POWERSKILLS *Everywhere*

Onsite and Online Professional Development Courses

POWERSKILLS
INTERNATIONAL

Engaging education that unleashes potential at work.

Our Mission and Promise

Our mission is to help you build world-class skills, sustained spirit, and community at work.
We help you transform professionals and cultures at work by provoking new thought and an application of what is learned.
Rather than passive learning, we believe real development is active and applied.

When you want to develop human capital, talent, and leadership at all levels our suite of seminars offers you a laser-focused approach. We bring the learning to you, on-site and online. Learning must be intriguing, applicable to real-world situations, supported by outcome-based competencies, and generative of practical solutions to immediate problems and long-term plans. Our seminars incorporate all of these components and so much more. They are experiential, interactive provocative, fun, and competency-based.

The PowerSkills Difference - Our Methodologies

- Workshop formats
- Integration of human behavior insights
- Practice experiences
- Job-related tools
- Easy-to-use models
- Dynamic engaging facilitators
- Group initiatives
- Peer problem-solving and advising
- Guest panels

- Desk reference workbooks
- Individual and team assessments
- Individual and team planning
- Coaching
- Supplemental resources
- Case studies
- Lecturettes
- Meaningful relationship-building activities

A Unique Learning Experience and Outcome

We strive to make each class the BEST class you have ever attended. Learning should be fun, engaging, practical and transferable. It should make a difference in your real life.

We want to you to EXPERIENCE learning and not passively endure a lecture. Unlike other training companies, we do not offer generic content that can be easily pulled off the web or that students might have had in many other courses. More than 2/3 of our content, models, methods, and tools are custom-designed, original, and trademarked. So, you are guaranteed original content and a unique experience.

We promise outcomes that have the potential of transformation by offering you tangible tools, practical models, useful methods, and activities that enable you to test them all in class.

> "
>
> *"Wow. Incredible. I was fully prepared for another mandatory, boring training. So, I brought extra work with me. I never got to any of it. You kept all of us engaged from the get-go. I didn't want to do my other work. I learned so much about myself and my team, along with the competencies that I came here to learn. I feel re-energized. Thank you."*
>
> **– Manager, U.S. Pharmaceutical Company**

ECQ and OPM Alignment

While most training businesses and government professionals relegate **Executive Core Qualifications** to SES (Senior Executive Service), PowerSkills believes that ECQs apply to the development of every government professional. Therefore, we reference them and link content to them in every course, so that every government professional realizes that their development is in support of their agency efforts to Lead People, Be Results Driven, Develop Business Acumen, Lead Change, and Build Coalitions.

Competencies offer professionals a common core of knowledge, skills, and abilities; a baseline from which a professional can assess strengths and growth gaps, create developmental and application plans, acknowledge accountabilities, be monitored and evaluated, and receive recognition and rewards. PowerSkills builds each course upon the foundation of Office of Personnel Management (OPM) Competencies. We use the **OPM Framework Fact Sheet** and MOSAIC Framework to design each course so that consistency is offered, standards are established, the bar is raised, and course work can be focused on the development and demonstration of aptitudes.

"Bob and Jewel, you are a dynamic duo, as facilitators. I have attended dozens of leadership and professional seminars in my career and this was by far and away the best experience – and it was ONLINE. Oh my God. That was shocking. I gained more insights, knowledge and usable tools in one seminar than I have in the last 5 years at work. Thank You. I can't wait to take a class with you in person."

– Experienced Supervisor, U.S. Govt.

PowerSkills Courses at a Glance

Delivery Mode: **O** – Onsite **V** – Virtual

Introductory Courses: Half Day, 1-Day

Comprehensive Courses: 2, 3, 4, 5 Day

TITLE	ID	CATEGORY	MODE	LENGTH
Adaptability, Flexibility, and Resilience	MGMT2012	Change Management	O, V	2-Day
Championing Change	LEAD1032	Change Management	O, V	3-Day
Change Models for Management	MGMT2022	Change Management	O, V	2-Day
Overcoming Resistance to Change	MGMT2171-1	Change Management	V	1-Day
Coaching and Mentoring: Introductory Level	MGMT2031	Coaching and Mentoring	O, V	2-Day
Coaching Models, Skills, and Practices	MGMT2042	Coaching and Mentoring	O, V	2-Day
Mentoring Methods and Skills	LEAD1122	Coaching and Mentoring	O, V	2-Day
Business Communication Intensive	PROF3042	Communication	O, V	3-Day
Effective Communication and Listening Skills	PROF3051	Communication	O, V	2-Day
Effective Communication and Listening Skills - Introduction	PROF3051-1	Communication	V	1-Day
Facilitating Crucial Conversations	MGMT2072	Communication	O, V	2-Day
Facilitating Crucial Conversations - Introduction	MGMT2072-1	Communication	V	1-Day
Facilitation Skills for Meetings	PROF3211-1	Communication	V	1-Day
Facilitation Skills for Presentations and Training	PROF3221	Communication	O, V	2-Day
Conflict Diagnosis	LEAD1052-1	Conflict Management	V	1-Day
Conflict Management: Dealing with Disruptive Behaviors	MGMT2172	Conflict Management	O, V	2-Day
Conflict Management: The Five Sources of Conflict	LEAD1052	Conflict Management	O, V	3-Day
Conflict Styles	PROF3061	Conflict Management	O, V	2-Day
Conflict Styles - Introduction	PROF3061-1	Conflict Management	V	1-Day
DiSC for Conflict Management	PROF3081-1	Conflict Management	V	1-Day

PowerSkills Courses at a Glance

Delivery Mode: **O** – Onsite **V** – Virtual

Introductory Courses: Half Day, 1-Day

Comprehensive Courses: 2, 3, 4, 5 Day

TITLE	ID	CATEGORY	MODE	LENGTH
Facilitating Forgiveness at Work	MGMT2082	Conflict Management	O, V	3-Day
Facilitating Forgiveness at Work - Introduction	MGMT2082-1	Conflict Management	V	1-Day
Group Norms that Trigger Conflict	MGMT2091	Conflict Management	O, V	3-Day
Critical Thinking	MGMT2211-1	Critical Thinking	V	1-Day
DiSC Personality Styles	PROF3081	Diversity, Inclusion	O, V	2-Day
Diversity Inclusion and Appreciation	MGMT2051	Diversity, Inclusion	O, V	2-Day
Diversity Inclusion: Addressing Unconscious Bias	PROF3092	Diversity, Inclusion	O, V	2-Day
Diversity Straight Talk: Planning for Change	MGMT2056	Diversity, Inclusion	O, V	2-Day
Intergenerational Sensitivity at Work	PROF3021	Diversity, Inclusion	O, V	2-Day
Styles at Work	PROF3182	Diversity, Inclusion	O, V	3-Day
Aspiring to Leadership Program	LEAD1011	Leadership	O, V	6-Month
Civility, Interpersonal Skills, and Leadership Values	LEAD1251-1	Leadership	V	1-Day
Collaborative Leadership and Collaborative Cultures	LEAD1042	Leadership	O, V	2-Day
Communication and Listening Styles - Introduction	LEAD3182-1	Leadership	V	1-Day
Four Dimensions of Leadership	LEAD1071	Leadership	O, V	4-Day
Influence, Power, and Persuasion Skills	LEAD1082	Leadership	O, V	2-Day
Introduction to Executive Team Rhythms	LEAD1211-1	Leadership	V	1-Day
Leadership and Management for Non-Managers and Aspiring Supervisors	LEAD1091	Leadership	O, V	3-Day
Leadership and Management Styles	PROF3182-2	Leadership	V	1-Day
Leadership Styles and Decision-Making at Work	LEAD1102	Leadership	O, V	2-Day
Leadership Vision, Values, Virtues, and Vestiges	LEAD1112	Leadership	O, V	3-Day

PowerSkills Courses at a Glance

Delivery Mode: **O** – Onsite **V** – Virtual   Introductory Courses: Half Day, 1-Day

Comprehensive Courses: 2, 3, 4, 5 Day

TITLE	ID	CATEGORY	MODE	LENGTH
Leadership Values	LEAD1112-1	Leadership	V	Half-Day
Leadership Vestiges	LEAD1112-2	Leadership	V	Half-Day
Leadership Virtues Development Planning	LEAD1112-3	Leadership	V	Half-Day
Leadership Visioning	LEAD1112-4	Leadership	V	Half-Day
Leading Up and Managing Up	LEAD1161-1	Leadership	V	1-Day
Negotiation Skills	MGMT2122	Leadership	O, V	2-Day
Servant Leadership	LEAD1071-1	Leadership	V	1 -Day
Situational Leadership	LEAD1071-2	Leadership	V	1-Day
Spirited Leadership	LEAD1071-3	Leadership	V	1 Day
Strategic Leadership	LEAD1071-4	Leadership	V	1-Day
Strategic Thinking, Problem-Solving, and Planning	LEAD1142	Leadership	O, V	3 -Day
Team Leadership and Team Management Styles	PROF3182-3	Leadership	V	1-Day
The Leadership Star^{TM} Program	LEAD1152	Leadership	O, V	5-Day
Adjusting Thoughts and Emotions for Happiness	PROF3111-1	Professional Development	V	Half-Day
Customer Service Excellence	PROF3071	Professional Development	O, V	3 -Day
Emotional Intelligence Skills	PROF3102	Professional Development	O, V	2-Day
Emotional Intelligence Skills - Introduction	PROF3102-1	Professional Development	V	1-Day
Happiness Factors at Work	PROF3111	Professional Development	O, V	2-Day
Happiness Factors at Work - Introduction	PROF3111-2	Professional Development	V	Half-Day
Priority, Time, and Task Management	PROF3141	Professional Development	O, V	3-Day

PowerSkills Courses at a Glance

Delivery Mode: **O** – Onsite **V** – Virtual   Introductory Courses: Half Day, 1-Day

Comprehensive Courses: 2, 3, 4, 5 Day

TITLE	ID	CATEGORY	MODE	LENGTH
Relationship and Trust Building Skills	PROF3151	Professional Development	O, V	2-Day
Resume Writing and Interviewing Skills	PROF3121	Professional Development	O, V	2-Day
Addressing Burnout and Compassion Fatigue	PROF3031	Stress Management	O, V	2-Day
Addressing Burnout and Compassion Fatigue - Introduction	PROF3171-2	Stress Management	V	Half-Day
Eliminating the Dead Weight in Your Life	PROF3171-1	Stress Management	V	Half-Day
Stress Management Calming Practices	PROF3161-1	Stress Management	V	Half-Day
Stress Management Mindfulness Practices	PROF3161	Stress Management	O, V	2-Day
Stress Management Skills	PROF3171	Stress Management	O, V	2-Day
Work Overload, Work Fixation, Work Addiction	PROF3171-3	Stress Management	V	Half-Day
Employee Engagement Initiatives	MGMT2062	Supervision	O, V	3-Day
Employee Engagement	MGMT2062-1	Supervision	V	1-Day
Meeting Management Skills	MGMT2101	Supervision	O, V	2-Day
Motivation and Morale and Recognition and Rewards	MGMT2112	Supervision	O, V	2-Day
Performance Management and Planning Skills	MGMT2132	Supervision	O, V	3-Day
Skills for Experienced Supervisors	MGMT2143	Supervision	O, V	5-Day
Skills for New Supervisors	MGMT2152	Supervision	O, V	5-Day
Team Engagement	MGMT2062-2	Supervision	V	1-Day
Team Supervision	MGMT2143-1	Supervision	V	1-Day
Assessment of Team Culture, Cycles and Norms	MGMT2162	Team Building	O, V	2-Day
Building and Leading High-Performance Teams	LEAD1022	Team Building	O, V	3-Day

PowerSkills Courses at a Glance

Delivery Mode: **O** – Onsite **V** – Virtual

Introductory Courses: Half Day, 1-Day

Comprehensive Courses: 2, 3, 4, 5 Day

TITLE	ID	CATEGORY	MODE	LENGTH
Comprehensive Team Problem-Solving	PROF3191	Team Building	O,V	3-Day
Creating a Collaborative Team Culture	LEAD1042-1	Team Building	V	1-Day
Hybrid Teams and Transitions	MGMT2191-1	Team Building	V	1-Day
Team Up with Team Building Activities	PROF3131	Team Building	O,V	2-Day
Team Culture Assessment Introduction	MGMT2162-1	Team Building	V	1-Day
Team Problem-Solving Introduction	MGMT2112-1	Team Building	V	1-Day
Team Resets	PROF3191-1	Team Building	V	1-Day
Team Stages and Group Norms	MGMT2091-1	Team Building	V	1-Day
Team Up to Promote Performance, Development, and Support	PROF3201	Team Building	O, V	3-Day

PowerSkills Courses at a Glance

Adaptability, Flexibility and Resilience Practices

Category: Change Management

Course ID: MGMT2012

Overview
Adaptability and flexibility mean that we are malleable. We can adjust as needed to changing circumstances and requests. Resilience means that we can bounce back from defeat or setbacks more easily and rapidly. All professionals, supervisors and managers, in particular, need to be able to be adaptable, flexible, and resilient, and ensure that their practices, processes, plans, and people are too. This course offers managers on a mission the insights, tools, and skills necessary to engage in adaptive management, flexibility and resiliency.

Objectives
1. Review adaptability, flexibility, and resiliency professional competencies.
2. Identify personal barriers to adaptability and situations that require a change in approach and adaptation.
3. Develop tools and approaches to manage and react to changing circumstances.
4. Analyze the changing environment and model a positive attitude to influence others.
5. Learn to adjust timelines, results and expectations to match changing circumstances.
6. Demonstrate persistence when providing rationale to staff during times of significant organizational challenges.
7. Respond to setbacks by developing alternative approaches to determine the best course of action.
8. Maintain team effectiveness, quality, and morale during organizational and environmental challenges.
9. Explore methods to maintain commitment and execution of projects, even when faced with changing objectives, deliverables, and deadlines.
10. Develop creative and alternative strategies to achieve objectives, using available resources, when faced with significant budget limitations.

Format, models, tools, and activities
- Interactive workshop format
- Adaptability self-assessment inventory
- Peer advising, peer problem-solving, and peer planning activities
- Richardson, Neiger, Jensen and Kumpfer Resilience Model
- 3 Types of Flexibility

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competencies
- Adaptability/Flexibility
- Change Management
- Resilience

Classification connection: GS 9-15

Perfect for
- Executive leaders
- HR and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Championing Change

Category: Change Management

Course ID: LEAD1032

Overview
Receive insights, gain knowledge and build skills that will enable you to understand, navigate, embrace and champion change personally, professionally and organizationally. Understand why change is imminent and ongoing in people and organizations. Learn how to manage change at every level by enhancing communication, challenging resisting forces, confronting denial, developing yourself and others, and motivating all.

Objectives
1. Engage in a self-assessment and create an individual development plan for continual learning about. change based on three professional leadership competencies.
2. Participate in a personal flexibility assessment.
3. Forecast changes on the near and far horizon.
4. Learn to differentiate between functional and personal change, as well as identifying internal and external change stimuli.
5. Receive psychology insights about how change impacts individuals.
6. Deeply dive into the model for continuous change and plan your change initiative.
7. Use practical planning models to prepare individuals and teams for change initiatives.
8. Anticipate and diagnose the blocks and disruptions to your change process and discern practical solutions.
9. Identify the 3 phases of change and zero in on the most important stops, starts, and yield actions.
10. Use tools to identify fence-sitters and resisters and learn how to motivate movement.

Format, models, tools and activities
- Flexibility Inventory
- Continuous Change Model
- ANKAR Model
- Dispersion-Fluctuation Model

Duration: 3 Days (24 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competency: Change Management

Classification connection: GS 9-15

Perfect for
- Executive leaders
- Supervisors and managers
- Team and peer leaders

Recommended follow up
- Change Models for Management
- Strategic Thinking, Problem-Solving, and Planning
- PowerSkills Management Coaching or Executive Advising

Course ID: MGMT2022

Overview
All leaders and managers must facilitate change. Change management is a core responsibility and necessity in every organization and for all managers, whenever they are managing movement towards any goal achievement or engaged in any corrective action. The question becomes *How*? Change automatically requires some movement within many parts of a system and adjustments on the part of many people. What helps are tools and practical models that enable a manager to plug in the information that is known and can be anticipated. The plug-in models then help the manager organize thoughts, challenges, solutions, strategies, and plans. This course shares with managers specific models that help a manager and supervisor facilitate change.

Objectives
1. Receive a professional competency for change management.
2. Use the *Continuous Change Model* to plan for a desired or imminent change.
3. Examine the *Chaordic Change Model* to identify disruptors to an orderly change process and generate practical solutions.
4. Explore the *Emotional Rollercoaster* to empathize with individuals and groups going through change.
5. Dive into the *DREC* to help individuals overcome their fear and resistance to change.

Format, models, tools, and activities
- Continuous Change Model and application to planning for all components of a change process
- Chaordic Change Model and application to analyzing systemic barriers to change
- Emotional Rollercoaster Model and application to helping individuals move through emotions
- DREC Model and application to helping teams move through resistance to change

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competency: Change Management

Classification connection: GS 7-15

Perfect for
- Executive leaders
- HR and ER professionals
- Supervisors and managers
- Team and peer leaders

Recommended follow up
- Championing Change
- Adaptability, Flexibility and Resilience Practices
- Strategic Thinking, Problem-Solving and Planning
- PowerSkills Management Coaching or Executive Advising

Course ID: MGMT2171-1

Overview
Sometimes the best-laid plans for change can be stalled or stopped by a single display of resistance. Resistance to change is absolutely normal. Though people want life and work to be better, goals to be achieved and dreams to come true, they often want others to put forth all the effort and want their comfort zones to remain intact. Resistance can come in many forms. Some are passive, some active. Some conscious, some unconscious. However, there are simple strategies and practices to help people soften or overcome resistance to change. During this workshop, you will learn about why individuals resist change and what can be done to help an individual through the process of change.

Objectives
1. Discover the seven most common reasons people resist change at work.
2. Develop effective practices and strategies for eliminating or minimizing resistance to change.
3. Consider communication messaging and styles that soften resistance to change.
4. Practice using change management tools and models that anticipate and minimize resistance.

Duration: 1 Day (8 hours)

Modality: Virtual

Competency: Leading Change

Perfect for
- Supervisors
- Managers
- Executives

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:
- Championing Change
- Change Models for Management

Coaching and Mentoring – Introductory Level

Category: Coaching and Mentoring

Course ID: MGMT2031

Overview

Coaches and mentors impact lives. They help people envision goals and achieve aspirations. They trigger new character and career choices. They actively support planning. They offer perspectives and help clients develop solutions and strategies. Our courses help you become the coach and mentor that someone is looking for.

Objectives

1. Understand the difference between coaching and mentoring.
2. Review the fundamentals of coaching philosophy and coaching methodologies.
3. Examine and practice four coaching models.
4. Engage in a self-evaluation based on a list of appropriate and inappropriate coaching behaviors and practices.
5. Gain insights about supervisor-as-coach and peer-as-coach.
6. Explore the impact of mentoring and how a mentor can affect growth, development and change.
7. Review the specific goals of mentoring and engage in a mentoring moment - a one-time, on-the-spot mentoring encounter.
8. Share informal short-term mentoring activities to support peers and team members.
9. Review formal model of mentoring steps, processes and activities.
10. Practice providing mentoring moments of support.

Format, models, tools, and activities

- Interactive workshop format
- Peer practice using the framework of four coaching models
- Self-assessment, self-reflection and personal planning opportunities
- Peer advising, peer coaching, peer problem-solving, and peer planning activities
- Small groupwork exercises

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Foundation

Competencies

- Coaching Skills
- Mentoring Employees

Classification connection: GS 7-15

Perfect for

- Executive leaders
- HR and ER professionals
- Supervisors and managers
- Team and peer leaders

Coaching Models, Skills, and Practices

Category: Coaching and Mentoring

Course ID: MGMT2042

Overview
Coaching began at Oxford University at the beginning of the 19th Century. The process was intended to help underclassmen be shepherded and supported through their courses and exam periods so that they could overcome challenges, achieve the goals set forth during an academic term, and grow in skills and critical thinking abilities. Today, professional coaching – peer coaching and supervisor-employee coaching – has the same intent: to help a professional achieve short-term goals, to support problem analysis and solution generation, to facilitate planning and strategizing, and to help a professional develop skills, thinking abilities and insights. This course helps professionals learn and practice coaching skills, practices, and models.

Objectives
1. Elevate coaching to a professional competency level.
2. Be able to differentiate between coaching, mentoring, counseling, and supervision.
3. Know the history of coaching and why coaching is meant to be focused and limited in duration.
4. Understand the core goals of all coaching practices.
5. Be able to identify behaviors that communicate whether a client is coachable or resistant to coaching.
6. Create a professional development plan to build your coaching skills using a B.A.S.K.™ baseline.
7. Collaborate with colleagues to generate question menus for coaching encounters.
8. Learn and practice 6 models for coaching encounters.
9. Use the True Professional™ model to identify the most common coaching issues.
10. Become aware of coaching red flags and no-go zones.

Format, models, tools, and activities
- B.A.S.K.™ Model
- Interactive workshop format
- Peer practice using the framework of four coaching models: *GROW, IGROW, ACHIEVE, SOLVE*
- Peer advising, peer coaching, peer problem-solving, and peer planning activities
- Developmental need self-assessment using the *True Professional* Model

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competency: Coaching and Feedback Skills

Classification connection: GS 7-15

Perfect for
- Executive leaders
- HR and ER professionals
- Supervisors and managers
- Team and peer leaders

Recommended follow up
- Mentoring Methods and Skills
- Skills for New Supervisors
- Performance Management and Planning Skills

Course ID: LEAD1122

Overview
Mentors can be powerful transformational figures in a person's life and throughout a career. They can positively impact a person's career trajectory, competency development, confidence level, and character development. It is possible to be a mentor for a lifetime, a mentor for a short time, or a mentor for a moment, merely during a transaction. This course provides participants with fundamental insights, skills, knowledge, and methods for becoming an effective mentor and a receptive mentee.

Objectives
1. Understand mentoring as a professional competency that can be developed.
2. Be able to differentiate between coaching, mentoring, counseling, and supervision.
3. Know the history of mentoring and appreciate its intent.
4. Be able to identify the characteristics of effective mentors and engaged mentees.
5. Develop a B.A.S.K.™ profile for Mentors and Mentee's and assess strengths and growth gaps.
6. Embrace the four transformational cornerstones for mentors.
7. Examine and practice a simple 6-part model for mentor relationship development and maintenance.
8. Be able to foretell, discover answers to, and learn to prevent red flags in mentoring relationships.
9. Get excited about the ten types of mentoring that can be incorporated in any place of work.
10. Learn the five program building blocks necessary to stabilize and grow all workplace mentoring programs.

Format, models, tools and activities
- B.A.S.K. Model
- R.A.I.S.E.E. Model
- Appreciative Inquiry exercises
- Peer mentoring practice

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competency: Mentoring Employees

Classification connection: GS 7-15

Perfect for
- Executive leaders
- HR and ER professionals
- Supervisors and managers
- Team and peer leaders

Recommended follow up
- Coaching Models, Skills and Practices
- Coaching and Mentoring: Introductory Level
- Four Dimensions of Leadership

Course ID: PROF3042

Overview
Professionals must be proficient communicators to share information, convey accountability, and build credibility. A professional's oral, written, and personal presence communications convey volumes of information and send messages about intent, priorities, attitude, and interest. This course offers professionals an intensive overview of oral, written, and personal presence communication practices for business transactions.

Objectives
1. Engage in a self-assessment based on OPM written and oral communication competencies.
2. Examine verbal, non-verbal, para-language communication and how slight changes can distort messages.
3. Learn about communication filters and why position-based filters can be divisive.
4. Analyze the appropriate use of communication tools and platforms – IM, email, video conferencing, face-to-face, telephone.
5. Discover email formats that make messaging manageable and discuss appropriate email habits.
6. Practice writing with concise and precise language.
7. Appreciate the extra steps needed to ensure effective communication in virtual work environments.
8. Analyze communication needs and flow on a team or in a department.
9. Review and practice using four feedback models.
10. Explore the basic tenets of public speaking.
11. Dealing with disruptive communication behaviors – gossip, triangulation, evasion, attacks.
12. De-escalation techniques for high-intensity conversations.

Format, models, tools, and activities
- Interactive workshop format
- 1-on-1 peer practice opportunities to deliver feedback
- Fishbowl activities to practice de-escalating disruptive and high-intensity conversations
- Self-assessment tools
- Small groupwork initiatives
- Written communication reviews
- Communication icebreakers and activities

Duration: 3 Days (24 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competencies
- Oral communication
- Written communication
- Coaching and feedback

Classification connection: All

Perfect for
- Executive leaders
- HR and ER professionals
- Supervisors and manager
- Team and peer leaders

Recommended follow up
- Facilitating Critical Conversations
- Effective Communication and Listening Styles

Category: Communication

Course ID: PROF3051

Overview
"It's not what you say. It's how you say it." Many of us have heard that phrase. Simply stated, it means that to be effective in communication we must be able to shift styles and habits based on the situations and people we are talking to so that they can hear us. People want to be heard and sometimes how we listen, and the filters we have in place, get in the way of what we hear. This course helps people understand their own, and other people's communication and listening styles, so that the styles can be developed, shifted, blended to enhance communication transactions at work and in life.

Objectives
1. Engage in a self-assessment based on oral communication competencies.
2. Take a communication styles inventory to discover whether you are an expressive, driver, analytic, or amiable communicator.
3. Discover how to develop and display different styles based on situational needs and goals.
4. Learn how to blend communication styles on teams and adapt to customer's styles.
5. Understand five listening styles and assess your default style for listening.
6. Delineate tactics to interrupt unhelpful listening styles when they are being used by others.

Format, models, tools, and activities
- Communication styles inventory
- Listening Styles@Work™ Model
- Interactive workshop format
- Peer sharing, peer advising and peer coaching encounters
- Communication small groupwork activities

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Foundation

Competency: Oral Communication

Classification connection: All

Perfect for
- Executive leaders
- HR and ER professionals
- Supervisors and managers
- Team and peer leaders

Recommended follow up
- Business Communication Intensive
- Styles at Work
- Facilitating Crucial Conversations

Effective Communication and Listening Skills – Introduction

Category: Communication

Course ID: PROF3051-1

Overview

"It's not what you say. It's how you say it." Many of us have heard that phrase. Simply stated, it means that to be effective in communication we must be able to shift styles and habits based on the situations and people we are talking to so that they can hear us. People want to be heard and sometimes how we listen, and the filters we have in place, get in the way of what we hear. This course helps people understand their own, and other people's communication and listening styles, so that the styles can be developed, shifted, blended to enhance communication transactions at work and in life.

Objectives

1. Take a communication styles inventory to discover whether you are an expressive, driver, analytic, or amiable communicator.
2. Discover how to develop and display different styles based on situational needs and goals.
3. Learn how to blend communication styles on teams and adapt to customers' styles.
4. Understand five listening styles and assess your default style for listening.
5. Delineate tactics to interrupt unhelpful listening styles when they are being used by others.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies
- Oral Communication
- Team Building

Perfect for
- Executives
- Supervisors
- HR and ER professionals
- Managers

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Comprehensive Course
- Effective Communication and Listening Skills

Facilitating Crucial Conversations

Category: Communication

Course ID: MGMT2072

Overview
Not all conversations are easy to have. Some conversations trigger fear, nervousness and trepidation because of the topics, the potential reactions, the outcomes that might result, or simply because the parties don't know what to say or how to say it. This course provides professionals with a step-by-step approach for planning and facilitating difficult conversations and offers them practice opportunities.

Objectives
1. Distinguish between a typical, a difficult, and a critical conversation.
2. Identify issues and circumstances that trigger the need for critical conversation.
3. Name typical reactions and responses to critical conversations and why they are difficult for some people to engage in.
4. Learn and practice the H^3 model – head, heart, hands – for facilitating critical conversations.
5. Examine and plan for or practice 8 specific tactics that make critical conversations much easier to manage.

Format, models, tools, and activities
- Interactive workshop format
- H3 Model for planning and facilitating difficult conversations
- Role play and case study exercises
- Front-loading and smoothing conversational tactics
- Conversation planning opportunities
- Peer advising and peer coaching activities
- Small groupwork exercises

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competencies
- Conflict Management
- Oral Communication
- Coaching and Feedback

Classification connection: GS 7-15

Perfect for
- Executive leaders
- HR and ER professionals
- Supervisors and managers
- Team and peer leaders

Recommended follow up
- Business Communication Intensive
- Comprehensive Team Problem-Solving
- Conflict Management: The Five Sources of Conflict
- Facilitating Forgiveness at Work
- Relationship and Trust Building Skills

Course ID: MGMT2072-1

Overview
Not all conversations are easy to have. Some conversations trigger fear, nervousness, and trepidation because of the topics, the potential reactions, the outcomes that might result, or simply because the parties don't know what to say or how to say it. This course provides professionals with a step-by-step approach to planning and facilitating critical conversations.

Objectives
1. Distinguish between a typical, a difficult, and a critical conversation.
2. Identify issues and circumstances that trigger the need for critical conversation.
3. Name typical reactions and responses to critical conversations and why they are difficult for some people to engage in.
4. Learn and practice the H^3 model – head, heart, hands – for facilitating critical conversations.
5. Review 8 specific tactics that make critical conversations much easier to manage.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies
- Conflict Management
- Oral Communication

Perfect for
- Executives
- Supervisors
- HR and ER Professionals
- Team and Peer Leaders
- Managers

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course
- Facilitating Crucial Conversations

Facilitating Crucial Conversations - Introduction

Course ID: PROF3211-1   21

Overview
Meetings are regularly cited as a significant time waster but can have incredible power and purpose. The goal of facilitation is to ease person(s) through a process. Effective meeting facilitation fully engages meeting attendees using interactive techniques online and in-person so that meeting participation and discussion processes are eased. The techniques help focus the attention of participants on relevant topics and move dialogues and decisions forward. Facilitation skills and abilities help organizations save time and money, increase productivity and performance, divergent views to be heard and prevent blind spots, decrease silos, and minimize conflict.

Objectives
1. Examine the role, responsibilities, techniques, and tactics used by successful meeting facilitators.
2. Explore the multiple purposes of meetings and how facilitation focuses the attention of attendees on core objectives.
3. Use the diamond facilitation method to engage attendees and move a meeting process forward.
4. Learn to facilitate challenging transactions that can arise during meetings.
5. Plan a meeting using facilitation criteria.

Format, models, tools, and activities
- Interactive workshop format

Duration: 1 Day (8 hours)

Modality: Virtual

Level: Foundation

Competencies
- Presentation Skills
- Oral Communication

Course ID: PROF3221   22

Overview
Effective delivery of training courses ensures that the courses are worth the time of the trainer and participants. It has been said that facilitation means moving away from being the "sage on the stage" to becoming the "guide on the side." Training facilitators, managers, and team leaders must improve their ability to engage everyone during informational or developmental events so that energy is generated, interest is raised, engagement occurs, ideas are shared, solutions are jointly generated, and decisions are more easily made.

Objectives
1. Understand the purpose and nature of facilitation.
2. Recognize the facilitator's role.
3. Weave together facilitator styles and techniques that capture attention and engage audiences.
4. Apply effective facilitation techniques to presentation planning.
5. Design a presentation using visual aids and activities.
6. Learn how to identify and avoid common facilitation missteps.

Format, models, tools, and activities
- Interactive workshop format

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Foundation

Competencies
- Presentation Skills
- Oral Communication

Perfect for
- Supervisors
- Managers
- Executives

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Course ID: LEAD1052-1

Overview

Conflict can be a trigger for chaos, or it can highlight issues that, if addressed, can strengthen relationships and workplace culture. For conflict to be productive it must be properly diagnosed and dealt with. There are five underlying sources for all types of conflict at home, at work, and around the world. The savvy leader is skilled at diagnosing these sources of conflict at work. This course helps leaders understand sources of conflict and develop responses and interventions that make sense.

Objectives

1. Become familiar with the 5-source model for conflict diagnosis.
2. Use the five sources model to methodically diagnose real-world conflicts occurring at work and generate practical resolutions and management strategies.
3. Distinguish between intra-personal and inter-personal conflicts at work.
4. Use the 5-source model to assess organizationally sponsored conflicts that spill over into work groups and plan effective responses.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

- Conflict Management

Perfect for

- Supervisors
- Managers
- Executives

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course

- Conflict Management: The Five Sources of Conflict

Category: Conflict Management

Course ID: MGMT2172

Overview
When good people have challenging times or difficult periods in their lives, or simply in their minds and attitudes, instead of dealing effectively with them in their own time, they can instead take them out on others at their places of work. Some of these folks don't even realize that their attitudes and behaviors have become toxic to work group teams and relationships. Team members try anything to avoid being around some people, and worse still, people with unhelpful or even toxic behaviors tend to surround themselves with other people of the same ilk, thereby magnifying the behaviors, the ripple effects, and consequences on team morale, cohesion and communication.

During this highly introspective, interactive, and experiential seminar, participants will learn about the actual causes of, and conditions that support, behavior that is difficult to deal with. They will learn about the roles and responsibilities of peers, designated leaders (e.g., supervisors, managers), and friends of those whose behavior patterns and attitudes are no longer helpful to the work group.

Objectives
1. Review OPM competencies as well as management goals, roles, and responsibilities that motivate them to address difficult and disruptive behavior at work.
2. Distinguish between difficult and disruptive behavior in the workplace.
3. Learn fundamental precepts necessary for addressing difficult and disruptive behavior in the workplace so that the response does not belittle the person.
4. Review the most common types of difficult and disruptive behaviors in the workplace.
5. Generate appropriate resolutions, reactions, and responses to difficult and disruptive behaviors.
6. Become aware of the rhetorical escape hatches (i.e., excuses) used by people who engage in inappropriate behavior.
7. Examine the nature of fear and how to overcome it so difficult and disruptive behavior can be addressed head-on.
8. Be able to differentiate between difficult behaviors and merely different styles of communication.
9. Identify the cues and clues of underlying triggers of behavior.
10. Describe and identify steps in the progressive disciplinary action process.

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Intermediate

Competencies
- Employee Relations
- Oral Communication
- Interpersonal Skills

Classification connection: GS 8-15

- Supervisors
- Managers
- HR Professionals
- Team Leaders

Recommended follow up
- Facilitating Crucial Conversations
- Conflict Management: The Five Sources of Conflict
- Skills for Experienced Supervisors

Conflict Management: The Five Sources of Conflict

Category: Conflict Management

Course ID: LEAD1052

Overview
Conflict can be a trigger for chaos, or it can highlight issues that, if addressed, can strengthen relationships and workplace culture. For conflict to be productive it must be properly diagnosed and dealt with. There are five underlying sources for all types of conflict at home, at work, and around the world. The savvy leader is skilled at diagnosing these sources of conflict at work. This course helps leaders understand sources of conflict and develop responses and interventions that make sense.

Objectives
1. Review the OPM conflict management competency.
2. Understand the psychological underpinnings of all conflicts at work and in life.
3. Examine the nature of intra-personal conflicts and the individual actions that can be taken to mitigate intra-personal conflicts.
4. Learn about the four most common features of interpersonal conflicts and how to take preventative action.
5. Delve into program-project related conflicts and assess how they might be affecting a team.
6. Use a model to assess organizationally sponsored conflicts that spill over into work groups and plan effective responses.
7. Become aware of how external community-cultural dynamics can foment conflict at work and how to anticipate and minimize the effects.
8. Use the five sources model to methodically diagnose real-world conflicts occurring at work and generate practical resolutions and management strategies.

Format, models, tools, and activities
- *Five Sources of Conflict* Model
- Appreciative Inquiry exercises
- Peer advising and peer coaching activities

Duration: 3 Days (24 hours)

Modality: Onsite, Virtual

Competency: conflict management

Level: Intermediate

Classification connection: GS 9-15

Perfect for
- Executive leaders
- HR and ER professionals
- Supervisors and managers
- Team and peer leaders

Recommended follow up
- Conflict Styles
- Facilitating Forgiveness at Work
- PowerSkills Management Coaching or Executive Advising

Course ID: PROF3061

Overview

All conflict begins as tension within a person and tension arises when there are disconnects between what is needed and wanted and what is received; disconnects between what is promised and what is delivered; disconnects between desired and expected and what occurs. Disconnects trigger deep disappointments and upsets and upset trigger conflicts. How people respond to a conflict will determine whether a conflict is resolved amicably or resolved at all. This course provides professionals with opportunities to understand the nature of conflict, explore a variety of conflict style responses, and apply those styles to real-world conflict situations.

Objectives

1. Review the OPM conflict management competency.
2. Assess your comfortability and receptivity to conflict encounters.
3. Partake in a conflict styles survey to identify how you tend to react and respond to conflicts
4. Learn about 5 conflict styles – competition, collaboration, cooperation, accommodation, avoidance.
5. Discern when to use each conflict style based on situational needs and goals.
6. Delineate the consequences of dependency on one style.
7. Learn how to develop and blend styles within individuals during conflict encounters.

Format, models, tools, and activities

- Conflict styles inventory
- Interactive workshop format
- Peer sharing, peer advising and peer coaching encounters
- Interactive workshop format
- Peer sharing, peer advising and peer coaching encounters

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Foundation

Competency: Conflict Management

Classification connection: All

Perfect for

- Executive leaders
- HR and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up

- Conflict Management: The Five Sources of Conflict
- Group Norms that Trigger Conflict
- Emotional Intelligence Skills
- Effective Communication and Listening Skills
- Styles at Work

Course ID: PROF3061-1

Overview

You've got style and style matters a lot at work! Conflict styles matter at work because they directly affect team and organization culture, employee relations, perceptions of safety, happiness factors, stress relief, and problem-solving. This workshop provides leaders with an introduction to conflict identification and conflict styles: what they are, how they're developed, when to use each style, the effects of each style, and how to blend them. Professionals get to know their styles so they can begin to create an initial roadmap for style development, restraint, and blending at work.

Objectives

1. Learn about the nature of conflict and why it arises.
2. Identify varied forms of tension and conflict at work and brainstorm practical solutions.
3. Engage in a conflict styles inventory to gain insight into your conflict styles.
4. Explore practices for developing and blending styles at work.
5. Develop a framework for a personal style development and adjustment plan.

Duration: 1 Day (8 hours)

Modality: Virtual

Competency: Conflict Management

Perfect for

- Supervisors
- Teams
- Managers
- All Employees
- Executives

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course

- Conflict Styles

Course ID: PROF3081-1

Please note, in addition to the regular course fee a surcharge of $81.00 per student will be applied for each DiSC personality assessment. The DiSC personality assessment is licensed by a 3rd party vendor and the price is fixed.

Overview
Personality differences can be primary triggers of tension between people and within groups. That's because a person's personality represents the lens through which a person sees and judges the world and other people's behaviors and intentions. Personality style factors into the way you listen to and interpret what other people say, approach tasks, respond to the actions of others, show up with your own behavior, and handle conflicts. Deciding whether to dig our heels into our personality styles or blend them during a conflict will often determine whether the conflict resolves, results in a stalemate, or intensifies.

Objectives
1. Participate in a DiSC Profile Inventory and discover your DiSC personality profile
2. Explore personality triggers for conflicts at work
3. Examine how differences in styles can lead to miscommunication, misinterpretation of actions, and missteps in rebuilding trust after conflict
4. Use of DISC to determine appropriate responses to conflicts with specific styles

Pre-Work Requirement
After a student is registered for this course a link to a DiSC personality assessment will be sent. Students are asked to complete the DiSC assessment at least 72-hours prior to attending the class so that the facilitator can survey results of all students. Submission of past DISC assessment results will not be accepted as a singular survey format will be used.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies
- Conflict Management
- Team Building

Perfect for
- Supervisors
- Team Members
- Managers
- Executives

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course
- DiSC Personality Styles

Course ID: MGMT2082

Overview
After hurt happens many people move forward but they don't ever let go of the past. They carry the hurt, resentment, pain, and grief into every future encounter. Conflict management and conflict mediation processes get at solutions and agreements to resolve the transactional conflicts, but they don't address the emotional issues that cause ongoing blame, shame, distrust, and division at work. Only forgiveness processes can help people release the past for good and begin anew. This comprehensive course helps professionals gain a deep understanding of what forgiveness means and entails and how to facilitate a forgiveness process at work.

Objectives
1. Learn how human forgiveness transforms beliefs about self and others, as well as relationships at work.
2. Differentiate between conflict management practices and forgiveness facilitation practices.
3. Understand how unforgiveness freezes emotions, thoughts, perspectives, and behaviors in unproductive states.
4. Learn why forgiveness does not always mean reconciliation will or should occur, but why forgiveness is always possible even if reconciliation is not wise.
5. Examine the 10-steps in the forgiveness process, what each step means, entails, and how to facilitate each part of the process.

Format, models, tools, and activities
- Forgiveness A-List Model
- Virtue Assessment Model
- Reframing and releasing techniques
- Interactive workshop format
- Role play and case study exercises
- Conversation planning opportunities
- Peer advising and peer coaching activities
- Small groupwork exercises

Duration: 3 Days (24 hours)

Modality: Onsite, Virtual

Competencies
- Conflict management
- Emotional Intelligence Skills

Level: Intermediate - Advanced

Classification connection: GS 9-15

Perfect for
- HR and ER professionals
- Supervisors and managers
- Team and peer leaders

Course ID: MGMT2082-1

Overview

Conflict management doesn't end with a simple resolution or through a managed mediation process. That is because, long after a conflict occurs emotional pain and hurt feelings linger. After hurt happens many people move forward but they don't ever let go of the past. They carry the hurt, resentment, pain, and grief into every future encounter. Conflict management and conflict mediation processes get at solutions and agreements to resolve the transactional conflicts, but they don't address the emotional issues that cause ongoing blame, shame, distrust, and division at work. Only forgiveness processes can help people release the past for good and begin anew. This comprehensive course helps professionals gain a deep understanding of what forgiveness means and entails and how to facilitate a forgiveness process at work.

Objectives

1. Differentiate between conflict management practices and forgiveness facilitation practices.
2. Understand how unforgiveness freezes emotions, thoughts, perspectives, and behaviors in unproductive states.
3. Examine fundamental steps in the forgiveness process and how to facilitate various steps in the process.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

- Conflict Management
- Emotional Intelligence Skills

Perfect for

- Supervisors
- Managers
- Executives
- Team Members

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course

- Facilitating Forgiveness at Work

Course ID: MGMT2091

Overview
Norms are patterns and habits that settle in place and become accepted. They may be helpful or unhelpful, functional or dysfunctional, and healthy or unhealthy, but for a variety of reasons a person or team allows norms, over time, to settle in place. Particular norms automatically trigger conflict which can easily be prevented with agreements and simple interventions. This course offers teams and leaders the opportunity to address a series of specific norms that occur in all groups and generate prevention and intervention strategies.

Objectives
1. Understand the nature of conflict.
2. Identify common underlying causes of workplace conflicts.
3. Use conflict continuums to examine 8 triggers of tension and conflict on teams.
4. Prepare team and meeting agreements that will help prevent conflict continuum triggers.
5. Learn how an individual's sense of safety, security, and belonging impacts the possibility of conflict at work.
6. Develop a set of activities and plan to enhance the culture of safety and security on a team to reduce individual tension and conflict.
7. Ascertain how players and stimuli, external to a team, can instigate conflict within a team, and plan for prevention and intervention.

Format, models, tools, and activities
- Conflict Continuum model
- Hierarchy of Need model
- Interactive workshop format
- Team agreement development
- Peer advising and peer coaching activities
- Small groupwork exercises

Duration: 3 Days (24 hours)
Modality: Onsite, Virtual
Level: Foundation – Intermediate

Competency: Conflict Management

Classification connection: All

Perfect for
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Conflict Management: The Five Sources of Conflict course
- Conflict Styles course
- Team Reset: Group Problem-Solving course
- Relationship and Trust Building course
- Team Up to Promote Performance, Development, and Support

Course ID: MGMT2211-1

Overview

Effectively, critical thinking is a mindset that enables you to reach opinions and make informed decisions through a balanced and objective analysis of the available facts. Critical thinking uses logic, reason, and rationale in place of bias, manipulation, and emotion. This course is designed to provide you with techniques to assist you in adopting a growth mindset, dealing effectively with others, and thinking through decisions. It will also help you resolve everyday challenges in the workplace and your daily life.

Objectives

1. Define critical thinking and the characteristics and skills of a critical thinker.
2. Review and engage in common thinking styles: critical, creative, strategic, systems, and tactical.
3. Apply critical thinking skills to rapid problem-solving.
4. Objectively and critically determine criteria for decision-making.
5. Use specific tools to engage in assessment, analysis, project, and organization planning.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

- Critical Thinking
- Strategic Thinking
- Systems Thinking

Classification connection: GS 5-15

Course ID: PROF3081

Please note, in addition to the regular course fee a surcharge of $81.00 per student will be applied for each DiSC personality assessment. The DiSC personality assessment is licensed by a 3rd party vendor and the price is fixed.

Overview
DiSC® is an acronym that stands for the four main behavioral styles outlined in the DiSC model of personalities. The DiSC model describes four main styles: D, i, S, and C. D is for Dominance, i is for Influence, S is for Steadiness, and C is for Conscientiousness. Everyone is a mixture of each style. With that knowledge, we can understand our underlying tendencies and preferences and adapt our behaviors to interact with others more effectively. This course helps professionals understand themselves and others. It offers team building and relationship-building experiences and provides a platform for individual development and planning.

Objectives
1. Participate in a DiSC Profile Inventory and discover your DiSC personality styles
2. Identify and leverage DiSC strengths at work and in relationship transactions
3. Engage in team building and team planning exercises
4. Learn about DiSC motivational factors and make adjustments to motivate peers
5. Effectively address conflicts using DiSC insights and adaptations

Pre-Work Requirement
After a student is registered for this course a link to a DiSC personality assessment will be sent. Students are asked to complete the DiSC assessment at least 72-hours prior to attending the class so that the facilitator can survey results of all students. Submission of past DISC assessment results will not be accepted as a singular survey format will be used.

Format, models, tools, and activities
- Interactive workshop format
- DiSC Profile Inventory
- Peer sharing and peer coaching
- Case studies and role plays
- Video education
- Small groupwork and team building initiatives

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Foundation

Competencies
- Leadership
- Team Building
- Psychology

Classification connection: All

Perfect for
- Executive leaders
- Team and peer leaders
- HR, EEO, ER professionals
- Employees
- Supervisors and managers

Course ID: MGMT2051

Overview
Diversity itself is one of four core building blocks for all strong, sustainable cultures at work: diversity, values, shared leadership, and engagement. Without vibrant diversity, meaningful inclusion, and demonstrable appreciation individuals and teams fall back on groupthink behaviors, limited perspectives, and a false self-assuring assumption of openness, fairness and equity. This course creates a dynamically safe, inclusive culture in class allowing participants to gain personal insights, assess the value and opportunities for diversity at work, look at stumbling blocks, and generate solutions and strategies for inclusion within teams.

Objectives
1. Review the OPM Leveraging Diversity competency and articulate the business case for diversity inclusion and appreciation.
2. Engage in safe, meaningful, diversity and cultural conversations.
3. Understand how common values and virtues are found within all people and underlie all diversity work within ourselves and conversations with others.
4. Review the Creation Cycle and its application to professional growth related to diversity education.
5. Explore dimensions and characteristics of diversity within the workplace environment using the Diversity Wheel.
6. Review specific definitions of behaviors, issues and dynamics associated with diversity using the Diversity Straight Talk definition list.
7. Describe diversity resistance red flag behaviors and practices.
8. Use the Diversity Continuum to plan for diversity inclusion, understanding, acceptance and appreciation on teams.
9. Review and brainstorm tactics for integrating diversity initiatives into everyday workforce cultures and practices and not simply relegating them to a day or month per year.

Format, models, tools, and activities
- Interactive workshop format
- *Diversity Wheel* and *Diversity Continuum* models for personal and team planning
- Peer sharing, peer coaching, peer problem-solving activities
- Small group planning exercises

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Foundation

Competency: Leveraging Diversity

Classification connection: All

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Diversity Inclusion: Addressing Unconscious Bias   Category: Diversity, Inclusion, Appreciation

Course ID: PROF3092

Overview
Bias is a fact of human existence. It is not unique to one group or another. A person can be biased towards someone or biased against someone or something. Bias, however, changes choices, decisions, attitudes, and behaviors. Therefore, it also impacts policy, procedures and professional practices. This course helps professionals understand the nature of unconscious and implicit bias at work within people and in organizations. It identifies specific forms of unconscious bias and offers professionals tangible tools and opportunities to address bias at work.

Objectives
1. Review a professional competency for Leveraging Diversity
2. Take an Implicit Assessment survey and review results
3. View the Diversity Wheel and assess comfort levels with all forms of diversity
4. Understand the nature and the psychological underpinnings of unconscious and implicit bias
5. Become familiar with 7 types of human bias common to all people
6. Review examples of overt, unconscious and implied diversity bias at work
7. Describe characteristics, behavioral cues and clues of implicit bias, at places of work
8. Learn about common triggers of unconscious bias
9. Explore tactics and strategies to address unconscious bias within oneself and groups
10. Develop plans to correct bias-based aspects of organizational processes, programs and practices

Format, models, tools, and activities
- Interactive workshop format
- Engage in a Trusted 10 self-assessment activity
- Participate in a fun everyday bias activity to comfortably identify charisma biases, affinity biases, etc.
- Self-reflection, self-assessment, and personal change planning exercises
- Group and organizational assessment, problem-solving and planning activities
- Peer sharing and peer advising encounters

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Intermediate

Competency: Leveraging Diversity

Classification connection: All

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Diversity Inclusion and Appreciation
- Intergenerational Sensitivity at Word course
- Styles at Work course

Diversity Straight Talk: Planning for Change

Category: Diversity, Inclusion, Appreciation

Course ID: MGMT2056

Overview
Diversity adds value to the bottom line of all organizations. Diverse people, with diverse experiences, education, expertise, points of view, perspectives, characteristics, and traits all bring specific value and benefit to an organization. They bring new solutions, diverse resources, talents, insights, and skills. All these things make an organization stronger, more resilient, adept at problem-solving, decision-making, and planning. They shake up the status quo so that the organization does not become stagnant. They make the organization more productive, higher performing, more attractive to new recruits, and inclusive for all so that everyone wants to remain loyal.

However, some organizations talk a good game but don't play one. Their business plans and practices are still exclusionary. They haven't adapted their marketing tools, recruitment and onboarding strategies, developmental programs and opportunities, celebratory traditions, or policy. Some organizations have practices that may be rooted in unconscious privilege, bias, or self-protection. These practices betray the organization's values and principles and limit growth to exceptional performance. This seminar directly targets for analysis, discussion, and planning specific organization dynamics, practices, and plans so that people leave with new ways of doing business.

Objectives
1. Review the OPM Leveraging Diversity competency and articulate the business case for diversity inclusion.
2. Explore dimensions and characteristics of diversity using the Diversity Wheel.
3. Examine specific practices within the workplace and assess the presence of inequity, privilege, bias, and other factors that affect retention, motivation, and cause disharmony affecting morale.
4. Use the anti-ist continuum to assess organizational diversity strategies and whether they are meaningful or merely meant to appease people and fulfill requirements.
5. Analyze specific organization plans, tools, methods, and strategies that can be used to create inclusion: recruitment, onboarding, talent management, practice standardization, etc.

Format, models, tools, and activities
- Interactive workshop format
- Diversity Wheel and Diversity Anti-Ist Continuum
- Peer sharing, peer coaching, peer problem-solving activities
- Small group planning exercises

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competency: Leveraging Diversity

Classification connection: All

Perfect for
- Diversity Committees and Planning Teams
- Executive leaders
- HR, EEO, Training, and ER professionals
- Supervisors and managers

Category: Diversity, Inclusion, Appreciation

Course ID: PROF3021

Overview
An invaluable diversity of experience exists and is inherent in each generation by virtue of their technological prowess, educational acumen, social and cultural perspectives, and experiential points of view. All of this can be brought to bear on team, project and organizational problem-solving, employee development, goal attainment, and workplace culture enhancement. This course helps all professionals acknowledge, appreciate and act upon the cross-generational talent and perspectives in their midst to create dynamic workplace cultures.

Objectives
1. Learn about 4 generations in the workplace (e.g., the characteristics, traits and expectations of each generation); understand and respect generational differences and commonalities; increase awareness for different generational needs and motivations.
2. Build capacity to understand, communicate and collaborate across generations.
3. Confront stereotypes and biases that inhibit cross-generational team building, cohesion and collaboration; anticipate common generational clash points and develop strategies to navigate them.
4. Discuss onboarding, mentoring, employee development and workplace partnership initiatives that can facilitate inter-generational appreciation at work.
5. Focus on appreciating value-adds instead of differences of generations at work.
6. Build relationships and cohorts across generations.

Format, models, tools, and activities
- Interactive workshop format
- Individual assumption assessment
- Peer sharing and peer coaching
- Cross-generational advising activities
- Small groupwork and team building initiatives

Duration: 2 Days (16 hours)

Level: Foundation

Competencies
- Leveraging Diversity
- Teamwork
- Interpersonal Communication

Classification connection: All

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Styles at Work
- Building and Leading High-Performance Teams
- Team Up to Promote Performance, Development, and Support

Course ID: PROF3182

Overview
You've got style and style matters a lot at work! No, not fashion styles. Communication styles, leadership styles, conflict styles, management styles, personality styles, learning styles, thinking styles, listening styles – all of these matter at work because all of these styles directly affect and impact relationships, team interactions, meeting management and engagement, project planning, employee development, and organization culture. This course provides professionals with a detailed, engaging, comprehensive opportunity to get to know themselves like no other course available. Professionals get to know their styles as well as their colleagues' styles, how to blend them and develop all styles more fully.

Objectives
1. Understand how styles affect workplace culture, relationships and productivity.
2. Learn about the difference between neurologic-cognitive styles and behavioral-transactional styles.
3. Gain insights about two personality styles – introversion and extroversion – what each means and the impact of each on a person's comfort zones at work; and how each can be modulated within a person when necessary.
4. Examine and assess individual work styles using the 4-Gets framework.
5. Review thinking styles that are essential to teamwork, leadership and individual success at work: critical thinking, creative thinking, strategic thinking and systems thinking.
6. Understand the six different management styles, the impacts and consequences of each style and when each should be used.
7. Explore learning styles and understand how to adapt presentations and 1-on-1 interactions so that messages are matched to a person's learning style.
8. Review five conflict management styles and how to modulate styles and overcome fears of conflict in various situations.
9. Review and assess communication and listening styles, learning how to adapt them during interactions with various types of people.

Format, models, tools, and activities
- Interactive workshop format
- Style discovery inventories, games, and self-reflection

Duration: 3 Days (24 hours)
Modality: Onsite, Virtual
Level: Intermediate

Competencies
- Leveraging Diversity
- Strategic Thinking
- Learning
- Critical and Creative Thinking
- Systems Thinking
- Leadership
- Oral Communication
- Psychology
- Conflict Management

Classification connection: All

Perfect for
- Executive leaders
- Supervisors and managers
- Team and peer leaders
- Employees

Category: Leadership

Course ID: LEAD1011

Overview
Leadership competencies and capabilities are developed through practice. They are not acquired in a classroom. This comprehensive leadership development program provides aspiring leaders with leadership experiences not simply leadership class time. The program offers comprehensive interactive, applied learning experiences to aspiring leaders: on-the-job learning activities, webinars, virtual in-depth interactive classes, peer advising, one-on-one coaching sessions, interviews with experienced leaders in the field, and peer teaching activities. The program is designed to build leadership confidence, competence, capability, and character.

Objectives
1. Be guided by leadership principles, practices, philosophies, and paradigms.
2. Develop emotional intelligence skills.
3. Apply leadership lessons to on-the-job leadership initiatives.
4. Gain insight about self and others with personality and style inventories.
5. Utilize 15 practical leadership methods and tools with peers and other stakeholders.
6. Build and demonstrate technical and leadership credibility.
7. Learn to champion change.
8. Overcome barriers to confidence and display leadership character.

Format, models, tools, and activities
- On-the-job applied learning assignments
- Informational interviews with experienced leaders
- 1-on-1 coaching sessions
- DiSC profiles, E.I. inventories, conflict styles inventories, leadership styles self-assessments
- (3) 35-hour interactive classes
- (5) 2-hour intersession webinars

Duration: 6 months (140 hours)
Modality: Onsite, Virtual
Level: Foundation

Competencies
- Leading Others
- Team Building
- Technical Credibility
- Conflict Management
- Problem Solving
- Leadership Character
- Interpersonal Skills
- Oral Communication
- Integrity/Honesty
- Written Communication
- Continual Learning
- Public Service Motivation
- Leveraging Diversity
- Emotional Intelligence
- Adaptability/Flexibility
- Decisiveness
- Accountability
- Change Management

Classification connection: GS 7-11

Perfect for
- Emerging leaders
- New and Transitioning Supervisors
- Team leaders and peer leaders

Recommended follow up
- Coaching and Mentoring Skills

Civility, Interpersonal Skills, and Leadership Values

Category: Leadership

Course ID: LEAD1251-1

Overview
A civil and respectful workplace is related to greater job satisfaction, feelings of fairness, and an overall positive environment. It is also linked to improved morale and teamwork, and better supervisor-staff relationships. A recent EEOC Task Force on Harassment recommended that employers consider implementing workplace civility training for all personnel and levels of leadership to promote positive culture at work, prevent harassment and bullying, and reduce incidents of unprofessional and illegal behavior in the workplace.

Additionally, workers tend to be more invested in personal development and actively participate in problem-solving. A civil and respectful workplace has lower levels of sick leave and turnover. Organizations characterized by civility and respect have a positive atmosphere marked by high spirits and work satisfaction and enhanced positive client and customer interactions. This seminar uses three OPM competencies as a springboard into lessons and practices for creating a civil workplace.

Objectives
1. Review OPM competencies that specifically support civility at work.
2. Identify and operationalize core team and workgroup values so that they are defined, observable, measurable, and able to be rewarded when acted upon.
3. Explore behaviors that determine levels of respect and civility during transactions
4. Learn how to reset behaviors and cultures at work.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies
- Interpersonal Skills
- Integrity/Honesty
- Team Building

Perfect for
- Supervisors
- Managers
- Executives
- Team Members

Collaborative Leadership and Collaborative Cultures

Category: Leadership

Course ID: LEAD1042

Overview
To collaborate means to work jointly on an activity, especially to produce or create something. To join forces, get together, cooperate, sympathize, team up, partner, combine, link integrate, associate, and ally. That is quite a bit, but that is what a leader is asked to do and ensure when leading a team. Doing it all while working onsite and with a virtual team online can be quite a challenge. This course helps leaders at all levels assess their collaborative skills, strengths and growth gaps, and develop practical abilities and strategies for ensuring meaningful and feasible collaboration online.

Objectives
1. Review the meaning and importance of collaborative leadership and teaming.
2. Evaluate your current team's level of collaboration.
3. Engage in the development of activities and initiatives that enhance team collaboration.
4. Explore a list of collaboration killers and develop preventative and reactive solutions.
5. Examine essential practices for collaborating in a virtual environment.
6. Assess collaborative leadership competencies using a SWOT assessment tool.

Format, models, tools, and activities
- Prouds and Sorries team assessment tool
- Collaborative Team Assessment tool
- B.A.S.K. model for development of collaborative leaders
- S.W.O.T. model
- Peer advising and peer coaching encounters
- Interactive workshop format
- Small group activities

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competencies
- Team Building
- Teamwork
- Fostering Employee Engagement

Classification connection: GS

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Four Dimensions of Leadership
- The Leadership Star™ Program
- Skills for Experienced Supervisors
- Meeting Management Skills
- PowerSkills Management Coaching or Executive Advising

Category: Leadership

Course ID: LEAD3182-1

Overview

You've got style and style matters a lot at work! Communication and listening styles matter at work because they directly affect and impact supervisory meetings, peer relationships, team interactions, problem-interpretation, planning, overall satisfaction, and organization culture. This workshop provides leaders with an introduction to communication and listening styles: what they are, how they're developed, when to use each style, the effects of each style, and how to blend them.   Professionals get to know their styles so they can begin to create an initial roadmap for style development, restraint, and blending at work.

Objectives

1. Review professional competencies pertinent to the development of communication and listening styles.
2. Use a communication styles tool to review and assess four communication styles, their benefits, situational application, and consequences.
3. Review six listening styles that impact communication transactions, filters, and relationships.
4. Develop a framework for a personal style development and adjustment plan.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

- Oral Communication
- Interpersonal Skills

Perfect for

- Supervisors
- Teams
- Managers
- All Employees
- Executives

Four Dimensions of Leadership

Category: Leadership

Course ID: LEAD1071

Overview
There are thousands of books and theories on the topic of Leadership. However, all of the content, principles, models and practices of leadership fall into four categories called Dimensions of Leadership. This course explores the Four Dimensions of Leadership: *Spirited Leadership* – encompassing ethics, values, virtues, and principles, *Servant Leadership* – shifting paradigms and creating cultures of service at work, *Situational Leadership* – enabling a leader to quickly analyze every situation and encounter, and respond appropriately and effectively, and *Strategic Leadership* – providing the tools and perspectives that leaders need to plan for the future and position their people for success.

Objectives
1. Determine the core leadership principles and practices for implementation by all leaders at work.
2. Discern and create a personal growth plan for leadership virtues.
3. Define and describe how leadership values will be woven into the organization culture.
4. Understand the impact of servant leadership practices on work group cultures.
5. Plan for peer support initiatives that will ensure engagement among team members.
6. Participate in group activities that help develop situational leadership tools and abilities.
7. Review and apply strategic leadership tools and models to develop initial plans for succession, development and change.

Format models, tools, and activities
- Self-assessment, self-reflective, personal planning exercises
- Workshop format with small group activities
- Planning for change assignments
- Preliminary course self and team assessments

Duration: 4 Days (32 hours)

Modality: Onsite, Virtual

Level: Advanced

Competencies
- Leading People
- Integrity/Honesty
- Accountability
- Interpersonal Skills
- Fostering Employee Engagement
- Team Building
- Problem-Solving
- Adaptability/Flexibility
- Leading Change
- Strategic Thinking
- Vision
- Decisiveness

Classification connection: GS 9-15

Perfect for
- Executive leaders
- Supervisors and managers

Recommended follow up
- The Leadership Star™ Program
- Styles at Work

Influence, Power and Persuasion Skills

Category: Leadership

Course ID: LEAD1082

Overview

We all have power in the workplace. It may not feel like we do at times, but that feeling does not diminish our actual power. Those who recognize their power, develop it and use it to effectively influence outcomes, negotiate task agreements and work area dynamics, and can persuade others to consider new points of view. Everyone has these abilities and powers. This course helps participants become fully aware of the power, skills and abilities related to influencing and persuasion of others at work.

Objectives

1. Gain knowledge of strategies, practices and behaviors, which enhance a leader's abilities to influence, persuade and negotiate.
2. Learn how to engage in conscious self and situational assessment so that a leader can employ situation-specific skills.
3. Identify behaviors in others that can inform a leader's choice of influencing, negotiation, persuasion or partner practices.
4. Sources of Power: legitimate, referent, information, expertise, coercive, reward.
5. Influencing Strategies: personal appeal, pressure tactic, ingratiation, consultation, inspirational appeal, coalition tactic, leading by example.
6. Persuasion Abilities: demonstrations of competencies, situational awareness, consequences, other people's viewpoints, servant leadership, creative thinking, and strategic thinking abilities.

Format, models, tools, and activities

- Interactive workshop format
- Peer advising, peer coaching, and peer planning activities
- Role Play and Appreciative Inquiry exercises
- 10 Levers of Power
- 8 Influencing Tactics
- 8 Persuasion Practices

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Intermediate

Competencies

- Influencing/Negotiation
- Oral Communication

Classification connection: GS 7-15

Perfect for

- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Aspiring and emerging leaders

Recommended follow up

- Business Communication Intensive
- Communication and Listening Styles
- Negotiation Skills

Course ID: LEAD1211-1

Overview

Does your Executive Team have an operating rhythm? When an Executive Team Rhythm is in sync, the team is unified and cohesive in its operations. The team speaks and acts with one voice. The team's operational rhythm builds and sustains employee trust in leadership decisions, strategies, and directives. The team's executive members are engaged in self-improvement and development, continuously growing their leadership skills, and supporting the development of colleagues and staff members. The team bases its decision-making and problem-solving on facts, priorities, and goals instead of on emotions, personalities, headlines, or temporary trends. The team of executives demonstrates the consistency of professional behavior, communication, and analysis with all stakeholders. The team builds credibility and a positive reputation internally and externally.

Is your executive team in rhythm? Is every executive in step with all other executives...in their decision-making, styles, and communication? Are all executives in sync with your principles, philosophies, and practices of leadership? Or, has the executive team lost its rhythm? This course reviews key building blocks for creating and sustaining an executive team rhythm and sets the stage for executive team development strategies.

Objectives

1. Prioritize developing common unified objectives, purpose, and needs.
2. Define changes in division and organization leadership roles and responsibilities.
3. Identify team cohesion and collaboration challenges.
4. Consider standardized management practices, philosophies, and agreements.
5. Review six rhythm practices.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

- Team Building
- Vision

Perfect for

- Managers
- Executives

Leadership and Management for Non-Managers and Aspiring Supervisors   Category: Leadership

Course ID: LEAD1091

Overview
Leadership is not contingent on a title or status within an organization. One can be a manager or director and not be a leader. One can also be a 'newbie' and have a very low GS ranking yet demonstrate tremendous leadership among peers, customers, community members, and senior people in the organization. Leadership is about one's qualities, character, and behaviors, not about one's job description. This course is designed to help everyone assess her/his leadership abilities and capacities while also practicing specific leadership skills.

Objectives
1. Understand core presuppositions, purpose, principles and paradigms for effective leadership regardless of level within an organization.
2. Determine the behaviors, attitudes, skills, and knowledge that are necessary for effective leadership for peer leaders.
3. Review and develop OPM leadership competencies for non-managers and aspiring supervisors.
4. Assess communication transactions and learn to clean communication filters.
5. Consider a few best practices for written communication.
6. Participate in peer problem-solving and practice using problem-solving tools.
7. Examine the sources of conflicts at work and understand conflict styles.
8. Explore interpersonal values that impact workplace cultures.
9. Engage in the evaluation of teams and units.
10. Participate in peer presentations and learn about public service motivation, accountability, and decision-making.

Format, models, tools, and activities
- Interactive workshop format
- Peer advising practice and peer teaching activities
- Self-assessment and individual development planning
- Small group activities

Duration: 3 Days (24 hours)
Modality: Onsite, Virtual
Level: Foundation

Competencies
- Team Building
- Technical Credibility
- Conflict Management
- Problem Solving
- Decisiveness
- Continual Learning
- Public Service Motivation
- Accountability
- Interpersonal Skills
- Oral Communication
- Integrity/Honesty
- Written Communication

Classification connection: GS 5-11

Perfect for
- HR, EEO, and ER professionals
- Team and peer leaders
- Employees

Leadership and Management Styles - Introduction

Category: Leadership

Course ID: PROF3182-2

Overview
You've got style and style matters a lot at work! Leadership styles and management styles matter at work because they directly affect and impact relationships, team interactions, meeting management and engagement, project planning, employee development, and organization culture. This workshop provides leaders with an introduction to leadership and management styles: what they are, how they're developed, when to use each style, the effects of each style, and how to blend them. Professionals get to know their styles so they can begin to create an initial roadmap for style development, restraint, and blending at work.

Objectives
1. Differentiate between leadership skills, styles and preferences.
2. Review three leadership styles along with associated characteristics, conditions and criteria for use, and consequences.
3. Explore six management styles, their purpose, practices associated with each, and consequences of getting stuck in a style.
4. Develop a framework for a personal style development and adjustment plan.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies
- Leading Others
- Leading Change
- Decision-Making

Perfect for
- Supervisors
- Managers
- Executives

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course
- Styles at Work

Leadership Styles and Decision-Making at Work

Category: Leadership

Course ID: LEAD1102

Overview
What you know and can do got you where you are right now. *How* you lead others will get everyone to a point of success. Your leadership style matters. It can attract loyalty, or it can repel and trigger disengagement. There are many leadership styles. All of them are appropriate depending on the situation, the need, the goal, and the group dynamics. All can be used effectively, and all can be abused. Each triggers a different type of decision-making on the part of a leader. So, leaders must be well-versed in decision-making practices and criteria discernment. This course helps leaders discern and blend styles of leadership and develop effective decision-making practices.

Objectives
1. Learn about three fundamental leadership styles: autocratic, democratic, organic.
2. Engage in a self-assessment to determine one's default leadership style.
3. Identify situations when each style is appropriate as well as the benefits and consequences of each style.
4. Consider real-world plans, encounters, and meetings and how to blend leadership styles for maximum effect.
5. Review the universal building blocks for effective decision-making.
6. Discern criteria for professional decision-making.
7. Practice decision-making processes with peers.

Format, models, tools, and activities
- Interactive workshop format
- Self-assessment, self-reflection and personal planning activities
- Small group decision-making exercises
- Decision-Making Wheel Model
- Leadership style case studies

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Intermediate

Competencies:
- Decisiveness
- Adaptability/Flexibility
- Decision Support

Classification connection: GS 7-15

Perfect for
- Executive Leaders
- Supervisors and Managers
- Project Managers
- Emerging and Aspiring Leaders

Recommended follow up
- The Leadership Star™ Program
- Influence, Power, and Persuasion Skills
- Building and Leading High-Performance Teams
- Adaptability, Flexibility, and Resilience Practices

Leadership Vision, Values, Virtues and Vestiges

Category: Leadership

Course ID: LEAD1112

Overview
Character – values and virtues – matter! Ask anyone who had worked in an organization in which the values and virtues of quality leadership character have been slowly diminished over time or eviscerated suddenly. Morale plummets, productivity decreases, departures rise, and tension increases. When character is absent, relegated to a secondary status of unimportance, or diminished in any way a leader, a team, and an entire organization loses reputation, credibility, confidence, and the capability to fulfill its mission and achieve its goals. Vision inspires, and so a leader must have and engender vision, values, and virtues at work. However, the leader cannot stop there. Vestiges must also be taken into consideration. Vestiges are remnants of the past; things that were once traditional or useful, but that are now antiquated, unhelpful, or even offensive. Leaders must evaluate the vestiges within organizations and get rid of them. This course helps leaders generate visions, integrate values, build virtues, and erase vestiges.

Objectives
1. Develop a vision for a team or organization.
2. Create a vision for leadership growth and development with action planning components.
3. Receive feedback and advice from peers to strengthen proposed visions.
4. Evaluate instances of value-voids which triggered tension, conflict, diminished teamwork or less productivity.
5. Identify, define, behavioralize, and practically operationalize values for the workplace culture
6. Assess virtue strengths and growth gaps.
7. Prepare a virtue plan of action to demonstrate virtues on-the-job.
8. Analyze processes, policy, and procedures that represent vestiges that should be changed.
9. Stop engaging in vestige leadership practices that are unhelpful, unhealthy or unproductive.

Format, models, tools, and activities
- Interactive workshop format
- Self-assessment, self-reflection and personal planning opportunities
- Peer advising, peer coaching, peer problem-solving, and peer planning activities
- Small groupwork exercises

Duration: 3 Days (24 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competencies
- Vision
- Accountability
- Integrity/Honesty
- Conscientiousness
- Interpersonal Skills
- Team Building

Classification connection: GS 11-15

Perfect for
- Executive leaders
- Supervisors and managers

Leadership Values

Course ID: LEAD1112-1

Overview
Values form the foundation for every culture, every relationship, and every agreement. Many teams and leaders are off to a great start when they talk about values. Some values are posted on walls where they only gather dust and are barely noticed. For values to make a difference they must be lived and woven into the daily practices of professionals and teams. They must be measurable and measured, recognized and rewarded, reinforced and front-loaded during all encounters. This workshop offers practical approaches for bringing values to life on teams and across organizations.

Objectives
1. Engage in a values identification and display assessment.
2. Explore ways of weaving values into employee onboarding, orientation and training.
3. Examine the integration of values into mission statements and meetings.
4. Discuss how to redirect behavior that does not represent expected values

Duration: Half-Day (4 hours)

Modality: Virtual

Competencies
- Leading Change
- Leading Others
- Team Building

Perfect for
- Supervisors
- Managers
- Executives

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:
- Leadership Vision, Values, Virtues and Vestiges

Course ID: LEAD1112-2

Overview
Vestiges are remnants of a previous age, that once had value and rationale, but which no longer have a use or worth. Leaders can hold onto vestiges of the past, sometimes because of traditions, sometimes because of comfort zones, and sometimes simply because getting rid of them means making change and change can be turbulent. Holding onto old processes and procedures, old forms, old traditions and especially old leadership habits and practices, causes frustration, overload, disengagement and resentment among stakeholder groups. This workshop divides vestiges into 4 categories and helps leaders understand the nature of their vestiges, which ones must be released and how to let go of the past.

Objectives
1. Review four categories of vestiges seen in all organizations.
2. Determine leadership practice and behavior vestiges that must be changed.
3. Discuss team or organization cultural vestiges that inhibit engagement and retention.
4. Explore meeting and tradition vestiges to receive ideas about changing formats and traditions to meet new hopes and needs.
5. Consider process, tool and procedure vestiges that may need further review and change.

Duration: Half-Day (4 hours)

Modality: Virtual

Competencies
- Leading Change
- Leading Others
- Team Building

Perfect for
- Supervisors
- Managers
- Executives

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:
- Leadership Vision, Values, Virtues and Vestiges

Course ID: LEAD1112-3

Overview

Virtues are standards of character. They form a leader's internal ethical and moral compass and are absolutely essential for situational assessment, decision-making, and engaging in personal action steps. Virtues such as courage, conviction, forgiveness, and fortitude take center stage during conflicts, critical conversations, risk management, stretch goal attainment, and championing change. This workshop turns a leader's attention inward to focus squarely on understanding, assessing, and planning for virtue strengthening.

Objectives

1. Review 24 leadership virtues that impact leadership perceptions, decision-making and character on a daily basis.
2. 2 Engage in a virtues self-assessment to determine strengths and growth gaps.
3. Develop a virtue development and demonstration plan.
4. Discuss ways in which leaders communicate virtues and use virtues to frame common interpersonal and team-related challenges.

Duration: Half-Day (4 hours)

Modality: Virtual

Competency:
- Leading Others
- Integrity/Honesty

Perfect for
- Supervisors
- Managers
- Executives

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:
- Leadership Vision, Values, Virtues and Vestige

Leadership Visioning

Category: Leadership

Course ID: LEAD1112-4

Overview

Leaders may at times move forward and begin to take action without having an end in mind. Doing so achieves only immediate or short-term objectives instead of long-term goals or transformation. There is a saying, "a vision without a plan is a fantasy, and a plan without a vision is a nightmare." Visioning is not something that is just nice to do every once in a while. It is central to planning, the inspiration of others, change management and engagement. Visioning is an abstract thinking practice; one that all strategic, servant, situational and systems leaders must develop.

Objectives

1. Learn why and how leadership visioning is pivotal to successful leadership endeavors.
2. Engage in personal practices that stimulate visioning.
3. Discuss methods and tools that engage others in collaborative visioning exercises.

Duration: Half-Day (4 hours)

Modality: Virtual

Competencies

- Leading Change
- Leading Others
- Team Building

Perfect for

- Supervisors
- Managers
- Executives

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:

- Leadership Vision, Values, Virtues and Vestiges

Course ID: LEAD1161-1

Overview

Every leader needs people who can effectively and respectfully lead them and manage them from below. Leaders benefit from employees who are committed to ethically, systematically and situationally leading the leader and managing up. This helps the lead stay focused, address priorities, generate ideas, sustain enthusiasm, and promote engagement. This workshop offers an overview of the purpose, principles, and specific practices designed to ethically and effectively lead upwards and manage up.

Objectives

1. Understand the ethical and practical imperatives that support leading and managing up practices at work.
2. Explore eight principles for leading and managing up.
3. Review a list of queries that help employees and supervisors assess the real needs and work-world of mid-level and senior leaders.
4. Review 10 steps in the managing up process and generate lists of specific actions and habits associated with each step.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies
- Leading Others
- Influence/Negotiation
- Persuasion

Perfect for
- Supervisors
- Teams
- Managers
- All Employees
- Executives

Course ID: MGMT2122

Overview
Negotiations can seem tough because many are set up to be purely transactional instead of trusting, collaborative, and service-centered. When negotiations are only transactional, positional, and a party is thinking of what they want and of only their bottom-line, then they do not lead to trust, long-term loyalty, nor extra stretches of service. This course provides professionals with comprehensive underpinnings, models, methods, practices, and tools for service-centered negotiation encounters, and insights that enable a professional to see manipulative negotiation tactics a mile away.

Objectives
1. Differentiate between self-centered and other-centered negotiation models.
2. Understand the importance of trust-building during negotiation processes and practices that build trust.
3. Review the characteristics of hard and soft negotiations and the impacts of both.
4. Become aware of the dangers of positional negotiations.
5. Practice defending against manipulative negotiation jujitsu tactics.
6. Make a plan for successful negotiations using 7 elements of success.
7. Assess knowledge of stakeholders in negotiations to understand motivating factors.
8. Examine and build a foundation for ethical negotiations at all times.

Format, models, tools, and activities
- Interactive workshop format
- Case study activities
- Role play, fishbowl and appreciative activities
- Peer advising and peer coaching encounters
- Negotiation planning time

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competency: Influencing/Negotiation

Classification connection: GS 5-15

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers

Recommended follow up
- Influence, Power, and Persuasion Skills
- Facilitating Critical Conversations
- Relationship and Trust Building
- Communication and Listening Styles at Work
- Motivation and Morale-Building, and Recognition and Rewards Practices

Course ID: LEAD1071-1   56

Overview

Servant Leaders are other-centered. They focus on showing up as servants to a mission, values, people, and principles. They create cultures of service among all employees. They promote specific peer support initiatives on teams and across organizations. This workshop offers an overview of Servant Leadership, opportunities to assess oneself as a Servant Leader, and develop practical program initiatives that spread Servant Leadership to every employee.

Objectives

1. Gain insights about the nature, purpose and benefits of Servant Leadership at work.
2. Explore 5 fundamental practices that are engaged in by all Servant Leaders.
3. Assess the culture of teams at work and determine if they embody Servant Leader practices and behaviors.
4. Share ideas about activities and initiatives that institutionalize Servant Leadership behaviors and philosophies across a team or organization.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

- Leading Others
- Fostering Employee Engagement
- Team Building
- Interpersonal Skills

Perfect for

- Supervisors
- Managers
- Executives

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:

- Four Dimensions of Leadership

Situational Leadership

Category: Leadership

Course ID: LEAD1071-2

Overview

Situational Leadership is one of the four core dimensions of leadership development and demonstrations in the workplace. When acted upon in a calculated, considerate way, it enables a leader to quickly and confidently assess any situation and encounter, and pivot with an appropriate response. This workshop offers an introduction to Situational Leadership that goes beyond common publications and author definitions. It offers practical exercises that can be applied to situations at work.

Objectives

1. Understand the purpose, practices and skills associated with Situational Leadership.
2. Move beyond common definitions of Situational Leadership found in the professional literature.
3. Review specific thinking styles that help and hinder Situational Leader problem-solving effectiveness.
4. Consider decisions that should be owned or shared based on situational criteria.
5. Examine first steps in situational delegation processes.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

- Leading Others
- Delegation
- Problem Solving
- Decision-Making

Perfect for

- Supervisors
- Managers
- Executives

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course

- Four Dimensions of Leadership

Spirited Leadership

Category: Leadership

Course ID: LEAD1071-3

Overview
True leaders are role models of character, integrity and principles. They walk it, talk it, believe it and breathe it. This is the essence of Spirited Leadership. Spirited Leaders are guided by ethics, principles, other-centered philosophies, mission, values and virtues. They don't just think about them or post them on a wall. They weave them into all interactions, practices and plans. They use them to guide their choices, decisions, and their treatment of others. This workshop offers an overview of the key components of Spirited Leadership and practical exercises to bring Spirited Leadership to life.

Objectives
1. Discuss the foundational nature of spirited (principle-centered) leadership and how it is pivotal to influential leaders.
2. Discern the P's of your leadership - principles, purpose, paradigms, philosophy, etc. - and determine how to communicate these P's to your people.
3. Reflect on priorities and determine whether your Spirited Leader priorities are aligned with practices.
4. Generate ideas and insights to develop and demonstrate Spirited Leadership consistently and confidently.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies
- Leading Others
- Integrity/Honesty

Perfect for
- Supervisors
- Managers
- Executives

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course
- Four Dimensions of Leadership

Strategic Leadership

Category: Leadership

Course ID: LEAD1071-4

Overview
Strategic Leadership is key to any lasting change a leader attempts to lead or legacy that a leader wishes to leave. Strategic leadership entails visioning and planning for the future. It encompasses the skills of assessment and analysis of conditions and goals, strategic and systems thinking, engagement of others, and action planning. This workshop introduces Strategic Leadership, the expanse of its efforts, professional competencies associated with it, and specific tools for use in common strategic initiatives such as vision planning and succession planning.

Objectives
1. Examine competencies associated with, and linkages between, Strategic Leadership priorities and a leader's goals to lead change, lead others and building coalitions.
2. Distinguish between operational goals and strategies and strategic/transformative goals and strategies.
3. Practice using three strategic assessment tools.
4. Learn about succession planning and its importance to strategic leadership.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies
• Leading Change
• Strategic Thinking
• Visioning

Perfect for
• Supervisors
• Managers
• Executives

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course
• Four Dimensions of Leadership

Strategic Thinking, Problem-Solving and Planning

Category: Leadership

Course ID: LEAD1142

Overview
The best managers and leaders in business and government follow the adage, "begin with the end in mind". This means that they engage in comprehensive analysis, planning and solution-oriented problem solving, focused on end-goals and objectives, before initiating major changes in programs, processes or performance management initiatives. Yet, strategic planning is not meant merely for large-scale initiatives. It is a critical/creative thinking and planning process that can be applied to project management, programming, and personnel development. It requires thought paradigm shifts and includes specific tools for action planning and processes for the engagement of stakeholders.

Objectives
1. Understand the nature and purpose of strategy development within organizations.
2. Review competencies, concepts and practices associated with effective strategic planning.
3. Differentiate 8 different types of thinking and develop strategic and systems thinking aptitudes.
4. Identify operational and strategic problems that impact organization goal attainment.
5. Utilize rapid problem-solving tools to effectively diagnose and discern solutions to problems.
6. Examine various strategic planning models.
7. Practice completing sections of strategic plans.

Format, models, tools, and activities
- Interactive workshop format
- Small groupwork activities
- Problem-solving and planning games
- Rapid Problem-Solving Model
- S.W.O.T. and P.E.S.T.L.E. Assessment Tools
- Three Strategic Planning Models and strategic planning practice

Duration: 3 Days (24 hours)
Modality: Onsite, Virtual
Level: Intermediate

Competencies
- Strategic Thinking
- Systems Thinking
- External Awareness
- Problem-Solving
- Vision
- Creativity and Innovation

Classification connection: GS 9-15

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders

Recommended follow up
- Leadership Vision, Values, Virtues and Vestiges
- Championing Change
- PowerSkills Management Coaching or Executive Advising

Team Leadership and Team Management Styles

Category: Leadership

Course ID: PROF3182-3

Overview
You've got style and style matters a lot at work! Leadership styles and management styles matter at work because they directly affect and impact relationships, team interactions, meeting management and engagement, project planning, employee development, and organization culture. This workshop provides leaders with an introduction to leadership and management styles: what they are, how they're developed, when to use each style, the effects of each style, and how to blend them. Professionals get to know their styles so they can begin to create an initial roadmap for style development, restraint, and blending at work.

Objectives
1. Differentiate between team leadership skills, styles, and preferences.
2. Review three leadership styles along with associated characteristics, conditions, and criteria for use, and consequences.
3. Establish decision-making criteria aligned with leadership styles
4. Explore six management styles, their purpose, practices associated with each, and consequences of getting stuck in a style.
5. Develop a framework for a personal style development and adjustment plan.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies
- Team Building

Perfect for
- Supervisors
- Managers
- Executives

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course
- Styles at Work

The Leadership Star™ Program

Course ID: LEAD1152

Overview

Star leaders are those who can rapidly wrap their minds around the real functions of the leadership role. They don't simply show up as motivational and visionary in expression. Nor do they show up as micro-managers. They view their role, responsibilities, and response through the lens of a set of core leadership functions. We categorize these functions in the P-list. Combined they create The Leadership Star™.

This comprehensive, interactive, experiential course offers leaders the opportunity to learn methods and practice using tools that enable them to fulfill their leadership functions.

Leading People and Partnerships

Leading with Plans and Possibility-Focus

Leading Performance and Productivity

Purpose
Passion
Principles
Paradigms
Philosophy

Leading with Policy, Process and Procedure Alignment

Leading Priorities and Solving Problems

Objectives

1. Appreciate and apply specific principles and practices for effectively leading people.
2. Create a strategic framework for enhancing internal or external partnerships.
3. Evaluate current performance and productivity methods, and design new methods for accountability.
4. Differentiate between important items and priorities and develop a plan to focus on priorities.
5. Consider if current behaviors and norms are in alignment with official and acceptable policy, procedures and processes, and design communication and expectation plans that ensure alignment.
6. Participate in peer assessment and advising to define leadership purpose, passions, principles, and philosophies.

Format, models, tools, and activities

- 40-hour interactive course with peer teaching presentations
- (1) pre-course informational interview assignment and (1) process-procedure norm assessment

Duration: 5 Days (40 hours + pre-course work)
Modality: Onsite, Virtual
Level: Intermediate

Competencies

- Human Capital Management
- Employee Relations
- Improving Employee Performance & Productivity
- Decisiveness
- Communicating Priorities
- Partnering
- Leading Others
- Problem-Solving
- Political Savvy
- Vision
- Strategic Thinking

Classification connection: GS 9-15

Perfect for

- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers

Course ID: PROF3111-1

Overview
Happiness, whether at work or in daily life, is an inside job. Many circumstances and pressures can challenge and temporarily disrupt our happiness but whether we are happy people and happy professionals depends largely on our thoughts, emotional equilibrium, and the choices we make each day. Happiness is a matter of internal empowerment. The thought patterns, memories and emotional states that a person chooses and conditions within oneself, dramatically affect happiness levels. Behaviors and habits also play a part. This workshop focuses on internal mechanisms that directly contribute to happiness and the empowerment options that each individual has to increase their happiness each day.

Objectives
1. Review physiologic, psychologic and philosophical factors that contribute to internal happiness.
2. Understand how beliefs, thought patterns, emotions and choices contribute to happiness levels.
3. Assess beliefs, thoughts, emotions and choices and determine adjustments that you'd like to make to increase happiness.
4. Explore daily practices that promote empowerment over beliefs, thoughts, emotions and choices.

Duration: Half-Day (4 hours)

Modality: Virtual

Competencies
- Stress Management
- Stress Tolerance

Perfect for: All Employees

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:
- Happiness Factors at Work

Customer Service Excellence

Category: Professional Development

Course ID: PROF3071

Overview
Customer service can make or break the reputation of an individual and a business. In a world where so many products and services have equal merit, it is customer service that can set you apart. A great customer service agent can ensure loyalty to a brand or team when trust is in tatters. A group of exceptional customer service providers can ensure engagement, trust, and support for a product, service or team far into the future. Our course provides you with skills, insights, and practices to catalyze your customer service.

Objectives
1. Review customer service competencies and compare your skills and behaviors to effective practices.
2. Define exceptional customer service differentiating it from typical service acceptance.
3. Learn about servant leadership principles and how they are applied to customer service.
4. Recognize who your internal and external customers are and what expectations they have.
5. Learn about the rational and emotional elements operating during every customer encounter and use them to assess your customer encounters.
6. Explore the enemies of customer service and determine if any of them show up at work.
7. Learn about customer service moments of truth and analyze real customer encounters to determine the truth that customers are seeing about services and service providers.
8. Examine and practice the *H.E.A.R.T. ™model* for addressing anxious and upset customers.

Format, models, tools, and activities
- Interactive workshop format
- H.E.A.R.T.™ Model
- Appreciative Inquiry exercises
- Case study and role play activities
- Small groupwork activities

Duration: 3 Days (24 hours)

Modality: Onsite, Virtual

Level: Foundation

Competency: Customer Service

Classification connection: All

Perfect for
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Communication and Listening Styles at Work
- Adaptability, Flexibility, and Resilience Practices
- Negotiation Skills
- Influence, Power and Persuasion Skills

Category: Professional Development

Course ID: PROF3102

Overview
Emotional intelligence is much more important at work and in life than a person's IQ. An IQ measures only one dimension of intelligence. It doesn't mean that the person can engage in critical thinking. Nor does it mean that a person can relate to others, engage in teamwork, manage stress or emotions, build trust or partnerships, de-escalate tension and conflict, build one's confidence levels, release old worries or hurts, nor help groups reset their culture. Emotional intelligence skills enable a person to accomplish all of this and much more. This course provides professionals with the foundation for building strong emotional intelligence capabilities.

Objectives
1. Review a professional competency associated with Emotional Intelligence skills.
2. Understand the nature of, and skills related to, emotional intelligence.
3. Discern the internal and external stimuli that influence emotions.
4. Review factors that condition emotional responses in individuals and how to re-condition responses.
5. Engage in emotional and mental practices supporting emotional self-awareness.
6. Participate in self-regulation exercises to strengthen self-regulation abilities.
7. Analyze underlying motivational triggers to emotions and enhance empathy.
8. Develop social awareness capabilities.
9. Successfully navigate and facilitate social interactions, create agreements and new social norms.

Format, models, tools, and activities
- Interactive workshop format
- Participate in guided visualization exercises
- Practice mindfulness techniques
- Self-reflection, self-assessment, and personal change planning exercises
- Peer sharing and peer advising encounters
- Small groupwork activities

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competency: Emotional Intelligence Skills

Classification connection: All

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Emotional Intelligence Skills - Intro

Category: Professional Development

Course ID: PROF3102-1

Overview

Emotional intelligence is much more important at work and in life than a person's IQ. An IQ measures only one dimension of intelligence. It doesn't mean that the person can engage in critical thinking. Nor does it mean that a person can relate to others, engage in teamwork, manage stress or emotions, build trust or partnerships, de-escalate tension and conflict, build one's confidence levels, release old worries or hurts, nor help groups reset their culture. Emotional intelligence skills enable a person to accomplish all of this and much more. This course provides professionals with the foundation for building strong emotional intelligence capabilities.

Objectives

1. Review a professional competency associated with Emotional Intelligence skills.
2. Understand the nature of, and skills related to, emotional intelligence.
3. Partake in an E.I. self-assessment inventory for daily life.
4. Consider how emotions are conditioned and can be reconditioned.
5. Discern the internal and external stimuli that influence emotions.
6. Engage in emotional and mental practices supporting emotional self-awareness.
7. Engage in practices that strengthen emotional self-regulation and empowerment.
8. Discern underlying triggers and motivators for emotions and make new choices.

Format, models, tools, and activities

- Interactive workshop format
- Practice mindfulness techniques
- Self-reflection, self-assessment, and personal change planning exercises
- Peer sharing and peer advising encounters
- Small groupwork activities

Duration: 1 Day (8 hours)

Modality: Virtual

Level: Intermediate

Competency: Emotional Intelligence Skills

Perfect for

- Executive leaders
- Team and peer leaders
- HR, EEO, ER professionals
- Employees
- Supervisors and managers

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course

- Emotional Intelligence Skills

Happiness Factors at Work

Category: Professional Development

Course ID: PROF3111

Overview

These are facts. Almost every person spends 7-10 hours per day at work and in commute to and from work: one-third of their day. Each person dedicates mental energy, emotional energy, experiential and educational energies to their place of work and people at work. Every person has dreams and goals of simply moving through their days in productive ways, hoping to be happy along the way. Team members and leaders strive to maintain cultures at work that are conducive to happiness so that people find the workplace comfortable and their interactions pleasant; so that they want to return to work each day. This course helps professionals explore factors that promote happiness at work within individuals and teams so that levels of happiness can rise and be sustained in meaningful ways each day.

Objectives

1. Understand specific factors that form the foundation of happiness at work
2. Assess individual levels of happiness work
3. Examine 3 specific behaviors that sabotage personal happiness at work
4. Develop initial action plans to increase happiness at work and in life
5. Assess and address happiness factors on teams and in work units
6. Brainstorm leadership practices that can increase happiness at work

Format, models, tools, and activities

- Interactive workshop format
- Self-reflection, self-assessment, and personal planning activities
- Tale of two teams case studies
- Peer sharing and peer advising encounters
- Small groupwork activities

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Foundation

Competencies

- Stress Tolerance
- Resiliency

Classification connection: All

Perfect for

- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up

- PowerSkills Revive Retreat for Teams – Happiness Factors@Work™
- Stress Management Skills
- Motivation and Morale-Building, and Recognition and Rewards

Course ID: PROF3111-2

Overview
Happiness at work looks different to different people. To some, it means "contentment with my tasks and responsibilities", "purposeful work" and "the chance to do a good job and use my subject matter expertise". To others, it means, "getting along with the people I work with" or "having a boss who really has my back and supports my ideas and development". Many factors affect our happiness. Some factors are external and some factors are internal. All must be considered if we are to take an active role in ensuring our happiness at work. This workshop helps you assess your happiness factors and create a plan for ensuring greater levels of happiness each day.

Objectives
1. Determine your definition of happiness at work so that you strive for your own goals and not those created by others.
2. Review common internal and external factors that affect happiness at work.
3. Assess factors that matter to you and specific adjustments that must be made to increase happiness and decrease misery at work.
4. Discuss ways to advocate for your own happiness and propose strategies to supporters of your happiness.

Duration: Half-Day (4 hours)

Modality: Virtual

Competency: Conflict Management

Competencies
- Fostering Employee Engagement
- Stress Management
- Interpersonal Skills

Perfect for: All Employees

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:
- Happiness Factors at Work

Priority, Time, and Task Management

Category: Professional Development

Course ID: PROF3141

Overview
Time and task management are difficult when juggling multiple priorities. That is why it is important to blend priority management into any task and time management program. Many things may be important, but not everything is a priority. This course helps professionals identify priorities, establish expectations and boundaries, organize time based on task importance, and balance their days to maintain sanity.

Objectives
1. Review professional competency supporting time, priority and organization management.
2. Engage in the assessment of priority, time and task management.
3. Clearly define and prioritize personal and organizational goals, and eliminate unnecessary activities.
4. Differentiate and prioritize urgent and important tasks for action.
5. Recognize dependencies that should be considered when sequencing tasks.
6. Identify a strategic method to efficiently complete tasks within assigned timeframes.
7. Make sound strategic-level decisions in a timely manner.
8. Manage competing priorities and maintain accountability.
9. Learn to establish boundaries around space and time, confront time wasters/bandits, and halt interruptions.
10. Recognize the value of operating as a strategic leader in both work and personal life.

Format, models, tools, and activities
- Interactive workshop format
- Self-reflection, self-assessment, and personal planning activities
- Video education and role play exercises
- Peer sharing and peer advising encounters
- Small groupwork activities

Duration: 3 Days (24 hours)

Modality: Onsite, Virtual

Level: Foundation

Competencies
- Communicating Priorities
- Time Management

Classification connection: All

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Stress Management Skills
- Burnout and Compassion Fatigue

Relationship and Trust Building Skills

Category: Professional Development

Course ID: PROF3151

Overview
According to the Gallup Organization, people who have a best friend at work are seven times more likely to be engaged in their jobs. And it doesn't have to be a best friend: Gallup found that people who simply had a good friend in the workplace are more likely to be satisfied. Good relationships give us freedom: instead of spending time and energy overcoming the problems associated with negative relationships, we can, instead, focus on opportunities. Good relationships are also often necessary if we hope to develop our careers. After all, if your boss doesn't trust you, it's unlikely that he or she will consider you when a new position opens up. Overall, we all want to work with people with whom we're on good terms. We also need good working relationships with others in our professional circle. Customers, suppliers, and key stakeholders are all essential to our success. So, it's important to build and maintain good relations with these people.

Objectives
1. Develop people skills and interpersonal skills.
2. Understand why and how trust and relationships form.
3. Explore the behavioral and attitudinal factors that support healthy and helpful relationships at work.
4. Brainstorm and plan ongoing initiatives that guarantee collaboration, cooperation and mutual support.
5. Confront systemic and group statements, practices and processes that prevent or sabotage relationship and trust-building efforts.
6. Learn how to re-set relationships once trust has been broken or hurt has been experienced.

Format, models, tools, and activities
- Interactive workshop format
- Peer recognition and relationship-building icebreakers and activities
- Trust assessments
- Development of a trust-building plan for leaders and teams
- Small groupwork assignments
- Self-assessment and self-reflection opportunities

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Foundation

Competencies
- Fostering Employee Engagement
- Interpersonal Skills
- Team Building

Classification connection: All

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Team Up to Promote Performance, Development, and Support
- Motivation and Morale-Building, and Recognition and Rewards
- Emotional Intelligence Skills
- Facilitating Forgiveness at Work

Resume Writing and Interviewing Skills

Category: Professional Development

Course ID: PROF3121

Overview

Rarely does a professional remain in one job for their entire career. Most professionals change jobs between 2-11 times during their careers. It is really important that everyone remains up-to-date on resume writing and interviewing skills. Resume drafting and updating can be a daunting chore that employees think they cannot accomplish. With training, practice and support employees can master contemporary trends in resume writing skills while enhancing their self-confidence. A dynamite resume is not enough to land the job that someone may seek. Professionals also must master interviewing skills; and if they can master interviewing skills for both the government sector and the business sector, all the better. Whether someone is new to the job market, re-entering the workforce, or looking to advance their career, this course will empower all professionals with the knowledge and skills necessary to land a call-back and land the job that they desire. This seminar helps professionals learn new skills, practice those skills, assess their presentation aptitudes, and build self-confidence along the way. They will learn the new mode of what to share in a resume/cover letter and how to put their best self forward in an interview.

Objectives

1. Understand the many purposes of interviews and know how to make the interviewer feel comfortable with you.
2. Learn how to prepare for an interview, what you should research and the steps you should take to set yourself up for success.
3. Learn the three most common types of interviews: competency-based, experiential/informational, and follow-up; and how to prepare for each.
4. Receive a behind-the-scenes glimpse at the techniques that interviewers use for screening applicants so that you can be better prepared.
5. Develop strategies and behaviors for making amazing first impressions, and for re-setting impressions after a stumble.
6. Know the questions that an interviewer shouldn't ask, and how to both react and respond to such questions.
7. Acknowledge sensitive topics and history that may arise during interviews and practice your professional responses.
8. Hear the most typical types of question categories used by interviewers and practice answering questions.
9. Develop a menu of the 15 most important questions to ask and practice asking them.
10. Design your after-interview follow-up.

Format, models, tools, and activities

- Interactive workshop format
- Self-reflection, self-assessment, and personal planning activities
- Video education and role play exercises
- Peer sharing and peer advising encounters
- Small groupwork activities

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Foundation

Competencies

- Hiring (Interviewing Skills)
- Oral Communication

Classification connection: All

Perfect for

- Supervisors and Managers
- Team and Peer Leaders
- Employee

Course ID: PROF3031

Overview
Minor, occasional, stress can cause headaches and irritability, a loss of concentration and a myriad of other annoying symptoms. However, deep, acute, persistent stress due to constant unrelenting trauma or overload, or due to unmitigated unhappiness about work can cause compassion fatigue or burnout. Compassion fatigue and burnout can be physically, emotionally, mentally, and socially debilitating. They can break a person down. Compassion fatigue and burnout can happen to anyone. This course zeroes in on the causes and symptoms of compassion fatigue and burnout, provides practical solutions, and helps people create action plans.

Objectives
1. Understand the difference between burnout and compassion fatigue.
2. Examine triggers and underlying causes of compassion fatigue and essential remedies.
3. Realize five types of empowerment that can relieve and reverse burnout and compassion fatigue.
4. Discover how the Compassion Fatigue Process creates cumulative stress build-up over time.
5. Evaluate 24 symptoms of compassion fatigue and strategize how to mitigate them in daily life.
6. Participate in compassion fatigue resilience activities.
7. Examine 15 symptoms of burnout and explore relief options.
8. Review 10 ways to counteract burnout at work and in life.

Format, models, tools, and activities
- Interactive workshop format
- Peer sharing, peer advising and peer coaching encounters
- Mindfulness practices
- Boundary-setting exercises
- Small groupwork activities

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Foundation

Competency: Stress Tolerance

Classification connection: All

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Stress Management Skills
- Happiness Factors at Work™
- PowerSkills Revive Retreat for Teams
- PowerSkills Executive Advising and Coaching

Course ID: PROF3171-2

Overview
Unmanaged stress can be dangerous, posing a danger to one's health, relationships and career. This occurs in dramatic form when a person experiences persistent symptoms of burnout or compassion fatigue. Both can be debilitating to the individual and affect the morale of an entire department. This workshop teaches professionals about the signs of, underlying causes that contribute to, and recovery solutions for burnout and compassion fatigue.

Objectives
1. Understand the difference between burnout and compassion fatigue.
2. Examine triggers and underlying causes of compassion fatigue.
3. Develop a prevention and recovery road map for compassion fatigue.
4. Assess cues and clues of burnout and explore relief options.

Duration: Half-Day (4 hours)

Modality: Virtual

Competencies
- Stress Management
- Stress Tolerance

Perfect for
- All Employees

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:
- Addressing Burnout and Compassion Fatigue
- Stress Management Skills
- Stress Management Mindfulness Practices

Course ID: PROF3171-1

Overview

Stress can be triggered by current circumstances or it can flow like a stream inside because of the dead weight of old emotions, unhealthy relationships, painful memories, or resentments that we carry inside. These burdens weigh us down mentally and emotionally and make us more susceptible to generalized stress. During this workshop, attendees learn to identify the dead weight that they may be carrying, understand why they keep carrying it, and ways to unburden themselves.

Objectives

1. Understand the nature of psychological and emotional dead weight and its effects on stress levels and stress management.
2. Engage in self-reflection exercises to determine the types of dead weight that you may be carrying and why the burden remains within you.
3. Review practices for relieving oneself of deadweight as well as the associated benefits and consequences.
4. Explore the types of support that can help a person confidently release dead weight in socially, mentally and emotionally healthy ways.

Duration: Half-Day (4 hours)

Modality: Virtual

Competencies

- Stress Management
- Stress Tolerance

Perfect for

- All Employees

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:
- Stress Management Skills
- Stress Management Mindfulness Practices

Course ID: PROF3161-1

Overview

When the pressure builds, we need calming practices that will work on the spot. We may not have time to engage in our typical decompression, stress-relieving activities. We need a toolbox of practices for calming and collecting our thoughts. This workshop provides experiences with practical activities and steps for on-the-spot stress reduction.

Objectives

1. Engage in breathwork and progress relaxation exercises.
2. Discuss six actions that reduce anxiety overload: accepting, narrowing, boundary-setting, completing, deciding and reframing the big picture.
3. Explore Shempa - the hooks of frustration and fear within - and engage in mindfulness practices.

Duration: Half-Day (4 hours)

Modality: Virtual

Competencies

- Stress Management
- Stress Tolerance

Perfect for

- All Employees

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:
- Stress Management Mindfulness Practices

Course ID: PROF3161

Overview

Mindfulness means to remain present, calmly acknowledging, becoming aware of, and at peace with thoughts, feelings, and present circumstances. As a person practices mindfulness each day the person develops more patience, calmness, is more focused, and experiences less stress. This course introduces professionals to mindfulness techniques that can be used in workplace settings and practices individually or in groups.

Objectives

1. Learn what Mindfulness is and is not and why it is integral to stress reduction and stress management.
2. Understand the ultimate goals of Mindfulness practices in daily life.
3. Review scientific research findings about the effects of Mindful practices on individuals and workplace environments.
4. Explore 10 Mindfulness practices that can be integrated into daily life.

Format, models, tools, and activities

- Interactive workshop format
- Participate in guided visualization exercises
- Practice mindfulness techniques
- Self-reflection, self-assessment, and personal change planning exercises
- Peer sharing and peer advising encounters
- Small groupwork activities

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Foundation

Competency: Stress Tolerance

Classification connection: All

Perfect for

- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up

- Burnout and Compassion Fatigue - Prevention and Solutions
- Stress Management Skills
- Happiness Factors at Work™

Course ID: PROF3171

Overview

Individuals who experience persistent high stress regardless of whether it is self-generated or triggered by circumstances have a significantly higher chance of poor performance, poor judgment, ineffective supervision, burn-out and disease. This course provides professionals with a comprehensive overview of foundational stress management and work-life balance practices that can be used so that stress is reduced, balance is achieved, health is sustained, and performance remains high.

Objectives

1. Understand the causes for and consequences of stress and work-life imbalance.
2. Identify internal triggers and cycles of stress.
3. Learn about virtues and how the strengthening of virtues in daily life alleviates stress.
4. Brainstorm effective habits for managing stress-based emotions by controlling breathing and body reactions.
5. Use the Wheel of Life to examine dimensions of life and determine which are in and out of balance.
6. Engage in planning for work-life balance.

Format, models, tools, and activities

- Interactive workshop format
- Participate in guided visualization exercises
- Practice mindfulness techniques
- Self-reflection, self-assessment, and personal change planning exercises
- Peer sharing and peer advising encounters
- Small groupwork activities

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Foundation

Competency: Stress Tolerance

Classification connection: All

Perfect for

- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up

- Addressing Burnout and Compassion Fatigue
- Happiness Factors at Work™

Course ID: PROF3171-3

Overview

We are doing too much and it is sickening our work environments, relationships, emotions, minds and bodies. Sometimes the pressures that we experience are thrust upon us by others or because of circumstances, and we have to learn to manage the overload and overwhelm. Other times it is we who are creating the pressure and overload because of our work fixation in life or work addition associated with our agencies and roles. This workshop helps professionals differentiate between work overload, work fixation and work addiction, and offers practical solutions for supporting a healthy and manageable work life.

Objectives

1. Understand the difference between work overload, work fixation and work addiction and determine which one you may be experiencing.
2. Exchange practical solutions for managing work overload and feelings of overwhelming.
3. Assess work fixation patterns that may be occurring in your life and learn how to adjust habits.
4. Explore underlying causes of work addiction and review five preliminary steps to address work addiction.

Duration: Half-Day (4 hours)

Modality: Virtual

Competencies

- Stress Management
- Stress Tolerance

Perfect for

- All Employees

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:
- Stress Management Skills
- Stress Management Mindfulness Practices

Course ID: MGMT2062

Overview

Employee engagement directly impacts retention, turnover, innovation, workplace culture, team performance and productivity, and therefore an entire organization's success. It is not secondary to success. It is a primary factor. It goes beyond whether an employee is happy or not, and whether compensation is competitive and appropriate. It is about demonstrating the kind of respect for employees that causes leadership practices to change, team structure and dynamics to shift, individual interactions to be more mindful, employee initiatives to have more meaning, and recognition and compensation to become innovative. This course helps managers learn about the 12 data-driven factors affecting employee engagement and develop concrete plans.

Objectives

1. Use employee feedback to analyze employee engagement levels.
2. Explore 12 data-driven factors that impact employee engagement in tangible ways.
3. Consider workplace cultural norms and leadership practices that trigger upward or downward trends in engagement.
4. Ascertain realistic opportunities for employee participative planning, decision-making, and leadership.
5. Create meaningful reward and compensation menus.
6. Learn how leaders can promote work-life balance, flexibility and empowerment at work.
7. Design practical peer support programs for the workplace.
8. Address problems that deter engagement.
9. Examine opportunities for on-the-job development and advancement.
10. Embrace the necessity to ensure employees feel valued and heard.

Format, models, tools, and activities

- Interactive workshop format
- Employee Engagement planning tool
- Peer advising, peer coaching, peer problem-solving, and peer planning activities
- Small group exercises

Duration: 3 Days (24 hours)
Modality: Onsite, Virtual
Level: Intermediate

Competency: Fostering Employee Engagement

Classification connection: GS 7-15

Perfect for

- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers

Recommended follow up

- Skills for Experienced Supervisors
- Four Dimensions of Leadership

Course ID: MGMT2062-1

Overview
Employee engagement directly impacts retention, turnover, innovation, workplace culture, team performance and productivity, and therefore an entire organization's success. It is not secondary to success. It is a primary factor. It goes beyond whether an employee is happy or not, and whether compensation is competitive and appropriate. It is about demonstrating the kind of respect for employees that causes leadership practices to change, team structure and dynamics to shift, individual interactions to be more mindful, employee initiatives to have more meaning, and recognition and compensation to become innovative. This course helps managers learn about the 12 data-driven factors affecting employee engagement and develop concrete plans.

Objectives
1. Review twelve data-driven factors that affect levels of employee engagement at work.
2. Collaborate to diagnose leadership, team and organization dynamics that may be hindering engagement.
3. Engage in self-reflection and self-assessment exercises to plan for individual change.
4. Explore solutions and strategies that promote sustainable employee engagement.

Duration: 1 Day (8 hours)

Modality: Virtual

Competency: Fostering Employee Engagement

Perfect for
- Supervisors
- Teams
- Managers
- Executives

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course
- Employee Engagement initiatives

Course ID: MGMT2101

Overview
Well-planned and well-run meetings can energize, engage, and propel people forward in meaningful and motivational ways. Perfunctory meetings, those mandatory meetings with the same old agendas, the same people speaking, and the same drain on time, can demoralize people and diminish productivity. It is important for leaders at all levels to know how to organize and facilitate meetings and make them meaningful for attendees. This course offers a step-by-step tool for meeting planning and skill-building related to meeting facilitation.

Objectives
1. Assess the structure and content of meetings, matching it against the content, structure and flow desired by most meeting participants.
2. Assess the necessary post-meeting follow-through steps that keep participants informed and motivated to come to future meetings.
3. Assess and improve the skills of meeting facilitation including how to keep people and schedules on time and on task during meetings, how to eliminate distractions and diversions, and how to manage manipulators and potential conflict during meetings.
4. Learn how to prepare for meeting facilitation and how to rotate facilitation responsibilities during meetings.
5. Learn and discern pre-meeting steps and strategies that make for successful meetings.
6. Learn how to clarify and establish realistic meeting goals, roles, expectations of participants, and meeting/group process information.
7. Organize the information and plans, gleaned from the meetings and discussions, in simple meaningful formats for practical use in the future.
8. Learn about alternative strategies for eliciting information, ideas and involvement from participants.

Format, models, tools, and activities
- 7 F's Meeting Planning Model
- Interactive workshop format
- Small groupwork exercises
- Agenda setting and decision-making activities

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Foundation

Competencies
- Oral Communication
- Communicating Priorities
- Team Building

Classification connection: All

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Business Communication Intensive

Course ID: MGMT2112

Overview
Many managers and supervisors are incredibly proficient in all of their technical skills. They have gained competence and demonstrate consistency with performance management responsibilities. However, they may struggle from time to time with the human dimension of management; that being motivation and morale-building, as well as providing consistent, meaningful forms of recognition and rewards that matter to people. This course helps supervisors and managers understand what truly makes a difference to a person's and team's motivation and morale, and how to create comprehensive menus, practices, and activities that consistently build motivation and morale. Professionals learn how to create, offer, and ensure that recognition and rewards are meaningful and based on fair criteria.

Objectives
1. Learn 10 factors that positively trigger intrinsic motivation.
2. Assess the motivational culture of a team or group.
3. Engage in peer recognition and morale-building activities.
4. Generate leader-driven and group-guided morale-building activities.
5. Differentiate between recognition and rewards.
6. Create a peer and team recognition menu tailored to your team.
7. Review types of rewards that are official sanctioned by agencies and organizations.
8. Create criteria for rewarding performance and added value.

Format, models, tools, and activities
- Interactive workshop format
- Self-reflection and self-assessment practices
- Peer motivation, peer advising, and peer coaching encounters
- Small groupwork activities
- Large group icebreakers and games

Duration: 2 Days (16 hours)

Modality: Onsite. Virtual

Level: Intermediate

Competencies
- Team Building
- Human Capital Management

Classification connection: GS 7-15

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Course ID: MGMT2132

Overview
Managerial inspiration and motivation are important, as is vision and relationship building. However, if a supervisor or manager cannot effectively plan for, capably manage, and consistently elevate performance then the goals of the organization will not be achieved, and the mission will not be accomplished. This course offers professionals the opportunity of hands-on practice using tools and models that will help them improve individual and team performance at work.

Objectives
1. Review human capital management and performance management competencies.
2. Use the 8-step Performance Management Cycle Model to develop a performance strategy.
3. Practice developing critical elements and standards of performance.
4. Review practical tools for objectively appraising performance.
5. Engage in performance feedback practice encounters.
6. Learn how to monitor performance and ensure accountability without micro-managing.
7. Develop a recognition and reward menu and criteria that ensure fairness for rewards.
8. Analyze poor performance and develop corrective action plans and activities.

Format, models, tools, and activities
- Interactive workshop format
- Performance Management Cycle Model
- Case study activities
- Feedback tools and practice planning for and providing feedback
- Employee appraisal and individual development planning tools
- Reward and recognition menus and activities
- Teach-back, role play, and appreciative activities
- Peer advising and peer coaching encounters

Duration: 3 Days (24 hours)
Modality: Onsite, Virtual
Level: Intermediate

Competencies
- Human Capital Management
- Developing Others
- Handling Unacceptable Performance
- Improving Employee Performance and Productivity
- Conducting Performance Appraisals

Classification connection: GS 5-15

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Facilitating Critical Conversations
- Building and Leading High-Performance Teams
- The Leadership Star™ Program
- Skills for New Supervisors

Course ID: MGMT2143

Overview

Many supervisors and managers come to their roles with significant technical proficiency and then take dozens of courses on leadership. Yet, they struggle with leading and supervising on a human, interpersonal level or during necessary transactional encounters because they simply do not have practical user-friendly tools and simple practices at their disposal. This course offers experienced supervisors and managers those tools and practices.

Objectives

1. Explore five fundamental goals of experienced supervisors.
2. Review and understand OPM competencies for experienced supervisors.
3. Explore what it means to champion and lead successful change efforts.
4. Understand the impact of emotional intelligence and how to use it on-the-job.
5. Gain insights into diversity inclusion and appreciation practices.
6. Review the importance of FEVS and develop engagement plans.
7. Engage in coaching and feedback practice opportunities.
8. Learn effective practices for successful delegation.
9. Share self-care and resiliency practices.
10. Overview influencing and persuasion tactics.
11. Explore negotiation skills and practices.
12. Receive skill-building tips for partnering, politically savvy, human capital management, personal accountability, and communicating priorities.

Format, models, tools, and activities

- Interactive workshop format
- Peer coaching, peer advising, peer problem-solving and peer planning exercises
- Case study and teach-back presentation activities
- Change planning tools
- EVS/employee survey data evaluation and employee engagement planning
- Feedback practice opportunities

Duration: 5 Days (40 hours)
Modality: Onsite, Virtual
Level: Intermediate – Advanced

Competencies

- Change Management
- Fostering Employee Engagement
- Leveraging Diversity
- Delegation
- Complex Decision Making
- Developmental Coaching and Feedback

- Emotional Intelligence
- Influence/Negotiating
- Human Capital Management
- Political Savvy
- Partnering
- Systems Thinking

- Personal Accountability
- Communicating Priorities
- Resilience
- Adaptability/Flexibility
- Program Management
- Creativity and Innovation
- Time Management

Classification connection: GS 9-15

Perfect for

- Supervisors and managers

Recommended follow up

- Four Dimensions of Leadership

Course ID: MGMT2152

Overview
Making the transition to a new supervisory role is a big deal. Relationships change. Boundaries have to change. Responsibilities change. Priorities, time and task management must be re-balanced. New skills for performance, conduct, and team management must be learned. It is a lot. But it is all possible. This course offers new supervisors a meaningful, supportive, in-depth growth experience in which they will learn new knowledge, be offered practical tools, engage in fun skill-building activities, and build long-lasting networks.

Objectives
1. Consider supervisor roles in the context of leadership concepts and practices.
2. Review OPM objectives and competencies for new supervisors.
3. Understand supervisory roles and responsibilities.
4. Gain insights about making transitions from employee to supervisor.
5. Generate HR, ER, and EEO questions and discover answers.
6. Review legal and ethical guidelines.
7. Learn skills and strategies for managing performance.
8. Review effective practices for addressing employee misconduct.
9. Review workplace norms that can trigger conflict.
10. Explore diversity competencies and practices that promote inclusion.
11. Engage in work group and team assessments.
12. Review the basics of change management.

Format, models, tools, and activities
- Interactive workshop format
- Peer coaching, peer advising, peer problem-solving and peer planning exercises
- Case study and teach-back presentation activities
- Team assessment and team agreement planning tools
- HR/ER/EEO outreach and networking activities
- Performance Management and Planning and Diversity-Inclusion planning
- Conflict styles inventory

Duration: 5 Days (40 hours)
Modality: Onsite, Virtual
Level: Intermediate

Competencies
- Human Capital Management
- Leveraging Diversity
- Conflict Management

- Creativity and Innovation
- Customer Service
- Technical Credibility

- Team Building
- Strategic Thinking
- Developing Others
- Employee Relations

Classification connection: GS 5-15

Perfect for
- Supervisors and managers

Recommended follow up
- Facilitating Critical Conversations
- Emotional Intelligence Skills
- Building and Leading High-Performance Teams
- Business Communication Intensive

Course ID: MGMT2062-2

Overview

Teams can't function unless employees are engaged, loyal, and retained. The American workplace is experiencing a cultural shift in which executives and managers are finding it harder to attract and retain employees. Employees and candidates have become accustomed to more freedom, autonomy, and work-life benefits than ever before. Therefore, leaders must learn how to engage like never before.

Employee engagement directly impacts retention, turnover, innovation, workplace culture, team performance, and productivity. It is about demonstrating the kind of respect for employees that causes leadership practices to change, team structure, and dynamics to shift. This course helps managers learn about the data-driven factors affecting employee engagement on teams, and helps leaders build stronger, more sustainable teams.

Objectives

1. Review factors that affect levels of employee engagement on teams.
2. Collaborate to diagnose leadership, team, and organizational dynamics that may be hindering engagement.
3. Evaluate team member expectations for realism and possibilities.
4. Explore meaningful team engagement strategies that excite and motivate employees.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

- Fostering Employee Engagement
- Team Building

Perfect for

- Supervisors
- Teams
- Managers
- Executives

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course

- Employee Engagement Initiatives

Course ID: MGMT2143-1

Overview
Effective team supervisors demonstrate leadership first and foremost. Team supervisors balance multiple roles and responsibilities, as they represent leadership on the frontlines. Their credibility is leveraged by their consistency of principle and practice. If they blur boundaries, they may become friends with employees but lose the ability to enforce expectations, provide direct feedback, and make necessary decisions when most needed. While performance management, hiring practices, and conduct management proficiencies are all essential, clarification of fundamental team supervision roles, behaviors, practices, and principles set the stage for all future success. This seminar helps supervisors ground themselves in core team supervision principles and practices.

Objectives
1. Embrace supervisory roles, responsibilities, and representation as an agency leader
2. Examine appropriate supervisor-employee relationship boundaries
3. Learn to set and manage expectations
4. Review five ways supervisors sabotage their credibility with employees and managers

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies
- Team Building

Perfect for
- Supervisors
- Managers
- Executives

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course
- Skills for Experienced Supervisors

Course ID: MGMT2162

Overview

Everyone agrees on the value of teaming. Many leaders and professionals strive to change practices and tactics to improve team functioning. However, for many, the efforts are like throwing spaghetti at a wall and hoping it sticks because they are simply acting on ideas and now assessing or analyzing what is really happening on their team. This course helps team leaders at all levels learn to use practical team assessment tools to easily analyze what's working and not working on their teams, then develop a series of feasible, meaningful strategies that can be implemented for a positive effect on teams.

Objectives

1. Envision a team culture and team dynamics that ensure engagement, motivation, and productivity.
2. Assess member perspectives, attitudes, and viewpoints about team culture and relationships.
3. Identify employee feelings about team safety, security, belonging, and engagement.
4. Evaluate team stages and norms and brainstorm practices for forward movement.
5. Develop solutions and strategies to improve agreements, relationships, processes and performance.
6. Create a commitment and plan for team leadership development and demonstrable support.

Format, models, tools, and activities

- Interactive workshop format
- Self-reflection and personal planning
- Prouds and Sorries Assessment Tool
- Stages of Team Development Assessment
- Hierarchy, Safety, and Belonging Assessment
- Team planning and problem-solving activities

Duration: 2 Days (16 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competencies

- Team Building
- Foster Employee Engagement
- Problem Solving

Classification connection: GS 5-15

Perfect for

- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up

- Building and Leading High-Performance Teams
- Team Up to Promote Performance, Development, and Support
- PowerSkills Revive Retreats for Teams

Course ID: LEAD1022

Overview
There is a vast difference between actual teams and general work groups. Teams are designed to support one another whereas, in many work groups, individuals often work in silos. Cooperative, collaborative and cohesive teams don't just happen. It takes vision, planning and effort to build, maintain and lead them. During this course, participants learn the essential and in-depth knowledge, models and skills to effectively build and lead teams.

Objectives
1. Differentiate between teams and work groups and clarify the purpose of teaming at work.
2. Define the mission of the team, create a team vision, and discern core goals.
3. Identify and operationalize team values.
4. Determine team structure and current processes to identify structural or procedural changes.
5. Clarify team roles, responsibilities, standards, and expectations.
6. Examine the stages of team development and analyze factors that affect team performance.
7. Assess team member work styles and team leadership styles.
8. Engage in problem-solving pertaining to team challenges.
9. Plan for team meetings and communication needs and create agendas and agreements.
10. Consider behaviors that can sabotage team relationships, performance, cohesion and trust.
11. Create a team reward and recognition menu.
12. Engage in relationship-building activities.

Format, models, tools, and activities
- Workshop format for learning, discussion, decision-making and planning
- Interactive, experiential activities
- Team assessments

Duration: 3 Days (24 hours)

Modality: Onsite, Virtual

Level: Intermediate

Competencies
- Team building
- Problem-solving
- Creativity and innovation

Classification connection: All

Perfect for
- Executive leaders, supervisors and managers
- Team and peer leaders
- Employees

Course ID: PROF3191

Overview
Sometimes teams need to hit the reset button. The team may be comprised of very talented, experienced professionals and dedicated team leaders but over time various changes, pressures, and dynamics have broken down trust, frayed relationships, disengaged some members altogether, and fragmented the team. It's time for a reset. This course takes team members on a safe, progressive journey through challenge analysis, discernment of individual and collective accountabilities, problem-solving and planning for the future.

Objectives
1. Engage in an anecdotal assessment of team prouds and sorries.
2. Examine interpersonal dynamics and patterns that pose challenges to team cohesion.
3. Identify expectations and accountabilities on the part of all team members and leaders.
4. Participate in team problem solving and planning.
5. Resolve team conflict.
6. Create a collaborative team vision.
7. Establish individual and group agreements.
8. Assess willingness to change.

Format, models, tools, and activities
- Interactive workshop format
- Focus group discussions
- Small group problem solving
- Leadership and team decision-making

Duration: 3 Days (24 hours)
Modality: Onsite, Virtual
Level: Foundation

Competencies
- Team Building
- Teamwork
- Problem-Solving
- Interpersonal Skills
- Conflict Management

Classification connection: All

Perfect for
- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Relationship Building and Trust Building Skills
- Facilitating Forgiveness at Work

Course ID: LEAD1042-1

Overview

To collaborate means to work jointly on an activity, especially to produce or create something. To join forces, get together, cooperate, sympathize, team up, partner, combine, link integrate, associate, and ally. That is quite a bit, but that is what a leader is asked to do and ensure when leading a team. Doing it all while working onsite and with a virtual team online can be quite a challenge. This course helps leaders at all levels assess their collaborative skills, strengths, and growth gaps, and develop practical abilities and strategies for ensuring meaningful and feasible collaboration onsite and online.

Objectives

1. Evaluate your current team's level of collaboration.
2. Engage in the development of activities and initiatives that enhance team collaboration.
3. Explore a list of collaboration killers and develop preventative and reactive solutions.
4. Examine essential practices for collaborating in a virtual environment.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

- Team Building

Perfect for

- Supervisors
- Team Members
- Managers
- Executives

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course:

- Collaborative Leadership and Collaborative Cultures

Course ID: MGMT2191-1

Overview

Reconfiguring, managing and transitioning to a new normal. As the U.S. rounds the corner and COVID19 begins to appear in the rearview mirror, employers are now faced with a workforce on the brink of re-entry. Managers must envision a workforce with new attitudes about work. They must also envision what a new normal will look like and how they will handle a transition process. Managers and leaders at all levels are looking for touchstones for consideration so that they can begin to plan. This course provides leaders with an overview of three groups of touchstone considerations: organization/team planning components, leadership practices, and employee adjustments. This course is delivered online.

Objectives

1. Examine steps and practices that organizations/teams should consider when they plan for transition and a 'new normal.'
2. Generate and share ideas for team transition activities and rituals.
3. Consider hybrid models for workforce staffing and workload management.
4. Anticipate expectations and concerns.
5. Receive a list of leadership practices that support transitions and a new normal.
6. Review employee recommendations for commitment, consciousness, and behavior during the upcoming transition to a new normal.

Format, models, tools, and activities

- Workshop format
- Interactive, group brainstorming and planning activities

Duration: 1 Day (8 hours), Online Only

Modality: Virtual

Competencies

- Team Building
- Vision Planning

Perfect for

- Executive leaders, supervisors and managers

Recommended follow up

- Championing Change
- Team Problem-Solving: Hitting the Reset Button

Perfect for

- Executives
- Managers
- Supervisors

Course ID: PROF3131

Overview

Sometimes a classroom or online seminar format simply will not elicit the same desired impact on a team as will an experiential workshop, filled with activities. Experiential workshops enable teams to practice teaming. Through activities, games, and icebreakers, team members are invited to stretch out of their comfort zones and actually practice communicating, planning, problem-solving, relating to, and trusting one another. This highly engaging, experiential, onsite course offers professionals the opportunity to develop teaming skills by doing, not simply by learning about them in a classroom.

Objectives

1. Practice multi-directional communication.
2. Engage in team energizers.
3. Stretch into initiative-taking.
4. Build genuine trust and more substantive relationships.
5. Participate in group problem-solving and decision-making.
6. Overcome individual challenges with group support.
7. Creatively collaborate with team members to develop plans.
8. Demonstrate peer leadership and accountability.

Format, models, tools, and activities

- Experiential activities
- Game-based workshop format
- Group dialogues, debriefs and decision-making
- Peer support, peer sharing, peer advising exercises

Duration: 2 Days (16 hours)
Modality: Onsite, Virtual
Level: Foundation

Competencies

- Team Building
- Decisiveness
- Oral Communication
- Creativity and Innovation
- Problem-Solving
- Personal Accountability

Classification connection: All

Perfect for

- Executive leaders
- HR, EEO, and ER professionals
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up

- Team Up to Promote Performance, Development, and Support
- Styles at Work™ course

Course ID: MGMT2162-1

Overview

Teams must stop and assess practices, processes, procedures, and patterns on a regular basis to remain effective and sustain healthy cultures. Everyone agrees on the value of teaming. Many leaders and professionals strive to change practices and tactics to improve team functioning. However, for many, the efforts are like throwing spaghetti at a wall and hoping it sticks because they are simply acting on ideas and now assessing or analyzing what is really happening on their team. This course helps team leaders at all levels learn to use practical team assessment tools to easily analyze what's working and not working on their teams, then develop a series of feasible, meaningful strategies that can be implemented for a positive effect on teams.

Objectives

1. Utilize an easy anecdotal tool to assess team member views of team culture.
2. Identify employee feelings about team safety, security, belonging, and engagement.
3. Examine a checklist to gather team member input about team functioning.
4. Use the 16 Characteristics for High Performing Teams to analyze team practices and processes.
5. Engage in team planning and problem-solving activities.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

- Team Building

Perfect for

- Supervisors
- Team Members
- Managers
- Executives

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course

- Assessment of Team Cultures, Cycles and Norms

Course ID: MGMT2112-1

Overview

Most problems that a team faces do not rise to crisis levels, but they do go unsolved. They are like mini mysteries. Why is morale dipping when we have such a great team of committed people? What will help motivate each team member as well as the whole team, collectively? Why does he or she act like that? Without resources for rewards, what kinds of recognition would be meaningful to team members? Why are people not working together or supporting one another?

These and other mysteries can be easily solved. The solutions do not have to be band-aids. They can be meaningful, long-lasting solutions that include options for preventing future challenges. This course helps supervisors, managers, and executives tackle the most common problems that show up on teams and affect motivation and morale.

Objectives

1. Share examples of problems that all teams face
2. Identify the most common factors that affect team motivation and morale
3. Use a rapid problem-solving tool to deconstruct and generate solutions
4. Gain insight about triggers for sustained motivation and team morale
5. Learn individual motivation and team morale-building activities

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

*   Team Building

Perfect for

*   Supervisors
*   Teams
*   Managers
*   Executives

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course

*   Motivation and Morale-Building, and Recognition and Rewards

Course ID: PROF3191-1

Overview

Sometimes a team needs to hit the reset button. Team leaders and team members realize that their team is simply not functioning in ways that are optimal, productive, positive, helpful, or sometimes, healthy. Some of the signs a team needs a reset: continual infighting and disagreement, demoralization and distrust, disengagement during meetings, silos of resources and relationships, or incompatible structures that create perpetual problems. These are just a few of the signs that a team needs a reset. This course provides executives, managers, and supervisors with an overview of a process for pinpointing exacerbating team issues and determining reset strategies.

Objectives

1. Become familiar with signs and symptoms of dysfunction on teams
2. Determine the systemic impact and consequences of unhealthy teams
3. Begin to examine five team foundations and whether they need a reset: structure, dynamics, membership, management, workloads
4. Consider assessment strategies
5. Review key executive, managerial, and supervisor reset actions

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies

- Team Building

PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course

- Comprehensive Team Problem-Solving

Course ID: MGMT2091-1

Overview
All teams experience conflict. Conflict comes with growth and change as groups and individual team members stretch, adapt, and work in new realities. Depending on how the team plans for and traverses each stage of development and manages typical team norms, will determine the level and nature of conflict or compatibility that the team experiences. Norms are patterns and habits that settle in place and become accepted. They may be helpful or unhelpful, functional or dysfunctional, and healthy or unhealthy, but for a variety of reasons a person or team allows norms, over time, to settle in place. This course offers teams and leaders the opportunity to evaluate a team's stage of development and address a series of specific norms that occur in all groups and generate prevention and intervention strategies.

Objectives
1. Review the five stages of team development and assess current team development progress.
2. Generate helpful processes and practices for managing each stage of development.
3. Consider five group norms that can trigger conflict during stages of team development.
4. Develop prevention and intervention agreements and actions that reduce tension and remediate norm based conflicts.

Duration: 1 Day (8 hours)

Modality: Virtual

Competencies
- Team Building
- Conflict Management

Perfect for
- Supervisors
- Team Members
- Managers
- Executives

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PowerSkills Short Online Courses provide an introductory overview of our comprehensive courses in workshop-interactive format and are only offered online.

Comprehensive Course
- Group Norms That Trigger Conflict

Course ID: PROF3201

Overview
Well-performing teams that want to elevate their performance need opportunities to come together to look at critical elements of functioning. They need concrete tools, methods and a program that will move them through a step-by-step process of reassessment and rejuvenation. This course is designed for teams to come together as a whole, examine specific team elements ad strategize for improvements so that they can move to higher levels of group performance.

Objectives
1. Utilize a checklist to gather team member input about team functioning.
2. Engage in a team strengths assessment using 16 Characteristics for High Performing Teams.
3. Get to know and blend team member work styles the 4-Gets tool.
4. Foster team engagement and build team member trust.
5. Discuss group performance demonstrations and plan for improved performance.
6. Participate in team member B.A.S.K. individual development planning.
7. Generate team support activities.
8. Promote peer leadership and accountability.

Format, models, tools, and activities
- Interactive workshop format
- Team icebreakers and initiatives
- Team Up Checklist
- The 4 Gets Work Style Tool
- B.A.S.K. tool for individual development planning
- 16 Characteristics of High Performing Teams Planning Instrument
- Team Rapid Problem-Solving Tool

Duration: 3 Days (24 hours)
Modality: Onsite, Virtual
Level: Foundation

Competencies
- Team Building
- Teamwork
- Fostering Employee Engagement

Classification connection: All

Perfect for
- Executive leaders
- Supervisors and managers
- Team and peer leaders
- Employees

Recommended follow up
- Four Dimensions of Leadership

Have you ever had one of those situations that seem to confound you?

PowerSkills offers the direction you seek and the support you need for *the path forward*!

There may be multiple sensitive or challenging factors simultaneously at play. There may be so many pieces in play that you don't know where to begin. You know that you're competent. You know that you can typically handle 99% of all issues that arise, but this case has stymied you. You just need some on-the-spot, in-the-moment advice. You want expert advice from someone who is objective, has executive level business experience, leadership and managerial experience, group and individual psychology experience, and an extraordinary track record as a consultant, coach and seminar leader.

You need either a one-and-done Executive Advising session or a few Managerial Coaching encounters.

The difference between Advising and Coaching

During an Advising session, the Advisor offers concrete advice, education about a topic or dynamic at play, and guides a client in directions to achieve particular results. During a Coaching process, the Coach facilitates dialogue and discernment and invites new ways of thinking about problems, situations, factors, and dynamics so that clients can discern their goals, solutions, action plans, and their readiness to move forward.

Contact us today to learn about our one-and-done or 2-day intensive Executive Advising services or our 6, 9, or 12-session Coaching packages.

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Since 1998 PowerSkills International has provided onsite classroom-based and online professional development and personal growth seminars, executive advising, coaching, organizational consulting and program development support to municipal, state and federal agencies. Because our team members hold advanced degrees in business and organizational management and human relations (e.g., counseling, social work, psychology), we can rapidly delve into and discern challenges that seem intractable and insurmountable. We can help you understand what is really going on, what can be done about it, and the services that will best meet your needs.

We focus on providing government agencies with insightful, practical, holistic education and solutions. We will take time to listen to you without charging you extra for a consultation call. After listening, we will offer you honest perspectives about what we believe to be the issues underlying surface challenges. We will offer some on-the-spot advice and then suggest services that will address your goals, hopes and needs.

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