



# **POWERSKILLS TRAINING & DEVELOPMENT, INC.**

## **Webinar Series**

Bob Schout, President

## Table of contents

Page	Topic	# of Modules
3	Coaching: principles, methods and practices	2
4	Communication Styles@Work™: understanding communication styles and listening styles at work	2
5	Compassion Fatigue and Burnout Prevention	1
6	Dealing with Difficult Behaviors: addressing 5 behaviors that trigger conflict at work	2
7	Feedback: principles, models and methods	1
8	Forgiveness@Work™: facilitation processes tht help people let go and move on	1
9	Happiness Factors@Work™	1
10	Leadership and Management Styles@Work™	2
11	Managing Up: 10 steps for ethically supporting and influencing a boss	1
12	Meeting Management: principles, structure and facilitation tips for managing effective meetings	2
13	Mentoring: principles and practices of mentoring inclusive of intergenerational and reverse mentoring	2
14	Motivation & Morale AND Recognition and Reward: principles and practices	2
15	Performance Management: 8 essential activities for managing and improving performance of employees	2
16	Power, Influence and Negotiation tactics and techniques	2
17	Psychology@Work™: an overview of 4 psychological characteristics that can disrupt teams and workplace cultures	2
18	Time, Task and Priority management: fundamental skills and practices for managing everything you need to do	2
19	Vision, Virtues, Values & Vestiges of Leadership	1
20	Work-Life Balance: necessary shifts in paradigms and habits that enable you to balance all of the important things in life	2

## **Coaching: providing employees with tangible on-the-spot guidance and perspective**

### **Overview**

Effective coaches are facilitators of insight, development and achievement. They partner with employees and clients to help the client view a situation or goal from a new perspective. They help clients develop their own critical and creative thinking skills and bring them to bear on a challenge, developmental need or dream. They help clients engage in discovery, move through confusion and fear, generate solutions and strategies, and achieve desired change. These are the power skills that you will learn and be able to effectively utilize when you enroll in this course.

### **What you will learn**

- Principles that differentiate coaching from mentoring and feedback
- Methods of coaching – educational, goal-centered, inter-personal, problem and solution-centric – to use depending on situational objectives
- Models from which to choose – small group, one on one, tele-coaching – that suit functional needs of both parties
- Tools that help both parties organize thoughts, map plans and solve problems

### **Professional competencies acquired**

- Human capital management
- Performance management
- Employee development
- Leading change

**# of Sessions:** 2

**Duration of Each Session:** 75 minutes

### **About the presenter**

Bob Schout provides executive-level coaching services to international development agencies in 7 countries, Fortune 1000 companies in the U.S., and to 10 U.S. federal agencies. His expertise in organization development, performance management and human behavior is sought worldwide.



**Price:** \$299 per person or \$2900 per group (up to 30 participants)

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## Communication Styles@Work™

### Overview

Everyone has their own style of communication; the way they prefer to communicate and receive information. An effective communicator is able to manage one's own styles, identify the styles of others so that communication can be adapted, and modulate behaviors and methods during encounters so that messages are delivered and communication is effective. These are the power skills that you will learn and be able to effectively utilize when you enroll in this course.

### What you will learn

- Communication transaction processes and the verbal, non-verbal and para-language messages that are consciously and unconsciously affecting message recipients
- Emotional and environmental filters that block or distort communication
- Characteristics and indicators of 4 communication styles that can be developed and blended to enhance understanding during communication transactions
- Characteristics of 5 listening styles that can help and hinder communication encounters
- Methods and modes of business communication – email, social media, IMs, group presentations, formal reports; when and why to use each method and mode

### Professional competencies acquired

- Oral communication
- Interpersonal relations
- Team building

**# of Sessions:** 2

**Duration of Each Session:** 75 minutes

### About the presenter

Bob Schout is the originator of Listening Styles@Work™. His seminal work on listening practices within personal relationships and work groups has inspired countless teaching professionals to consider the psychological factors that influence whether, and how, people listen to one another. Bob is an executive teacher, trainer, coach and provocative speaker, working in 7 countries, with international development agencies, Fortune 1000 companies and dozens of U.S. federal agencies. His expertise in organization development, performance management and human behavior is sought worldwide.



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## Compassion Fatigue and Burnout: Effective Practices for Prevention and Intervention

### Overview

Although a certain amount of job stress is to be expected, stress in the workplace can be costly because it affects not just individual well-being but also organizational performance. When stress is not managed well and it is left untreated, it can present itself in physical symptoms like headaches, gastritis, colitis, hypertension, and in extreme cases, stroke. Burnout is another common response to stress, as well as cynicism and a detached attitude towards work. Compassion fatigue arises as emotional exhaustion on the job and results in a breakdown in relationships, confidence and work capacity. Stress can not only effects workers at their place of work but can also affect their personal life and relationships with family and friends. Undoubtedly, finding a balance in all aspects of life will better prepare us to meet the challenges of every day. These are the power skills that you will learn and be able to effectively utilize when you enroll in this course.

### What you will learn

- Review the causes and consequences of stress on physiology, mental and emotional stability
- Define 'burn-out' and 'compassion fatigue' and the characteristics and impacts of both on a person at work and in life; as well as on team members.
- Increase awareness of and ability to narrate one's own personal/professional history that has lead to negative effects associated with professional and/or volunteer care giving.
- Understand the role that perceived threat and sympathetic nervous system dominance play in the generation of compassion fatigue symptoms and the role of self-regulation in the amelioration of current and prevention of future effects.
- Learn personal management techniques that help you reduce pressure and stress
- Recognize five (5) key resiliency skills for the prevention of compassion fatigue and how to implement these skills towards the prevention of negative work-related effects.

### Professional competencies acquired

- Self-Care, Stress Management and Work-Life Balance

**# of Sessions:** 1

**Duration of Each Session:** 75 minutes

### About the presenter

Bob Schout is a trained Social Worker and therapist as well as an organization management and policy expert. He combines both areas of expertise in order to help leaders, in companies around the world, understand human psychology and behavior in organizational environments.



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## Dealing with Difficult Behaviors

### Overview

One of the fundamental tasks of a leader is to create and sustain a positive, safe and supportive culture within a team or organization. However, when some people feel threatened, insecure or simply cannot manage their emotions they act out in unprofessional, sometimes immature ways; thus tearing at the fabric of positivity, psychological safety and support within a group. A leader must be able to identify, prevent and effectively intervene when people engage in behaviors that disrupt teams, diminish trust and derail relationships at work. These are the power skills that you will learn and be able to effectively utilize when you enroll in this course.

### What you will learn

- A definition of *true professionalism* so that you can redefine what it means to be a professional – inclusive of behavior management – at work
- Patterns of passive-aggressive behavior; how to track them and stop them
- Effects of humiliation, shame and blame on a workplace culture and how to prevent them
- Indicators of collusion; how it fragments a work group and how to prevent it
- Examples of emotional manipulation tactics and how to address their occurrences

### Professional competencies acquired

- Human capital management
- Conduct management
- Interpersonal relations
- Conflict management

**# of Sessions:** 2

**Duration of Each Session:** 75 minutes

### About the presenter

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## Feedback: principles, models and methods

### Overview

You want to give feedback. You may know that you really need to give feedback and that the receiver really needs to hear it. But, how do you do it? For many people the invitation or act of delivering feedback is nerve-racking. They are afraid of how it will be received, what type of feedback to offer, how to offer it, and what to do about the response from the receiver. There is power in both giving and receiving feedback. It informs us, helps us see larger perspectives and other points of view, and invites us to be better and to change. The ability to give, receive and embrace meaningful, constructive, and balanced feedback are essential power skills that you'll develop after this webinar.

### What you will learn

- 5 characteristics of effective feedback
- Methods and models for structuring feedback so that it is meaningful
- Communication framing tactics that promote receptivity
- Tactics for managing emotions and body language during feedback encounters
- Preparatory strategies for building trust and being of service during feedback transactions

### Professional competencies acquired

- Oral Communication
- Employee Engagement
- Performance Management

**# of Sessions:** 1

**Duration of Each Session:** 90 minutes

### About the presenter

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## **Forgiveness@Work™: facilitation processes that help people let go and move on**

### **Overview**

To forgive, means going beyond the establishment of simple conflict agreements. Forgiveness is a deeper, sometimes harder, process. Yet it is so necessary in today's workplace environments. Think of all of the people at work who hold long-term resentments, anger and hostility towards other people at work. Think of employees who refuse to work together because of some past or on-going transgressions. Think of teams that are no longer willing to coalesce or relate to one another because of soured relationships and frayed trust. This program is facilitated by master mediators, relationship coaches and experienced facilitators who have backgrounds in organizational psychology, management and social work counseling. The program is designed to safely take participants deep into forgiveness territory so that relationships can be re-set, boundaries can be upheld, trust can be practiced, and new agreements can be established and adhered-to.

### **What you will learn**

- Understand what forgiveness really means and really takes, and review the effects of unforgiveness in the workplace
- Examine false myths, beliefs and assumptions that hold anger in place
- Learn about the Creation Cycle: a process for helping others release false beliefs
- Review the "A" Cycle: a series of steps for moving people through the forgiveness process, inclusive of acknowledgement, acceptance, apologies, amends/atonement, and 6 other steps; and apply these steps to real-world workplace conflicts to plan for resolution.
- Become aware of 'martyrdom syndrome' and 'victim consciousness' characteristics so that these can be identified in people at work who are resistant to forgiving and moving forward, so that other remedies can be quickly selected.

### **Professional competencies acquired**

- Conflict Management
- Facilitation
- Coaching

**# of Sessions:** 1

**Duration of Each Session:** 90 minutes

### **About the presenter**

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## Happiness Factors@Work™

### Overview

All people deserve happiness! It is a human right and fundamental drive within all human beings. Yet, many people are deeply unhappy at work. Some bring into the workplace unhappiness from their external lives. Others feel unhappiness within them on a persistent basis. While others are happy when they arrive but then encounter transactions and conditions that create attitudes and feelings of unhappiness from time to time. Happiness is a choice, but it is also influenced by conditions and culture. A happy employee's power skills include internal assessments, self-reflection, wisdom-choices, wisdom-relationships, and workplace practices.

### What you will learn

- Habits of self-reflection, self-assessment and self-management that support happiness at work
- Organizational and leadership practices that inhibit happiness at work
- Mental and emotional paradigms that support and sabotage happiness at work
- Relationship dynamics that support and sabotage happiness at work
- Personal planning that can ensure happiness

### Professional competencies acquired

- Employee relations and development
- Human capital management
- Leadership development
- Team building

**# of Sessions:** 1

**Duration of Each Session:** 90 minutes

### About the presenter

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## Leadership and Management Styles@Work™

### Overview

More than 67% of people who are promoted into leadership and management positions are promoted because of their technical and experiential track-records not because of their leadership and management knowledge, skills and abilities. When this occurs, not only do teams and productivity suffer, but leaders and managers suffer needlessly from stress, embarrassment, inability to manage people and performance, and diminished reputations. Part of a leader's power skills are her/his abilities to assess and situationally adjust leadership and management styles at work in order to effectively address various challenges and steer teams by motivation, management and role modeling.

### What you will learn

- 3 Leadership styles: autocratic, democratic, and organic; and how to assess and adjust styles on-the-spot
- Types of decisions that should be made autocratically, democratically and organically
- 6 Management styles: business-oriented, laissez-faire, crisis-driven, relationship-driven, authoritative-ruling, servant-transformative
- Impacts of each style on employees, circumstances and team cultures

### Professional competencies acquired

- Leadership development
- Supervision and management
- Employee engagement
- Performance management

**# of Sessions:** 2

**Duration of Each Session:** 90 minutes

### About the presenter

Bob Schout is a trained Social Worker and therapist as well as an organization management and policy expert. He combines both areas of expertise in order to help leaders, in companies around the world, understand human psychology and behavior in organizational environments.



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## Managing Up: steps for ethically supporting and influencing a boss

### Overview

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.

### What you will learn

- Review the rationale for *Managing Up* and examine its impact at the workplace
- Examine a 10-step Managing Up process that will engender trust from a boss
- Review a myriad of ways in which employees can actively support the success of their boss.
- Review indicators that tell you when you're over-stepped 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.

### Professional competencies acquired

- Leadership
- Employee engagement and empowerment
- Organization and planning

**# of Sessions:** 1

**Duration of Each Session:** 75 minutes

### About the presenter

Bob Schout is a trained Social Worker and therapist as well as an organization management and policy expert. He combines both areas of expertise in order to help leaders, in companies around the world, understand human psychology and behavior in organizational environments.



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## Meeting Management

### Overview

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.

### What you will learn

- Develop working agreements as the tools for order and review tactics that maintain engagement
- Understand the multiple purposes and goals of meetings
- Techniques for ensuring accountability regarding meeting preparation and follow-up
- Review the most common causes for meeting disruption and derailment, and how to prevent them or intervene when they occur
- Learn how to ensure attention and contributions during virtual tele-and video meetings

### Professional competencies acquired

- Organization and planning
- Time and task management

**# of Sessions:** 2

**Duration of Each Session:** 75 minutes

### About the presenter

Bob Schout is a trained Social Worker and therapist as well as an organization management and policy expert. He combines both areas of expertise in order to help leaders, in companies around the world, understand human psychology and behavior in organizational environments.



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## Mentoring

### Overview

Mentoring is a core competency and responsibility of all supervisors and managers, and a foundational activity for all leaders. After all, one of the goals leadership is to grow other leaders and help them succeed. Mentors focus on helping a mentee transform and develop her/his career, character, professional abilities, and achieve personal goals. Mentors are provocative, challenging and compassionate. There are specific power skills associated with effective, meaningful, transformative mentoring. These webinars provide mentors and mentees with key insights and strategies for establishing, improving and sustaining mentoring encounters and relationships.

### What you will learn

- Differentiation between mentoring, coaching and supervision
- Characteristics of an effective mentor and mentee
- 6 essential steps for sustainable mentoring
- Red flags and roadblocks that challenge mentoring relationships and effectiveness
- Essential insights into intergenerational and reverse mentoring

### Professional competencies acquired

- Human capital management
- Leadership development
- Mentoring skills and strategies

**# of Sessions:** 2

**Duration of Each Session:** 75 minutes

### About the presenter

Bob Schout is a trained Social Worker and therapist as well as an organization management and policy expert. He has designed and delivered mentor training and certification programs to more than 20 governmental agencies and businesses. He coaches leaders and managers to be more effective mentors. He combines his areas of expertise in order to help leaders, in companies around the world, understand human psychology and behavior in organizational environments.



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## M&M and R&R: effective practices for motivation, morale, recognition and rewards

### Overview

So many employees and volunteers commit their time, efforts and ideas to organizations and managers so that business missions are fulfilled and team/project goals are attained. They are asked to do more and more with less and less. They are deserving of meaningful forms of recognition and rewards, and hope for a workplace culture that is motivational and where morale runs high. It is a leader's job to provide employees, volunteers and partners with meaningful forms of gratitude and meaningful reasons to stay connected to a team, partnership and mission.

### What you will learn

- Indicators of plummeting motivation and morale
- Coaching tactics for enhancing individual motivation
- Leadership and management practice for improving team morale
- Differentiation between rewards and recognition
- Consequences of rewards and how some leaders render recognition meaningless to employees
- 6 forms of recognition that matter to employees

### Professional competencies acquired

- Human capital management
- Employee relations and engagement
- Organization culture and climate
- Performance management

**# of Sessions:** 2

**Duration of Each Session:** 75 minutes

### About the presenter

Bob Schout is an organization management and policy expert. Furthermore, he is a trained Social Work therapist with deep insights into human motivation and behavior. He combines these areas of expertise in order to help leaders, in companies around the world, understand human psychology and behavior in organizational environments.



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## Performance management

### Overview

One of the foundational responsibilities of a supervisor and manager is the management of performance, productivity, conduct and culture of teams and of individual employees. Many supervisors struggle with these responsibilities. Some don't know how to manage performance. Some make invalid assumptions that "everyone should know their responsibilities and should just act professionally"; and some are afraid that if they engage in effective performance management tactics and practices they will be labelled as micro-managers. Performance management involves a cycle of 8 specific practices:

Performance Planning	Performance Training & Development	Performance Monitoring	Performance Feedback
Performance Improvement	Performance Review & Appraisal	Performance Recognition	Performance Recording

### What you will learn

- In-depth review of the performance management cycle
- 3 core components of performance planning
- 15 ways to develop employees on-the-job
- 5 ways to monitor employee performance without becoming a micro-manager
- 4 methods for delivering balanced, constructive feedback
- 10 practices for offering meaningful recognition of performance

### Professional competencies acquired

- Employee relations and development
- Performance management
- Human capital management

**# of Sessions:** 2

**Duration of Each Session:** 75 minutes

### About the presenter

Bob Schout is a management and executive leadership coach, a performance consultant, and an organization management and policy expert. He combines all areas of expertise in order to help leaders, in companies around the world, understand human psychology, improve performance of individuals and teams, and enhance the culture within organizational environments.



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## Power, Influence and Negotiation Skills

### Overview

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.

### What you will learn

- Learn 8 sources of power available to all people at work and how to develop each source
- Recognize and effectively address misuses and abuses of power
- Review 8 persuasion and influencing tactics
- Learn specific behaviors and practices of principle-centered negotiation

### Professional competencies acquired

- Persuasion
- Negotiation
- Leadership

**# of Sessions:** 2

**Duration of Each Session:** 75 minutes

### About the presenter

Bob Schout coaches managers and executives world-wide on the effective and ethical development, use and control tactics used to exert power and influence, and engage in negotiation. Holding a MSW/MA, with concentrations in Organization Management & Policy, as well as in Social Work, Bob's insights and knowledge into the tactics and psychological underpinnings of power and influence enable him to help thousands of people succeed at work and throughout their careers.



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### Overview

Professionals are hired and promoted into positions of power because they have demonstrated promise, performance or profitability. However, professionals who may be experts technically, academically and experientially may sometimes demonstrate consistent patterns of irrational, self-destructive and divisive behaviors that can harm morale, relationships and culture system-wide for a very long time. Typical training in conduct and performance management, and typical tools of screening and promotion-review, do not prepare people for dealing with personnel who demonstrate instability in mental health, behavior and judgment. When managers, HR professionals and executives learn about some common mental health dynamics they are better able to identify hot-button behaviors during day-to-day transactions before handing over the reins of power to those who may not wield it so wisely. These are the power skills that you will learn and be able to effectively utilize when you enroll in this course.

### What you will learn

- Narcissistic behavior patterns: verbal and behavioral indicators, camouflage techniques and tactics for interactions and encounters
- Addictive patterns: types of addictions, underlying causes, behavior manifestations, and support measures
- Power insecurity patterns: underlying emotional and self-esteem causes, behavior and choice manifestations, impacts on teams and organizational cultures, and containment strategies
- Depression patterns: emotional-behavioral indicators, underlying and environmental causes, impacts on culture and transactions, and support strategies

### Professional competencies acquired

- Interpersonal relationships
- Employee and executive relations
- Leadership and teamwork

**# of Sessions:** 2

**Duration of Each Session:** 75 minutes

### About the presenter

Bob Schout is a trained Social Worker and therapist as well as an organization management and policy expert. He combines both areas of expertise in order to help leaders, in companies around the world, understand human psychology and behavior in organizational environments.



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## Time, Task and Priority Management

### Overview

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. These are the power skills that you will learn and be able to effectively utilize when you enroll in this course.

### What you will learn

- Prioritization based on role priorities not task assignments
- Review 20 time wasters and how to prevent them from occurring
- Differentiate between and deal with attention-management not time management.
- Realistic assessment of workflow and create an immediate, short-term and long-term plan for workload management
- How to have a crucial conversation with your boss about role clarity

### Professional competencies acquired

- Time and task management

**# of Sessions:** 2

**Duration of Each Session:** 75 minutes

### About the presenter

Bob Schout is an organization management expert who has coached hundreds of executives on time, task and priority management; helping them create new habits and patterns of work, thinking and personal management. He has designed and facilitated hundreds of classes on time and task management, helping thousands of professionals create more balance in their day-to-day workloads.



**Price:** \$299 per person or \$2900 per group (up to 30 participants)

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## V Stands for more than victory at work: vision, virtues, values and vestiges of leadership

### Overview

Leadership of projects, teams, companies and organizations entails inspiring people to envision possibilities, seize opportunities, organize efforts, inspire movement, and champion change. A leader can do all of these things if the leader is trusted by followers. Leaders, worthy of trust, articulate aspirational and realistic visions. They are people of consistent character, who demonstrate such character by their virtuous actions. They promote and sustain value-based encounters and team cultures. They rid themselves, their organizations and partnerships of vestiges: antiquated practices, processes and patterns that are no longer useful; and that may inhibit success.

### What you will learn

- Abilities to create and convey visions for the future
- Practices for generating collaborative visions
- Key virtues of leadership and ways of developing consistency of virtuous leadership behaviors
- Foundational values for teams, partnerships and organizations; and how to bring values to life
- Models for assessing vestiges so that they can be discarded and replaced by more effective methods

### Professional competencies acquired

- Leadership development
- Team building

**# of Sessions:** 1

**Duration of Each Session:** 90 minutes

### About the presenter

Bob Schout is an organization management expert who has coached hundreds of executives in leadership; helping them create new habits and patterns of work, thinking and champion change within their workplace cultures. He has designed and facilitated hundreds of classes on leadership: leading change, 4 dimensions of leadership, leadership styles, strategic leadership, situational leadership, and more.



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## Work-Life Balance

### Overview

When asked what 'balance' involves, many employees have said that the bigger picture of family-friendly work environments includes adequate child-care but extends to a variety of issues such as; flexible working arrangements, compressed working weeks, time off in lieu, part-time work, intellectual sabbaticals, health initiatives (i.e. corporate gymnasiums, stress management, smoking cessation), telecommuting, home offices, job sharing, self-rostering, term-time working, employee assistance programs (i.e. help-lines, counselling, life-skills training), parental leaves of absence and elder-care assistance. [Source: Workinfo.com]

We offer a practical exploration and tools for understanding work life balance and the impact it has on all aspects of ourselves and our lives. Participants will learn awareness around key work life balance issues to improve general well-being and coping.

### What you will learn

- Understand what work-life balance entails and can mean to you
- Examine symptoms and consequences of ineffective work-life balance
- Identify core values for work and for life, exploring how to deal with value conflicts that will arise
- Assess habits and areas of work, relationships and inner-life that create imbalance
- Learn strategies for improving work-life balance
- Develop a personal action plan to adjust areas of work and personal life so that balance can be achieved and sustained

### Professional competencies acquired

- Stress Management

**# of Sessions:** 2

**Duration of Each Session:** 75 minutes

### About the presenter

Bob Schout is a trained Social Worker and therapist as well as an organization management and policy expert. He combines both areas of expertise in order to help leaders, in companies around the world, understand human psychology and behavior in organizational environments.



**Price:** \$199 per person or \$2900 per group (up to 30 participants)

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