POWERSKILLS TRAINING & DEVELOPMENT, INC.

Webinar Series

Bob Schout, President





Webinar Topic: Ensuring Good Conduct at Work – Knowing what's okay, what's not okay, and what to do about inappropriate behavior

"Look, there's a lot of unprofessional stuff that happens at work. Some of the stuff is blatant. Most of it is subtle. All of this stuff sends a bad message, that people are not safe from unprofessional and illegal behavior. The issue now is, how can we guard against it and what can we do about it when it occurs?"

Approved Facilitators:

- Cynthia Henderson
- Jewel Ware
- Kapila Wewegama
- Ellen Winiarczyk
- Bob Schout

Description: Time's Up. It's a new day and behaviors that were once, not too long ago, horribly tolerated at work are now rightfully being called-out and stopped in their tracks. From sexual harassment to intimidation tactics, bullying behaviors to humiliating taunts, and inappropriate to unethical and illegal conduct...all of it needs to stop. The problem is that there are many employees, supervisors, managers and leaders at every level who take on-line classes once a year and simply push buttons to prove they know they answers, without really exploring the range of behaviors that are inappropriate, unethical and down-right illegal at work.

Leaders, regardless of level, need to examine a wide-range of behaviors that lead to normative cultures of misconduct at work: employee behaviors, supervisory-managerial behaviors, and executive leader behaviors. During this series of webinars, we'll talk in straight-forward terms about behaviors, including inaction, that promote unsafe workplace cultures. Participants will learn what the behaviors look like, how to prevent them, and how to intervene when they see them occurring.

Join us for these important, plain-spoken, lessons so that you can create a safer, healthy and more helpful workplace, free of fear, misconduct and harassment.

OPM ECQ 2: Leading People: Developing Others; **OPM Competencies:** Human Capital Management

Number and Length of Sessions: Three (4) 75-minute sessions

Session Objectives

Session 1: Starting with the Inappropriate…Recognizing Bad Behavior that can Sabotage a Culture

- Review a list of behaviors that, while not officially illegal, are inappropriate and are considered micro-offenses in the workplace; and how they negatively impact culture, morale and loyalty.
- Learn how to identify passive-aggressive and other manipulative types of behavior patterns, and why people engage in these patterns in the first place.
- Discuss the difference between merely having feelings hurt and being the target of inappropriate behavior.
- Receive some quick-fixes to deal with bad behavior.

Session 2: Moving to the Unethical and Illegal…Facing the Bad News Head-On

- Examine on-site behaviors and activities that are unethical and illegal within the workplace, creating a hostile work environment.
- Explore the range of off-site and off-hours misconduct that still fall within a supervisor's responsibility to address.
- Understand the nexus between off-site misconduct and the relevance of disciplinary actions.

Session 3: Effective Intervention – Roles, Responsibilities, Practices and Initiatives

- Review the official (legal) duties and responsibilities of supervisors, managers and leaders within organizations, to intervene when harassment, bullying, discrimination or other potentially unsafe and illegal activities occur.
- Review the responsibilities and rights of targets (victims) of inappropriate or illegal behavior.
- Discuss when team-based or system-wide communication and actions should be taken.

Session 4: Preventing Inappropriate Behavior in the First Place

- Examine specific team-based, leadership and supervisory-based actions that create cultures of respectful, professional behavior at work.
- Review a few of the messages that leaders need to send in order to let people know that no inappropriate behavior will be tolerated.
- Explore ways to promote peer-to-peer respect, feedback and behavior accountability.

Platform: In-house business platform or GoToWebinar or Zoom.Us

Cost: $129 per person (4 sessions total)

Recommended On-Site Seminars

- Federal Manager's Guidance and Tools Workshop (2 days)
- Conflict Management: Facilitation of Forgiveness at Work (3 days)
- Dealing with Difficult Behaviors and Challenging People (2 days)
- Introduction to Supervision: Supervision Skills for First Time Supervisors (5 days)
- Skills for Experienced Supervisors (5 days)



Webinar Topic: **Fostering Employee Engagement**

"How do you get employees to, not just go-along with what management says but, engage in the generation of ideas and engage in the roll-out of new initiatives…happily? Now that's a lesson I'd like to learn."

Approved Facilitators:

- Ellen Winiarczyk
- Jewel Ware
- Cynthia Henderson
- Kapila Wewegama
- Bob Schout

Course description: For most companies and all leaders employee engagement is a dream, not a reality. For federal government agencies, employee engagement consistently ranks as one of the lowest scoring categories on the Federal Employee Viewpoint Survey; and for all businesses managers seem to continuously struggle with getting employees to take initiative on their own. This webinar will outline principals and best practices for federal leaders and managers to foster employee engagement in their units and departments. Participants will learn key ways to guide, inspire and motivate their staff to work on specific challenges in their workplace and achieve desired outcomes. Participants will examine the Federal Employee Viewpoint Survey (FEVS) to identify ways to leverage EVS data to improve and increase employee engagement within your organization.

OPM Competency: Fostering Employee Engagement
Definition: guides, inspires and motivates staff to meet challenges and achieve objectives. Promotes employee ownership and responsibility for desired outcomes.

Number and Length of Sessions: Four (4) 75-minute sessions

Session Objectives

Session 1: The Critical Importance of Factors that Impact Engagement

- Identify factors that influence employee engagement and disengagement with work teams and the organization.
- Assess levels of employee engagement/disengagement and examine factors that contribute to their engagement/disengagement.
- Identify key factors that build high-trust relationships within and across teams.
- Build skills and knowledge that will develop trust within their team or organization's culture.
- Learn how leaders inadvertently or overtly sabotage employee engagement.

Session 2:

- Learn about organizational and individual practices that guide, inspire and motivate the development of individuals in a high-trust organizational culture.
- Craft an individual employee engagement plan that includes goals, outcomes and milestones
- Review strategies that help employees identify and obtain diverse experiences to address their engagement developmental needs.

Platform: In-house business platform or GoToWebinar or Zoom.Us

Cost: $79/per person (2 sessions total)

Recommended On-Site Seminars

- Building and Leading Effective Teams (3 days)
- Conflict Management: Four Sources of Conflict (3 days)
- Motivation and Morale Building Strategies and Activities (2 days)
- Relationship Development at Work: Building, Maintaining and Sustaining Professional Relationships (2 days)
- Becoming a Leadership Star: Purpose, Passion-Factors, Principles and Paradigms (4 days)
- Four Dimensions of Leadership: Spirited, Servant, Situational, Strategic (5 days)
- Introduction to Supervision: Supervision Skills for First Time Supervisors (5 days)
- Skills for Experienced Supervisors (5 days)



Webinar Topic: Inclusion Is Critical: Valuing and Tapping the Strengths of Diversity at Work

"I know that there is strength in diversity. I just don't know how to get everyone to buy-into diversity programs, instead of being afraid that they'll be marginalized or opening up a bucket of resentments."

Approved Facilitators:

- Jewel Ware
- Cynthia Henderson
- Ellen Winiarczyk
- Kapila Wewegama
- Bob Schout

Description: A lot of organizations and leaders talk a good game when it comes to valuing diversity and, for the most part, they are very well-intentioned. But there are specific things that block or blunt the effect of an organization's, or its leader's, good intentions and statements. The things that block or blunt good intentions may include individual attitudes and ignorance, leadership minimizations of that which is actually happening in the workplace, disconnects between proclamations and actually transferring power to committees and leaders on-the-ground who have the ideas to make inclusion a reality. During this 4-part webinar series participants will receive a solid foundation of facts and practical tools that they can use to make diversity appreciation and cultural inclusion a reality at work.

Affiliated OPM Competency: OPM ECQ 2, Leading People, ECQ Leading Change and OPM Competency, Leveraging Diversity. It also highlights actions identified in OPMs 2016 Government-wide Inclusive Diversity Strategic Plan.

Number and Length of Sessions: Four (4) 75-minute sessions

Session Objectives

Session 1: Distinctions, Impact and Aspects of Diversity

- Clarify the connection between culture, diversity and inclusion
- Articulate the business case for diversity and inclusion
- Expand the discussion of diversity to include experiences, education and perspectives
- Discern the impact of culture (e.g. culture of origin, organizational culture, and other cultural influences) and understand what it means to be culturally aware and culturally competent
- Review the *Diversity Wheel* and ascertain comfort and discomfort zones related to diversity

Session 2: Real Meanings and Associated Behaviors

- Review the *Diversity Iceberg* and discuss barriers to inclusion
- Review an assortment of mind traps (e.g., assumptions, beliefs, etc.) that fool us into thinking that we don't have to work on diversity inclusion or appreciation
- Learn the actual, fact-based definitions of hot-button terms (e.g., privilege, prejudice, bigotry, stereotyping, etc.) and behaviors associated with specific definitions
- Understand what an ism is (e.g., racism, sexism, ageism, etc.) and how isms show up at work
- Review the lawful definition of, and criteria for, discrimination and harassment, and what actions can be taken

Session 3: Team-Based Practices and Strategies for Inclusion and Appreciation

1. Review practices and initiatives that can be used to prevent and intervene when ism-based behaviors or micro-aggressions occur at work
2. Review the *Diversity Continuum* and learn how to move individuals and teams up the continuum from ignorance to appreciation
3. Review specific initiatives and practices that help teams remain inclusive in thoughts and practice
4. Briefly review research-based strategies for blending generations at work

Session 4: Organizational Assessment, Leadership Alignment and Agency-Wide Initiatives

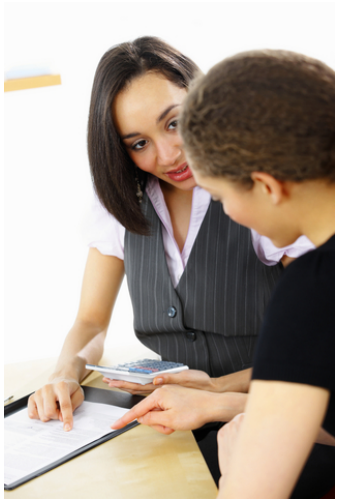
- Learn about the 2016 Government-wide Inclusive Diversity Strategic Plan
- Assess whether an organization is inclusive using the Organization Traits Continuum
- Discuss the alignment that is necessary between organizational diversity goals, leader-behaviors and actual initiatives on the ground
- Review specific leadership behaviors that inadvertently sabotage diversity inclusion committees and initiatives
- Learn about leadership levers of power and how they can be used to ensure diversity is taken seriously
- Review W.I.I.F.E. (i.e., what's in it for everyone) and benefits to customers, citizens and company culture

Platform: In-house business platform or GoToWebinar or Zoom.Us

Cost: $129/per person (4 sessions total)

Recommended On-Site Seminars

- Relationship Development at Work: Building, Maintaining and Sustaining Professional Relationships (2 days)
- Diversity Appreciation: Blending Diversity and Generations in the Workplace (3 days)
- Diversity Change Agent Skills (4 days)



Webinar Course Title: Introduction to Coaching and Mentoring Skills

"I want to pass on my institutional knowledge…but how? I want to coach my people and help them find the answers themselves, but I end up just telling them what to do. How do I coach and mentor so that I'm growing my people so they become leaders in their own right?"

Approved Facilitators:

- Cynthia Henderson
- Ellen Winiarczyk
- Kapila Wewegama
- Jewel Ware
- Bob Schout

Description: You know when you've created a culture of dependency when: employees take very little initiative without being prodded; employees come to you with problem after problem, and you give them the solutions; employees blame you or the company for the fact that they aren't growing as leaders. These are just a few indicators of a culture of dependency. You don't want to create a culture of dependency. Do you?

Coaching and mentoring practices and initiates can reverse cultures of dependency and are central to employee engagement goals. This course presents the distinctions between coaching (short-term task-based process) and mentoring (longer term relationship) and identifies characteristics, models and approaches for success. This course will focus on how to help clarify goals, strengthen skills, and enhance questioning, listening, clarifying and reframing.

Join us for this 3-part series to gain insights, ideas and practical tools so that you can begin coaching and mentoring your people today.

OPM ECQ 2: Leading People: Developing Others **OPM Competencies:** Developmental Coaching and Mentoring - focus on coaching and mentoring strategies which are designed to help leaders in government improve the performance of their teams.

Number and Length of Sessions: Three (3) 75-minute sessions

Session Objectives

Session 1: Situational and Skill-Development Coaching

- Differentiate between coaching and mentoring.
- Review the B.A.S.K. (behaviors, attitudes, skills and knowledge) for being an effective coach.
- Review 3 coaching models that can be used to achieve various coaching goals.
- Review a method that can be used to assess and employee's coaching needs.
- Learn how to set up a coaching encounter for success and review a few tools that can help you facilitate a meaningful coaching encounter.
- Determine when coaching is appropriate and when it is not, and when an employee is ready for coaching and when he/she may not be ready.

Session 2: Becoming a Mentor that Matters in an Employee's Life

- Understand what mentoring entails and the benefits of being a mentor and getting mentored.
- Determine the type of mentoring that is needed for various employees.
- Review the 4 pillars of successful mentoring relationships.
- Review the 7 steps in the mentoring process.
- Examine characteristics of mentors and mentees that are important for making the right match.

Session 3: Making it a Normal and a Regular Thing

- Discuss red flags and warning signs that let you know when something is not right during coaching or mentoring encounters.
- Review ways in which you can make coaching and mentoring a regular part of your supervisory tool kit.
- Learn simple ways of slowly preparing employees to be peer coaches and peer mentors.
- Discuss how to make coaching and mentoring integral parts of IDP's.

Platform: In-house business platform or GoToWebinar or Zoom.Us

Cost: $99 per person (3 sessions total)

Recommended On-Site Seminars

- Introduction to Coaching and Mentoring (1 day)
- Coaching Skills…Beyond the Basics (2 days)
- Mentoring Skills that Lead to Long-Term Impact (2 days)
- Mentor Certification Program (4 days)



Webinar Topic: Managing Up and Partnering Up with Your Boss

"I don't want to ever manipulate my boss. That's unethical and I won't go there. But, I'd love to learn how to influence and persuade him because I really think that my ideas and insights could help him. I just don't know how to get him to see me as a leadership asset"

Approved Facilitators:

- Kapila Wewegama
- Cynthia Henderson
- Jewel Ware
- Ellen Winiarczyk
- Bob Schout

Description: The success of an employee relies both on the employee's competence to deliver and the ability to build trust and work effectively with the supervisor(s). Given the workload demands, challenges, and the workplace dynamics, most supervisors might not have the time or processes established to effectively collaborate and engage with their employees. Therefore, the ability to *Manage Up* ethically and effectively is not a choice, but rather a necessity in today's workplace. Managing up does not mean manipulating a boss. It means that an employee has the skills to influence, persuade and education a boss so that the boss grows in awareness, perspective and ideas. The employee who manages up does not do it for her/himself or for some hidden agenda. Either of those reasons would mean that manipulation of some sort – even with benign intent – is underway. The employee uses managing up skills and techniques to help the boss grow as a leader and deal with larger team or organizational issues.

Affiliated OPM Competency Definition: ECQ 1 Leading Change: Vision; ECQ 2 Leading People: Team Building; ECQ 3 Results Driven: Accountability

Duration: Two (2) 75-minute sessions

Session Objectives

Session 1:

- Review the rationale for, and sensitivities around, *Managing Up* and examine its impact at the workplace.
- Examine an eight-step Managing Up process framework.
- Explore how to partner with, and prepare, your boss for the managing up process and collaboration.

Session 2:

- Review indicators that you're over-stepping boundaries while managing up.
- Learn why some bosses resist managing up actions and activities, and what you can do to overcome or reduce resistance.
- Generate a checklist of things you *need to know* about your boss in order to be more effective in the partnering up process.

Platform: In-house business platform or GoToWebinar or Zoom.Us

Cost: $79/per person (2 sessions total)

Recommended On-Site Seminars

- Managing and Partnering Up with Your Boss (1 day)
- Power, Influence and Negotiation Skills for Leaders (2 days)



Webinar Topic: Meeting Management

"No one participates and nothing gets accomplished. What the heck can I do to make these meetings matter?"

Approved Facilitators:

- Cynthia Henderson
- Jewel Ware
- Kapila Wewegama
- Ellen Winiarczyk
- Bob Schout

Description: Few things trigger looks of dread and frustration at work, like invitations to meetings. So many people simply believe that the meetings that they are forced to attend are mis-managed and meaningless. Many meeting facilitators have never learned how to set up a meeting for success. They falsely believe that meetings are meant for information delivery. They struggle to get participation, as well as managing personalities and follow through on meeting promises and commitments. The issue is that many meeting managers have never learned how to prepare for meetings, make the agendas matter to participants, facilitate meetings, or ensure follow-up. During this webinar series participants will learn how to set a meeting up for success, regardless of whether they are face-to-face or virtual meetings.

Join us for a 4-part webinar series on Meeting Management. Learn how to plan and manage meetings that matter to your participants. Grab hold of your attention span and priorities so that you can get the most important stuff done and fulfill the function of your role(s).

Affiliated OPM Competency Definition: ECQ 1 Leading Change: Vision; ECQ 2 Leading People: Team Building; ECQ 3 Results Driven: Accountability

Number and Length of Sessions: Four (4) 60-minute sessions

Session Objectives

Session 1: Meeting Management Basic Training

- Developing working agreements as the tools for order
- Understanding the meeting purpose and goals, and having the right people in the room
- Enhancing skills to developing an agenda that's practical, timely and inclusive
- Getting buy-in from participants
- Encouraging accountability regarding follow-up assignments
- Learning key tips for staying focused, on-target and how to eliminate/reduce the distractions
- Ending a meeting and ensuring follow-through

Session 2: Managing Space, Facilitation and Follow-Through

- The room is your space – own it!
- Engagement techniques
- Facilitation styles, rules, methods, materials
- Co-facilitation preparation and time-sharing
- Awareness and active use of self

Session 3: Preventing and addressing meeting challenges

- Emotional elements in meetings (agreements, isolation, disagreements)
- Dealing with distractors and late-comers
- Dealing with dominators, power-plays, and manipulators

Session 4: Facilitating Virtual Meetings

- Preparation work necessary for virtual meetings
- Communication prior to virtual meeting re notice to staff & colleagues, prep for meeting w/info received and reviewed
- Avoiding distractions with virtual meetings

Platform: In-house business platform or GoToWebinar or Zoom.Us

Cost: $129/per person (4 sessions total)

Recommended On-Site Seminars

- Meeting Management: Making Meetings Matter (2 days)



Webinar Topic: Power, Influence and Negotiation - Basic Training for Leaders

"My voice isn't being heard. I have ideas, insights and perspectives that I think need to be heard and seriously considered, but I don't know how to exert power and influence without being seen as a jerk, or arrogant."

Approved Facilitators:

- Ellen Winiarczyk
- Cynthia Henderson
- Jewel Ware
- Kapila Wewegama
- Bob Schout

Description: There are many examples of professionals wielding power and influence for personal gain, and the damaging consequences that those power plays result in. But power and influence are not harmful in and of themselves. In fact, the greatest leaders that come to mind have been superb at tapping into various power bases in and around them and using techniques that have garnered them enormous influence which they used to bring about positive change. So too with negotiation skills. The greatest leaders have not bull-dozed their way forward. They have been extremely dexterous and adept at negotiation so that everyone is respected and wins are attained ethically.

This webinar will develop the skills of organizational leaders and staff to persuade and influence senior leaders, staff and external decision makers to achieve the departmental or organizational goals needed to achieve success. Participants will recognize their power in the workplace to effectively influence outcomes, negotiate task agreements and work area dynamics, and are able to persuade others to consider new points of view.

OPM Competency for Power and Influence
Definition: Persuades others; builds consensus through trust and compromise; gains cooperation from others to obtain information and accomplish goals.

Number and Length of Sessions: Three (3) 75-minute sessions

Session Objectives:

Session 1:

- Learn about 6 sources of power that all people have at work and how to ethically wield them.
- Understand the consequences and ripple effects of engaging in manipulative power-plays.
- Explore ways in which leaders at all levels can develop power bases within themselves
- Discuss how to get team members and colleagues to share power (e.g., knowledge, experience, skills, relationships, etc.) for the best interest of the team.

Session 2:

- Learn about 8 different influencing techniques and circumstances when each may be appropriate to apply.
- Identify ethical considerations when influencing and persuading others.
- Discuss how to protect oneself from undue influence and manipulative persuasion attempts.
- Review situations and scenarios to determine which combination of influence and power techniques may be necessary to achieve desired results.

Session 3:

- Review core B.A.S.K. factors (i.e., behaviors, attitudes, skills and knowledge) necessary to be an effective negotiator.
- Become familiar with value-centered and other-centered negotiation skills and strategies, an engage in a self-assessment related to your own value-centered and other-centered skill sets.
- Identify approaches and strategies to lead teams of experts that provide advise, build credibility and influence multi-level negotiation processes
- Identify facilitation skills and strategies that can be used in developing agreements with other organizations and contractors to accomplish goals.

Platform: In-house business platform or GoToWebinar or Zoom.Us

Cost: $99/per person (3 sessions total)

Recommended On-Site Seminars

- Power, Influence and Negotiation Skills for Leaders
- Managing Up: Essential Steps for Managing Up and Partnering with your Boss



Webinar Topic: Task and Time Management

"There is simply not enough time in the day! I have too many things to do and not enough time!"

Approved Facilitators:

- Kapila Wewegama
- Jewel Ware
- Cynthia Henderson
- Ellen Winiarczyk
- Bob Schout

Description: You've tried post-its, calendar reminders, and a host of other time management tools. They all work for a little while but then lose their shelf-life and stop working. Right? That's because you're trying to increase your multi-tasking speed and time management abilities instead of dealing with basic structural issues related to task management. The issues are task management, role management, priority management, boundary management and focus-management…not time management. If you can more effectively manage boundaries, priorities, roles and tasks, then time factors will also be manageable.

Join us for a 4-part webinar series on Task and Time Management. Learn how to make the time you have favor your most important tasks. Grab hold of your attention span and priorities so that you can get the most important stuff done and fulfill the function of your role(s).

OPM Competency: Time and Task Management
OPM Definition**:** Manages time effectively and strategically by analyzing goals, structuring goals into tasks, and prioritizing those tasks. Requires the ability to prepare prioritized task lists, sequence and queue tasks, and estimate timeframes to effectively schedule and meet deadlines.

Number and Length of Sessions: Four (4) 75-minute sessions

Session Objectives

Session 1: Prioritizing and role clarity

- Understand why most time management practices don't have shelf-life.
- Realize the importance of prioritizing based on role priorities not task assignments.
- Discern if it's time for a crucial conversation with your boss about role clarity
- Examine the types of values, beliefs, actions and non-actions that contribute to inefficient time utilization and procrastination.

Session 2: Attention-management and task-management

- Differentiate between and deal with attention-management not time management.
- Learn to manage distractions and be upfront about unproductive behaviors.
- Identify strategies to overcome current time-wasting behaviors and practices.

Session 3: Workflow management and eating the frog

- Learn accurately and realistically assess workflow management. Place realistic time frames around projects. Be realistic about task encumbrances not time limitations.
- Become a *connoisseur of frog.* Learn to grab hold of tasks, that you traditionally abhor, and devour them until they are finished.
- Initiate a bigger conversation in your department about workload distribution and workload/workflow management.

Session 4: Work styles can impact task management

- Learn to put your work style in check. If you're a Get Along style, learn how to ease up on socializing. If you're a Get the Picture style, learn how to focus on the nitty-gritty and follow through on task completion. If you're a Get It Right style, learn how not-to-fall prey to analysis paralysis and perfectionism so that you can complete tasks in the agreed upon time frames. If you are a Get it Done style, learn how to counteract your superman syndrome – the "If you just get out of my way, I can do it all" syndrome – so that you don't fall prey to over-commitments, resentments and burnout.

Platform: In-house business platform or GoToWebinar or Zoom.Us

Cost: $129/per person (4 sessions total)

Recommended On-Site Seminars

- Organization and Time Management (2 days)
- You've Style: Style Management @ Work (3 days)