizing and taking responsibility for diversity and inclusion (D&I) is crucial to your position, and to your organization's success. But leveraging diversity through inclusive leadership practices, attitudes, and behaviors does more than promote equality and fairness. It's the only way to truly harness the power of people's differences for positive business outcomes.

This program offers you a roadmap that includes tools, models, and best practices for increasing your competence, confidence, self-awareness, and skill as an inclusive leader. Through case studies and other hands-on activities, you'll discover how to create an environment where all are seen, heard, recognized, and appreciated. You'll also learn how to harness such an environment to positively impact employee engagement, innovation, hiring, retention, and team performance.

Objectives/Learning Outcomes:

- Recognize the issues and value of D&I at the personal, team, and organizational levels
- Become a more inclusive leader by recognizing strengths and growth opportunities for yourself and for others
- Communicate effectively and inclusively in a diverse environment
- Articulate how operating from biases impacts innovation, productivity, and engagement
- Analyze diversity and cultural competencies in the context of talent management
- Harness the power of differences to boost team performance and collaboration
- Manage disagreements, misunderstandings, and conflict

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Leading Your Team to Success, (I)

Is your team off track? Unfocused or heading in multiple directions? Not delivering results? As you know, managers only go as fast as their teams. If your team is not pulling together, your success as a manager is on the line. In this course, you will learn tools and techniques to help your team operate smoothly, meet deadlines and fulfill their mission.

You will also bolster your communication skills so you can better lead your team. Increase your effectiveness as a manager, enhance your team's collective potential and improve their performance. Whether you are new to the management role or already experienced in managing others, this course will help you boost your leadership skills and professionalism.

Objectives/Learning Outcomes:

- Identify team members' strengths and weaknesses
- Gain insight into how your team operates
- Create conditions that promote team cohesiveness
- Carry out effective joint assignments under various circumstances
- Improve your ability to conduct team meetings, brainstorming sessions and manage projects
- Help your team run more competently
- Create a less stressful working environment with fewer conflicts
- Improve team results

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure, (A)

Manage expanding workloads, constantly shifting priorities and increasing demands. In this seminar, you'll discover tools to plan your day and adjust to shifting demands with greater clarity. You'll practice managing interruptions from your boss, peers and employees and learn how to be professional, strategic and assertive in solving problems despite expanding workloads. You'll leave knowing how to apply the appropriate techniques to alleviate, clarify and eliminate chaos within your control.

Objectives/Learning Outcomes:

- Reduce, clarify and eliminate chaos within your control
- Identify, analyze and determine priority of your workday
- Use a daily action plan to allocate time and energy
- Remain focused and act more decisively when priorities shift
- Become more assertive and strategic in your communication
- Manage interruptions and conflicts with greater ease
- Utilize the right tools to balance and manage tough choices

Suggested Prerequisites:

None

Link(s) to Training:

[American Management Association](#)

[SkillPath](#)

Personal Skills for Professional Excellence, (B)

You will gain a comprehensive set of skills that helps you stay focused, work effectively with colleagues, develop your networks and expertise, and build your reputation for delivering results. This course gives you the skills and tools you need to handle everyday practical problems.

Objectives/Learning Outcomes:

- Apply proven skills to stay focused, work effectively and develop your networks and expertise
- Get results working with different and difficult personality types
- Maintain focus in pressure situations
- Build and leverage your professional reputation
- Work productively within your organization's political environment

Suggested Prerequisites:

None

Link(s) to Training:

[Learning Tree](#)

Preparing for Leadership: What It Takes to Take the Lead, (B)

This leadership training course is uniquely designed to help leaders-to-be get ready for their new challenges and responsibilities. You'll discover the heart, soul and mind of true leadership. Through role-playing, self-assessment tests and other leadership training scenarios, you'll explore leadership roles as strategist, change agent, coach, manager, communicator, mentor and team member. And you'll learn how to develop your unique leadership style for maximum impact.

Objectives/Learning Outcomes:

- Understand what a leader is...and is not
- Project a more dynamic image
- Discover your own unique leadership style
- Determine which leadership attributes you already possess
- Apply lessons learned through leadership training to take on your first leadership position with greater confidence
- Get noticed by learning how to look and talk like a leader
- Find out what people expect and respect in a leader
- Apply lessons learned through leadership training to refine your skills in gaining and using power and influence positively
- Learn how to motivate a team, including "difficult people"
- Protect yourself against the pitfalls of intra-organizational politics

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Project Team Leadership: Building Commitment Through Superior Communication, (1)

Create more successes through enhanced project leadership, communication and negotiation skills. The demands of a project leadership role are unique. You must learn how to serve both the needs of your team members with the needs of the project—not an easy task. Project leadership requires a blend of soft skills, such as communication and motivation, along with the bottom-line capabilities of project management.

This workshop will teach you how to master the project leadership skills that can help you build team commitment and create a more predictable project environment.

Objectives/Learning Outcomes:

- Build high-performance teams that can lead projects to successful implementation
- Keep the team on track through team consensus and conflict resolution
- Minimize communication misunderstandings
- Prevent team “break-ups” by using constructive feedback
- Achieve better results through clear, open and honest communication
- Optimize time, money and resources by putting the right people on the right projects

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Project Leadership: Building High-Performance Teams, (1)

In this course, you transition to a leader who can inspire a diverse team to work together and deliver customer success. At the end of your classroom experience, you take away an understanding of project leadership best practices and a development plan for personal application.

Objectives/Learning Outcomes:

- Build and sustain high-performing project teams
- Develop team identity and empower others
- Foster productive team communication and effectively manage conflict
- Increase productivity by challenging your processes and motivating your people
- Manage internal and external influences that team performance
- Applying the LSM model and leadership best practices
- Distinguishing the stages of team development
- Maximizing team participation in delivering project outcomes
- Creating team direction and purpose
- Applying conflict-style analysis to minimize disruption and distractions
- Identifying team needs for high performance

Suggested Prerequisites:

None

Link(s) to Training:

[Learning Tree](#)

[SkillPath](#)

Public Speaking: Compelling Speeches & Presentations, (1)

This course provides the opportunity to significantly improve your public speaking skills by practicing and delivering speeches and presentations in a safe environment with personalized feedback. In addition, video recording and self-evaluation help you rapidly strengthen your speaking skills.

Objectives/Learning Outcomes:

- Speak publicly in a convincing, confident and concise style
- Deliver dynamic and effective presentations
- Employ a method to create materials that support a compelling speech
- Build audience rapport through eye contact, vocal delivery and body language
- Sharpen your public speaking skills by integrating feedback
- Constructing an informative and persuasive presentation
- Emphasizing points with body language, gestures and use of space
- Improving vocal emphasis, modulation and pacing
- Building audience involvement using interactive techniques

Suggested Prerequisites:

None

Link(s) to Training:

[Learning Tree](#)

Situational Leadership Workshop, (1)

Learn to create a motivating and engaging workplace where people develop and live up to their potential. Specially developed for AMA by The Ken Blanchard Companies® (and delivered by AMA expert faculty), the Situational Leadership® II Workshop will help you apply the most comprehensive, tangible and useful model of leadership available. Get ready to know exactly what effective leaders do and practice the concrete tools you need to leap ahead.

Objectives/Learning Outcomes:

- Improve communication and become a more trusted and credible leader
- Learn how to use situational leadership to achieve greater productivity by infusing energy, self-reliance and drive within your employees
- Create a collaborative work environment to achieve faster sustainable results
- Avoid the negative outcomes of over supervision and under supervision
- Obtain a critical thinking process for analyzing, diagnosing, and acting according to the situation
- Increase your effectiveness in setting goals, providing clear direction, listening, observing, monitoring and giving feedback
- Retain your most talented employees by being more responsive to their development needs

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Strategic Agility and Resilience: Embracing Change to Drive Growth, (A)

Enhance your ability to respond to complex and unpredictable business changes by mastering the competencies of agile leadership! Leadership success depends on agile development and your ability to be future oriented, seize external opportunities and bounce back from unforeseen changes—particularly with market uncertainty at record-breaking levels. You must not only have a strategic plan but you must capitalize on market trends and anticipate and respond to change more rapidly.

This seminar will help you achieve agile development, lead with greater foresight and entrepreneurial thinking and expose you to the behaviors and processes associated with agile people and organizations. You'll learn how to understand and explore customer and marketplace opportunities and capitalize on them by responding with appropriate products, services and initiatives.

Objectives/Learning Outcomes:

- Understand how agile organizations differ from fragile organizations
- Keep your competitive edge by anticipating and adapting to change
- Identify rapid response mechanisms to environmental shifts
- Be recognized as a “change agent” and engage and empower employees to implement your vision
- Establish compelling communication strategies to drive change in your team and align your organization

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

The Voice of Leadership: How Leaders Inspire, Influence, and Achieve Results, (I)

It's a fact of organizational life: Leadership communication goes hand-in-hand with success—and the effective application of this skill is particularly essential in an uncertain economy when painful business decisions are made daily. No matter how compelling the vision or how brilliant the strategy, without leadership communication there is no execution.

This fast-paced, results-oriented seminar is uniquely designed to strengthen your leadership communication skills. You'll learn practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.

Objectives/Learning Outcomes:

- Improve your leadership communication skills
- Build greater buy-in, trust and loyalty
- Demonstrate grace under fire and defuse tension

- Overcome resistance to change
- Motivate followers and inspire them to action
- Rally support in difficult situations

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Sparking Innovation and Creativity, (B)

People who are able to step outside the boundaries of traditional thinking generate new ideas ... solve nagging problems ... make better decisions ... get bottom-line results. With this idea-sparking seminar, you'll learn to overcome negative beliefs and thinking habits that stifle creativity and replace "old" thinking with new and powerful ways to unleash your creative potential. When you do, you'll see how your new skills lead to innovations that lower costs, streamline procedures, increase productivity and power up job satisfaction. Register now—and be on your way to a more productive, more innovative workplace.

Objectives/Learning Outcomes:

- How to spark innovative thinking that results in new products, new processes and new services
- Ways to tap your creative side to come up with fresh ideas when you need them
- To open your eyes to possibilities and opportunities never before thought of
- How to be a catalyst for creativity in your organization

Suggested Prerequisites:

None

Link(s) to Training:

SkillPath

Management Training Courses

Assertiveness Training for Managers, (1)

Learn how to channel assertiveness skills to interact more effectively with people throughout your organization. Mastering assertiveness skills can do a lot more than just help you win arguments. If you want to enhance your leadership stature and persuade others to help you reach your goals, Assertiveness Training for Managers is an important first step.

Assertiveness Training for Managers gives you the opportunity to learn how your behavior style impacts your overall performance as a manager. You'll take stock of your current assertiveness skills and learn how you can improve them for a more effective approach. Using the behavior modeling approach toward assertiveness training, this seminar teaches you how to employ assertiveness skills to take control of a situation without alienating others.

Objectives/Learning Outcomes:

- Improve communication by using assertive-responsive skills
- Acquire a more polished and powerful communication style and let your leadership ability emerge
- Tap other people's resources to get the job done
- Empower yourself and your staff
- Exercise greater influence on others

Suggested Prerequisites:

None

Link(s) to Training:

[American Management Association](#)

Coaching Essentials for Managers, (A)

To increase return on investment and boost productivity employees need to perform at their very best. This workshop provides the vital coaching skills to enable you to develop the potential of your employees and enhance your leadership abilities with proven coaching techniques.

Objectives/Learning Outcomes:

- Apply coaching techniques to unlock employee potential and maximize performance
- Structure a framework for mutually effective learning and development
- Apply coaching tools and techniques to foster success in others
- Recognize and adapt to individual and situational differences
- Create a supportive environment that generates goodwill and engagement

Suggested Prerequisites:

None

Link(s) to Training:

[Learning Tree](#)

[Skillpath](#)

Developing Executive Leadership, (A)

Deepen your self-awareness with executive leadership training and empower your staff to improve performance! When the stock market is making you wonder about your organization's future every day of every work week, it's vital to be well-equipped to optimize your company's performance—as well as your own career—with executive leadership training. To exhibit real executive leadership, you must be a visionary, a trailblazer, a strategist, a communicator, a coach, a diplomat and a politician. The world's most successful leaders are able to focus on the big picture and uphold high standards while wearing many hats.

This intensive three-day executive leadership training program combines proven-in-action techniques with peer interaction and insights from the latest research to help you master the competencies of effective executive leadership.

Objectives/Learning Outcomes:

- Build an executive leadership style that creates trust, sets a clear vision and guides your entire team toward greater performance and profit
- Gain insights into the key executive leadership skills and techniques you need to create a winning strategy
- Learn what real “coaching” consists of and how to build an extraordinary team that works together to deliver results
- Develop heightened “emotional intelligence” for greater professional achievement and satisfaction
- Identify the characteristics of effective leadership and the most common saboteur
- Develop an executive leadership style that adapts to the person and situation
- Improve performance through empowerment and effective delegation
- Clearly communicate mission, vision and value statements
- Build a cohesive unit that performs well in all situations
- Apply executive leadership training to continue your growth as a leader through a self-development plan

Suggested Prerequisites:

None

Link(s) to Training:

[American Management Association](#)

Facilitating an Effective Strategic Planning Process, (A)

Efficiently prepare and run strategic planning sessions that produce real results. This is your course to get the tools and techniques to prepare and conduct a productive, results-driven strategic planning process. You'll address up-front contracting within the organization, sponsorship, selecting the best approach and tools, as well as determining what data is required. You'll then learn how to smoothly facilitate the process/session and implement an effective follow-up.

Objectives/Learning Outcomes:

- Gain a clear understanding of what role the “facilitator” plays in the process
- Know which discussions and decisions should occur prior to the strategic planning session
- Determine who should be involved and to what extent

- Know how to get chief influencers at multiple levels on your team in leading roles
- Decide the best strategic planning approach/process to use and customize it
- Create a committee of influencers to support you with assigned roles and accountabilities
- Develop the right agenda, establish realistic meeting guidelines and gain agreement
- Explore various scenarios which may occur and possible approaches to handling them
- Ensure up-front clarity and agreement as to what results are expected of the process
- Build in metrics and schedule meetings to assess milestones and progress towards goals

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Fundamentals of Strategic Planning, (B)

Improve your knowledge of strategic planning to understand what senior management is thinking and why—and increase your value to your organization! Here's an overview of strategic planning for those not directly involved in the planning process, but who want to understand the impact of strategy on their work and their organization's success. Gain a perspective and vocabulary for strategic planning to help you actively and constructively support your firm's strategic direction.

Objectives/Learning Outcomes:

- Understand what strategy and strategic planning mean to an organization
- Learn key concepts and the language used by those involved in strategic planning
- Discover various approaches companies use to develop strategy
- Find out how strategy moves from concept through implementation to realization
- Recognize techniques companies use to assess their current and future environments
- Identify specific ways you can contribute to your organization's strategic success

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

HR Essentials for Government Supervisors, (I)

This course is designed to help participants understand the basic role of the supervisor in human resource issues. It provides an overview of legal guidelines and suggested practices, and it focuses on illustrating how and when a federal supervisor should collaborate with the HR representative. Participants have opportunities to apply key skills via practical exercises and a threaded case study.

Objectives/Learning Outcomes:

- Discuss the evolving role of supervisors and managers in relation to Federal HR policies and procedures
- Effectively collaborate with the HR department throughout the entire talent lifecycle
- Apply practical tips to acquire talent through position management and position classification, including developing position descriptions

- Adhere to Equal Employment Opportunity (EEO) and anti-discrimination laws during the selection and hiring process
- Describe the roles and responsibilities of a supervisor when supervising bargaining unit employees
- Apply a standard process for addressing Employee Relations, and Labor and Management complaints
- Support budget activities during each phase of the Federal budget process

Suggested Prerequisites:

Supervising Employee Performance

Link(s) to Training:

Management Concepts

Interpersonal Essentials for Supervisors, (1)

Strong communication skills are essential for leadership success at every organizational level; therefore, it is critical that supervisors develop effective strategies to interact with others effectively and resolve conflict situations. This course explores the interpersonal skills new and experienced supervisors can use to better connect with and resolve challenging situations with those they manage.

Objectives/Learning Outcomes:

- Describe elements of positive and productive interpersonal communication
- Demonstrate behaviors associated with effective interpersonal skills
- Create a plan to apply interpersonal skills in the workplace
- Describe sources of conflict
- Differentiate between productive and unproductive conflict
- Demonstrate best practices of conflict management in realistic scenarios

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

SkillPath

Leadership and Team Development for Managerial Success, (1)

Get effective leadership skills for managers to inspire and influence your people to achieve team goals! Managers who will be promoted are the ones who not only manage efficiently but also lead their teams effectively. The ability to do this during tough times is the acid test. Developing leadership skills is crucial. Learn how to work in a horizontal mode of operation...apply a consistent theory in leading your team...and teach critical leadership skills to members of your team, so each and every one of them can lead the team in your absence.

Objectives/Learning Outcomes:

- Understand leadership skills for managers to know when to manage and when to lead your team
- Assess your leadership behavior and determine the best style to generate results
- Clearly visualize your goals and communicate them to your team
- Work in a horizontal mode of operation instead of managing only one piece of the process
- Develop a high-performance team by first developing leadership skills
- Use effective communication to motivate and coach

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Leadership Skills for Supervisors, (1)

Get the skills that propel you to the next level of success. You will explore how to maintain technical expertise while demonstrating the right type of supervisory leadership. This seminar will give you the personal, interpersonal and group skills to be influential in one-on-one situations, facilitate group performance and become an effective leader.

Objectives/Learning Outcomes:

- Develop interpersonal skills that help you communicate, listen and handle conflicts in your supervisory role
- Become more effective at influencing others
- Accomplish goals and control outcomes when dealing with staff, peers, management and other departments
- Learn how to work with groups and teams to solve problems and accomplish projects
- Hold performance discussions that result in changed behavior and enhanced productivity
- Analyze your own style of behavior and recognize your strengths/weaknesses

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Management Skills, (1)

You gain the key skills, best practices and behaviors of effective managers — leadership, delegation, motivation, communication and vision — as well as powerful techniques for getting the best from people. You build a blueprint for personal success using proven management models.

Objectives/Learning Outcomes:

- Apply core management skills and techniques to deliver results
- Enhance leadership ability by developing emotional intelligence
- Communicate with, motivate and empower your team
- Delegate work to individuals and teams
- Develop a management vision for success
- Developing a strategy to motivate your team
- Scripting and applying your delegation approach
- Mapping stakeholder environment to analyze interdependencies
- Enhancing your management style with EI
- Affecting behavior with appropriate measures
- Designing effective feedback techniques

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

SkillPath

Strategic Execution: Getting It Done, (A)

Get the skills and knowledge to accomplish what so many others don't—the successful implementation of strategic goals. Whether it's entering new markets, repositioning, outsourcing, or undertaking new initiatives or technology, execution of strategic goals is often a graveyard of good intentions. A recent strategy execution study of a broad group of leaders found that 65% of them do not consider their own organization successful at executing their strategies.

Objectives/Learning Outcomes:

- Apply basic elements of strategy execution to your own strategic initiative
- Recognize factors affecting your ability to execute your organization's strategy
- Break large, long-term strategic initiatives into smaller, achievable projects
- Map your own strategic goals against the vital points of success, failure and resistance
- Utilize skills that can gain and sustain support across organizational boundaries
- Identify ways to better align your strategy with departmental and organizational goals

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Strategic Planning, (I)

Develop the best strategic planning to support your company's goals. This course is designed to combine proven-by-practice methods with new insights and ideas from a wide range of current strategic thinking. Gain a wider perspective of management practice through breakout sessions, exercises, and case applications. Bring your strategic dilemmas to this program and get direction on analytical and organizational approaches.

Objectives/Learning Outcomes:

- Identify strategic planning issues in order to develop a unique competitive advantage
- Learn key analytical and conceptual approaches to expand your understanding of the marketplace
- Align your organization with your strategic planning goals by integrating strategy, objectives, metrics, and performance
- Identify evolving strategic patterns and generate ideas on how they can be applied to your organization
- Incorporate customer needs into your strategic planning
- Use a case study to examine the strategic planning process
- Recognize how the actions of customers, competitors, and your own company determine the outcomes in your markets
- Determine the best approach to effectively implement your strategic planning

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Strategic Thinking, (1)

Develop a strategic mindset to increase the success of your strategic plans. Learn how to strengthen your strategic thinking skills and encourage it in others. Through case studies and practical thinking exercises, you'll stimulate your strategic thinking, learn to recognize patterns that impact strategy and enhance your abilities to generate new insights and ideas. Come to your next strategic planning session with the best possible strategic ideas—and help your business move forward in an increasingly competitive world.

Objectives/Learning Outcomes:

- Explore ways to challenge your assumptions and view your business in a new light
- Learn and apply different thinking methods to avoid groupthink
- Control reactive fixes to problems even in an uncertain business environment
- Generate new ideas and evaluate future scenarios before your competitors do
- Know when to embrace necessary risk, even if resources and information are limited
- Learn to create better short-term goals that support long-term strategy

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Supervising Employee Performance, (B)

How you supervise those you manage plays a pivotal role both in their day-to-day and long-term performance. The most effective supervisors not only understand formal performance management standards, but are also able to discern what employees really need to succeed and how to create those conditions. This course focuses on the vital skills supervisors need to manage the performance of others.

Objectives/Learning Outcomes:

- Explore and assess yourself against best practices in supervision
- Give valuable feedback to help employees perform more effectively
- Plan effectively for employee performance, creating a commitment to achieve one's goals
- Accurately diagnose performance problems
- Conduct effective performance appraisals
- Coach employees to help them understand and act upon challenges and opportunities
- Mentor employees to help them see the big picture and navigate through the organization

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Achieving Success as a New Manager, (1)

New managers face a number of unique challenges that can be overcome with the application of practical, time-tested tools and techniques. This course provides the basic skills and knowledge required for new managers to begin the transition into a management role.

Objectives/Learning Outcomes:

- Transition from your previous role to a management position
- Model your day-to-day actions for success
- Build effective working relationships with your management peers
- Leverage delegation for responsive delivery

Suggested Prerequisites:

None

Link(s) to Training:

Learning Tree

SkillPath

Decision Making, (A)

This experience-based course introduces participants to a comprehensive yet flexible decision-making framework that can be used for all types of decisions. Participants experience each step in the framework first-hand through a variety of individual, small-group, and large group exercises. As the participants discuss and learn about decision-making, they will use the Decision Making Portrait, a self-reflective tool, to analyze their personal decision making approach. Because many decisions in organizations today are made by groups, participants also explore group decision-making through an in-depth, experiential case study.

Objectives/Learning Outcomes:

- Discuss the three cornerstones of making high-quality decisions
- Frame a decision outcome they hope to achieve
- Define the key stakeholders and their roles in the participant's personal decision making process
- Recognize how decision making patterns impact others and the decision making process
- Apply intuitive and data-driven decision making in appropriate situations
- Apply a framework and use tools to manage high-quality decisions
- Lead a group to a high-quality decision

Suggested Prerequisites:

- Analytics Boot Camp
- Critical Thinking for Problem Solving
- Evaluating and Presenting Analysis Results

Link(s) to Training:

Management Concepts

American Management Association

Analytics Training Courses

Advanced Tools and Techniques for Data Analysis, (A)

Manipulate complex data sets to gain deeper insights and make better decisions. This 2-day advanced analytics seminar will introduce you to predictive analytics techniques, so you can frame strategic and operational questions involving marketing, finance, and operations or other real-world business applications.

In this hands-on course, you will cover a variety of analytics tools, such as histograms, ANOVA analysis, A/B testing, Pareto analysis, clustering, box plots, scatter diagrams, partitioning, unstructured text analysis, and multivariate regression analysis. Best of all, no background in statistics or programming is required. As long as you have a basic understanding of spreadsheets, you will learn how to manipulate complex data sets so you can gain insights that are not possible with common business intelligence techniques.

Objectives/Learning Outcomes:

- Go above and beyond standard business intelligence analysis techniques
- Get answers to complex data analysis questions without becoming a statistician
- Learn which data analysis technique to use for various business problems
- Extract the most meaningful results from large and small data sets and multiple data types
- Become familiar with basic text analysis tools and gain insights from unstructured text data
- Use advanced analysis functions in Excel and open source tools
- Build on your basic understanding of spreadsheets to access powerful analytic techniques
- Improve your business efficiency and effectiveness

Suggested Prerequisites:

None

Link(s) to Training:

[American Management Association](#)

Analytical Thinking and Problem Solving, (B)

Get powerful problem-solving skills to more successfully reason through business problems. In today's lean, flat organizations, it is everyone's job to effectively solve problems. And while analytical thinking skills may seem natural, they're not necessarily intuitive, and they don't come easily to many people. Analytical thinking and problem solving are foundational thinking skills that involve breaking things down into their component parts. They also involve deductive reasoning, drawing conclusions from givens and applying judgments to reach conclusions from a combination of evidence and assumptions. This seminar introduces you to fundamental thinking processes so that you can successfully analyze and solve a wide variety of business problems. Get these essential analytical thinking and problem-solving skills now to give yourself a powerful competitive and career advantage!

Objectives/Learning Outcomes:

- Learn a process for breaking down complex problems into their components and gain clarity around possible solutions
- Apply strategies and techniques to avoid emotional triggers that can impede your best thinking
- Explore how to generate solutions to atypical problems and then test the solutions
- Know how to accurately interpret probability and other methods for increasing certainty in your judgment

- Learn strategies for negotiating among variables and conditions
- Recognize the difference between rationality of purpose and rationality of process

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Analytics Boot Camp, (B)

This course provides in-depth knowledge and skills associated with the core tools and techniques used in modern analysis. The course covers the use of Microsoft™ Excel® functionality in probability, the analysis and presentation of data, and statistical concepts critical for analytical proficiency.

Objectives/Learning Outcomes:

- Use Microsoft™ Excel® for data analysis and decision-making
- Properly handle data collection from multiple sources and data retention in Excel
- Integrate data from multiple sources
- Summarize data to quickly gain a better understanding of it
- Use advanced features in Excel to assist in complex problem-solving
- Visualize data through Excel's graphic functionality
- Construct a frequency distribution to analyze data and translate it into relevant information
- Calculate and select the most appropriate measures of central tendency
- Identify and avoid the potential for hidden bias in expressing statistical findings
- Use Excel to apply statistical techniques to the analysis of data

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

Critical Thinking for Problem Solving, (I)

This course is designed to introduce participants to the principles of critical thinking and problem-solving. Through individual and small- and large-group activities, participants examine the basic structure of a sound argument, discuss obstacles to critical thinking and fallacies of logic, explore how to expand perceptions and challenge assumptions, and assess their cognitive thinking style. Participants also identify and define problems, identify the root cause of the problem, formulate decision criteria, determine and assess alternative solutions, implement the best alternative, and evaluate the implemented solution. Throughout the course, participants apply critical thinking and problem solving methods to their own workplace situations.

Objectives/Learning Outcomes:

- Identify their style and patterns of thinking
- Use questioning techniques to obtain the information needed from others

- Critically examine and evaluate data
- Solve problems with flexible thinking
- Adapt thinking to navigate through unexpected events
- Influence others at all levels of the organization
- Apply tools for breakthrough thinking in the workplace

Suggested Prerequisites:

None

Link(s) to Training:

Management Concepts

AMA Critical Thinking Workshop

AMA 3 Steps to Exceptional Critical Thinking

Data Analysis and Modeling Techniques, (A)

This course provides some of the core tools used to analyze data. Starting with an overview of the six phases of the Analytics Process Model, participants will focus on phase four—Analyzing and Interpreting Data. Learn how to generate hypotheses, select appropriate analysis techniques, model data, and interpret analysis results to answer your organization's toughest questions. Hands-on exercises provide plenty of practice to reinforce the facilitated discussions, and the integration of a case study into the course drives home the concepts with real-world activities.

Objectives/Learning Outcomes:

- Generate and test null and alternate hypotheses
- Select the appropriate technique for your analysis situation
- Evaluate how well an analysis meets organizational goals
- Use ANOVAs to evaluate differences between data sets
- Use simulation, sensitivity analysis, and other techniques to solve complex problems
- Explain relationships in data using regression analysis
- Use regression and other techniques to forecast probable events

Suggested Prerequisites:

Analytics Boot Camp

Link(s) to Training:

Management Concepts

Data Collection Techniques, (I)

This course provides in-depth knowledge and skills associated with the first and second phases of the Analytics Process Model—framing the question and collecting data. Through individual, small-group, and large-group exercises; discussions; and computer applications; participants learn about and practice formulating a data collection plan, selecting appropriate data collection methods, developing a survey, and conducting interviews and observations. Each day of the course, participants are given time in class to work on a group project. The course culminates with presentations about the group projects.

Objectives/Learning Outcomes:

- Identify needs before collecting data

- Select appropriate means of data collection
- Design a viable, cost-effective data collection plan
- Determine appropriate sample size
- Use secondary data to support studies and analyses
- Improve online data research methodologies
- Design high-quality surveys
- Obtain relevant, useful information through professional interviews and observations

Suggested Prerequisites:

Analytics Boot Camp

Link(s) to Training:

Management Concepts

Decision Support: Building New Analytical Skills, (I)

This course helps students develop skills and capabilities for improved financial and performance management and decision making, especially in today's environment of declining budgets and increased performance expectations. Students will enhance their business intelligence to effectively manage and make informed decisions affecting their programs and service to the American public.

Learn techniques from the Office of Management and Budget (OMB) for evaluating agency and program performance to provide financial and performance information in useful form, anticipate OMB actions, effectively manage your program responsibilities, and truly support the business of government.

Objectives/Learning Outcomes:

- Follow a comprehensive, structured approach for conducting analysis
- Formulate specific, answerable questions to guide and control the analysis
- Determine where and in what form data exist to answer the questions
- Identify and select data analysis methods
- Identify and select data collection methods
- Present the results of the analysis structured to responds fully to the identified questions
- Apply the 5-step structured analytical approach to a case

Suggested Prerequisites:

None

Link(s) to Training:

USDA Grad School

Essential Tools and Techniques for Data Analysis, (I)

This course teaches you how to take smarter business decisions using powerful data analysis methods. Using Excel as the main tool, this seminar goes beyond the qualitative side of data analysis to explore proven quantitative tools and methods for analyzing, interpreting, and utilizing data, so that more informed and reliable business decisions can be made. Take this course to solve the problem of how to productively handle the spreadsheets, reports, and information that pile up in your inbox every day—and lose the angst that goes with it!

Objectives/Learning Outcomes:

- Learn the best practices for organizing, summarizing, and interpreting quantitative data

- Create a repeatable process for analyzing your data
- Bring out patterns in data that were not apparent at first glance
- Identify and explain tools for data analysis
- Shorten the time between analysis and action to avoid “analysis paralysis”
- Know how to get from hard data to well-reasoned conclusions

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Evaluating and Presenting Analysis Results, (I)

This course focuses on transforming analysis findings into information the organization can use to make effective decisions. Participants will learn how to determine if an analysis has met the project goals and steps to take when finalizing an analysis. The course then shifts to the design and development of presentations. Best practices for evaluation and presentation are provided in facilitated discussions and reinforced with practical exercises.

Objectives/Learning Outcomes:

- Evaluate whether an analysis has met its goals
- Determine what next steps are necessary prior to finalizing an analysis
- Evaluate and select the most appropriate method to present both quantitative and qualitative results to various stakeholders
- Draft a reader-friendly outline for an analysis results report
- Write an Executive Summary for an analysis results reports
- Develop tables, graphs, and charts that convey information quickly and concisely
- Develop a clear message that effectively communicates the implications of your result
- Give a briefing or presentation to present analysis results to decision- makers

Suggested Prerequisites:

- Analytics Boot Camp
- Data Analysis and Modeling Techniques
- Data Collection Techniques

Link(s) to Training:

Management Concepts

How to Turn Data into Compelling Visual Presentations, (B)

Learn how to visually and clearly present data. Communicating data and the story of what that data means has become increasingly important in recent years. In this course, you will learn the fundamentals and best practices of data visualization techniques, as well as hands-on approaches to using Microsoft Excel and PowerPoint to present your data in a variety of formats.

You will complete multiple exercises and create various types of visualizations and charts throughout the course. You will also work individually and in groups to analyze, redesign, and improve poorly designed charts that are provided.

Objectives/Learning Outcomes:

- Understand basic graphic design principles and how audiences process information visually
- Learn how to make use of emphasis, color, layout, and typography to maximize the clarity of your messages
- Become familiar with available tools/techniques for data visualization
- Understand the differences between “Glanceable” and “Referenceable” visualizations and how to harness the power of each
- Increase the impact and strength of your messages by choosing the most effective chart for a given data set and story in various circumstances
- Learn the one color that you should make use of in every visualization, the one default element that should be removed from every chart, how legends can confuse your audience, why a bar is nearly always better than a pie, and common design mistakes that distort your data and damage your credibility

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Improve Your Analytical Skill: Making Information Work for You, (B)

This course will teach you how to synthesize data, determine implications and make informed decisions. With interactive learning, combined with discussion, lecture, and case studies, this is your opportunity to make sense of the overwhelming amount of data you're inundated with daily so you can make decisions to the best advantage of your business and career. Improving your analytical skills is easy with this analytical thinking seminar.

Objectives/Learning Outcomes:

- Identifying core analytical skills
- Exploring challenges in collecting, evaluating and presenting information
- Describing the steps in the analytical process: plan, analyze, conclude
- Improving your analytical skills by clarifying relevant issues and questions: why, who, options, benefits and risks
- Deciding on an approach for an analysis project
- Creating a data collection plan for obtaining information
- Organizing, collecting and evaluating data via graphic tools
- Determining risks and performing cost-benefit analysis
- Evaluating data and dealing with information gaps
- Getting from conclusions to recommendations
- Developing your conclusion graphically
- Tools, tips and techniques for presenting your story to multiple audiences
- Creating and delivering a brief presentation that gets buy-in

Suggested Prerequisites:

None

Link(s) to Training:

American Management Association

Training Evaluation Form

Date: _____

Title of training: _____

Vendor: _____

Instructor: _____

Please mark the option which best indicates your level of agreement with the statements below.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Class objectives were clearly defined.					
2. Participation and interaction were encouraged.					
3. Topics covered were relevant to me and my job duties					
4. Class content was organized and easy to follow.					
5. Materials distributed were helpful					
6. Instructor was knowledgeable about the training topics.					
8. Instructor was well prepared.					
9. Training objectives were met.					
10. Time allotted for training was sufficient.					
11. Meeting room and facilities were adequate and comfortable.					

12. What did you like most about the training?

13. What aspects of the training could be improved?

14. Do you feel this course will improve your ability to do your job?

15. Please share any other feedback you have about the training.



File a Whistleblower Complaint

Did you know that
___ federal agencies enforce ___ different protections for whistleblowers?

We want to help. To do that, we are going to start by asking a few simple questions to make sure you file your complaint with the right agency.

Let's Get Started

Nature of Employment



Were or are you an employee* of the company at issue here?

Yes

No

NOTE: "Employee" has a specific meaning under the law. You should click "yes" if you agreed to perform specified services for the company/person/entity at issue in exchange for money.

Nature of Employment



We'd like to ask a few more questions to confirm whether you are or are not an employee of the company at issue.

***[MORE CLARIFYING QUESTIONS TO DETERMINE WHETHER
EMPLOYEE/EMPLOYER RELATIONSHIP EXISTS]***

[EMPLOYEE]

[NOT
EMPLOYEE]

Nature of Employment



Based on your response, you indicated that you are not an employee of the company/person/entity at issue.

The Labor Department's Whistleblower Protection Program only handles complaints between employers and employees. However, there may be others in a better position to help. Take a look at the list below for some of the most common issues we see from non-employees. If your issue matches one of these, we can help you find the right place to go.

I would like to:	What Can I Do?
Report a crime	Contact your local police department, or your local FBI field office .
Report financial fraud or malfeasance.	Reach out to the Consumer Financial Protection Bureau .
Report consumer fraud.	Reach out to the Consumer Financial Protection Bureau .
Report a local business/company/entity that is creating an environmental hazard.	Contact the Environmental Protection Agency .

None of the Above

Tell us your story



Share your story, good or bad. If we spot an issue where we can guide you to appropriate resources, we will be in touch.

Describe what happened:

Agencies you have already contacted

Name of Company/Person/Entity at Issue

Your Email

Your Zip Code

Your Phone Number

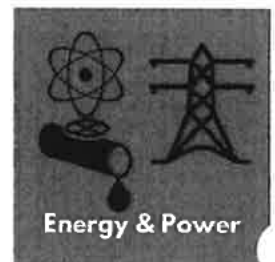
Your First Name

Your Last Name

Tell your story

No thanks

What Best Describes Your Line of Work?



None of the Above

Manufacturing



What Best Describes the Kind of Issue/Violation You Raised About Work?



None of the Above

Public Transportation



What Best Describes the Kind of Issue/Violation You Raised About Work?



None of the Above

Shipping



What Best Describes the Kind of Issue/Violation You Raised About Work?



None of the Above

Construction



What Best Describes the Kind of Issue/Violation You Raised About Work?

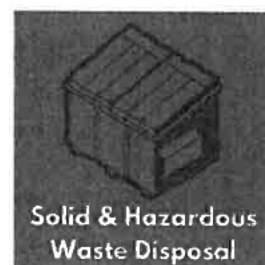


None of the Above

Energy & Power



What Best Describes the Kind of Issue/Violation You Raised About Work?



None of the Above

Finance



What Best Describes the Kind of Issue/Violation You Raised About Work?



None of the Above

Education



What Best Describes the Kind of Issue/Violation You Raised About Work?



None of the Above

Hazardous Waste Management



What Best Describes the Kind of Issue/Violation You Raised About Work?



None of the Above

Federal Employees



Do you work for the U.S. Postal Service?

Yes

No

Federal Employees



The Federal Office of Special Counsel handles claims of wrong-doing within the federal government.

Federal employees who believe that they have suffered retaliation for disclosing:

- a violation of law, rule, regulation
- Gross mismanagement,
- A gross waste of funds,
- An abuse of authority, and/or
- Substantial and specific danger to public health and safety

May contact the Office of Special Counsel to file a complaint.



Take me to
[OSC.gov](https://osc.gov)

Return to
[DOL.gov](https://dol.gov)

U.S. Postal Service



What Best Describes the Kind of Issue/Violation You Raised About Work?



None of the Above



**Did you report a violation about any of the following issues?
If so, select the one that matches most closely.**



None of the Above

The Department of Labor's Whistleblower Protection Program enforces some, but not all, whistleblower protections under federal law.



Based on your responses so far, there may be others that are better positioned to help. Take a look at the list below for some of the most common issues we see. If your issue matches one of these, we can help you find the right place.

My Employer Took Action Against Me Because:	What Can I Do?
Of my race, color, religion, sex, national origin, age, disability, or genetic information.	File a complaint with the U.S. Equal Employment Opportunity Commission
I complained that my employer was NOT: <ul style="list-style-type: none">• Paying Minimum Wage or Overtime• Recording Wages• Following Children Labor Laws• Providing leave under the Family Medical Leave Act (FMLA)	File a complaint with the Labor Department's Wage & Hour Division.
I complained about how my employer was: <ul style="list-style-type: none">• Treating migrant or seasonal workers• Treating employees here on temporary "guest worker" programs• Requiring employees to take lie detector tests	File a complaint with the Labor Department's Wage & Hour Division.
I supported a union, participated in union activities, chose not to engage in union activities, and/or engaged in "protected concerted activities" (for example, group action to improve wages, benefits, working conditions)	File a charge with the National Labor Relations Board.

None of the Above

Adverse Action



Did your employer take an "adverse action" against you, because you [POPULATE WITH BEHAVIOR]?

YES

NO

NOTE: "Adverse action" has a specific meaning under the law. This can include:

- **Getting fired**
- **Getting demoted or getting a pay cut**
- **Being assigned less favorable work**
- **Being given a bad review or reference**

Adverse Action



We'd like to ask a few more questions to confirm whether an adverse action has occurred or not.

[MORE CLARIFYING QUESTIONS TO DETERMINE WHETHER ADVERSE ACTION OCCURRED]

[ADVERSE
ACTION
OCCURRED]

[NO ADVERSE
ACTION]

The Department of Labor's Whistleblower Protection Program can only investigate complaints when an adverse action occurs due to an employee's protected activity.



It appears that your complaint may therefore not be ready to be untimely. Here are some options:

I would like to:	What Can I Do?
Report a crime	Contact your local police department, or your local FBI field office .
Report financial fraud or malfeasance.	Reach out to the Consumer Financial Protection Bureau .
Report consumer fraud.	Reach out to the Consumer Financial Protection Bureau .
Report a local business/company/entity that is creating an environmental hazard.	Contact the Environmental Protection Agency .
Tell us your story.	Tell us your story here . While we may not be able to investigate your complaint at this time, your story will help inform how we work to protect the labor force of the United States.
Contact a local attorney to see whether you have rights under other federal or state laws, or whether you have, in fact, suffered an adverse action.	Reach out to your local bar association for a referral to an attorney qualified to advise you about your complaint.

EXIT

Date of Last Adverse Action



Enter the date of the last adverse action that your employer took against you due to your protected activity.

MM/DD/YYYY

[IN TIME]

[TOO LATE]

NOTE: "Date of last adverse action" has a specific meaning under the law. This can be:

- Your last day at work.
- The date you received your termination notice.
- The date your employer gave you a bad reference due to your complaint.
- And more.

You should enter the date of the MOST RECENT adverse action your employer took against you.

Date of Last Adverse Action



We'd like to ask a few more questions about the date of last adverse action

[MORE CLARIFYING QUESTIONS TO DETERMINE WHETHER EQUITABLE TOLLING OR CONTINUING VIOLATIONS THEORIES MIGHT APPLY]

**[TOLLING OR
CONTINUING
VIOLATION
APPLIES]**

**[NO TOLLING
OR
CONTINUING
VIOLATION]**

The Department of Labor's Whistleblower Protection Program can only investigate complaints that fall within specific filing deadlines.



The [NAME APPLICABLE WHISTLEBLOWER STATUTE] requires complainants to file within ____ days of the employer's last adverse action. It appears that your complaint may be untimely. Here are some options:

What Can I Do?

Contact a local attorney to see whether you have rights under other federal or state laws, or whether your complaint may, in fact, be timely.

Tell us your story. While we may not be able to investigate your complaint, your story will help inform how we work to protect the labor force of the United States.

EXIT



Occupational Safety & Health Administration

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OSHA ONLINE WHISTLEBLOWER COMPLAINT FORM

EMERGENCY NOTICE: Do Not Report an Emergency Using this Form or Email

To report an emergency, fatality, or imminent life threatening situation please contact our toll free number immediately:

1-800-321-OSHA (6742)

TTY 1-877-889-5627

INTRODUCTION & INSTRUCTIONS

OSHA administers more than twenty whistleblower protection laws, including Section 11(c) of the Occupational Safety and Health (OSH) Act, which prohibits retaliation against employees who complain about unsafe or unhealthful conditions or exercise other rights under the Act. Each law has a filing deadline, varying from 30 days to 180 days, which starts when the retaliatory action occurs.

A whistleblower complaint must allege four key elements:

- The employee engaged in activity protected by the whistleblower protection law(s) (such as reporting a violation of law);



Thank you

We have received your story.

EXIT

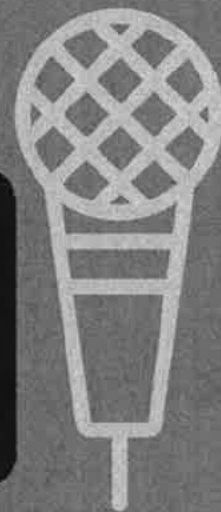
The Pilot Marketplace

2016

A catalog of all on-going OSHA Whistleblower pilots.



Audio Recorded Interviews



What Does This Do?

Investigators use audio recording devices to capture interviews of complainants, witnesses, and respondents. Investigators later refer to these recordings when preparing findings letters.

Who is Doing This?

Region 2 - POC: John Smith
Region 5 - POC: Samantha Tripp
Region 8 - POC: Carrie Smith

How Can This Help?

- Decreases time to create reports
- Decreases time to complete investigations
- Increases quality of interviews
- Increases accuracy of findings

Evidence of Impact (so far)

Regions 2, 5, and 8 decreased their days to process investigations by 15 % after introducing audio recordings.

Cost?

\$80

per investigator
for a USB digital
recorder

Department of Labor

Whistleblower Protection Program

Investigator and Leadership Competencies 2016

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Investigator Leadership Vision

DWPP expects all employees to act with integrity and demonstrate leadership that is consistent with the Department's core values and leadership values. DWPP investigators should foster strong relationships, demonstrate openness to new ideas, and apply a strategic approach to making decisions that advance the whistleblower mission. Investigators are leaders at all levels:

- **Open and honest.** Our actions match our words and we are open to challenges to our assumptions;
- **Team players.** We engage different perspectives, listen with curiosity, collaborate across lines of business, and develop leadership in others;
- **Curious and agile learners.** We anticipate trends and are willing and able to adapt to and lead change that enhances the Department's effectiveness; and,
- **Bold decision-makers.** We leverage the Department and WPP's wealth of technical knowledge, experience, and data to make well-informed and timely decisions that align with the Department's mission, values, and strategic goals.

Investigator Leadership Values

Integrity approach investigations, relationships and work with integrity:

- Speaking honestly and giving consistent messages regardless of audience;
- Ensuring their actions comport with their words; and,
- Engaging multiple perspectives to ensure sound decisions.

Teamwork develop and maintain relationships:

- Listening & displaying empathy, and fostering an open dialogue;
- Mentoring, empowering, and developing the next generations of leaders;
- Leveraging expertise of colleagues across the Department to break down organizational silos; and,
- Working collaboratively to further the Department's mission.

Curiosity seek knowledge of themselves, others, the Department and the industry in which we operate:

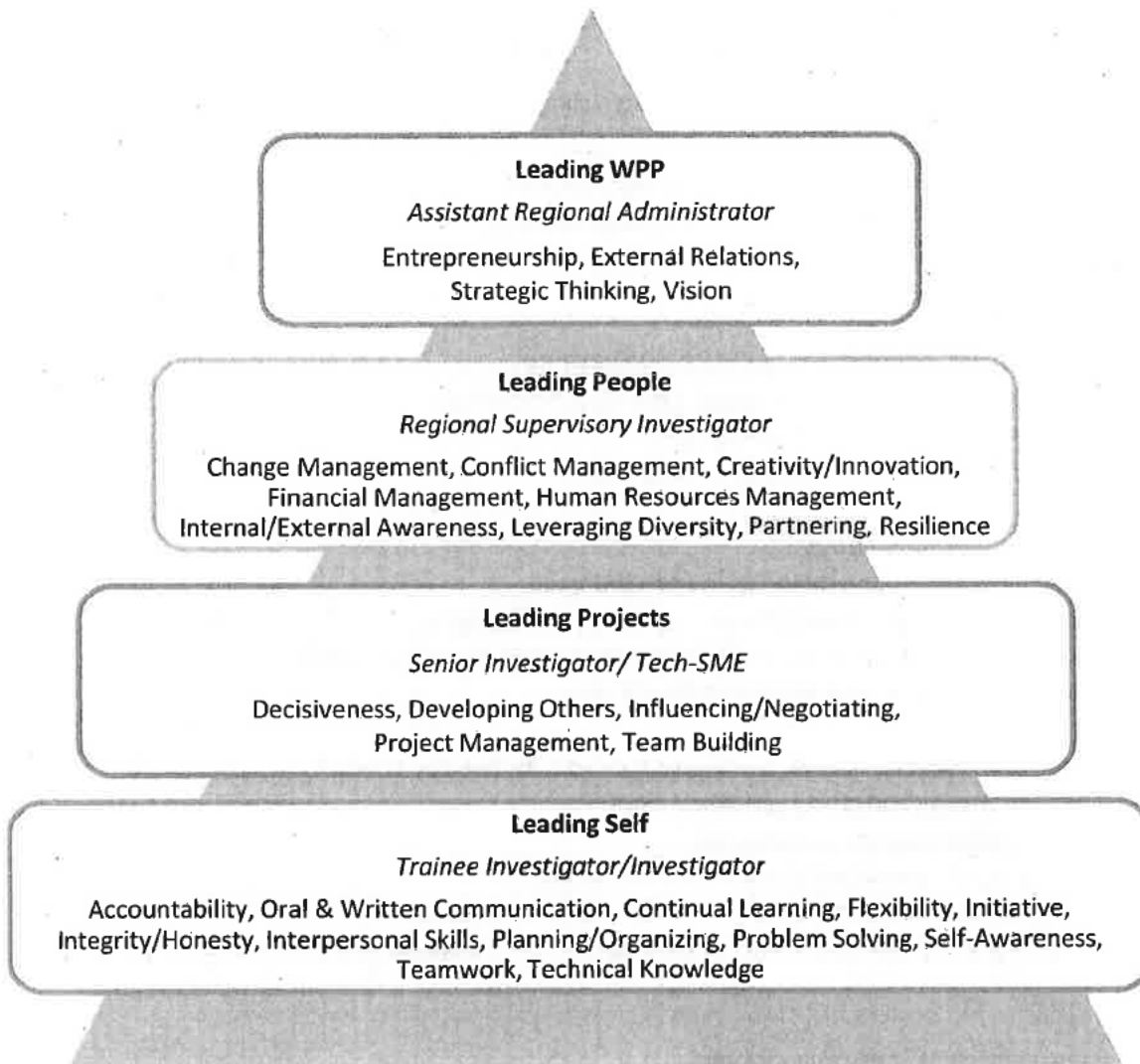
- Being curious and innovative, and taking calculated risks;
- Identifying broad dependencies and connections;
- Seeking diverse experiences inside and outside the Department;
- Thinking through how individual and office actions affect stakeholders; and,
- Anticipating changes (e.g. regulatory, industry, technology, or workforce) and being agile and resilient as they DWPPur.

Decisiveness use sound judgement in decision-making:

- Engaging colleagues and using technical knowledge, experience, and data to efficiently evaluate and decide the appropriate course of action;
- Making decisions and the decision-making process transparent through communication to stakeholders; and,
- Taking strategic actions that align with the Department's vision & values to advance the Department's mission

Building Blocks of Leadership

These are the OPM Executive Core Qualifications, mapped to four phases: (1) Leading Self (Investigator); (2) Leading Projects (Senior Investigator/Tech SME); (3) Leading People (ARA, RSI); and (4) Leading Organizations (RA, DRA) based off of DWPP's current organizational structure.



Training & Professional Development

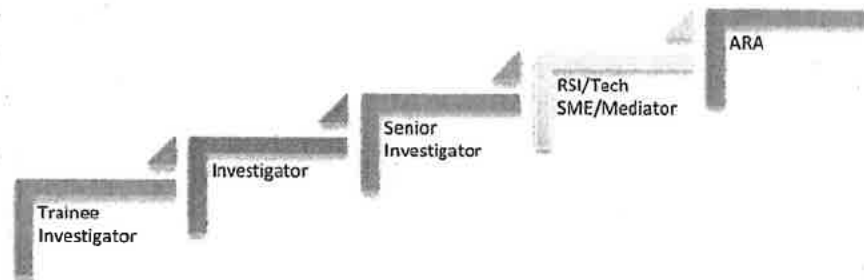
This consolidated, one-stop source of training options may assist employees and supervisors in developing individual training plans to broaden employees' knowledge base and achieve higher levels of performance. Knowledge obtained in these trainings, supplemented or combined with on-the-job experience, increases staff potential and enables employees to effectively perform their duties and excel in their profession. It may serve as a roadmap for employees as they progress through the various phases of their careers, from entry level to Team Lead and Supervisor roles. The Training Continuum does not replace the employee performance plan or evaluation nor does it guarantee that employees will be promoted or rewarded for taking courses.

Concept

The training courses are identified by their level of difficulty ranging from introductory to intermediate to advanced levels. Introductory training is structured to provide a foundation for new and less

experienced budget analysts by familiarizing students with basic budget terminology and processes.

Intermediate and **advanced** courses are better suited for more experience technical employees who are interested in refresher training or more challenging courses on complex topics.



The course categories (investigatory analysis, analytical, technical, leadership, and management) are color coded to coincide with an employee's career phase as modeled by the Building Blocks of Leadership.

- The **technical category** includes courses that can be considered investigatory building blocks towards a subject matter expert.
- The **analytical category** covers courses that build the capacity for analyzing, comparing, and interpreting data. Like the technical courses, the analytical courses are appropriate for all levels of staff.
- **Leadership courses** focus on enhancing communication, coaching, and leadership skills, and may be taken by team leads and Supervisors as well as those interested in pursuing leadership positions.
- **Management training** is more specific to developing skills for new and prospective managers or those interested in supervisory roles.

These course descriptions should help employees decide what courses are best suited for their professional goals and level of general or technical experience as an investigator. Intermediate and advanced courses may have suggested pre-requisites or working knowledge of certain technical areas and processes.

Process

To request training, submit a completed SF-182 Authorization, Agreement, and Certification of Training Form via Learning Link to the employee's direct Supervisor. Training approval will depend on individual supervisory approval as well as office training budgets. Opportunities to apply knowledge obtained in the classroom to actual job duties will depend on multiple factors including needs of the office and/or management, employee initiative and pro-active approach to job responsibilities, as well as job scope as identified in the employee's position description. After completing a course, employees are encouraged to fill out the Evaluation Form to provide feedback on the training. Honest feedback from those who have taken these trainings will be valuable in improving the training continuum and ensuring it offers only the most useful, relevant education for employees. Level of Difficulty: (B) = Basic; (I) = Intermediate; (A) = Advanced

Mentoring

When a new Investigator is hired, he or she should be assigned a mentor who will be available to provide guidance, answer questions, allow the trainee to shadow him or her while doing investigative work, and coordinate opportunities for the trainee to shadow other Sr. Investigators. Likewise, when someone is promoted to the position of RSI, Technical Subject Matter Expert, Mediator, or ARA, he or she should be assigned a mentor who works in the same position in another region. This will provide the newly promoted individual someone with whom he or she feels "safe" (i.e., outside of his or her chain-of-command) asking questions, discussing areas of concern, and obtaining career guidance.

IDPs

It should be broken into weekly segments with required readings and online instruction in conjunction with clearly defined on-the-job training experiences to be completed with the mentor or another Sr. Investigator. A checklist should be developed so that each week, the mentor can initial when the trainee has completed all of the activities designated for that week, and the RSI can initial after speaking with the trainee and verifying that he or she has a full understanding of the subjects assigned for that week. Upon completion of the pre-class training, the Assistant Regional Administrator should sign the checklist, verifying that the trainee has completed all requirements, and forward it to the Directorate of Training and Education so that the trainee can be approved to attend Course #1420. The pre-class training program should be designed to last for a definite period of time (e.g., 12 weeks).

	Trainee Investigator (Year One)	Investigator (Years Two and Three)	Senior Investigator	Regional Supervisory Investigator/Tech SME/Mediator
Day-to-day	<ul style="list-style-type: none"> Gains on the job training by conducting Intake Interviews and shadowing Senior Investigators on OSH Act Sec. 11(c) Investigations. Conducts initial OSH Act Sec. 11(c) investigation upon completion of "Whistleblower Investigation Fundamentals" course. 	<ul style="list-style-type: none"> Conducts progressively more difficult OSH Act Sec. 11(c) Investigations. Gains on the job training by conducting Intake Interviews and shadowing Senior Investigators on whistleblower investigations conducted under the "other" statutes. 	<ul style="list-style-type: none"> Conducts whistleblower investigations under OSH Act Sec. 11(c) and all "other" statutes, regardless of level of difficulty. Assists the Tech SME in providing guidance to other WBIs in the region for one or more of the "other" statutes that s/he has gained expertise in. 	<ul style="list-style-type: none"> Regional Supervisory Investigator: Performs day-to-day supervision of WBIs; monitors the training program for investigators-in-training. Tech SME: Serves as an in-house Subject Matter Expert (SME) providing guidance to other WBIs in the region for the "other" statutes; if located in one of the "Centers of Excellence", serves as an SME providing guidance to WBIs in other regions for the "other" statute(s) that his/her region has responsibility for. Mediator: Oversees the implementation of OSHA's ADR Program for the region; serves as a mediator when this option is elected by the parties to a whistleblower claim.
On-The-Job Training	<ul style="list-style-type: none"> Participates in Mentor program as a Mentee to Senior Investigators Completes formal and detailed mandatory program of guided readings, webinars, and on-the-job training in preparation for Course #1420. 	<ul style="list-style-type: none"> Participates in Mentor program as a Mentee to Senior Investigators Completes formal and detailed mandatory program of guided readings, webinars, and on-the-job training in preparation for Course #1460. 	<ul style="list-style-type: none"> Gains leadership and management training by acting as a mentor to investigators-in-training. Participates in Mentor program as a Mentee to an RSI in another region (optional). 	<ul style="list-style-type: none"> Participates in Mentor program as a Mentee to an RSI, SME, or Mediator in another region. Once s/he is at full performance potential, participates in Mentor program as a Mentee to an ARA in another region (optional).
Classroom Training	<ul style="list-style-type: none"> Course #1420: Whistleblower Investigation Fundamentals 	<ul style="list-style-type: none"> Course #1460: Basic Whistleblower Investigations Federal Statutes (to be reinstated) Course #1610: Interviewing Techniques for Whistleblower Investigators Course #1630: Written Communication and Report Writing for Whistleblower Investigators Course #2710: Legal Concepts for Whistleblower Investigators Course #2720: Whistleblower Complaint Resolution and Settlement Negotiations 	<ul style="list-style-type: none"> As needed, completes refresher webinars on the "other" whistleblower statutes. Attends other QTI courses (http://intranet.osha.gov/dte/LAP/dte/courses.html) with RSI's and ARA's approval. Contingent upon availability of funds, attains the Professional Certified Investigator (PCI) credential (https://www.asisonline.org/Certification/Board-Certifications/PCI/Pages/default.aspx). 	<ul style="list-style-type: none"> Essential HR Competencies for the New DOL Manager and Supervisor (RSI) Leading@Labor one- and four-day courses (RSI) Leading@Labor Emerging Leaders course (Tech SME/Mediator) Contingent upon availability of funds, completes the 40-hour mediator certification course offered by the National Association of Certified Mediators (NACM) (http://www.mediatorcertification.org) (Mediator). Modern Government Management

	Trainee Investigator (Year One)	Investigator (Years Two and Three)	Senior Investigator	Regional Supervisory Investigator/Tech SME/Mediator
				Training (MGMT) @ DOL (free! http://labornet.dol.gov/highlights/MGMT.htm)
<i>Professional Competencies</i> ¹	<ul style="list-style-type: none"> Accountability Oral & Written Communication (<i>active listening</i>) Continual Learning Flexibility Initiative Integrity/Honesty Interpersonal Skills Planning/Organizing Problem Solving Self-Awareness Teamwork Technical Knowledge 	<ul style="list-style-type: none"> Accountability Oral & Written Communication (<i>active listening</i>) Continual Learning Flexibility Initiative Integrity/Honesty Interpersonal Skills Planning/Organizing Problem Solving Self-Awareness Teamwork Technical Knowledge <i>Critical Thinking</i> <i>Interviewing</i> 	<ul style="list-style-type: none"> Decisiveness Developing Others Influencing/Negotiating Project Management Team Building <i>Dealing with difficult people</i> <i>Crisis Management</i> 	<ul style="list-style-type: none"> Change Management Conflict Management Creativity/Innovation Financial Management Human Resources Management Internal/External Awareness Leveraging Diversity Partnering Resilience <i>Research and Writing</i> <i>Analysis and presentations to provide tech assistance to stakeholders</i>
<i>Professional Development</i>	Annual Whistleblower Training Conference			

¹ Competencies marked by *italics* are WPP-specific investigator (i.e. in addition to OPM's EECQs)

Leadership Competency Definitions & Proficiency Levels

Expected Behaviors

	Employee/Individual Contributor <i>Leading Self</i>	Group Leader <i>Leading Projects</i>	Manager <i>Leading People</i>	Executive <i>Leading WPP</i>
Accountability	Communicate the importance of accomplishing objectives and delivering results on time. Fulfill commitments made to peers, supervisors, and stakeholders, providing plenty of notice if unable to meet obligations so that alternative plans can be made. Track progress of work and respond to obstacles that threaten established goals and objectives.	Establish expectations for self or work unit so that objectives are prioritized and achievable. Monitor and hold others responsible for complying with established policies and procedures. Take responsibility for work unit or project outcomes, regardless of results.	Provide guidance and communicate methods for prioritizing and achieving DWPP objectives. Create a culture of accountability among others by defining roles and responsibilities. Create and institute policies, procedures, systems, or processes that align with DWPP objectives.	Same as previous levels
Oral & Written Communication	Orally communicate information clearly and concisely to avoid miscommunication. Prepare written communications that are accurate, clear, concise, and well organized. Answer routine or basic questions appropriately (e.g., time, detail) and in a timely manner.	Make oral presentations to or conduct meetings with a variety of audiences of varying size, conveying main ideas and supporting points clearly and concisely. Adapt communication style to the audience in accordance with its level of understanding. Engage with others by inviting dialogue, requesting input, and responding accordingly. Review and edit written communications prepared by others for grammar, punctuation, spelling, and conformance to style and format guidelines.	Make presentations that are effective, professional, and tailored to the intended audience. When appropriate, use charts, graphs, figures, and illustrations to deliver the intended message. Communicate orally and in writing substantive issues effectively so that they are accurate, factual, and supported. Write clear, concise documents on complex topics for establishing business unit guidance or guidelines.	Effectively articulate highly complex or sensitive information when meeting with key executives or public officials, including issues with high visibility. Use communication to foster an atmosphere of open exchange, trust, and support. Prepare highly complex written communications that have significant implications for the DWPP. Communicate effectively with others under stressful conditions, demonstrating notable tact, persuasiveness, or negotiation skills.
Continual Learning	Recognize areas needing self-improvement and take technical and proficiency training to increase skills. Seek and participate in appropriate professional development activities in order to expand subject matter knowledge and expertise, and share with others. Apply what is learned through training, feedback, mentoring, and other opportunities to produce a positive impact. Complete prerequisites (e.g., coursework, internship) and obtain non-required but relevant certification or license.	Enhance personal competencies by pursuing both internal and external opportunities for professional development and taking on challenging assignments and institutional roles. Participate in mentoring relationships as a mentor to others. Complete a multi-course or longer-term training program that meets personal developmental goals and aligns with the DWPP's strategies.	Take initiative to share knowledge and expertise through formal and informal learning opportunities. Apply learning and expertise to develop innovative solutions to achieve the DWPP's goals and mission.	Same as previous levels
Flexibility	Anticipate apparent obstacles that could affect work and bring issues to the attention of one's supervisor when necessary. Shift focus in response to changing priorities, strategies, or demands; become knowledgeable about new areas; balance multiple competing work demands to achieve required outcomes.	Same as previous level	Shift goals and activities to align with or respond to line of business initiatives, external conditions, or Congressional priorities. Listen to and understand concerns of staff and coworkers during times of change.	Same as previous levels
Initiative	Seek out new responsibilities, assignments, and opportunities. Ask questions to coworkers, peers, and supervisors to better understand work requirements and needs of stakeholders.	Seek out challenging opportunities for professional growth. Volunteer to take on additional responsibilities or tasks to fill a need within the work unit (e.g., the lead on team efforts). Proactively develop methods to improve operations, processes, and approaches (e.g., developing standard operating procedures for a specific area).	Identify and propose solutions for improving the efficiency and effectiveness of established work processes. Volunteer for a challenging assignment that is outside the normal scope of duties. Volunteer/offer to serve as a member of a special committee that has DWPP-wide impact.	Identify and approve solutions that have the potential to significantly impact and improve the DWPP. Establish or implement a culture that enables employees to contribute to DWPP objectives.
Integrity/Honesty	Demonstrate DWPP values and display ethical conduct in performing duties, regardless of internal and external pressures. Advise others on the DWPP's ethical and professional conduct standards and policies. Fairly and objectively report inappropriate business practices or conduct to proper authorities.	Serve as a role model for ethical, personal, and professional behavior. Take necessary and timely action to resolve inappropriate business practices or conduct.	Demonstrate the highest level of ethical, personal, and professional behavior. Display the highest level of corporate responsibility while working towards organizational goals. Establish or implement a culture of ethical and professional conduct.	Same as previous levels

	Employee/Individual Contributor Leading Self	Group Leader Leading Projects	Manager Leading People	Executive Leading WPP
Interpersonal Skills	Observe and identify different individuals' work styles and tailor actions accordingly to achieve goals and outcomes. Acknowledge others' points of view to come to a common understanding and seek mutual purpose. Collaborate with geographically distributed employees to leverage their opinion, expertise, and skills.	Build, maintain, and leverage a network of professional relationships. Promote an atmosphere of approachability, resulting in individuals seeking information or advice. Read and interpret others' behavior during interactions and use this insight to make necessary adjustments at the moment of the interaction.	Maintain a calm, open demeanor that fosters a work environment that is conducive to resolving highly sensitive or controversial issues. Foster a climate that respects individual differences and diversity. Form effective working relationships with problem/controversial employees.	Same as previous levels
Planning/Organizing	Plan, coordinate, and effectively discharge routine functions and responsibilities with minimal guidance. Prioritize routine tasks to ensure timely delivery of information, products, and services.	Prepare plans for projects to provide deliverables within established parameters independently. Consider the DWPP's priorities and costs when planning work assignments. Balance and prioritize multiple projects or assignments simultaneously. Implement a new project, including identifying stakeholder needs, determining roles and responsibilities, and establishing timelines.	Prepare plans for complex or controversial projects and identify resources to deliver projects within established parameters. Lead in setting or establishing short-term organizational goals and objectives that result in increased efficiency or effectiveness. Review project plans of others, critiquing and recommending changes when needed. Monitor and control the implementation of programs by setting specific and identifiable checkpoints.	Lead the formulation of long-term organizational objectives and strategies, establishing priorities, and allocating resources. Develop and implement innovative programs, policies, and procedures that improve efficiency or effectiveness in achieving organizational goals and objectives. Achieve results that support the DWPP's goals and strategic direction by coordinating work with multiple internal or external parties.
Problem Solving	Leverage available resources and information to identify issues. Reconcile conflicting or incomplete information to develop solutions. Analyze and draw supportable conclusions, considering the implications of actions. Anticipate potential problems, and take or propose corrective actions.	Same as previous levels	Identify connections between seemingly unrelated pieces of information to resolve difficult or ambiguous problems. Identify and leverage resources and expertise, internal or external to the work unit, to address complex problems. Synthesize information from internal and external sources to address complex issues.	Consider and resolve problems within the broad context of the DWPP and external stakeholder priorities. Develop and implement multi-tier solutions to address highly complex, sensitive problems of strategic importance. Anticipate issues and trends across organizational groups.
Self-Awareness	Accept feedback from others and opportunities for personal development; do not be surprised by or defensive to others' feedback. Have an accurate assessment of own performance level. Recognize causes of own feelings and mood. Understand and recognize own strengths and weaknesses (e.g., biases, hot buttons).	Seek feedback from others and opportunities for personal development. Be sensitive to impact on others. Know causes of your own feelings and moods and moderate behaviors accordingly.	Solicit feedback to validate perception of self and act on it when appropriate. Foster an environment that promotes self-awareness.	Same as previous levels
Teamwork	Work collaboratively with others, offering assistance to accomplish shared goals. Adjust to different working styles, approaches, and perspectives. Share relevant skills and knowledge with others. Encourage others to contribute ideas and share skills and knowledge.	Identify team needs and provide support to achieve goals and objectives. Acknowledge others' contributions and recommend DWPP awards.	Promote a positive atmosphere that fosters knowledge sharing and skill development within and across work units and organizations. Address any issues impacting team cohesion and performance. Motivate by soliciting others' contributions and opinions, understanding different perspectives, and integrating ideas into decisions and plans, as appropriate.	Engage and inspire others, and ensure work activities are well integrated across teams, business units, or agencies. Assemble high performing teams consisting of members from different agencies, areas of expertise, and opinions to address complex issues. Promote open, direct, and regular exchanges of information within and outside of the organizational unit. Solicit ideas to gain an understanding of the priorities, needs, and concerns of stakeholders internal and external to the DWPP.
Technical Knowledge	Identify and resolve technical issues promptly. Serve as a resource to team members. Maintain working knowledge of industry trends and other internal and external factors in relevant technical area(s).	Same as previous levels	Same as previous levels	Same as previous levels
Decisionmaking	To prepare for the next level: Utilize decision-making methods that have been shown to work in the past. Consider alternative courses of action when making decisions. Make sound and timely decisions in a variety of situations affecting your own work. Recognize when information is lacking and seek out additional information to assist in decision-making.	Make sound and timely recommendations or decisions in a variety of situations, including those that affect others' work. Provide justifications for decisions and transparency in the decision-making process through communication with stakeholders. Consider alternative courses of action when making decisions and choose an option that takes consequences into consideration. Utilize decision-making tools (e.g., Gantt charts, decision trees, matrices).	Consider and adjust course of action when current strategy is unsuccessful, even when the current strategy was fully supported. Consider the costs, risks, and benefits when making decisions and choose courses of action in which the benefits outweigh the risks. Follow through with well-informed decisions even when faced with resistance or opposition. Make timely decisions regarding complex technical, administrative, or policy issues.	Make sound and timely decisions or recommendations in highly sensitive situations that have significant organizational impact. Take an industry-wide, strategic view when making decisions.
Developing Others	To prepare for the next level: Aid others in identifying developmental opportunities. Encourage others to achieve high standards and perform beyond set expectations. Recognize and encourage others to further develop their strengths.	Provide formal or informal training or mentoring to others. Set example regarding high performance standards for the unit or team. Encourage employees to participate in mentoring programs and other self-developmental opportunities. Provide constructive feedback to others when appropriate.	Identify or create opportunities (e.g., formal training, stretch assignments, on-the-job training, and detail assignments) for employees to pursue self-development activities. Contribute to the development of systems and processes to develop employees to meet current and emerging skill needs.	Identify creative developmental strategies to address skill needs of workforce. Promote a culture that encourages others to maximize their potential. Encourage and support active mentoring programs across the DWPP.

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Influence/Negotiating	<i>To prepare for the next level: Anticipate and prepare for possible criticisms when formulating and communicating ideas. Strive to achieve consensus on routine issues within your own work unit or team. Voice ideas and opinions confidently while acknowledging alternate opinions or perspectives.</i>	<i>Persuade internal or external audiences to adopt an approach to achieve an optimal solution. Negotiate with others to reach agreements, settlements, or solutions, even when faced with opposition or open confrontation. Facilitate group sessions to achieve consensus or desired outcomes. Obtain understanding of the interests and concerns of multiple stakeholders, using this information to improve negotiating tactics.</i>	<i>Convince internal and external audiences to support recommendations involving substantive resources and changes in established practice. Persuade internal or external executive decision-makers to adopt substantive goals. Serve as a key resource for mediating particularly difficult, sensitive, or complex situations where groups or individuals have competing interests.</i>	Same as previous levels
Project Management	<i>To prepare for the next level: Understand project objectives. Complete deliverables on time and as assigned. Seek advice from your supervisor and/or mentor when developing project plan.</i>	<i>Coordinate and monitor performance on tasks to meet objectives. Effectively assign work by matching skills, employee interests, availability, and experience based on unit needs. Follow up with employees to ensure work remains on schedule.</i>	<i>Provide oversight and prioritization of full span of project by coordinating tasks and monitoring performance on those tasks. Participate in setting or establishing organizational goals and objectives that may result in increased efficiency. Allocate resources within plan and budget requirements, establish priorities, and meet priorities on time and within budget.</i>	<i>Provide oversight of multi-faceted, complex projects spanning across work units. Evaluate project effectiveness and implement innovative actions linked to unit objectives and the DWPP's mission.</i>
Team Building	<i>To prepare for the next level: Independently offer assistance and provide support to advance goals. Clearly articulate team goals and objectives to foster collaboration.</i>	<i>Identify team needs and provide support to achieve goals and objectives. Acknowledge others' contributions and recommend DWPP awards.</i>	<i>Promote a positive atmosphere that fosters knowledge sharing and skill development within and across work units and organizations. Address any issues impacting team cohesion and performance. Motivate by soliciting others' contributions and opinions, understanding different perspectives, and integrating ideas into decisions and plans, as appropriate.</i>	<i>Engage and inspire others, and ensure work activities are well-integrated across teams, business units, or agencies. Assemble high performing teams consisting of members from different agencies, areas of expertise, and opinions to address complex issues. Promote open, direct, and regular exchange of information within and outside of the organizational unit. Solicit ideas to gain an understanding of the priorities, needs, and concerns of stakeholders internal and external to the DWPP.</i>
Critical Thinking	<i>To prepare for the next level: [Insert specific to WPP]</i>	[Insert specific to WPP]	[Insert specific to WPP]	[Insert specific to WPP]
Interviewing	<i>To prepare for the next level: [Insert specific to WPP]</i>	[Insert specific to WPP]	[Insert specific to WPP]	[Insert specific to WPP]
Change Management	<i>To prepare for the next level: Justify work group technical decisions or explain policies in plain language.</i>	<i>To prepare for the next level: Serve as resource to facilitate implementation and guide others through the change processes.</i>	<i>Evaluate alternative solutions and approaches to support implementation of changes. Lead implementation and support the communication of new policies and processes.</i>	<i>Communicate and champion new policies and processes to encourage stakeholder understanding and buy-in. Develop and execute approaches for implementing organizational change.</i>
Conflict Management	<i>To prepare for the next level: Respect others' perspectives and seek additional information or guidance when necessary. Explore options to resolve disagreements or conflicts before they require elevation. Maintain composure and objectivity in difficulty situations.</i>	<i>To prepare for the next level: Foster a collaborative environment where all constructive perspectives are respected and valued. Anticipate situations that have the potential for conflict and take steps to address concerns. Resolve challenging disagreements or conflicts and elevate to higher authorities where appropriate.</i>	<i>Recognize team dynamics and challenges to minimize adverse conflict. Diffuse complex conflicts using conflict resolution resources (e.g., HR, EEO), knowledge, and proven techniques.</i>	<i>Resolve conflicts arising at multiple organizational levels. Develop consensus among multiple stakeholders with opposing viewpoints on critical/complex issues. Promote effective conflict management across the DWPP through the development of programs and training.</i>
Creativity/Innovation	<i>To prepare for the next level: Explore, identify, and recommend new ideas and approaches for performing routine work.</i>	<i>To prepare for the next level: Evaluate current procedures and suggest improvements to promote effective, streamlined processes. Identify innovating methods to improve performance and enhance programs and processes. Solicit feedback and ideas for improvements.</i>	<i>Encourage the development of innovative or creative solutions in response to new and emerging issues. Engage with internal and external stakeholders from diverse backgrounds and perspectives to generate new and different ideas.</i>	<i>Promote the DWPP-wide vision of flexibility and innovation to advance the DWPP mission. Consider the ramifications of new approaches and their impact on internal and external stakeholders.</i>
Financial Management	<i>To prepare for the next level: Safeguard the DWPP's financial resources to prevent fraud, waste, and abuse. Implement the DWPP's basic financial processes and policies. Exercise sound judgment when utilizing the DWPP's resources (e.g., travel expenses, office supplies).</i>	<i>To prepare for the next level: Develop plans to ensure effective and efficient use of DWPP financial resources. Adhere to financial plans and policies.</i>	<i>Manage and operate projects/programs within budget. Prepare and monitor business unit's annual operating budget.</i>	<i>Promote sound fiscal management across the DWPP, safeguarding ongoing viability and solvency. Develop or execute appropriate financial plans (e.g., budget, contracting, procurement) while meeting DWPP objectives. Utilize system to track, prioritize, and monitor the DWPP's expenditures; ensure financial goals are met.</i>

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Human Capital Management	To prepare for the next level: Develop/create own performance plan within required timeline. Maintain a basic understanding and follow all Policy and Procedure Manuals (PPMs).	To prepare for the next level: Monitor work unit needs to identify, recruit, select, develop, retain, and reward individuals. Follow Policy and Procedures Manuals (PPMs) and communicate PPMs to employees. Adhere to the Collective Bargaining Agreement (CBA). Identify performance and conduct issues and discuss with supervisor/manager. Provide input and feedback on staff performance. Identify HR issues and seek appropriate guidance from HR professionals.	Appropriately align people and functions. Lead the development and implementation of a staffing plan. Assess current and emerging priorities, performance information, and employee goals to identify both immediate and long-term organizational needs. Resolve performance and conduct issues in accordance with the Policy and Procedures Manual (PPM) or Collective Bargaining Agreement (CBA). Evaluate staff performance and provide feedback within required timelines, including an annual written performance appraisal. Identify performance and conduct issues and addresses in accordance with the PPMs.	Establish and implement a succession plan. Understand global and strategic implications of human capital decisions. Anticipate skill needs that are consistent with organizational trends and changing priorities; identify creative recruitment strategies to address these needs.
Internal/External Awareness	To prepare for the next level: Respond to changes required by environmental, budgetary, political, or other events. Develop an awareness of local, national, or international policies when instructed by supervisor. Talk to stakeholders to understand their needs and issues.	To prepare for the next level: Consider the DWPP or external factors such as policies and trends that may affect the unit's work and use this knowledge in accomplishing work. Synthesize and disseminate complex information gathered from a variety of external sources. Anticipate how individual and DWPP actions may impact stakeholders. Provide policy advice to officials consistent with local, national, and international policies and trends. Seek diverse experiences inside and outside the DWPP to gain a world-view perspective.	Contribute to the development of long-term goals by recommending effective strategies based on external factors that may possibly impact the DWPP. Refocus efforts, redistribute resources, or otherwise overcome roadblocks in consideration of external factors (e.g., changes in administration) to achieve the DWPP's objectives. Anticipate how work processes may be affected by changes in the DWPP or external environment and develop alternatives.	Establish an in-depth understanding of external factors that may affect the DWPP's ability to accomplish its work. Promote world-view of the financial services industry. Identify dependencies and anticipate changes and connections within broader regulatory, industry, technology, and global financial systems.
Leveraging Diversity	To prepare for the next level: Adhere to EEO and diversity policies, goals, objectives, and philosophies by dealing with everyone in a fair and equitable manner. Respect individual differences and diverse opinions. Recognize the importance of the DWPP's mission to attract, develop and retain a highly competitive and diverse workforce.	Support diversity-related programs and initiatives. Monitors the work environment to identify situations which could potentially lead to allegations of harassment or discrimination.	Foster an environment that is supportive of EEO principles to effectively leverage diverse thoughts, opinions, experiences, and backgrounds to achieve the vision and mission of the DWPP.	Foster an environment that is supportive of EEO principles to effectively leverage diverse thoughts, opinions, experiences, and backgrounds to achieve the vision and mission of the DWPP.
Partnering	To prepare for the next level: Work with individuals across work units to address mutual issues and concerns. Work across federal, state, and local agencies/authorities to coordinate examination efforts, if applicable. Build a network within the DWPP by proactively communicating with employees outside of own work unit on a regular basis.	To prepare for the next level: Coordinate with internal and external partners to accomplish the DWPP mission. Solicit input to build consensus and achieve common goals. Develop and manage relationships with staff to gain endorsement for initiatives and achieve common goals. Identify and build relationships with the DWPP and external partners to achieve the DWPP vision and mission.	Build a shared vision with others; understand the big picture and articulate that vision in an understandable way. Champion programs and policies by partnering with stakeholders to achieve the DWPP mission and objectives. Establish and maintain relationships with external partners to achieve the DWPP vision and mission. Foster collaboration across DWPP working groups to break down barriers and improve agency efficiency and communication.	Same as previous levels
Resilience	To prepare for the next level: Maintain composure under deadlines. Seek guidance to achieve clarity and obtain direction under stressful circumstances. Demonstrate willingness to work to overcome obstacles or setbacks.	To prepare for the next level: Respond to setbacks by developing alternative approaches to accomplish objectives. Assist with and advise others in handling stressful situations.	Remain calm and resourceful under stressful circumstances. Develop contingency plans to address potentially stressful, challenging situations, and setbacks (e.g., budget cuts, organizational change). Monitor work environment to identify stressful and strained conditions and make adjustments as appropriate.	Act as a calming and settling influence for others even in tense or highly stressful situations (e.g., emergencies, RIFs), refocusing efforts, energizing others, and providing direction on how to proceed. Take immediate and appropriate action in stressful situations; quickly assess the situation and implement solutions to solve or lessen the impact.
Dealing with difficult situations	To prepare for the next level: [Insert specific to WPP]	To prepare for the next level: [Insert specific to WPP]	[Insert specific to WPP]	[Insert specific to WPP]
Crisis Management	To prepare for the next level: [Insert specific to WPP]	To prepare for the next level: [Insert specific to WPP]	[Insert specific to WPP]	[Insert specific to WPP]

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Entrepreneurship	To prepare for the next level: Seek clarification regarding DWPP's history and rationale for methods and processes. Identify the need for new or revised methods and processes.	To prepare for the next level: Create new or revise existing methods and processes based on environmental changes. Conduct research and develop business proposals designed to enhance the DWPP's objectives.	To prepare for the next level: Serve as a role model and advise others on presenting a professional image of the DWPP to enhance trust and credibility. Engage with stakeholders in a manner that earns their respect and advances the goals and objectives of the DWPP. Serve as an DWPP representative on interagency teams and projects. Represent the DWPP's interests to a variety of parties (e.g., at technical group meetings, universities, etc.).	Establish relationships with diverse organizations (e.g., national and international agencies/groups) to effectively communicate priorities, build organizational credibility, and generate external support. Meet with elected or appointed officials to provide DWPP and program information to assist in making educated decisions. Promote and justify the DWPP's programs and actions in contentious situations.
External Relations	To prepare for the next level: Develop knowledge of relevant policies, rules, and procedures for representing the DWPP (e.g., standards of conduct) and follow them accordingly. Act appropriately and consistently with the DWPP's goals when interacting with stakeholders. Maintain professional attitude and actions in all business situations.	To prepare for the next level: Establish relationships with partner organizations to achieve the DWPP's mission. Represent the DWPP in small group presentations or meetings with stakeholders. Effectively address confrontational situations with stakeholders or refer/redirect them appropriately. Participate in the DWPP's outreach activities (e.g., vendor outreach, job fairs).	To prepare for the next level: Convey importance of the DWPP's mission and vision to staff and stakeholders. Establish and communicate organizational and business unit direction. Contribute to the development of long-term line of business goals. Involve staff in setting annual goals, objectives, and measures to ensure buy-in.	Consider various viewpoints from internal and external sources when developing and revising organizational vision and mission. Communicate the impact of the DWPP's vision across the DWPP's lines of business.
Strategic Thinking	To prepare for the next level: Maintain awareness of and operates in accordance with current DWPP strategic plan. Understand connections between project team's goals and the DWPP strategic objectives.	To prepare for the next level: Exhibit competencies identified at the previous level.	To prepare for the next level: Assist with the development and implementation of the strategic plan by determining appropriate stakeholders and gaining concurrence. Assist with development of metrics to assess attainment of work unit goals. Develop implementation plans and execute accordingly.	Anticipate changes (e.g., demographic change, policy change) and develop a strategic plan to address the future needs of the DWPP. Align policies and resources with the DWPP's strategic plan. Lead a diverse strategic planning team to address and outline the future direction of the DWPP.
Vision	To prepare for the next level: Develop knowledge of the DWPP mission and vision. Understand the DWPP's long-term goals and objectives.	To prepare for the next level: Articulate relationship between employees' work and the DWPP mission and objectives. Convey importance of group's vision to DWPP staff. Gather input from staff to develop work group vision.	To prepare for the next level: Analyze investment recommendations (e.g., personnel, technology) to determine the optimal solution for the DWPP. Foster a creative environment to facilitate new or alternative solutions that improve the DWPP's efficiency and effectiveness. Encourage an environment of calculated risk-taking within the work unit.	Direct the development and implementation of new or alternative solutions to improve the DWPP's efficiency and effectiveness. Encourage an environment of calculated risk-taking across the DWPP.
Research and Writing	To prepare for the next level: [insert specific to WPP]	To prepare for the next level: [insert specific to WPP]	To prepare for the next level: [insert specific to WPP]	[insert specific to WPP]
Tech Assistance to Stakeholders	To prepare for the next level: [insert specific to WPP]	To prepare for the next level: [insert specific to WPP]	To prepare for the next level: [insert specific to WPP]	[insert specific to WPP]