Leadership Training from the Leader in Training

Leadership & Professional Development
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The New Horizons Center for Leadership and Development is an immersive program designed for the Business Professional in any department, providing personal and professional growth for individuals and teams.


We Support Your Personal and Professional Growth Through:

**AN EXCEPTIONAL LEARNING EXPERIENCE**
Our classes were built from the ground up to encourage collaboration and group activity. Online or in-person, our Leadership and Development courses will keep you engaged throughout.

**EXPERT FACILITATORS**
A leader in the classroom is as important as a leader in the boardroom. Our subject matter experts offer keen insight while facilitating group activities and discussions.

**TOPIC-SPECIFIC, REINFORCEMENT MATERIALS TO ENRICH YOUR JOURNEY**
- eBooks
- On-Demand Courses
- Quick Videos
- Personal & Team Assessments
- Tools & Templates

This Program will take your projects and your teams to a level of success and exceptionalism that will drive your competitive edge.

Discover the advantages of the rich curricula and immersive continuing training materials we have to offer. This is leadership development done right!

www.newhorizons.com
Leadership And Professional Development Suggested Solutions

Choosing the right class is different for everyone. Every person has a different background, industry experiences and unique job requirements. With an appropriate self-assessment individually in conjunction with collaborating with your direct reports, peers and managers, you will start to uncover options and paths to develop the essential skills and behaviors needed to take your team to the next level.

Role-Specific Potential Options:

**Team Contributor**
- Building Successful Work Relationships
- Communicating Across Your Organization
- Developing Successful Interpersonal Skills
- Expanding Your Emotional Intelligence
- Extending Your Sphere of Influence
- Mastering Positive Assertiveness
- Prioritizing Your Time Effectively

**Emerging Leader/High Potential**
- Building Successful Work Relationships
- Communicating Across Your Organization
- Discovering Your Leadership Voice
- Expanding Your Emotional Intelligence
- Extending Your Sphere of Influence
- Mastering Positive Assertiveness
- Thinking with Critical Insight

**New Manager/Leader**
- Accomplishing the Results You Want
- Business Acumen for Leaders
- Discovering Your Leadership Voice
- Communicating Across Your Organization
- Effective Leadership Through Coaching
- Evolving into the Manager Role
- Expanding Your Emotional Intelligence
- Leading Change in a Complex World
- Making the Right Decisions Under Pressure
- Mastering Positive Assertiveness
- Prioritizing Your Time Effectively
- Transitioning into Leadership for an IT Manager
Mid-Level Manager/Remote Teams Manager
• Accomplishing the Results You Want
• Building Successful Work Relationships
• Becoming a Transformational Leader
• Communicating Across Your Organization
• Discovering Your Leadership Voice
• Effective Leadership Through Coaching
• Expanding Your Emotional Intelligence
• Leading Change in a Complex World
• Leadership Excellence for Senior Management
• Managing Remote and Virtual Teams
• Prioritizing Your Time Effectively

Director/National/Global MGR/SR Leader
• Becoming a Transformational Leader
• Building Successful Work Relationships
• Communicating Across Your Organization
• Discovering Your Leadership Voice
• Effective Leadership Through Coaching
• Expanding Your Emotional Intelligence
• Leadership Excellence for Senior Management

IT Professional
• Building Successful Work Relationships
• Communicating Across Your Organization
• Developing Successful Interpersonal Skills
• Expanding Your Emotional Intelligence
• Leading Change in a Complex World
• Prioritizing Your Time Effectively
• Transitioning into Leadership for an IT Manager

Sales Professional
• Building Successful Work Relationships
• Communicating Across Your Organization
• Developing Successful Interpersonal Skills
• Expanding Your Emotional Intelligence
• Extending Your Sphere of Influence
• Mastering Positive Assertiveness
• Prioritizing Your Time Effectively
• Strategic Negotiation Skills
• The Art of Effective Presentations

Customer Service Professional
• Building Successful Work Relationships
• Communicating Across Your Organization
• Expanding Your Emotional Intelligence
• Prioritizing Your Time Effectively
• Providing Outstanding Customer Service
• Mastering Positive Assertiveness
### Leadership and Professional Development Paths

Navigate the unique leadership and development path that is right for you. Whether designated by management or a personal desire to grow, your continuous career-long path to success begins here. Take your first step, or the next step in your individual journey with any of the highly immersive courses below.

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New Horizons
Computer Learning Centers
www.newhorizons.com
Professional Development Path

This path focuses on the building of essential skills and behaviors for business professionals that will enhance your current position and lay the groundwork for future professional growth.

Leadership & Professional Development

New Horizons®
Computer Learning Centers
Accomplishing the Results You Want | 3 Days

Success is measured by results. Detailed plans and a captivating vision are important, but true accomplishment is in carrying your goals through to a winning outcome. In this course, you will learn how to strengthen your leadership voice and foster employee buy-in to exceed expectations and achieve the most positive outcome.

WHO SHOULD ATTEND:
Executives, managers, and other professionals responsible for teams with results-driven goals.

JOB ROLES:
Personal Development
Leader of Teams/Projects

OBJECTIVES:
• Develop a leadership style that gets results
• Employ suitable motivation techniques for your team
• Adapt your communication style to use influence to drive direction
• Empower your team to get the results you want

COURSE OUTLINE:

Leadership Style Guide
- Exploring the 6 Leadership Styles

Motivation
- Understanding Varying Needs
- Framing Motivators and Dissatisfiers

Communication
- Applying Various Communication Styles
- Comparing the 4 Style Traits
- Adapting to Differing Communication

Strategy and Results
- Using Strategic Drivers
- Linking Strategy to Operations
- Relating Strategy to Results

Building a Better Team
- Driving Team Performance
- Developing Trust and Respect

Influence Skills
- Differentiating between Ethical and Unethical Influence
- Developing Your Communication and Reasoning Skills

Negotiation – Getting to Yes
- Understanding the Phases of Negotiation
- Developing Principal Negotiation Skills
- Planning Negotiation
- Dealing with Tough Questions
- Getting to a Mutually Beneficial Solution

Enabling Others to Act
- Empowering Others
- Managing the Workload
- Delegating to Workgroups and Teams
- Avoiding Wasted Time and Energy
- Following-Up to Ensure Success

Putting it All Together
- Assembling the Pieces to Achieve the Whole
- Applying Skills to Get Results

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Personal & Team Assessments, Tools & Templates.

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Accomplishing the Results You Want | 3 Days

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Accomplishing the Results You Want | 3 Days

Reinforcement Videos
- The Five E’s of Leadership featuring Martyn Redgrave
- The Value Of Setting A Long-Term Strategy featuring Anders Dahlvig
- Success at Execution is About Enabling Others featuring Harold Sirkin
- Closing Gaps to Execution featuring Stephen Bungay
- The Three Elements of a Great Execution featuring Ram Charan
- The Knowing-Doing Gap featuring Jeffrey Pfeffer
- Strategy 101: Focus on Assumptions featuring Peter Sheahan
- Empower to Go Faster featuring Steve Strout
- Execute Or Be Executed featuring Grattan Kirk
- Prioritize and Collaborate to Execute Strategy featuring Liz Mellon
- Why Organizations Fail to Execute on Their Strategy featuring David Rock
- Manage with a Microscope and a Telescope featuring Dominic Barton
- Strategy Versus Execution featuring Doug Conant

Book Summaries
- The Three Rules: How Exceptional Companies Think by Michael E. Raynor and Mumtaz Ahmed
- Confronting Reality: Doing What Matters to Get Things Right by Larry Bossidy and Ram Charan

Blueprints
- Advancing to the CEO Level: Best Practices and Strategies for Success by Amy Brandt, Scott L. Kauffman and John Girard

Leader-Led Activities
- Leadership and Execution Discussion Guide
- Operations Plan Facilitation Guide
- The Team Facilitation Guide
- The Strategy Facilitation Guide
- Execution Culture Application Guide
- Linking Strategy to Operations
- Relating Strategy to Results

Self-Assessment
- Positive Leadership Behaviors

Business Impact
- Business Impact: Fostering a Business Execution Culture
- Business Impact: Inspiring Your Team

Challenge
- Challenge: Developing a Business Execution Culture

Tools
- Communicate to Execute
- Improving Business Execution
- Levels of Leadership
- Strategy Definition Summary
- Supporting Empowerment

Test
- Leadership Advantage Test Yourself: Developing a Business Execution Culture

Core Message
- Leadership Advantage: Developing a Business Execution Culture 3.0

Case Study
- The Leader’s Role in Execution
- Fostering a Business Execution Culture
- Solving Strategy Problems
- Enable Employees to Execute
- Inspiring Your Team
- Strategic and Operating Plans

Key Concept
- Key Concept: The Business Execution Culture
- Key Concept: Strategic Essentials
- Key Concept: Enable People to Execute
- Key Concept: Involving and Empowering People
- Key Concept: Executing the Operating Plan

E-Books
- Building Engaged Team Performance: Align Your Processes and People to Achieve Game-Changing Business Results
- Implementation: How to Transform Strategic Initiatives into Blockbuster Results
- 5% More: Making Small Changes to Achieve Extraordinary Results

Videos/Courses
- Becoming an Accountable Professional
- Difficult People: Can’t Change Them, so Change Yourself
- Forging Ahead with Perseverance and Resilience
- Building Trust to Develop Relationships that Deliver Results
- Ditch the Drama to Get Results
- Results Through Collaboration
- Get More Results: Pick Up Accountability and Let Go of Responsibility

Materials listed above are representative and do not include all assets, which are subject to change as titles and resources are always being updated.
Individuals bring their unique talents, strengths, experiences, and outlooks to the workplace. Operating collaboratively, these diverse perspectives and styles deliver highly successful outcomes and create high-performing teams. In this course, you will learn how to build cooperative trust-based relationships that enable you to work productively with other professionals, clearly communicating and respectfully harnessing your distinctive contributions.

**WHO SHOULD ATTEND:**
Professionals desiring to improve working relationships and maximize cooperation and productivity.

**JOB ROLES:**
- Personal Development
- Leader of Teams/Projects
- Leader of Managers/Departments

**OBJECTIVES:**
- Describe the importance of effective work relationships
- Demonstrate professionalism through your behavior
- Identify the interdependencies between you and your colleagues
- Communicate effectively to create rapport and connect with others
- Build and maintain your network of professional relationships
- Use quality dialogue to focus discussion toward mutual outcomes
- Develop collaborative working relationships that achieve results

**COURSE OUTLINE:**

**The Importance of Work Relationships**
- Supporting Effective Teamwork
- Understanding the Value of Relationships

**Interpersonal Dynamics**
- Working with Ego States
- Being Effectively Assertive

**Demonstrating Professional Behavior**
- Developing Professionalism
- Valuing Respect, Reliability, and Results
- Comparing Attitude, Action, and Effect

**Mapping Your Work Network**
- Identifying Interdependencies
- Focusing on Purpose

**Overnight Homework**
- Complete the “What’s My Style?” Assessment

**Bridging Work Styles**
- Identifying and Accepting Differences
- Adapting to Different Work Styles

**Building Your Network**
- Appreciating Needs and Values
- Managing Your Network and Your Reputation

**Collaborating for Success**
- Fostering Collaboration
- Creating a Working Agreement
- Contributing to a Collaborative Culture

This course comes with the “What’s My Style?” personality assessment that is done in class to enhance your personal and professional growth and reinforce the competencies taught in class.

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Building Successful Work Relationships | 3 Days

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**Building Successful Work Relationships | 3 Days**

**Reinforcement Videos**
- The Importance of Trust and Teamwork featuring Tom Geisel
- Facilitating Chaos In Teams featuring Myles Downey
- Creativity is a Collaborative Activity featuring Sir Ken Robinson
- Commitment to the Team is Critical to Success featuring Rob Waldman
- Characteristics of Effective Teams featuring Jan Rutherford
- Characteristics of Successful Teams featuring Mark Thompson
- Team Players, Vacationers, and Prisoners featuring Howard M. Gutman
- How To Build Teams featuring Shari Harley
- How to Build Trust In a Team featuring Charles Green
- When a Team Member Isn’t Contributing featuring Sue Powell
- Play your Role at the Right Altitude featuring Erica Peitler
- Managing Conflict in High Performance Teams featuring Howard M. Gutman
- Applying Essentialism to a Team featuring Greg McKeown
- Leadership Is in the Trenches featuring Betsy Myers
- Innovative Teams Do Have An ‘I’ featuring Steve Lundin

**Book Summaries**
- *A Team of Leaders: Empowering Every Member to Take Ownership, Demonstrate Initiative and Deliver Results* by Paul Gustavson and Stewart Liff
- *The Five Dysfunctions of a Team - A Leadership Fable* by Patrick Lencioni

**Blueprints**
- *Team-Building Blueprints: How to Make Any Team a High-Performance Team* by Nancy L. Hanna, Michael D. Molina and David R. DeBell

**Leader-Led Activities**
- Successful Teams Discussion Guide
- Team Purpose Discussion Guide
- Stages of Team Development Facilitation Guide
- Team Communication and Conflict Facilitation Guide
- Team Guidelines Application Guide

**Self-Assessment**
- Team Characteristics
- Team Formation
- Team Trust

**Business Impact**
- Business Impact: Building Trust Incrementally

**Challenge**
- Challenge: Building and Leading Teams

**Tools**
- Team Vision and Purpose
- Team Guidelines
- Team Participation
- Communication Methods
- Team Meetings

**Test**
- Leadership Advantage Test Yourself: Building and Leading Teams

**Case Study**
- Team Types and Stages
- Leadership Responses to Team Dysfunctions
- Team Guidelines
- Building Trust as a Leader
- Leading Teams through Difficulties

**Key Concept**
- Key Concept: Understanding Teams and Teamwork
- Key Concept: The Characteristic Qualities of a Successful Team
- Key Concept: Creating Shared Vision and Objectives
- Key Concept: Trust is a Critical Success Factor
- Key Concept: Fostering High Performance

**e-Books**
- Boundaries for Leaders: Results, Relationships, and Being Ridiculously in Charge
- Engagement: Transforming Difficult Relationships at Work
- You Can't Lead With Your Feet On the Desk: Building Relationships, Breaking Down Barriers, and Delivering Profits

**Videos/Courses**
- Gaining Power Through Relationships
- Earning Relationships
- Building Rapport and Trusted Relationships
- Three Relationship Building Blocks

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Making the Right Decisions Under Pressure | 2 Days

As a leader, others look to you for direction and guidance. The confident decisions you make are imperative to drive productivity, resolve conflicts, and guide your team’s focus and efforts. In this course, you will learn to evaluate options, generate possible solutions, and decide on logical strategies.

WHO SHOULD ATTEND:
Executives, directors, managers, and others tasked with making important decisions for their organizations.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments

OBJECTIVES:
- Make intelligent decisions with limited time and information
- Reframe issues to ensure greater problem solving accuracy
- Convert conflicting opinions into useful insights

COURSE OUTLINE:

The Complexity of Decision Making
- Establishing the Needs of the Organization
- Defining Organizational Objectives and Goals
- Measuring Your Goals
- Calculating Probabilities of Success

Dealing with Opinion in the Face of Uncertainty
- Understanding Theories of Decision-Making
- Avoiding Irrationality
- Being Aware of Risks
- Reframing the Options
- Asking the Right Questions
- Knowing What You Want
- Making Proper Comparisons
- Working with Stereotypes and Expectations

Adapting Decision Strategies for a Complex World
- Reviewing Your Plans
- Engaging Stakeholders
- Enlisting Your Network
- Managing Risks
- Planning for Risks – Avoidance, Mitigation, Transference, and Acceptance
- Applying Complexity Theory and the Butterfly Effect
- Adjusting Decisions
- Building in Metrics & Measurements
- Monitoring Progress and Managing Risks
- Looking for Emerging Trends

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Making the Right Decisions Under Pressure | 2 Days

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Reinforcement Videos
- Situations vs. Problems featuring William Mitchell
- Pioneering Possibilities: Problem-Solving and Innovating featuring Erik Weihenmayer
- Moving To Dynamic Problem Solving featuring Wendell C. King
- Decision Making As a Skillful Collaboration featuring Larry Dressler
- Interviewing for Executive Intelligence featuring Justin Menkes
- Leading Through Critical Thinking featuring Dwayne Spradlin
- Principle 1: Interrogate Reality featuring Susan Scott
- Solving Complex Problems featuring Bill McComb
- Problem Solving: Keep Asking Why featuring Antonio Carrillo
- Problem Solving: Focus on Pains Instead of Gains featuring Steve Shapiro
- Expertise: The Enemy of Innovation featuring Steve Shapiro
- Evidence-Based Management: The Keys to Great Decision Making featuring Jeffrey Pfeffer
- The Most Powerful Forces that Shape Business Decision-Making featuring Dan Ariely
- Habit 5: Seek First to Understand, Then to be Understood featuring Stephen Covey

Book Summaries
- Responsible Managers Get Results: How the Best Find Solutions, Not Excuses by Gerald W Faust, Richard I. Lyles and Will Phillips
- Optimizing the Power of Action Learning: Solving Problems and Building Leaders in Real Time by Michael J. Marquardt
- How the Best Leaders Lead: Proven Secrets to Getting the Most Out of Yourself and Others by Brian Tracy

Blueprints
- Fostering Effective Decision Making Throughout the Organization by Peter Charness, Tom Erickson and Randy Wheeler

Leader-Led Activities
- Devil’s Advocate Discussion Guide
- Defining a Problem Facilitation Guide
- Problem-solving Process Facilitation Guide
- Thinking and Interpersonal Skills Facilitation Guide
- Technique Practice Application Guide

Self-Assessment
- Critical Thinking Self-assessment

Business Impact
- Business Impact: Playing the Devil’s Advocate in Decision-making

Challenge
- Challenge: Uncovering the Root Problem

Tools
- BEST Alternatives
- Brainstorming Phrases
- Ease and Effect Matrix
- Fishbone Diagram
- Genuine Dialogue
- Idea Net
- PMI Analysis
- Problem Identification
- Problem Solving Worksheet
- Sample Questions
- Technique Review
- The Devil’s Advocate
- The Five Whys
- Tools Associated with Problem Solving
- Your Problems and Decisions

Test
- Leadership Advantage Test Yourself: Problem Solving and Decision Making

Core Message
- Leadership Advantage: Problem Solving and Decision Making 2.0

Case Study
- What’s the Problem?
- Moving the Process Forward
- Considering Solutions
- Using Critical Thinking Skills
- Which Tool or Technique?

Key Concept
- Key Concept: The Problem Solving and Decision Making Process
- Key Concept: Defining the Problem
- Key Concept: Generating Feasible Solutions
- Key Concept: Choosing the Right Course/Solution
- Key Concept: Skills
- Key Concept: Critical Thinking Skills
- Key Concept: Questioning Skills
- Key Concept: Facilitating Discussion and Dialogue
- Key Concept: Tools and Techniques

e-Books
- How Great Decisions Get Made: 10 Easy Steps for Reaching Agreement on Even the Toughest Issues
- Performing Under Pressure: Gaining the Mental Edge in Business and Sport
- Making Difficult Decisions: How to be Decisive and Get the Business Done

Videos/Courses
- Overcoming the Paralysis of Analysis - Conquering Indecisiveness
- Instinctive Decision Making
- Sticking To Your Core Values Under Pressure
Thinking with Critical Insight | 2 Days

To make the best decision and determine the most efficient and effective course of action, an understanding of the current situation and innovative outlook are important. In this course, you will learn to inquisitively explore challenges, defy incorrect assumptions, and look at things with new and differing perspectives, incorporating these insights into your thought processes, and enabling you to find creative solutions to even the most difficult tasks and issues.

**WHO SHOULD ATTEND:**
Professionals who want to make the best decisions and develop creative and elegant solutions to challenging problems.

**JOB ROLES:**
- Personal Development
- Leader of Teams/Projects
- Leader of Managers/Departments

**OBJECTIVES:**
- Enable you to evaluate, identify, and distinguish between relevant and irrelevant information
- Engage critical thinking through curiosity and your ability to ask good questions
- Apply the eight best practices of critical thinking in practice
- Leverage open mindedness to become more receptive and highly tuned for new ideas

**COURSE OUTLINE:**

**The Challenges of Modern Thinking**
- Becoming a Rational Thinker
- Critical Thinking in Application
- Applying Reason
- Developing Open-Mindedness
- Stepping Out of Your Comfort Zone
- Avoiding Jumping to Conclusions
- Expecting and Initiating Change
- Being Ready to Adapt
- Thinking Logically

**Critical Thinking Best Practices**
- Listening Actively
- Evaluating Information
- Making Assumptions
- Watching Out for Bias
- Asking Clarifying Questions
- Performing SWOT Analysis
- Benefiting from Critical Thinking

**Putting It All Together**
- Changing Your Perspective
- Considering Other Viewpoints
- Dealing with New Information
- Solving Problems
- Identifying Inconsistencies
- Asking Why
- Evaluating the Solution
- Retaining Your New Skills
- Reflecting and Learning from Mistakes
- Asking Questions on an Ongoing Basis

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Thinking with Critical Insight | 2 Days

Reinforcement Videos
- Knowing When to Think Critically featuring Lisa Callahan
- The Anatomy of Decisions featuring Chris Blake
- Strategy 101: Focus on Assumptions featuring Peter Sheahan
- Discussions to Make Sense of Opportunity featuring Don Sull
- Evidence-Based Management: The Keys to Great Decision Making featuring Jeffrey Pfeffer
- Challenge Your Assumptions to Avoid Confirmation Bias featuring Steve Shapiro
- Nurturing Your Own Creative Thinking featuring Gaia Grant
- What is Executive Intelligence? featuring Justin Menkes
- Fingertip Knowledge featuring Elliot Masie
- Defining Moments Come During Difficult Times featuring Terri Kelly
- Changing a Culture: You Can’t Do It By Yourself featuring Shelley Stewart Jr.
- Check the Checker: Don’t Make Assumptions featuring Antonio Carrillo
- The Theory of Constraints – The Inherent Simplicity featuring Eli Goldratt

Book Summaries
- The Power of Sustainable Thinking: How to Create a Positive Future for the Climate, the Planet, Your Organization and Your Life by Bob Doppelt
- Blink: The Power of Thinking Without Thinking by Malcolm Gladwell
- The Third Opinion: How Successful Leaders Use Outside Insight to Create Superior Results by Saj-nicole A. Joni, Ph.D.

Leader-Led Activities
- Critical Thinking Skills Discussion Guide
- Stages of Critical Thinking Discussion Guide
- Characteristics of Critical Thinking Facilitation Guide
- Intake Stage Application Guide
- Investigate and Act Stages Application Guide

Self-Assessment
- Critical Thinking Characteristics
- Bias and Emotion

Business Impact
- Business Impact: Effective Critical Analysis of Business Reports
- Business Impact: Playing the Devil’s Advocate in Decision-making

Challenge
- Challenge: Critical Thinking

Tools
- Stages of Critical Thinking
- Uncritical Thinking Styles
- Company Benefits
- Intake Stage
- Data and Information
- Organizational Assumptions
- Investigate and Act Stages
- Question List
- Analysis Techniques

Test
- Leadership Advantage Test Yourself: Critical Thinking

Core Message
- Leadership Advantage: Critical Thinking 2.0

Case Study
- The Critical Thinker
- Seeking Data and Information
- Challenging an Argument
- Staying Open and Aware

Key Concept
- Key Concept: Background and Definition of Critical Thinking
- Key Concept: Characteristics of a Critical Thinker
- Key Concept: Stages of Critical Thinking
- Key Concept: The Benefit of Critical Thinking to Companies
- Key Concept: Overview of the Intake Stage
- Key Concept: Assessing Data and Information
- Key Concept: Recognize Existing Assumptions
- Key Concept: The Value of Other Perspectives
- Key Concept: An Overview of the Investigate Stage
- Key Concept: Evaluating Arguments
- Key Concept: Recognizing Bias and Emotions
- Key Concept: Act – Concluding and Deciding
- Key Concept: Key Skills and Techniques for Critical Thinking
- Key Concept: Being Open and Aware
- Key Concept: Asking Insightful Questions
- Key Concept: Using Analytical Techniques

e-Books
- Consumer Insight: How to Use Data and Market Research to Get Closer to Your Customer
- Data Smart: Using Data Science to Transform Information into Insight
- Insights for Managers from Confucius to Gandhi

Videos/Courses
- Two Techniques for Enabling Breakthrough Thinking
- How to Think Like an Innovator
- Nike’s Reinvention Culture
- EQ and Leadership

Materials listed above are representative and do not include all assets, which are subject to change as titles and resources are always being updated.
At the core of the success of every organization, Emotional Intelligence (EQ) is central to a well-functioning team. A strong grasp of this crucial skillset is essential to effective collaboration, productivity, and accomplishment. This course does much more than cover the theory of EQ. Incorporating powerful tools and classroom activities, you will practice and hone your skills and behaviors, mastering the strategies learned to effectively communicate, connect with, and support others through healthy and productive interactions.

WHO SHOULD ATTEND:
Those desiring to achieve and apply emotional self-awareness and management to enhance their professional careers as well as realize their personal goals.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments
Leader of Organizational Strategy

OBJECTIVES:
- Identify the key competencies of emotional intelligence
- Develop a learning path to enrich your EQ
- Gain better control over your behavior under duress
- Enhance your communication skills and competencies
- Learn to thrive under stress
- Develop gratitude and strength of character
- Build a meaningful life balance and your authentic self

COURSE OUTLINE:
The History of EQ
- Defining Emotional Intelligence
- Understanding the 5 Components of Emotional Competence
- Using an Emotional Vocabulary

Can You Learn EQ?
- Learning to Be Emotionally Competent
- Developing Self-Awareness
- Building Trusting Relationships

Enhancing Your Communication with EQ
- Creating a Powerful First Impression
- Using Body Language
- Communicating with Flexibility and Authenticity

Emotions & Behavior
- Expanding Your Emotional Toolbox
- Applying Mindfulness
- Offering Your Attention and Acceptance

Emotions Under Stress
- Knowing Yourself
- Applying the Right Emotions at the Best Time
- Managing the Modes of Cognition

Gratitude & Strength of Character
- Cultivating Enthusiasm, Confidence, Trust, Tenacity, and Character
- Understanding the Role of EQ at Work
- Disagreeing Constructively, Applying Passion and Fostering Optimism

Meaningful Life Balance & Authenticity
- Leading by Example
- Giving In Without Giving Up
- Making Authenticity a Part of Your DNA

We Ensure Personal & Professional Growth Through:

TOPIC-SPECIFIC, REINFORCEMENT MATERIALS TO ENRICH YOUR JOURNEY
- eBooks, On-Demand Courses, Quick Videos,
- Personal & Team Assessments, Tools & Templates.

This course may qualify for Continuing Education Credits from multiple providers. Please visit www.nhcredits.com for complete details.
Expanding Your Emotional Intelligence | 3 Days

Each of the Leadership and Professional Development courses include a suite of post-class reinforcement materials that are unique to each title. Content such as e-books, quick videos, personal and team assessments, tools and templates, and other materials, have been selected to ensure that you continue your journey to ongoing success beyond the classroom. All e-assets, such as books and videos, come with 1-year access.

Expanding Your Emotional Intelligence | 3 Days

Reinforcement Videos
- Emotional Intelligence featuring Stewart Levine
- What Brain Research Says About Leadership featuring David Rock
- Tools for Developing Emotional and Social Intelligence featuring Sheila Madden
- Understanding Emotional Alignment featuring Marcia Reynolds
- Understanding Emotional Intelligence featuring Marcia Reynolds
- Develop Your EQ featuring Glen Senk
- Comfort Zone Is the Enemy of EQ featuring Jen Shirkani
- The Five Attributes of Emotional Intelligence featuring Clarissa Peterson
- The Need for Emotional and Social Intelligence in Global Leaders featuring Sheila Madden
- What is EQ? featuring Jen Shirkani
- Lead with Authenticity featuring Liz Mellon
- How High-Performing Leaders Perform featuring Howard M. Guttman
- How to Inspire Trust featuring Heidi Grant Halvorson
- Relationship Management: Don’t Win the Battle to Lose the War featuring Travis Bradberry
- Characteristics of High EQ Leaders featuring Travis Bradberry

Book Summaries
- Good Leaders Ask Great Questions by John C. Maxwell
- Working with Emotional Intelligence by Daniel Goleman

Blueprints
- Building the Right Management Team by Robert Pallari, Thomas Beeman and Mark Hamdan
- Using Personality Tests to Hire Employees and Reorganize Your HR Structure by Doug Bryant, Kelley Dobbs, Anthony J. Vegliante and Donald M. Davis

Leader-Led Activities
- The Value of Emotions Discussion Guide
- Needs for Emotional Intelligence Facilitation Guide
- Relational Competencies Facilitation Guide
- Personal Competencies Application Guide

Self-Assessment
- Personal Domain
- Relational Domain

Business Impact
- Business Impact: Managing the Stress of Organizational Change

Challenge
- Challenge: The Emotionally Intelligent Leader

Tools
- Research Highlights
- Value and Challenge of Emotions
- Needs for Emotional Competence
- Management Team
- Development Process
- Personal Development Activities
- Self-talk Obstacles
- Relational Development Activities

Test
- Leadership Advantage Test Yourself: The Emotionally Intelligent Leader

Core Message
- Leadership Advantage: The Emotionally Intelligent Leader 3.0

Case Study
- Events and Emotions
- Personal Emotional Competence
- Relational Emotional Competence

Key Concept
- Key Concept: Highlights from Emotional Intelligence Research
- Key Concept: The Value of Emotions
- Key Concept: Emotional Intelligence: Science vs. Skepticism
- Key Concept: Emotions and Business
- Key Concept: Emotional Intelligence and Emotional Competence
- Key Concept: Emotional Competence: The Personal Domain
- Key Concept: The Relational Domain
- Key Concept: The Development Process
- Key Concept: Developing Emotional Competency through Self-awareness and Self-regulation
- Key Concept: Obstacles to Developing Personal Competencies
- Key Concept: Developing Your Relational Competency

e-Books
- The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work
- Mastering Mentoring and Coaching with Emotional Intelligence
- Emotional Intelligence Coaching: Improving Performance for Leaders; Coaches and the Individual
- Transparency: How Leaders Create a Culture of Candor

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Extending Your Sphere of Influence | 2 Days

The art of persuasion is a powerful tool. It empowers you to collaborate with others to achieve mutual outcomes and build consensus. Whether coaching others, developing and growing a client base, fostering support for change, negotiating, or simply working more effectively with peers and supervisors, influencing others is an essential workplace competency. In this course, you will learn to become proficient in the art of persuasion, selecting and utilizing appropriate styles and strategies to have the most influential effect, as well as understanding how to protect yourself from being manipulated by others.

WHO SHOULD ATTEND:
Any professionals who need to work effectively with others without direct authority, as well as mid- and upper-level executives and managers who wish to achieve successful business results.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments
Leader of Organizational Strategy

OBJECTIVES:
• Build workplace relationships based on mutual trust and respect
• Collaborate effectively through influence and persuasion
• Recognize and enhance your sources of personal power
• Choose and apply appropriate influence strategies
• Work with resistance to gain commitment and buy-in

COURSE OUTLINE:

An Influence Baseline
  Enabling Collaboration
  Facilitating Constructive Dialogue

Elements of Influence
  Focusing on the Outcome
  Seeing Influence as a Mental Equation
  Differentiating Influence from Manipulation

Power and Persuasion
  Developing and Using Power Sources
  Developing the Art of Persuasion
  Appealing to Integrity, Emotions, and Intellect
  Building Five Types of Trust
  Applying Five Principles of Influence

A Network of Influence
  Building a Purposeful Network
  Strategic Reputation Management
  Protecting Your Credibility

Applying Influence Strategies
  Adapting the Approach
  Identifying Thinking Differences
  Applying Strategies to Styles

Working With Resistance
  Encountering and Addressing Resistance
  Building Collaboration through Quality Dialogue
  Getting Results through Persistence and Persuasion

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eBooks, On-Demand Courses, Quick Videos,
Personal & Team Assessments, Tools & Templates.

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Extending Your Sphere of Influence | 2 Days

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Prioritizing Your Time Effectively | 2 Days

Time is limited, so getting the most out of every minute is critical. In this course, you will learn to improve your focus, prioritize tasks, identify and avoid obstacles to staying on track, and develop strategies to get the most out of your time. You will acquire time management tools and decision-making techniques to help you focus on purpose and achieve your goals, balancing the needs of both your business and personal life.

WHO SHOULD ATTEND:
Professionals wishing to maximize their productivity and efficiency by investing their time more effectively.

JOB ROLES:
- Personal Development
- Leader of Teams/Projects
- Leader of Managers/Departments
- Leader of Organizational Strategy

OBJECTIVES:
- Time Management
- Prioritization
- Organization
- Workflow
- Productivity

COURSE OUTLINE:

Wise Time Management
- Identifying Time Wasters
- Applying the 80/20 Rule
- Utilizing Calendars
- Creating Rituals

Prioritizing Your Time
- Taking Charge of Your Time
- Protecting Your Time through Assertiveness

Planning Wisely
- Managing the Power of Your Productivity Journal
- Finding Hidden Time
- Chunking, Blocking, and Tackling

Organizing Your Workspace
- Decluttering
- Managing Workflow
- Taking Control over Email

Tackling Procrastination
- Knowing Why You Procrastinate
- Nine Ways to Avoid Procrastination

Crisis Management
- Weathering the Storm
- Creating and Executing a Plan
- Applying Lessons Learned

Increase Your Productivity
- Applying Productivity Tools
- Finding What Works
- Eliminating the Word Should
- Building on Success

We Ensure Personal & Professional Growth Through:

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- Quick Videos
- Personal & Team Assessments
- Tools & Templates

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### Prioritizing Your Time Effectively | 2 Days

**Reinforcement Videos**
- Habit 3: Put First Things First featuring Stephen Covey
- Priorities: Making Trusted Choices featuring David Allen
- Aligning Vision with Priorities featuring Robert Kaplan
- Effective Leadership: A Process of Continuous Self-Improvement featuring Marty Evans
- The 8th Habit: From Effectiveness to Greatness featuring Stephen Covey
- Build in your Personal Reset Button: The Weekly Review featuring David Allen
- Nurturing Your Own Creative Thinking featuring Gaia Grant
- The Myth of Multitasking featuring Tony Schwartz
- The New Time Management featuring Jurgen Wolff
- Time Management: The Root Cause of Procrastination featuring Dan Ariely
- How to Match Your Time with Your Key Priorities featuring Robert Kaplan
- Avoid Distractions at Work featuring Laura Stack

**Book Summaries**
- Know-How: The 8 Skills That Separate People Who Perform From Those Who Don't by Ram Charan
- Creating the Accountable Organization: A Practical Guide to Improve Performance Execution by Mark Samuel
- The 8th Habit: From Effectiveness to Greatness by Stephen R. Covey
- The Age of Speed: How to Thrive in a More-Faster-Now World by Vince Poscente
- Predictable Results in Unpredictable Times by Stephen R. Covey, Bob Whitman and Breck England

**Blueprints**
- Time Management Strategies for CEOs: Where to Focus Efforts that Will Have the Most Impact on the Bottom Line of the Company by Paul J. Galeski P.E., David A. Hoefl and R. Edward Howell

**Leader-Led Activities**
- Realistic Goals Discussion Guide
- Getting Organized Facilitation Guide
- Strategic Framework Facilitation Guide
- Using a Priority Matrix Facilitation Guide
- Start with Yourself Application Guide

**Self-Assessment**
- Realistic Goals
- Value Drivers
- Personality Type
- Getting Organized

**Challenge**
- Challenge: Setting and Managing Priorities

**Tools**
- Strategic Framework
- Goal Rating
- Leadership Vision and Values
- Discretionary Time
- Priority Matrix
- Priority Disruptions

**Test**
- Leadership Advantage Test Yourself: Setting and Managing Priorities

**Core Message**
- Leadership Advantage: Setting and Managing Priorities 2.0

**Case Study**
- Prioritizing Business Goals
- Personal Values Influence Priorities
- Personalities and Priorities
- Categorizing Priorities

**Key Concept**
- Key Concept: A Strategic Framework for Priorities
- Key Concept: Priorities Need Realistic Goals
- Key Concept: Prioritizing Goals
- Key Concept: Start with Yourself
- Key Concept: Personal Values and Priorities
- Key Concept: Personality Types and Priorities
- Key Concept: Priority Management Toolkit
- Key Concept: Decide to Get Organized
- Key Concept: Prioritize Your Tasks
- Key Concept: Minimizing Priority Disruptions

**e-Books**
- Make Every Second Count: Time Management Tips and Techniques for More Success with Less Stress
- Time Management Secrets: The Experts Tell All
- Time Management: Set Priorities To Get The Right Things Done

**Videos/Courses**
- Time is the Most Precious Resource
- Finding Time for Innovation
- Time Management: The Six Box List
- How to Manage Your Time and Energy

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Communication And Interpersonal Path

This path stresses the qualities required to effectively communicate across your entire organization. The knowledge, skills and behaviors acquired in this path allow you to build the self-confidence essential to succeed in today’s complex business world.

See what students have been saying!

“The facilitator was always energetic which kept the class upbeat and she was able to help the students relate the material to real life scenarios. I found the class extremely helpful and would definitely recommend it to others.”

“I appreciated the practicality that the facilitator presented through this. Almost every section I ended up with an actionable item that I can take to the “real world”. The “group” setting allowed by the online program was great!”

“I am bit more advanced in my management career, however there are plenty of take-away items from the training!”
Communication And Interpersonal Path

This path stresses the qualities required to effectively communicate across your entire organization. The knowledge, skills and behaviors acquired in this path allow you to build the self-confidence essential to succeed in today’s complex business world.
Developing Successful Interpersonal Skills | 3 Days

In our inter-connected world, good communication and cooperation is key to working efficiently. Respectfully engaging with others can enhance or inhibit workflow and be the difference between the success or failure of a project or an entire organization. This course will prepare you for the collaborative situations inherent in every facet of business, whether working with colleagues, partners, vendors, or clients.

WHO SHOULD ATTEND:
Managers and other professionals who want to gain the critical skills to successfully interact with or lead others through cooperative teamwork, as well as those desiring to improve their overall communication.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments
Leader of Organizational Strategy

OBJECTIVES:
• Recognize the difference between hearing and listening
• Enhance interpersonal relationships through the use of verbal and non-verbal communication
• Apply techniques to move towards high quality conversation
• Create a positive impression through a powerful introduction
• Influence others through sharing perspectives and opinions constructively
• Use logic and emotion to persuade and collaborate
• Identify ways of sharing thoughts and opinions constructively
• Prepare for and conduct simple negotiations

COURSE OUTLINE:
The Importance of Interpersonal Skills
Verbal Communication Techniques
  Hearing versus Actively Listening
  Connecting with Powerful Communication
Non-Verbal Communication
  Understanding the Elements of Vocal Delivery
  Interpreting and Applying Body Language
  Building Self-Awareness
Creating a Powerful First Impression
  Creating a Powerful Introduction
  Cultivating Your Impact
The Art of Conversation
  Mastering the 4 Levels of a Conversation
  Moving a Conversation Along
  Applying Tools for Deepening Conversation

Influence and Persuasion
Influencing Others
Seeing the Other Side
Building Bridges
Extending Your Influence

Interacting Positively
Applying Logic and Owning Emotions
Disagreeing Constructively
Bringing People to Your Side
Building Consensus

Negotiation Basics
Planning for Negotiation
Managing the 4 Stages of Negotiation
Arriving at an Agreement

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eBooks, On-Demand Courses, Quick Videos, Personal & Team Assessments, Tools & Templates.

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Developing Successful Interpersonal Skills | 3 Days

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**Developing Successful Interpersonal Skills | 3 Days**

**Reinforcement Videos**
- How Leaders Foster Innovation featuring Sir Ken Robinson
- The Invisible Habits of Excellence featuring Juliet Funt
- Inventing the Future featuring Nigel Barlow
- The Role of Creativity and Diversity in Leadership featuring Linda Hill
- Do the Impossible: Innovation Begins with Belief featuring Noah Blumenthal
- When We Get Our Best Ideas featuring Anne Riches
- The Creative Leader: How to Avoid Job Blindness featuring Nigel Barlow
- Innovation: Spend More Time Defining the Problem (and Much Less on the Solution) featuring Steve Shapiro
- Creativity is a Collaborative Activity featuring Sir Ken Robinson
- Facilitate Creativity Using Role Storming featuring Josh Linkner
- The Importance of Experimenting featuring Steve Shapiro
- Creativity and Execution featuring Vijay Govindarajan
- Rethinking How to Open Your Mind featuring Nigel Barlow
- Creating an Innovation-Friendly Environment featuring Steve Lundin

**Book Summaries**
- *The Element: How Finding Your Passion Changes Everything* by Sir Ken Robinson and Lou Aronica
- *Out Think: How Innovative Leaders Drive Exceptional Outcomes* by G. Shawn Hunter

**Blueprints**
- *How to Reintroduce the Creative Process to Your Employees* by Richard C. Cook, Paul J. Galeski, Marcio M. Moreira and Joel P. Moskowitz

**Leader-Led Activities**
- Boosting Creativity Discussion Guide
- Encouraging Creative Thinking Discussion Guide
- Workability of Ideas Discussion Guide
- Organizational Creativity Facilitation Guide
- Personal Creativity Facilitation Guide
- Access Using a Creative Process Application Guide

**Self-Assessment**
- Personal Characteristics

**Business Impact**
- Business Impact: Wanted – Innovation Leaders

**Challenge**
- Challenge: Promoting Creative Thinking

**Tools**
- Organizational Characteristics
- Removing Barriers
- Boosting Creativity
- Facilitating Creative Thinking
- Group Techniques
- Workability of Ideas

**Test**
- Leadership Advantage Test Yourself: Creative Thinking

**Core Message**
- Leadership Advantage: Creative Thinking 2.0

**Case Study**
- Encouraging Creative Thinking
- Removing Creative Thinking Barriers
- Thinking Creatively
- Using a Creative Process

**Key Concept**
- Key Concept: Personal Characteristics of Creativity
- Key Concept: Creativity Barriers
- Key Concept: Overcoming Personal Barriers to Creativity
- Key Concept: Techniques for Increasing Creative Thinking
- Key Concept: Using a Creative Process
- Key Concept: Techniques for Creative Thinking in Groups
- Key Concept: Determining If Ideas Will Work
- Key Concept: Building on Ideas

**e-Books**
- Building Trust: In Business, Politics, Relationships, and Life
- The Relationship Edge: The Key to Strategic Influence and Selling Success, Third Edition
- Five Keys of Powerful Business Relationships: How to Become More Productive, Effective, and Influential

**Videos/Courses**
- The Critical Skill of Listening
- The Power Of Good Conversation
- The Six Principles of Persuasion
- The Four Decision Styles

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**Post-Class Reinforcement Materials**

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**New Horizons Computer Learning Centers**

www.newhorizons.com

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Learning & Performance Institute
Endorsed Learning Programme

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25
Ensuring that you are heard and understood is an essential skill, but it can easily come across as antagonistic and confrontational. Whether addressing behavioral issues or directing a meeting, it is important that you be properly self-confident and emphatic, while maintaining positive work relationships. In this course, you will discover the best techniques to be properly assertive, and what are the ideal approaches in differing situations.

**WHO SHOULD ATTEND:**
Team leaders, managers, executives and other business professionals, as well as those who would benefit by being able to assert themselves more effectively in a professional environment.

**JOB ROLES:**
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments

**OBJECTIVES:**
- Develop the necessary skills to communicate with confidence
- Apply communication styles that maximize benefits
- Augment your listening and hearing skills to increase engagement
- Utilize the art of asking questions to elicit more from others
- Leverage your body language for full communication
- Make the best first impressions by looking, sounding and being confident

**COURSE OUTLINE:**

**What is Assertiveness?**
- Differentiating Self-confidence from Assertiveness
- Understanding the Four Styles of Communication
- What Separates Assertiveness from Passiveness, Aggressiveness, and Passive-Aggressiveness
- Completing the “Interpersonal Influence Inventory” Assessment

**Dimensions of Communication**
- Differentiating Listening from Hearing
- Developing Empathic Listening Skills
- Utilizing Question Types – Open, Clarifying, and Closed
- Converting Negative Thinking into Positive Thinking

**Body Language Says It All**
-Managing Your Appearance
-Understanding Non-verbal Communication
-Making the Right First Impression
-Speaking with Confidence
-Relaxing and Reducing Anxiety

**Dealing with Difficult Situations**
-Dealing with Difficult People
-Building Rapport and Trust
-Appreciating the Different Ways that People Send and Receive Information
-Breaking Down Barriers and Building Consensus
-Applying PEGASUS
-Utilizing a Tactical Approach
-Choosing the Proper Form of Communication

This course comes with the “Interpersonal Influence Inventory” assessment that is done in class to enhance your personal and professional growth and reinforce the competencies taught in class.

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**Mastering Positive Assertiveness | 2 Days**

**Reinforcement Videos**
- Poker and the Art of Management featuring Chris Blake
- Decision Making As a Skillful Collaboration featuring Larry Dressler
- Implementation in Decision Making featuring Jo Owen
- Cognitive Dissonance: Justifying Our Decisions featuring Jill Klein
- Need Role Clarity in Decision Making? Use the RAPID Tool featuring Marcia Blenko
- Aligning Decisions featuring Laree Kiely
- Why Resolve Wins featuring David Maister
- Empowering Decision-Making featuring General Stanley McChrystal
- The Five Root Causes of Team Dysfunction featuring Pat Lencioni
- Allow your People to Take Risks featuring Shelley Stewart Jr
- Courage and the Importance of Brick Walls featuring Jim Kouzes
- Succeeding as a Team Leader featuring Pat Lencioni
- Breaking Down Silos and Creating Alignment featuring Pat Lencioni
- Evidence-Based Management: The Keys to Great Decision Making featuring Jeffrey Pfeffer
- The Role of Intuition and Experience in Decision Making featuring Chris Blake
- The Five Practices of Exemplary Leadership: Model the Way featuring Jim Kouzes

**Book Summaries**
- Beating the Global Odds: Successful Decision-Making in a Confused and Troubled World by Paul A. Laudicina
- Wait: The Art and Science of Delay by Frank Partnoy

**Blueprints**
- Keys to Being an Efficient and Confident Decision Maker by Florence Quinn, Richard J. Wolff and Pat Fallon

**Leader-Led Activities**
- Decision Challenges Discussion Guide
- The Need to Be Decisive Discussion Guide
- Organizational Knowledge Discussion Guide
- Decisiveness and Execution Facilitation Guide
- Self Knowledge Facilitation Guide
- Using Skills and Tools to Be Decisive Application Guide

**Self-Assessment**
- Keys to Decisiveness
- Decision-making Style

**Business Impact**
- Business Impact: Knowing When to Take Leadership Risks

**Challenge**
- Challenge: Acting Decisively

**Tools**
- Needs for Decisiveness
- Executing Strategies
- Technique Review
- Organizational Knowledge
- Decision Challenges
- Team Challenges

**Test**
- Leadership Advantage Test Yourself: Decisiveness

**Core Message**
- Leadership Advantage: Decisiveness 2.0

**Case Study**
- Importance of Decisiveness
- Thinking Things Through
- Using Self Knowledge and Communication
- Risk and Decisiveness

**Key Concept**
- Key Concept: Decisions and Decisiveness
- Key Concept: Execution Needs Decisiveness
- Key Concept: The Keys to Decisiveness
- Key Concept: Using Thoughts and Tools
- Key Concept: Organizational Knowledge and Communication
- Key Concept: Self Knowledge and Inner Strength
- Key Concept: Types of Decision Challenges
- Key Concept: Helping Your Team be Decisive

**e-Books**
- Assertiveness: How To Be Strong In Every Situation
- Hard Optimism: How to Succeed in a World Where Positive Wins
- Building Your Self Esteem and Assertiveness Skills: Study Guide; Student Edition

**Videos/Courses**
- Skills for a Difficult Conversation
- Developing Confidence Through Devotion
- Four Levels of Listening
- Four Levels of Talking

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Providing Outstanding Customer Service | 2 Days

In today’s competitive marketplace, outstanding customer service is what sets you and your organization apart. It is what brings customers to you, persuades them to select your offering over others, and keeps them coming back. But how do you provide excellent customer service and stand out from the crowd? This course offers practical tools and techniques to win clients, create loyal advocates for your business, and deliver excellent customer service.

WHO SHOULD ATTEND:
Operations managers, account representatives, customer service staff, help desk and technical support, and anyone working directly with customers.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments

OBJECTIVES:
- Define customer service in relation to both internal and external customers
- Recognize how your attitude affects customer service
- Identify your customers’ needs
- Generate repeat business with outstanding customer service
- Build goodwill through in-person customer service
- Provide outstanding customer service over the phone
- Connect with customers through online tools
- Deal effectively with difficult situations

COURSE OUTLINE:
Customer Service – A Baseline
   Recognizing Your Customers
   Understanding Your Role in Customer Service
Developing A Customer Service Mind-Set
   Leveraging Your First Impression
   Feeling Positively About Customers
   Mastering Moods and Emotions
Identifying Customer Needs
   Understanding the Customer’s Situation
   Avoiding Assumption and Prejudgment
   Meeting Basic Needs
   Seeking to Exceeding Expectations
   Building Repeat Relationships

Connecting with the Customer
   Achieving Authenticity through Body Language
   Responding Effectively to Problems
   Mastering Online Etiquette
   Seeking Customer Feedback

Dealing with Difficult Situations
   Effectively Addressing Complaints
   De-escalating Anger
   Establishing Common Ground
   Remaining Calm, Respectful and Objective

Delivering Outstanding Service
   Creating a Memorable Customer Experience

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- eBooks
- On-Demand Courses
- Quick Videos
- Personal & Team Assessments
- Tools & Templates

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Providing Outstanding Customer Service | 2 Days

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Providing Outstanding Customer Service | 2 Days

Reinforcement Videos
- Build Partnerships for the Future featuring Carl Ortell
- Improving Customer Interaction & Satisfaction featuring Robert Fort
- Customer Insights that Redefine Markets featuring Peter Fisk
- Achieving Growth in Challenging Times: Focus on the Job of the Customer featuring Clayton Christensen
- Customer Engagement and Growth featuring Jean-Claude Larreche
- Customer Focus Increases Profits featuring Vishen Lakhiani
- Customer Communities for Customer-Driven Innovation featuring Fred Reichheld
- Engage Your Customers To Grow Your Business featuring Dan Wittner
- Customer Focus: Define Who They Are featuring John Hope Bryant
- Managers Need to Understand their Customer’s Business and Strategy featuring Bill McDermott
- Customer Focus featuring Bill McDermott
- Focus on the Right Data to Understand Customer Interest featuring David Sable
- Driving Growth with Net Promoter Score (NPS) featuring Fred Reichheld
- Reducing Customer Risk featuring Adrian Slywotzky

Book Summaries
- The Definitive Drucker – Challenges for Tomorrow’s Executives – Final Advice From the Father of Modern Management by Elizabeth Haas Edersheim
- You Can’t Order Change – Lessons From Jim McNerney’s Turnaround at Boeing by Peter S. Cohan
- Tuned In: Uncover the Extraordinary Opportunities That Lead to Business Breakthroughs by Craig Stull, Phil Myers and David Meerman Scott
- Be Different or Be Dead: Your Business Survival Guide by Roy Osing
- Managing Customers as Investments: Are You Spending More on Your Customers Than They Are Worth? by Sunil Gupta and Donald R. Lehmann
- Outside Innovation: How Your Customers Will Co-Design Your Company’s Future by Patricia B. Seybold

Blueprints
- Staying Customer-Focused by Charles W. Ellis, T. Michael Glenn, Richard Nickson and Steve Settemayer
- The New Face of Customer Service: Technology’s Impact by Filippo Passerini, Marge Breya, Scott Fuson and Steven Nelson
- Dealing with Shifts in Consumer Demand by Joseph L. Dugan, Matthew Cross, Anthony Luciano and Bill Penczak

Leader-Led Activities
- Customer Jobs Discussion Guide
- Customer Evolution Facilitation Guide
- Customer-focused Leadership Facilitation Guide
- Profitability and Customers Facilitation Guide
- Customer Information Application Guide
- Process Improvement Application Guide

Self-Assessment
- Customer-focused Leadership

Business Impact
- Business Impact: Are You Listening to Your Customers?

Challenge
- Challenge: Creating a Customer-focused Organization

Core Message
- Leadership Advantage: Customer Focus 2.0

Case Study
- Focusing on the 21st Century Customer
- Demonstrating Customer-focused Leadership
- Obtaining Valuable Information

Key Concept
- Key Concept: The Evolution of the 21st Century Customer
- Key Concept: Customer Engagement and Loyalty brings Profitability and Growth
- Key Concept: Timeless Truths about Customers
- Key Concept: Leadership Requirements for Customer Focus
- Key Concept: Leaders Create a Customer-focused Culture
- Key Concept: Customer Information Sources
- Key Concept: Making Process Improvements

e-Books
- Perfect Phrases for Customer Service: Hundreds of Tools; Techniques; and Scripts for Handling Any Situation
- The Celebrity Experience: Insider Secrets to Delivering Red Carpet Customer Service
- 101 Ways to Improve Customer Service: Training; Tools; Tips; and Techniques

Videos/Courses
- Reducing Stress in Call Centers
- Myths of Customer Service
- Disgruntled Workers Don’t Give Great Customer Service
- Everybody Affects Customer Satisfaction
Negotiating is an art form. To get what you want, you need to be aware of the other side’s objectives, seeking a mutually beneficial result. You must be able to decide on a goal, plan carefully, and apply key skills and tools to reach a successful outcome. In this course, you will learn the essential strategies and techniques needed to guide negotiations from opening discussions through to a positive result. With discussion and hands-on training, you will leave with practical solutions to negotiating effectively.

**WHO SHOULD ATTEND:**
Professionals involved in internal and/or external negotiations.

**JOB ROLES:**
- Personal Development
- Leader of Teams/Projects
- Leader of Managers/Departments

**OBJECTIVES:**
- Develop the necessary skills to negotiate like a pro
- Prepare for a negotiation applying best practices
- Utilize industry standard tools and techniques
- Create your Best Alternative to a Negotiated Agreement (BATNA)
- Build common ground and consensus in your negotiation strategies
- Negotiate with experts to develop your skills for success

**COURSE OUTLINE:**

**Negotiation Introduced**
- Identifying Integrative and Distributive Negotiation Types
- Understanding the Three Phases of Negotiation
- Strengthening Negotiation Skills

**Preparing for Your Negotiation**
- Establishing Personal Boundaries
- Deciding on Your WATNA and BATNA and Negotiating Based on Them
- Preparing and Sticking to Your Plan
- Negotiation Strategies

**Negotiation Process for Success**
- Setting the Time and Place
- Avoiding Negative Environments
- Establishing Common Ground and Building Momentum
- Creating a Negotiation Framework, Agreeing on Issues, and Maintaining a Positive Framework
- Working through the Five Steps of Negotiation

**Best Practices**
- Starting Off on the Right Foot
- What to Share and What to Keep to Yourself
- Knowing What to Expect
- Utilizing the Top Ten Negotiation Techniques
- Managing an Impasse

**Negotiation Tools & Techniques**
- Reviewing the Three Ways to See Your Options
- Creating a Mutual Gain Solution
- Agreeing on Wants – Working with What You Want and What They Want

**Consensus & Agreement**
- Building Consensus
- Consolidating and Finalizing an Agreement
- Controlling Your Emotions and Dealing with Personal Attacks
- Walking Away When Necessary

**We Ensure Personal & Professional Growth Through:**

**TOPIC-SPECIFIC, REINFORCEMENT MATERIALS TO ENRICH YOUR JOURNEY**
- eBooks, On-Demand Courses, Quick Videos
- Personal & Team Assessments, Tools & Templates

This course may qualify for Continuing Education Credits from multiple providers. Please visit [www.nhcredits.com](http://www.nhcredits.com) for complete details.
Strategic Negotiation Skills | 2 Days

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Strategic Negotiation Skills | 2 Days

Reinforcement Videos
- Habit 4: Think Win/Win featuring Stephen Covey
- The Role of Power and Influence in Organizations featuring Linda Hill
- The Importance of a Human Connection in Negotiations featuring Larry Dressler
- Negotiating Strategies and Tactics featuring Brian Tracy
- An Alternative to Persuasion featuring Daniel Pink
- The Most Powerful Form of Negotiation is Reciprocity featuring Stewart Levine
- Negotiating: Both Sides Need to Feel Pain and Pleasure featuring Ron Meyer
- How To Be Persuasive featuring Jay Conger
- The Myth of the Tough Negotiator featuring Bruce Campbell
- Conflict Resolution and Negotiation featuring Stewart Levine
- Negotiate to Win featuring Les Green
- Overcoming Fear: Techniques to Drive Performance featuring Vince Poscente
- Why Simple is Better featuring Vikas Kapoor
- Communication is a Two-Way Process featuring Michael Shanahan

Book Summaries
- Just Listen: Discover the Secret to Getting Through to Absolutely Anyone by Mark Goulston

Blueprints
- Doing Deals: The 12 Traits of Successful Negotiators by Brandon Baum, Michael Frankel, Joseph A. Hoffman and Roger Strode

Leader-Led Activities
- Negotiation Benefits Discussion Guide
- Negotiation Techniques Discussion Guide
- Negotiation Errors Facilitation Guide
- Negotiation Styles Facilitation Guide
- Preparing to Negotiate Facilitation Guide
- Preparing to Bargain Application Guide

Self-Assessment
- Negotiation Errors
- Making Proposals
- Negotiation Style

Business Impact
- Business Impact: Effective Body Language in Negotiations

Challenge
- Challenge: Vendor Negotiations: Choosing the Best Approach

Tools
- Negotiation Tracker
- Negotiation Preparation
- Getting Started
- Negotiation Techniques
- Avoiding Traps
- Persuade or Compromise

Test
- Leadership Advantage Test Yourself: Negotiating

Core Message
- Leadership Advantage: Negotiating 2.0

Case Study
- Negotiation Opportunities
- Preparing to Negotiate
- Making a Proposal
- Using Negotiation Techniques
- Compromising

Key Concept
- Key Concept: Why Negotiate?
- Key Concept: Types of Negotiation
- Key Concept: Negotiation Challenges
- Key Concept: The Three Phases of Negotiation
- Key Concept: Negotiation Preparation
- Key Concept: Know Your BATNA and Walk Away Point
- Key Concept: Getting Started at the Bargaining Table
- Key Concept: Negotiation Proposals
- Key Concept: Getting to Agreement – Responding to the Other Party in a Negotiation
- Key Concept: Negotiation Techniques
- Key Concept: How to Avoid Negotiation Traps
- Key Concept: Styles of Negotiation
- Key Concept: Being a Persuasive Negotiator
- Key Concept: When You Must Compromise

e-Books
- A Winner’s Guide to Negotiating: How Conversation Gets Deals Done
- Negotiate to Win: The 21 Rules for Successful Negotiation
- Negotiating Success: Tips and Tools for Building Rapport and Dissolving Conflict While Still Getting What You Want

Videos/Courses
- Don’t Negotiate Without A Plan “B”
- Learning to Negotiate
- Asking Your Customers For Advice
- Search For The Underlying Interests Behind Negotiating Positions

Materials listed above are representative and do not include all assets, which are subject to change as titles and resources are always being updated.
The Art of Effective Presentations | 3 Days

Whether speaking publicly or to a specific audience, the ability to build, develop and deliver a purposeful presentation is key to being able to convey your message and achieve your desired results. In this course, you will learn strategies to structure and develop presentation content focused on audience need and key points, identifying the areas in which you are most polished, as well as picking up hints and tips to address any gaps.

WHO SHOULD ATTEND:
Anyone desiring to improve their ability to create and deliver effective presentations for any audience.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments

OBJECTIVES:
- Explore what makes a successful presentation
- Recognize the factors that go into building and delivery of presentations
- Outline, develop and build a high-quality presentation
- Successfully deliver and close an effective presentation

COURSE OUTLINE:

What is a Successful Presentation?
- Defining the Effective Presentation
- Generating Passion and Enthusiasm
- Techniques for Delivering Value

Creating the Basic Structure
- Building the Outline and Backbone
- Determining Presentation Type
- Tailoring the Presentation to Your Audience

Organizing Your Program
- Choosing the Presentation Length
- Setting a Time Frame
- Creating the Topic Outline
- Making the Key Points
- Categorizing and Breaking Down Information

Fact-Finding
- Gathering Facts and Data
- Using the Internet as a Resource
- Citing Key Points with Citations

Building Your Presentation
- Writing, Editing, and Rewriting Your Presentation
- Structuring to Keep Attention
- Observing Visual Guidelines

Delivering Your Presentation
- Making the Audience Your Focus Through Engagement
- Building In Breaks
- Winding Down the Presentation

Interacting with Your Audience
- Opening and Capturing Attention
- Encouraging Questions and Discussion
- Reading the Audience
- Handling the Unexpected

Improve Your Nonverbal Communication
- Understanding Body Language
- Creating Consistency – Practice, Practice, Practice
- Building Trust with Your Audience

Matching Your Words to Your Movement
- Reinforcing Your Words - Saying What You Mean
- Controlling Involuntary Movements
- Focusing on Your Posture

Closing Your Presentation
- Calling the Audience to Action
- Conducting a Closing Q&A Session
- Post-event Involvement

We Ensure Personal & Professional Growth Through:

TOPIC-SPECIFIC, REINFORCEMENT MATERIALS TO ENRICH YOUR JOURNEY
Six eBooks and Six On-Demand Courses to Expand Your Professional Growth.

This course may qualify for Continuing Education Credits from multiple providers. Please visit www.nhcredits.com for complete details.
Observing Visual Guidelines
Structuring to Keep Attention
Building Your Presentation
Citing Key Points with Citations
Using the Internet as a Resource
Fact-Finding
Categorizing and Breaking Down Information
Making the Key Points
Creating the Topic Outline
Setting a Time Frame
Organizing Your Program
Tailoring the Presentation to Your Audience
Determining Presentation Type
Creating the Basic Structure
Techniques for Delivering Value
Generating Passion and Enthusiasm
What is a Successful Presentation?

COURSE OUTLINE:

We Ensure Personal & Professional Growth Through:

Leader of Managers/Departments
Leader of Teams/Projects
Personal Development

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JOB ROLES:

Anyone desiring to improve their ability to create and deliver effective presentations for any audience.

WHO SHOULD ATTEND:

Whether speaking publicly or to a specific audience, the ability to build, develop and deliver a purposeful presentation is key to being able to convey your message and achieve your desired results. In this course, you will learn strategies to structure and develop presentation content focused on audience need and key points, identifying the areas in which you are most polished, as well as picking up hints and tips to address any gaps.

OBJECTIVES:

• Successfully deliver and close an effective presentation
• Outline, develop and build a high-quality presentation
• Recognize the factors that go into building and delivery of presentations
• Explore what makes a successful presentation

From informal memos to detailed reports, writing skills are essential for effectively communicating with colleagues and those outside of your organization. Subtle elements, such as the tone that you use, can have a significant impact on the way that your ideas are received and the persuasiveness of your arguments. In this course, you will learn the essential skills needed to organize your thoughts and select the best words and phrases to clearly convey them in writing.

WHO SHOULD ATTEND:

Professionals desiring to be able to communicate clearly and concisely in their writing.

JOB ROLES:

Personal Development
Leader of Teams/Projects
Leader of Managers/Departments

OBJECTIVES:

• Awareness of common spelling and grammar issues in business writing
• Basic concepts in sentence and paragraph construction
• Basic structure of agendas, email messages, business letters, business proposals, and business reports
• Collaborative writing techniques, tools and best practices
• Tips and techniques to use when deciding the most appropriate format to use for agendas, email messages, business letters, business proposals, and business reports

COURSE OUTLINE:

Working with Words
  Monitoring Spelling, Grammar, and Verb Tense
  Creating a Reference Sheet

Constructing Sentences
  Recognizing Sentence Parts
  Classifying Sentence Type
  Increasing Readability with Punctuation

Creating Paragraphs
  The Three Basic Components
  Organization Methods

Finding Facts
  Identifying and Using Key Resources
  Fact-Finding and Information Gathering

Collaborative Writing
  Clarifying the Objective
  Collaborative Writing Strategies and Patterns

Types of Collaborative Business Writing
  Applying Different Construction Techniques
  Cut & Paste, Puzzle, Sequential Summative
  Integrating Construction

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www.newhorizons.com
Communicating Across Your Organization | 3 Days

The success of leaders is rooted in the effectiveness of their teams, as well as savvy communication with colleagues. Guiding and empowering others and creating collaboration is essential. In this course, you will learn to build trust and commitment, motivating others through respectful and authentic interactions.

WHO SHOULD ATTEND:
Managers, directors, and other professionals responsible for planning and leading projects and programs.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments

OBJECTIVES:
• Identify the essential elements of effective communications within an organization
• Use knowledge of your self to build effective communication strategies
• Build communication strategies that leverages interpersonal and organizational awareness
• Apply effective facilitation skills

COURSE OUTLINE:

Elements of Communication
Moving from Classical to Human Relations Communication
Applying Communication Skills Across Media

Self-Awareness
Weaving Together the 4 Elements of Self
Managing the Physical Self
Practicing Emotional Intelligence
Understanding Those Who Think Differently
Adapting to the 3 Learning Styles
Cultivating Positivity

Interpersonal Skills
Improving Listening with 7 Basic Skills
Applying Verbal and Nonverbal Communication Skills
Communicating Through Body Language

Organizational Awareness
Enhancing Organizational Culture
Leveraging a Good Culture for Effective Communication

Facilitation
Understanding the Role of a Good Facilitator
Becoming a Process Expert
Focusing Your Facilitation Efforts

Communication Strategies
Choosing a Communication Method
Reducing the Impact of Language Barriers
Approaching Cultural, Regional, and Time Zone Differences
Communicating Across Your Entire Organization

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eBooks, On-Demand Courses, Quick Videos,
Personal & Team Assessments, Tools & Templates.

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Communicating Across Your Organization | 3 Days

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Communicating Across Your Organization | 3 Days

Reinforcement Videos
- The Importance of Having a Vision featuring Erik Weihenmayer
- Aligning Vision with Priorities featuring Robert Kaplan
- Organizational Purpose: Start with Why featuring Simon Sinek
- The Six Questions to Organizational Clarity featuring Patrick Lencioni
- Why Vision Statements Fail featuring Mark Sanborn
- Pursue Your Vision Relentlessly featuring Peter Darbee
- Leadership Imperative: Keep Hope Alive! featuring Marty Evans
- Leaders Must Provide A Clear Direction featuring Robert Kaplan
- Creating Commitment to a Vision featuring Allan Cohen
- Communicating a Vision for Change featuring John Kotter
- Focus on the Mission featuring Marshall Goldsmith
- Securing a Common Vision and Strategy featuring Nick Kugenthiran
- How to Shift your People from Passive to Purposeful featuring Peter Fuda

Book Summaries

Blueprints
- Establishing a Strategic Vision for Your Company by Thomas C. Knobel, Joe Cheek, Sigmund Anderman and John S. Chen

Leader-Led Activities
- Visionary Mindset Discussion Guide
- Vision into Action Facilitation Guide
- Vision as Catalyst Facilitation Guide
- Developing a Realistic, Powerful, and Compelling Vision Application Guide
- Planning to Communicate Vision Application Guide

Self-Assessment
- Visionary Leadership
- Vision Communication

Business Impact
- Business Impact: Communicating a Shared Vision

Challenge
- Challenge: Crafting an Organizational Vision

Tools
- Vision Catalyst
- Vision in Context
- Realistic Vision
- Vision Statements
- Organizational Conversation
- Vision Roll Out

Test
- Leadership Advantage Test Yourself: Leading Organizational Vision

Core Message
- Leadership Advantage: Leading Organizational Vision 2.0

Case Study
- Leveraging the Power of Vision
- Strategic Vision Alignment
- Shared Vision
- Communicating Vision

Key Concept
- Key Concept: Visionary Leadership
- Key Concept: Vision as Catalyst
- Key Concept: Developing a Powerful Vision Statement
- Key Concept: Leading a Vision Communication
- Key Concept: Moving the Vision Out

e-Books
- Simply Said: Communicating Better at Work and Beyond
- Stop Talking; Start Communicating: Counterintuitive Secrets to Success in Business and in Life
- Communicating Effectively: Write; Speak; and Present with Authority

Videos/Courses
- The Four Conversation Styles
- Commitment to Open Communication
- Question and Listen
- Using Positive Psychology to Communicate

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Constructive Conflict Management | 2 Days

People approach situations with their own set of experiences, priorities, and viewpoints. Conflict is inevitable. The ability to govern disputes and even avoid them altogether is vital. In this course, you will learn to recognize the warning signs that precede quarrels and how to mitigate their impact, as well as constructive ways to harness the differences between team members and shift them toward productive, positive outcomes.

WHO SHOULD ATTEND:
Professionals who manage teams and desire to understand what leads to conflict, help peacefully navigate team members through potentially antagonistic situations, encourage and empower others to disagree respectfully and productively, and effectively manage disputes between team members.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments

OBJECTIVES:
• Identify and manage sources of conflict
• Define an effective strategy to deal with conflict
• Implement a process to manage conflict situations
• Build civility in the workplace

COURSE OUTLINE:
Understanding Conflict
Identifying the Causes of Conflict
Harnessing the Benefits of Conflict
Resolving Conflict
Understanding the Key People in Conflict Resolution

Civility in the Workplace
Recognizing Uncivil Behavior
Reaping the Benefits of Civil Behavior
Working with Difficult People
Identifying and Avoiding Incivility
Creating, Implementing, and Enforcing a Civility Policy

Conflict Resolution Process
Making an Effective Atmosphere
Developing Mutual Understanding
Focusing on individual and Shared Needs
Getting to the Root Cause
Generating Options
Building a Solution

Conflict Resolution Strategies
Differentiating Resolution Strategy Versus Process
Recognizing the Advantages and Disadvantages to Collaborating, Competing, Compromising, Accommodating, and Avoiding

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www.newhorizons.com
Constructive Conflict Management | 2 Days

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Constructive Conflict Management | 2 Days

Reinforcement Videos
- Leadership is About Convening featuring Larry Dressler
- When You Have a Difficult Team Member featuring Peter Sheahan
- Managing Negative People featuring Beverly Beuermann-King
- Mindsets to Bring to Conflicts featuring Stewart Levine
- How to Have a Difficult Conversation featuring Peter Bregman
- Four Levels of Listening featuring Mark Goulston
- Stick To The Facts & Stand Your Ground featuring E. Neville Isdell
- Dealing with Conflict: Move the Conversation Forward featuring Sandra Crowe
- Resolving Conflicts with Customers and Partners featuring Nicole Piasecki
- Managing Conflict in High Performance Teams featuring Howard M. Guttman
- Be Selfish featuring Jodi Detjen
- Dealing with Conflict featuring Howard M. Guttman
- Relationship Management: Don’t Win the Battle to Lose the War featuring Travis Bradberry

Book Summaries

Blueprints
- Psych 101 for CEOs: What Every Leader Needs to Know About Leading People by Norm Szydlowski, Paul W. Hobby & Gordon L. Alexander, Jr.

Leader-Led Activities
- Considering Conflict Discussion Guide
- Conflict Perspectives Facilitation Guide
- Conflict Resolution Process Facilitation Guide
- Conflict behaviors Application Guide
- Confronting Conflict Application Guide

Self-Assessment
- Perspectives on Conflict
- Instinctive Reactions

Business Impact
- Business Impact: Using Conflict to an Organization’s Advantage
- Business Impact: Facilitating Work Related Conflict Discussions
- Business Impact: Confrontation: What’s the Best Approach

Challenge
- Challenge: Managing Conflict

Tools
- Conflict Situations
- Sources of Conflict
- Questions for Conflict Situations
- Conflict Behaviors
- Conflict Resolution Process
- Confrontation Action Plan
- Win-Win Considerations
- Tips for Conflict Involvement

Test
- Leadership Advantage Test Yourself: Managing Conflict

Core Message
- Leadership Advantage: Managing Conflict 3.0

Case Study
- Explaining Conflict
- Observing Conflict Behaviors
- Manager-Employee Conflict
- Choosing a Direct Action

Key Concept
- Key Concept: Conflict is a “Clash”
- Key Concept: Look for the Root Cause
- Key Concept: The Positive Influence of Conflict
- Key Concept: The Other Side of the Coin
- Key Concept: Instinctive Reactions to Conflict
- Key Concept: Promoting Win-Win Solutions

e-Books
- Conflict Management
- Win at Work!: The Everybody Wins Approach to Confliction Resolution
- The Elephant in the Boardroom: How Leaders Use and Manage Conflict to Reach Greater Levels of Success

Videos/Courses
- Bring on the Battles to Resolve Conflict
- Conflict Resolution and Negotiation
- The Cycle of Resolution
- Embracing Conflict

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Navigating the Modern Workforce: Diversity, Culture, Generations | 2 Days

The modern business climate is more diverse than ever. Team members are bringing new experiences, expertise, and viewpoints to the workforce; and constant change is the new normal. An astute leader can take advantage of these skills and perspectives while maximizing productivity and fostering employee buy-in. In this course, you will learn how to capitalize on the strengths of your diverse team while directing and guiding them to even greater achievements.

**WHO SHOULD ATTEND:**
Team leaders, managers, executives and other business professionals who lead others.

**JOB ROLES:**
Personal Development  
Leader of Teams/Projects  
Leader of Managers/Departments

**OBJECTIVES:**
- Learn to lead in a world of diversity  
- Engage and empower our multi-generational workforce  
- Leverage culture as the new strategic differentiator  
- Develop your path to leadership success

**COURSE OUTLINE:**

**A Complex World of Diversity**
- Working in Fluid Dynamic Environments  
- Understanding the New Transient Workforce  
- Addressing the Need for a New Type of Leadership  
- Leading with Authenticity  
- Developing Required Skills and Competencies  
- Decentralizing Power

**Making Difference Your Strategic Advantage**
- Engaging in the 21st Century  
- Measuring Engagement and Taking Advantage of High Engagement  
- Overcoming Challenges to Employee Engagement  
- Embracing Difference and Bridging Boundaries  
- Developing Cultural Intelligence and Responding Effectively to Cultural Differences  
- Applying SCARF to Direct Behavior

**Leveraging Change as the New Normal**
- Understanding and Applying Emotional Intelligence  
- Motivating Others  
- Behavioral and Cognitive, Psychodynamic and Humanistic, and Personality Types  
- Developing Your Leadership Psychological Toolkit  
- Identifying Drivers – Desires and Expectations  
- The Impact of an Environment of Trust  
- Meeting the Needs of the Social Brain  
- Promoting Involvement

**Creating Leaders for the Future**
- Avoiding Cultural Pitfalls  
- Creating a Common Culture for All  
- Leading Fluid Teams  
- Seeking Diverse Perspectives  
- Utilizing Various Leadership Styles – Storytelling, Adaptive, and Connective  
- Building a Sustainable Vision, Developing a Path, and Creating a Passion for Excellence

**We Ensure Personal & Professional Growth Through:**

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  - eBooks, On-Demand Courses, Quick Videos, Personal & Team Assessments, Tools & Templates.

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Navigating the Modern Workforce: Diversity, Culture, Generations | 2 Days

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Navigating the Modern Workforce: Diversity, Culture, Generations | 2 Days

Reinforcement Videos
- The Importance of Diversity of Thought Featuring Peter Thonis
- Diversity Is Good Business Featuring David Bell
- The Role of Creativity and Diversity in Leadership Featuring Linda Hill
- Diversity in Business Featuring Sahar Hashemi
- Why Strategic Diversity Management Now? Featuring Roosevelt Thomas
- Open Innovation: The Power of Diversity Featuring Dwayne Spradlin
- Lead Like Improvisers: The Importance of Diversity Featuring John Sweeney
- The Leader of the Future Featuring Marshall Goldsmith
- Are You Diversity-Challenged? Featuring Roosevelt Thomas
- Redefining Diversity Featuring Roosevelt Thomas
- Diversity and Creativity Drive a Culture of Innovation Featuring Sir Ken Robinson
- The Importance of Diversity for Creative Energy Featuring Danica Purg
- Dirty Dozen Rules of Talent Management: Rule #2 - Pick Talent Against the Corporate DNA Featuring Tim Sanders

Book Summaries
- Deciding Who Leads: How Executive Recruiters Drive, Direct & Disrupt the Global Search for Leadership Talent by Joseph Daniel McCool

Blueprints
- Tapping Diversity to Maximize Innovation by Julien C. Carter, Pipier L. Bewlay, Val M. Berry and Georgia Coffey
- The Role of Diversity in Driving Employee Engagement by Cynthia Owyoung, Brenda Mullins and Yvette Meléndez

Leader-Led Activities
- Diversity Preconditions Discussion Guide
- Personal Awareness Discussion Guide
- Dimensions of Diversity Facilitation Guide
- Diversity Trends Facilitation Guide
- Diversity Management Practices Application Guide

Self-Assessment
- Diversity Benefits
- Conditions for Learning and Effectiveness

Business Impact
- Business Impact: Understanding Workplace Diversity

Challenge
- Challenge: Managing Diversity

Tools
- Business Diversity Trends
- Layers of Diversity
- Leading Diversity
- Personal Awareness
- Strategic Alignment
- Diversity Practices

Test
- Leadership Advantage Test Yourself: Managing Diversity

Core Message
- Leadership Advantage: Managing Diversity 2.0

Case Study
- Business Trends and Diversity Implications
- Diversity Dimensions
- Diversity Tensions
- The Role of the Senior Team

Key Concept
- Key Concept: Business Diversity Trends
- Key Concept: Business Benefits of Leveraging Diversity
- Key Concept: Layers of Diversity
- Key Concept: Diversity Yesterday and Today
- Key Concept: The Evolution of Diversity
- Key Concept: The Leader's Role
- Key Concept: Common Purpose and Awareness
- Key Concept: Strategic Alignment
- Key Concept: Supportive Environment
- Key Concept: Management Practices and Infrastructure

e-Books
- The Etiquette Edge: Modern Manners for Business Success; Second Edition
- Managing Across Cultures: The Seven Keys to Doing Business with a Global Mindset
- The Human Equity Advantage: Beyond Diversity to Talent Optimization

Videos/Courses
- Manage for Mission; Innovation; and Diversity
- Intergenerational Cohesion
- Experience New Cultures to Soften Bias
- Cultural Communication
See what students have been saying!

There are several aspects of the class that will be put to use and definitely useful, but the major items include visiting my team more, working with them to create a team identity, and also working with them to set milestones.

The Facilitator was wonderful. She is relatable, personable, engaging and certainly knows her stuff. I have sent team members to these classes. Now having taking a class myself I can say that I will support this further and communicate to Management and Executives the value!

I found all of the information useful and plan to implement much of what I learned.
Leadership And Management Path

This path immerses you in the core and advanced competencies and behaviors needed to become a transformational leader. From front-line management to strategic organizational vision, these are the courses that both experienced and emerging leaders need to take their business to the next level.
Discovering Your Leadership Voice | 2 Days

By their very definition, leaders inspire followership in others. Whether speaking conversationally or presenting before a group, a powerful leadership message delivered with impact and focused on the needs of the audience, can motivate and energize others, further strengthening your leadership effectiveness and galvanizing support for your vision. In this course, you will learn proven techniques to find and develop your own voice as a leader – one that builds trust, fosters enthusiasm for change, engages colleagues, strengthens relationships, and achieves results.

WHO SHOULD ATTEND:
Professionals who want to develop or strengthen their leadership position.

JOB ROLES:
Personal Development
Leader of Teams/Projects

OBJECTIVES:
• Enhance your leadership effectiveness through your message
• Communicate with greater openness and authenticity
• Craft compelling messages that connect people to purpose
• Engage, motivate, and inspire others to embrace change
• Apply your leadership voice to increase your impact and influence

Delivering Your Message
• Bridging Different Thinking
• Completing the “What’s My Communication Style” Assessment
• Flexing Communication Styles
• Adjusting for Style and Impact

Reviewing Your Results
• Reviewing and Adjusting
• Taking an Iterative Approach
• Repeating, Reiterating, and Building Support

This course comes with the “What’s My Communication Style?” assessment that is done in class to enhance your personal and professional growth and reinforce the competencies taught in class.

We Ensure Personal & Professional Growth Through:

TOPIC-SPECIFIC, REINFORCEMENT MATERIALS TO ENRICH YOUR JOURNEY

eBooks, On-Demand Courses, Quick Videos, Personal & Team Assessments, Tools & Templates.

This course may qualify for Continuing Education Credits from multiple providers. Please visit www.nhcredits.com for complete details.
Discovering Your Leadership Voice | 2 Days

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Discovering Your Leadership Voice | 2 Days

Reinforcement Videos
- Give Meaning to Work featuring Peter Thonis
- Tapping Into Intrinsic Motivation featuring Stephen D. Harding
- Engaging and Reenergizing your Team: Investing in Psychological Capital featuring Jonas Ridderstråle
- Meaningful Work Is Motivating featuring Ian Metcalfe
- Creating a High Performance Culture featuring Jeffrey Pfeffer
- Motivation featuring Patrick Dixon
- Adapt Your Leadership Style For Each Individual featuring David Brandon
- Motivating Your Team featuring Jason Jennings
- Engagement is More than Motivation featuring Michael Shanahan
- Honing Your Leadership Effectiveness featuring Bill George
- What the Best Motivators Do featuring Jon Katzenbach

Book Summaries
- The Enthusiastic Employee: How Companies Profit by Giving Workers What They Want by David Sirota, Louis A. Mischkind and Michael Irwin Meltzer
- How Did That Happen?: Holding People Accountable for Results the Positive, Principled Way by Roger Connors and Tom Smith

Blueprints
- Motivation: How to Inspire Your Staff Without Financial Compensation by Matt Ferguson, Jim Stone, Sigmund Solares and Mike Hately

Leader-Led Activities
- About Motivation Discussion Guide
- Recognizing Demotivators Discussion Guide
- Common Motivators Facilitation Guide
- Motivational Leaders Facilitation Guide
- Observing Motivations Application Guide

Self-Assessment
- Acquired Need
- Leadership for Performance
- My Motivations

Business Impact
- Business Impact: Employee Exhaustion: Managing a Well-balanced Workload

Challenge
- Challenge: Leader as Motivator

Tools
- Maslow’s Hierarchy
- People Performance Model
- Employee Motivation Problems
- Expectancy Theory
- Experiencing ERG
- Motivated People
- Motivating Generations

Test
- Leadership Advantage Test Yourself: Leader as Motivator

Core Message
- Leadership Advantage: Leader as Motivator 2.0

Case Study
- Motivational Reflections
- Tuning in to Needs
- Motivating under Stress

Key Concept
- Key Concept: The Individual and the Environment
- Key Concept: Relevant Motivational Theories
- Key Concept: Motivation in a Business Environment
- Key Concept: Common Work Demotivators
- Key Concept: Recognizing and Supporting Different Motivations
- Key Concept: How Successful Leaders Motivate
- Key Concept: Generational Differences

e-Books
- e Leader’s Window: Mastering the Four Styles of Leadership to Build High-Performing Teams; Second Edition
- Personality Style at Work: The Secret to Working with (Almost) Anyone

Videos/Courses
- Authentic Leadership: Keeping It Real
- Passion Comes from Purpose
- The Impact Of Strategic Storytelling
- Effective Leaders Are Self-Aware
Evolving into the Manager Role | 3 Days

The manager’s role is very different from the non-manager’s. Managers must be able to develop and unify team members, plan strategically, set goals, delegate responsibilities, provide meaningful feedback, and effectively communicate. In this course, you will learn how to confidently acquire and build these skills through relevant discussions, team and individual activities.

WHO SHOULD ATTEND:
New managers wanting to become skilled in their management roles.

JOB ROLES:
Personal Development
Leader of Teams/Projects

OBJECTIVES:
• Describe the roles that a manager has in an organization
• Identify and nurture talent in your team
• Build a management vision for success
• Create strategies to motivate and empower your team
• Combine leadership qualities and influence skills to motivate your team
• Plan and manage effective meetings

COURSE OUTLINE:

The Manager’s Role
Distinguishing a Manager’s Role from Function
Understanding Interpersonal, Informational, and Decisional Roles

Building a Shared Vision
Defining a Shared Vision
Building a Strong Vision
Creating and Communicating a Vision Statement
Identifying Benefits of Your Vision

Leadership and Influence
Identifying the Characteristics and Qualities of a Leader
Modeling the Way and Enabling Others to Act
Encouraging Your Inner Innovator and Mastering the Art of Persuasion
Creating Mutual Respect
Effectively Communicating and Reasoning with Others

Nurturing Talent
Calibrating Talent
Finding and Nurturing the Attributes that Meet Your Requirements
Articulating Culture and Hiring for a Cultural Fit
Looking to the Future – Developing and Executing a Plan
Succession Planning
Creating and Fostering Employee Engagement
Coaching, Training, and Development

Delegation and Empowerment
Working with Workgroups and Teams
Delegating
Progress Tracking and Reviewing Results

Building a Better Meeting
Planning and Preparing a Meeting
Identifying Proper Participants
Creating an Agenda
Evaluating the Use of Technology

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eBooks, On-Demand Courses, Quick Videos, Personal & Team Assessments, Tools & Templates.

This course may qualify for Continuing Education Credits from multiple providers. Please visit www.nhcredits.com for complete details.
Evolving into the Manager Role | 3 Days

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Reinforcement Videos
- On Becoming a New Manager featuring Anne Riches
- Cautionary Tales for the New World Manager featuring Eddie Obeng
- Humility vs. Publicity Paradox featuring Pat Lencioni
- Performance Management: Be Clear on the Goals featuring Jason Jeffay
- Be a Part of the Solution featuring Pam Laycock
- Effective Internal Communications featuring Peter Bakstansky
- On-the-Level Communication featuring Pat McLagan
- Know Yourself, Treat People Well and Listen featuring Bill Ford
- Advice for New Managers featuring Mike Jossi
- Defining Moments Come During Difficult Times featuring Terri Kelly
- Advice to New Managers Moving Up in the Organization featuring Shelley Stewart Jr.
- The Challenges and Opportunities for Women in Management featuring Dina Dublon
- Securing a Common Vision and Strategy featuring Nick Kugenthriran
- Keys to Performance Management featuring Julie Gebauer
- Marcus Buckingham: Great Managers Help People Hone Their Strengths
- Great Managers Take the Time featuring Curt Coffman

Book Summaries
- Managing by Henry Mintzberg
- The New Boss: How to Survive the First 100 Days by Peter Fischer

Blueprints
- Power to the People – How to Effectively Empower Your Employees by Yvonne F. Rocco, Doug Bryant and Robert M. Berg

Leader-Led Activities
- Meeting Expectations Discussion Guide
- New Manager Challenges Discussion Guide
- Conflict and Difficult Behavior Facilitation Guide
- Healthy Communication Facilitation Guide
- Management Perspective Facilitation Guide
- Performance Planning Application Guide

Self-Assessment
- Management Perspective
- Healthy Communication

Business Impact
- Business Impact: Building Trust Incrementally

Challenge
- Challenge: Making the Move Into Management

Tools
- Expectations
- Performance Planning
- Team Guidelines
- Communication Methods
- Management Challenges
- Decision Making
- Conflict Strategies

Test
- Leadership Advantage Test Yourself: New Manager Transitions

Core Message
- Leadership Advantage: New Manager Transitions 2.0

Case Study
- Recognizing Expectations
- Setting Goals
- Communicating Effectively
- Managing Difficult Behavior

Key Concept
- Key Concept: Your Perspective on Management
- Key Concept: About Expectations
- Key Concept: Confidence, Competence, and Courage
- Key Concept: Get Organized and Goal-Directed
- Key Concept: Establishing Guidelines for Team Working
- Key Concept: Motivating and Empowering Your Team
- Key Concept: Healthy Communication
- Key Concept: Communicating for Clarity and Direction
- Key Concept: Representative Challenges
- Key Concept: Making Decisions
- Key Concept: Dealing with Conflict
- Key Concept: Dealing with Difficult Behavior

e-Books
- Skills for New Managers: Second Edition
- The Essential New Manager’s Kit
- Managing People: Secrets to Leading for New Managers

Videos/Courses
- Leaders Don’t Have All the Answers
- Keys to Effective Delegation
- Explain Why; Then Get Out of the Way
- Leadership Tips for New Managers

Materials listed above are representative and do not include all assets, which are subject to change as titles and resources are always being updated.
Leadership & Management Path

Effective Leadership through Coaching | 3 Days

The most successful leaders recognize that their success depends upon the success of those they lead. Enabling others to grow and fulfil their potential by coaching them to discover and apply their talents and strengths is a core competency of effective leadership. Whether supporting employees to optimize their contribution, or enabling them to further their career aspirations, your coaching will have a positive impact and will foster an environment of growth and success.

WHO SHOULD ATTEND:
Anyone managing the performance of others, including executives, managers, supervisors and team leaders.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments

OBJECTIVES:
• Develop a positive partnership that supports employee growth
• Provide effective coaching and feedback within a relationship of mutual trust
• Agree upon appropriate performance goals using the SMART technique
• Clarify the current state or reality of your employees’ situation
• Create options for your employee and develop them into a plan
• Motivate and support your employee to achieve his/her goals
• Recognize and remove any obstacles to employee success

COURSE OUTLINE:
The Leader as Coach
  Harnessing the Power of Coaching
  Recognizing Talent and Potential
  Identifying Values and Beliefs
The GROW Model
  Structuring the Coaching Process
  Applying GROW
Agreeing on the Development Goals
  Providing Direction and Purpose
  Identifying Appropriate Goals
Clarifying the Current Reality
  Framing the Reality
  Generating Self-Awareness
  Overcoming Obstacles and Resistance
  Exploring the Past
Discussing Options
  Generating Options
  Choosing an Approach
  Structuring a Plan

Finalizing the Plan
  Confirming the Will
  Selecting the First Step
  Motivating the Employee
The Importance of Trust
  Avoiding Negatives in Coaching
  Enhancing Trust Relationships
Giving Constructive Feedback
  Structuring Feedback
  Encouraging Growth and Development
Overcoming Roadblocks
  Uncovering Common Roadblocks
  Realigning or Re-evaluating Goals
Transitioning to the Next Stage
  Taking an Inventory
  Testing Readiness to Transition

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Effective Leadership through Coaching | 3 Days

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Effective Leadership Through Coaching | 3 Days

Reinforcement Videos
- Coaching and Mentoring are the Key to Leadership Development featuring Dan Labbad
- Job One, Two & Three of Developing Your People featuring Dianne Ledingham
- Six-Question Approach to Coaching featuring Marshall Goldsmith
- Habit 5: Seek First to Understand, Then to Be Understood featuring Stephen Covey
- Holding People Accountable featuring Patrick Lencioni
- The Pitfalls of Personal Goal Setting featuring Connie Podesta
- The Benefits Of Coaching featuring Jason Zeman
- Recognizing Readiness featuring G. Shawn Hunter
- Coaches Build Self Confidence featuring Jay Conger
- Good Coaches Ask Questions featuring Jack Zenger
- How to Be a Better Coach featuring Howard M. Guttman
- Setting Goals in Four Dimensions featuring Allison Rimm
- Small Behavior Can Have Big Effects featuring Sue Powell
- How Leaders Can Improve the Quality of People’S Thinking featuring David Rock
- Coaching Team Members featuring Jay Conger
- Ask the Right Questions featuring Jan Rutherford

Book Summaries
- Coaching for Breakthrough Success: Proven Techniques for Making Impossible Dreams Possible by Jack Cenfield and Peter Chee
- Bankable Leadership: Happy People, Bottom-Line Results, and the Power to Deliver Both by Tasha Eurich

Blueprints
- Executive Coaching - Measuring the Importance and Finding the Resources by Jim Gillece, Peter Dumoulin and R. Kenneth Hutchinson

Leader-Led Activities
- Benefits of Coaching Discussion Guide
- Coaching Challenges Discussion Guide
- Coaching Roles Facilitation Guide
- Coaching Skills Facilitation Guide
- Goal Setting Application Guide
- Preparing to Coach Application Guide

Self-Assessment
- Leadership Roles
- Rapport and Relationship
- Coaching Skills

Challenge
- Challenge: Coaching

Tools
- Organizational Benefits of Coaching
- Assessment Types
- Exploring Options
- SMART Goals
- Coaching Challenges
- Evaluation and Actions

Test
- Leadership Advantage Test Yourself: Coaching

Core Message
- Leadership Advantage: Coaching 3.0

Case Study
- Adopting a Coaching Role
- Assessing a Coachee
- Building a Positive Relationship
- Facilitating the Coaching Process
- Coaching Challenges

Key Concept
- Key Concept: What is Coaching?
- Key Concept: Benefits of Coaching
- Key Concept: The Coaching Partnership
- Key Concept: How to Determine Your Coaching Role
- Key Concept: Coaching vs. Other Practices
- Key Concept: Qualifications of Successful Coaches
- Key Concept: The Two Parts of the Coaching Process
- Key Concept: Establishing Purpose and Context
- Key Concept: Assessment and Insight
- Key Concept: Rapport and the Coaching Relationship
- Key Concept: Build a Positive Relationship
- Key Concept: Exploring Options
- Key Concept: Setting Goals
- Key Concept: Facilitating the Process
- Key Concept: Delegation, Feedback, and Motivation: A Refresher
- Key Concept: Dealing with Coaching Challenges
- Key Concept: Evaluating Progress and Committing to Ongoing Action

E-Books
- A Year with Peter Drucker: 52 Weeks of Coaching for Leadership Effectiveness
- Fearless Performance Reviews: Coaching Conversations that Turn Every Employee into a Star Player
- The Art and Practice of Leadership Coaching: 50 Top Executive Coaches Reveal their Secrets

Videos/Courses
- Importance of Coaching and Mentoring
- Coaching & Mentoring: Find the Guru
- Great Coaching: Don’t Give the Answer
- Feedback That Can Have the Biggest Impact

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Managing Remote and Virtual Teams | 2 Days

The business model is constantly evolving. Managing remote teams – a rarity just a few years ago – is now a common occurrence. Working virtually offers unique advantages and challenges. But how do you best leverage these benefits while overcoming impediments? This course will teach you to adjust your management style to successfully improve communication, foster connections, increase productivity, and develop remote and virtual teams. Focused on practical skills, this course includes activities to apply these techniques and drive results.

WHO SHOULD ATTEND:
Professionals managing remote teams or existing traditional teams that are evolving into more virtual roles.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments

OBJECTIVES:
• Effectively manage team dynamics in remote and virtual teams
• Leverage communications technologies to the benefit of your remote and virtual teams
• Identify the specific skills required for managing remote and virtual teams
• Evaluate the impact of culture and language on your team’s performance

COURSE OUTLINE:
Defining Remote and Virtual Teams
• Managing Relationships, Communication, and Tasks
• Meeting Your and Your Team’s Needs

Management Requirements for Remote and Virtual Teams
• Moving from Reactive to Proactive
• Understanding Team Member’s Unique Situations
• Keeping Everyone Informed
• Innovating with Virtual Teams
• Managing Work Outputs
• Overseeing Separated Team Members
• Defining and Building Relationships with Stakeholders

Team Dynamics
• Creating Team Identity
• Forming Remote and Virtual Teams
• Managing the Storming Process
• Getting to Norming and Storming
• Creating and Governing with Ground Rules
• Tracking Team Performance
• Setting Expectations and Providing Feedback

Making Technology Work for You
• Communicating with and Coordinating Your Team
• Avoiding the Technology Trap
• Developing Effective Communication Across Various Media
• Choosing the Right Technology Platform

The Impact of Culture and Language
• Recognizing Cultural Characteristics and Differences
• Building Cultural Knowledge
• Managing Across Time Zones
• Respecting Non-Working Time

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Managing Remote and Virtual Teams | 2 Days

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<table>
<thead>
<tr>
<th>Reinforcement Videos</th>
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<tbody>
<tr>
<td>• Globalization and Profitability featuring Michael Cox (Part I)</td>
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<tr>
<td>• Globalization and the Changing Business Landscape featuring Harold Sirkin</td>
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<tr>
<td>• Globalization and Technology Featuring Vijay Govindarajan</td>
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<td>• Globalization Leads To Collaboration featuring Dr. William K Fung</td>
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<td>• Globalization and Emerging Trends featuring Vijay Govindarajan</td>
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<td>• Globalization: Geography is No Longer Relevant featuring Vikas Kapoor</td>
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<tr>
<td>• Distance Leadership: Leaders, Technology, Motivations, and Management featuring Joe DiVanna</td>
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<tr>
<td>• The Global English Strategy in the Global War for Talent featuring Sheila Madden</td>
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<td>• Dancing Between Global and Local featuring Jeff Joerres</td>
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<td>• What is the Global Manager? featuring Andrew Kakabadse</td>
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<td>• Leveraging Technology and Globalization for Green IT featuring David Moschella</td>
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<tr>
<th>Book Summaries</th>
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<tr>
<td>• World Out of Balance: Navigating Global Risks To Seize Competitive Advantage by Paul A. Laudicina</td>
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<td>• The Services Shift: Seizing the Ultimate Offshore Opportunity by Robert E. Kennedy with Ajay Sharma</td>
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<td>• The Talent Powered Organization – Strategies for Globalization, Talent Management and High Performance by Peter Cheese, Robert J. Thomas and Elizabeth Craig</td>
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<tr>
<td>• The Extreme Future – The Top Trends That Will Reshape the World for the Next 5, 10, 20 Years by James Canton, Ph.D.</td>
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<td>• FREE: The Future of a Radical Price by Chris Anderson</td>
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<td>• Deciding Who Leads: How Executive Recruiters Drive, Direct &amp; Disrupt the Global Search for Leadership Talent by Joseph Daniel McCool</td>
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<th>Blueprints</th>
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<tr>
<td>• The Realities of Global Competition by Narayana Murthy, B. Ramalinga Raju and Douglas Gorman</td>
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<th>Leader-Led Activities</th>
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<td>• Global Business Approaches Discussion Guide</td>
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<td>• Globalization Case Studies Discussion Guide</td>
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<td>• Globalization Opportunities Facilitation Guide</td>
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<td>• Our Global Company Facilitation Guide</td>
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<td>• Global Management Skills and Knowledge Application Guide</td>
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<td>• Characteristics of Global Companies</td>
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<th>Case Study</th>
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<td>• Globalization Example (Software and Service Company)</td>
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<td>• Globalization Example (Manufacturer of Small Appliance Parts)</td>
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<td>• Global Opportunities</td>
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<td>• Key Concept: Sources of Efficiency and Innovation</td>
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<td>• Key Concept: Opportunities Bring Challenges</td>
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<td>• Key Concept: The Impact of Globalization on Managers</td>
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<td>• Key Concept: Business Operations Knowledge and Skills</td>
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<td>• Remote Working: Linking People and Organizations</td>
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<td>• Remote Workforce Training: Effective Technologies and Strategies</td>
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<td>• Managing the Mobile Workforce: Leading; Building; and Sustaining Virtual Teams</td>
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<td>• The Happiness Advantage</td>
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<td>• Managing Virtual Teams</td>
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<td>• Results Through Collaboration</td>
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We Ensure Personal & Professional Growth Through:

**Leadership & Management Path**

**Transitioning into Leadership for an IT Manager | 3 Days**

IT managers require a specific skillset to properly create, oversee, enable, and motivate their teams. From developing an inspiring vision and empowering members to reach it, to meeting deadlines and evaluating results, in this course you will learn the skills and behaviors needed to successfully transition into an IT manager role.

**WHO SHOULD ATTEND:**
IT Professionals who expect to or who have recently transitioned into a management role.

**JOB ROLES:**
- Personal Development
- Leader of Teams/Projects
- Leader of Managers/Departments

**OBJECTIVES:**
- Make a smooth transition into management
- Develop your authentic leadership style
- Engage and empower staff to achieve excellence
- Build high performing, collaborative teams
- Apply delegation best practices
- Attract and retain great staff

**COURSE OUTLINE:**

**Making the Transition into Leadership**
- Defining Success
- Developing Leadership Competencies
- Acting as Leader, Liaison, Figurehead, Monitor, Disseminator, and Spokesperson
- Allocating Resources
- Acting Entrepreneurially
- Negotiating and Handling Disturbances

**Building Trust, Engagement and Involvement**
- Applying SCARF
- Leading by Example with the 5 Components of Emotional Intelligence
- Engaging, Involving, and Motivating Others
- The 4 Disciplines of Motivation
- Working with Differing Personality Styles
- Developing Your Leadership Psychological Toolkit
- Discovering and Meeting Stakeholder Expectations

**Collaboration and Teams**
- Creating, Facilitating, and Maintaining Teams
- Building a Team through Culture, Human to Human Relationships, Effective Communication, and Setting and Meeting Goals and Objectives
- Modern, Autonomous, Self-Organizing, and Cross-Functional Teams

**Building People with Challenging Work**
- Willingness to Delegate
- Delegating Successfully

**Attracting and Keeping Great People**
- Managing Performance
- Knowing Your Staff
- Checking Assumptions
- Engaging Your Team
- Leading and Coaching for Success
- Managing Disruption

**We Ensure Personal & Professional Growth Through:**

**TOPIC-SPECIFIC, REINFORCEMENT MATERIALS TO ENRICH YOUR JOURNEY**
- eBooks, On-Demand Courses, Quick Videos, Personal & Team Assessments, Tools & Templates.

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### Transitioning into Leadership for an IT Manager | 3 Days

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#### Reinforcement Videos
- A No-Barriers Mindset featuring Erik Weihenmayer
- Amid Chaos, Learn to Improvise featuring Carol Roth
- Persevere and Achieve the Unexpected featuring Amelia Fawcett
- The Four Ps and the C featuring Harry Halloran, Jr.
- Strategic Flexibility featuring Michael Raynor
- Creative Solutions Require Determination, Not Luck featuring Gaia Grant
- Alchemy - Harnessing the Power of Adversity featuring Erik Weihenmayer
- Executive Intelligence: Managing Yourself featuring Justin Menkes
- Results-Only Work Environments in Practice featuring Dan Glaser
- Tomorrow’s Leaders Will Need Conceptual Flexibility featuring Venkatesh Valluri
- Adapting to Changing Market Conditions featuring Terri Kelly
- Adversity and Opportunity featuring Vince Poscente
- Total Persistence: No Matter What the Odds featuring David Taylor
- The Role of Ambition featuring James Champy
- Organizational Growth: Look Beyond your Four Walls featuring Marcy Beitle
- The Five Practices of Exemplary Leadership: Enable Others to Act featuring Jim Kouzes

#### Book Summaries
- Talent is Never Enough: Discover the Choices That Will Take You Beyond Your Talent by John C. Maxwell
- Be Different Or Be Dead: Your Business Survival Guide by Roy Osing

#### Blueprints
- Embracing Workforce Flexibility During a Recession—What It Means for Your Business by Dan Robinson, Erik J. Petrik and Leon J. Leach

#### Leader-Led Activities
- Change Equation Discussion Guide
- Leading Processes Discussion Guide
- Developing People Facilitation Guide
- Flexibility and Leadership Facilitation Guide
- The Need for Perseverance and Flexibility Facilitation Guide
- Action Plan Application Guide

#### Self-Assessment
- Leading with Perseverance and Flexibility
- Innovation Behaviors

#### Business Impact
- Business Impact: Developing the Next Generation
- Business Impact: Managing the Stress of Organizational Change

#### Challenge
- Challenge: Perseverance and Flexibility in Times of Crisis

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Tools
- Perseverance Opportunities
- Flexibility Opportunities
- Developing People
- Readiness and Leadership
- Leading Processes
- Change Equation
- Increasing Perseverance and Flexibility

Test
- Leadership Advantage Test Yourself: Perseverance and Flexibility

Core Message
- Leadership Advantage: Perseverance and Flexibility 2.0

Case Study
- The Need for Persistent and Flexible Leadership
- Developing Employees to be Flexible and Persevering
- Situational Leadership
- Shifting Goals
- Leading Change

Key Concept
- Key Concept: What Does Perseverance and Flexibility Mean to Leaders?
- Key Concept: The Underpinnings of Perseverance
- Key Concept: The Underpinnings of Flexibility
- Key Concept: Developing People to be Flexible and Persevering
- Key Concept: Multigenerational Flexibility
- Key Concept: Flexing Your Leadership Style
- Key Concept: Leading Processes
- Key Concept: Developing Flexible Goals
- Key Concept: The Change Equation
- Key Concept: Innovation Requires Perseverance and Flexibility
- Key Concept: Decision Making
- Key Concept: Increasing Your Ability to Persevere
- Key Concept: Developing Flexibility

e-Books
- From Techie to Boss: Transitioning to Leadership
- Becoming a Successful Manager: Powerful Tools for Making a Smooth Transition to Managing a Team; Second Edition
- From Bud to Boss: Secrets to a Successful Transition to Remarkable Leadership

Videos/Courses
- Adapting Your Leadership Approach
- Ghandi’s Lesson
- Authentic Leadership: Keeping It Real
- Emotional Intelligence
Transformational Leaders have a tremendous impact. They can empower teams to grow and work together, envision the future, embrace change, and maximize performance. This course will help you develop authentic leadership qualities that motivate and drive others to reach their full potential, and become the transformational leaders of the future.

WHO SHOULD ATTEND:
Managers, directors, executives, and others responsible for leading teams, overseeing projects, and developing new leaders.

JOB ROLES:
- Personal Development
- Leader of Teams/Projects
- Leader of Managers/Departments
- Leader of Organizational Strategy

OBJECTIVES:
- Bring about valuable and positive change in those you lead
- Increase engagement, motivation and morale in your team
- Enhance performance of individuals and the team
- Provide an authentic role model that inspires followership
- Develop others into leaders

COURSE OUTLINE:
- Defining Transformational Leadership
  - Comparing Leadership Styles
  - Developing the Attitudes and Beliefs of a Transformational Leader
- Being an Authentic Leader
  - Knowing Who You Are
  - Fostering Authenticity and Credibility
- Demonstrating Leadership Practice
  - Following the Five Practices of Exemplary Leadership:
    - Modeling the Way
    - Inspiring a Shared Vision
    - Challenging the Process
    - Enabling Others to Act
    - Encouraging the Heart
- Building Engagement and Motivation
  - Understanding the Drivers of Employee Engagement
  - Motivating Like a Transformational Leader
- Optimizing Performance
  - Coaching for Performance
  - Supporting Performance through Partnership
  - Unlocking Potential
  - Developing and Transforming Careers
- Mentoring Leaders
  - Growing Leaders
  - Putting Relationships First
  - Focusing on Character
  - Capitalizing on Strengths
  - Showing Optimism and Not Skepticism
  - Seeking Passion and Success
- Committing to Transformational Leadership

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Becoming a Transformational Leader | 2 Days

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**Becoming a Transformational Leader | 2 Days**

**Reinforcement Videos**
- How to Embed Change featuring Liz Mellon
- Planning for Change featuring Anne Riches
- Leading a Team Through Change featuring Liz Mellon
- Managing Change featuring Pat McLagan
- Change Through Rapid Transformation featuring Benham Tabrizi
- Changing a Culture: You Can’t Do It By Yourself featuring Shelley Stewart Jr.
- The Missing Link to Creating Lasting Results for your Team and Organization featuring Barbara Trautlein
- Change is a Group Opportunity: Ask; Don’t Tell featuring Frances Hesselbein
- The Most Important Habits for Driving Change featuring David Rock
- The Role of Urgency in Change featuring John Kotter
- Developing a Growth Mindset featuring Tom Catania
- Five Strategies for Leading Change in Challenging Times featuring Barbara Trautlein
- Change Needs Emotional Leadership featuring Liz Mellon
- Leading Change at All Levels by Deborah Ancona
- The Triple-A Model of Change Leadership featuring Benham Tabrizi

**Book Summaries**
- Choosing Change: How Leaders and Organizations Drive Results One Person at a Time by Susan Goldsworthy and Walter McFarland
- Change-Friendly Leadership: How to Transform Good Intentions into Great Performance by Rodger Dean Duncan

**Blueprints**
- How to Be an Effective Leader in the Midst of Change by Courtney Harrison, John L. Pothin and Sandra R. A. Karrman

**Leader-Led Activities**
- Short-term Wins Discussion Guide
- Leading People in Change Facilitation Guide
- Removing Barriers Facilitation Guide
- Dealing with Conflict Application Guide

**Self-Assessment**
- Your Perspectives on Change
- Change Leadership

**Business Impact**
- Business Impact: Involving Employees in Corporate Change

**Challenge**
- Challenge: Leading Change

**Tools**
- Change Equation
- Business Research
- Change Drivers
- Key People
- Create a Vision for Change

**Test**
- Leadership Advantage Test Yourself: Leading Change

**Core Message**
- Leadership Advantage: Leading Change 3.0

**Case Study**
- Beginning the Process of Change
- Setting the Stage
- Removing Barriers
- Short-term Wins
- People Challenges

**Key Concept**
- Key Concept: Conveying the Business Case for Change
- Key Concept: Your Change Coalition
- Key Concept: Moving Change Forward
- Key Concept: Create Short-term Wins
- Key Concept: Don’t Let Up
- Key Concept: Leading People Effectively through Change

**e-Books**
- Awakening the Leader Within: A Story of Transformation
- Lead with Wisdom: How Wisdom Transforms Good Leaders into Great Leaders
- The Transformative CEO: Impact Lessons from Industry Game Changers

**Videos/Courses**
- Becoming A Transformational Leader
- Transformational Leaders and the Environment
- From Management to Inspirational Leadership
- Define The Purpose Of Your Leadership

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Business Acumen for Leaders | 2 Days

A business is more than a building and assets, and business leaders must be masters of many skills. In this course, you will learn to understand the mechanics of the organization – reading and interpreting financials, making sound business decisions, and setting a course – while also developing the skills to guide and direct your workforce in an ethical and professional manner.

WHO SHOULD ATTEND:
Professionals desiring to improve their business planning, financial management, and decision-making skills and practice them in an ethical and professional manner.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments
Leader of Organizational Strategy

OBJECTIVES:
• Recognize the importance of the big picture in business planning
• Leverage financial information to make sound business decisions
• Identify the importance of other financial levers to your business
• Understand the importance of ethics on long term business success
• Appreciate how business etiquette affects your organizational success

COURSE OUTLINE:
Gaining a Wider Perspective
Understanding Business Acumen
Improving Long- and Short-Term Interactions
Finding and Recognizing Growth Opportunities
Making Mindful Decisions
How to Relate to Others

Understanding the Numbers
Developing, Defining, and Reporting
Key Performance Indicators (KPIs)
Keeping Up with the Business
Understanding Sales, Costs, and Profit Margin
Monitoring Assets, Liabilities, Equity, and Financial Ratios
Reviewing Income Statements, Balance Sheets, and Cash Flow Statements

Management Considerations
Recognizing Talent and Organizational Management
Thinking Critically – Asking the Right Questions, Evaluating the Situation, and Making the Decision
Leveraging the Organization – Investing in Employees and Customers, Process Improvement, and Goal Alignment

Business Ethics
Ensuring Ethical Obligations are Met
Understanding Roles and Responsibilities
Balancing Personal and Organizational Ethics
Managing Ethically – Maintaining the 4 P’s

Business Etiquette
Maintaining Etiquette across Communication Platforms – Email, IMs, and Telephone
Following Etiquette in Meetings
Delivering Etiquette in Customer Interactions

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Business Acumen for Leaders | 2 Days

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Reinforcement Videos
- How to Think Strategically featuring Herminia Ibarra
- Strategic Thinking: The Difference Between a Leader and a Manager featuring Max McKeown
- The Synergist featuring Les McKeown
- Changing While the Plane Is in Flight featuring George Robertson
- The Importance of Communicating the Strategy featuring Carl Ortell
- Admit You Don't Know, Hypothesize, Test, Repeat featuring Vineet Nayar
- Understand Your Competitive Advantage: The Singer Story featuring Matthias Kipping
- Creating a Culture of Innovation featuring Marla Capozzi
- Sense Making in Strategic Planning featuring Peter Sheahan
- Visioning the Future featuring Tom Catania
- Strategic Thinking featuring Glen Senk
- Three Players Who Are Absent at Strategic Discussions featuring Tom Gladwin

Book Summaries
- The New Corporate Facts of Life: Rethink Your Business to Transform Today’s Challenges Into Tomorrow’s Profits by Diana Rivenburgh
- Anticipate: The Art of Leading by Looking Ahead by Rob-Jan de Jong

Blueprints
- Smart Growth: How to Select New Lines of Business That Will Suit Your Company and Stockholders by Robin Raina, George Naspo and Roger C. Greene

Leader-Led Activities
- Benefits of Strategic Thinking Discussion Guide
- Creating a Strategic Thinking Climate Discussion Guide
- Balanced Strategic Thinking Facilitation Guide
- Strategic Thinking Competencies Facilitation Guide
- Phases of Strategic Thinking Application Guide

Self-Assessment
- Contrasting Attributes
- Strategic Thinking Competencies

Business Impact
- Business Impact: Knowing When to Take Leadership Risks

Challenge
- Challenge: Hiring Strategic Thinkers

Tools
- Strategic Thinking Definition
- Balanced Thinking
- Business Benefits
- Strategic Thinkers
- Phases of Strategic Thinking
- Gathering Information
- Formulating Ideas
- Planning for Action
- Conditions for Strategic Thinking

Test
- Leadership Advantage Test Yourself: Strategic Thinking

Core Message
- Leadership Advantage: Strategic Thinking 3.0

Case Study
- Types of Thinking
- The Competent Strategic Thinker
- Using Strategic Thinking
- The Strategic Leader

Key Concept
- Key Concept: Strategy and the Rise of Strategic Thinking
- Key Concept: Balanced Thinking
- Key Concept: The Business Benefits of Strategic Thinking
- Key Concept: Gathering Information
- Key Concept: Formulating Ideas
- Key Concept: Planning for Action
- Key Concept: Strategic Leadership

e-Books
- The Strategy of Execution: A Five-Step Guide for Turning Vision into Action
- Think to Win: Unleashing the Power of Strategic Thinking
- Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight; Drive Change; and Get Results

Videos/Courses
- Getting Email Right: Professional Texting Etiquette
- The Ethics of Business Decisions
- Interviewing for Talent
- Creating Financial Acumen Within Your Company

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Leadership & Management Path

Leading Change in a Complex World | 2 Days

Change is both inevitable and necessary, yet potentially disruptive. Leading change efforts requires building credibility, communicating effectively, developing trust, making decisions, and demonstrating confidence. This course will help you to cultivate the leadership skills that you need to influence others and guide them through times of change.

WHO SHOULD ATTEND:
Anyone working within leadership, or aspiring to transition into leadership, who would like to professionalize their skills and competencies.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments
Leader of Organizational Strategy

OBJECTIVES:
• Learn to thrive in a volatile and changing world
• Build employee engagement in a precarious work environment
• Leverage fundamental values to build a better workplace
• Develop a culture of change
• Plan a path to the future

COURSE OUTLINE:
Building a Sustainable Organization
   Seeing the Need for a New Type of Leadership
   Choosing to Be an Authentic Leader
   Rebuilding Confidence
   Decentralizing Power

Values and Engagement in a New Reality
   Engaging in the 21st Century
   Measuring Employee Engagement
   Developing Highly Engaged Employees
   Tapping into Discretionary Energy
   Embracing Differences
   Building a Sustainable Organization
   Integrating Engagement into Your Culture
   Building a Passion for Excellence
   Inspiring Trust
   Reaping the Benefits of Trust

Making Change the New Normal
   Facing Complexities
   Navigating Fluid Environments
   Harnessing the Power of Change
   Applying Intuition
   Creating Profound and Sustainable Change
   Understanding the Phases of Change
   Engaging Stakeholders
   Leading Through the Transition

Planning for the Road Ahead
   Managing Issues of the 21st Century
   Working Within the New Cultural Reality
   Avoiding Traps and Pitfalls
   Challenging How Teams Are Managed
   Building a Vision
   Managing with Purpose

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Leading Change in a Complex World | 2 Days

**Reinforcement Videos**
- Innovation: Paint a Picture of the End Game featuring Bill McComb
- The Innovation Economy and the Future of Business featuring James Canton
- From Creativity to Innovation: Discover, Dream, Design, Decide, Do featuring Ian Metcalfe
- Where Does Innovation Come From? featuring Gary Hamel
- How Does Innovation Really Happen? featuring Chip Heath
- The Case for Open Innovation featuring Dwayne Spradlin
- Achieving Growth in Challenging Times: Focus on the Job of the Customer featuring Clayton Christensen
- Disruptive Innovation and Growth featuring Michael Raynor
- Setting Metrics for Innovation Programs, featuring Lisa Bodell
- Connecting the Dots of Innovation featuring Jeff DeGraff
- Innovation Means Execution featuring Tim Sanders
- The Arithmetic of Innovation featuring Gary Hamel

**Book Summaries**
- The Definitive Drucker: Challenges for Tomorrow’s Executives: Final Advice From the Father of Modern Management by Elizabeth Haas Edersheim
- Making Innovation Work: How to Manage It, Measure It and Profit From It by Tony Davila, Marc J. Epstein and Robert Shelton
- The New Age of Innovation: Driving Co-Created Value Through Global Networks by C.K. Prahalad and M.S. Krishnan

**Blueprints**
- Strategies for Stimulating Business Innovation by Mary Beth Yannessa, Howard P. Kern, and Ken Ferry

**Leader-Led Activities**
- Innovation Strategy Discussion Guide
- Innovative Mindset Discussion Guide
- Removing Obstacles Facilitation Guide
- Exploring Different Perspectives Facilitation Guide
- Types of Innovation Facilitation Guide

**Self-Assessment**
- Innovation Mindset Self-assessment

**Business Impact**
- Business Impact: Using Conflict to an Organization’s Advantage
- Business Impact: Facilitating Work Related Conflict Discussions

**Challenge**
- Challenge: Leading Innovation

**Tools**
- Innovative Company Search
- Innovation Definition
- Looking for Opportunities
- Defining Opportunities
- Exploring Multiple Perspectives
- Innovation Strategy
- Removing Obstacles
- Innovation Ping Pong

**Test**
- Leadership Advantage Test Yourself: Leading Innovation

**Core Message**
- Leadership Advantage: Leading Innovation 2.0

**Case Study**
- Responding to New Ideas
- Innovation Questions
- What Type of Opportunity?
- Anticipating Obstacles

**Key Concept**
- Key Concept: An Innovation Story
- Key Concept: Defining Innovation
- Key Concept: The Leader’s Mindset
- Key Concept: Evaluating Innovation Opportunities
- Key Concept: The Importance of Strategy
- Key Concept: Anticipating Obstacles

**e-Books**
- Strategic Talent Management: Contemporary Issues in International Context
- Contemporary Issues in Leadership; Seventh edition
- The Death of Modern Management: How to Lead in the New World Disorder

**Videos/Courses**
- Organizational Authenticity: The Alignment of Say; Do and Believe
- How to Inspire Others to Inspire Others
- Engagement: Framing Questions and Listening Deeply
- Leadership In a New Environment

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Critical Facilitation Skills for Leaders | 2 Days

An effective leader harnesses the diverse strengths of the team to maximize performance. Successfully mastering critical facilitation skills and applying them deftly can help drive these results. In this course, you will learn how to develop and apply facilitation techniques to support your team at every stage of the team life cycle. You will enhance your interpersonal competencies and observational abilities to deal effectively with disruptions and dysfunctions, and guide groups to reach consensus and achieve results.

WHO SHOULD ATTEND:
Leaders and professionals who manage teams or groups and are responsible for their outcomes.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments
Leader of Organizational Strategy

OBJECTIVES:
- Apply techniques to encourage participation and reach consensus
- Utilize facilitative questioning techniques
- Recognize indicators to facilitate each stage of the team process
- Deal constructively with disruptions and typical problem behavior
- Implement interventions appropriately
- Plan and run a focused discussion, meeting or event

COURSE OUTLINE:
The Importance of Facilitation
- Being an Effective Facilitator
- Harnessing Knowledge, Experience, and Diversity
- Encouraging Group Motivation and Commitment
- Observing the Team Process

Facilitating Process and Content
- Identifying Process and Content Elements
- Managing the Flow
- Resolving Tensions and Disagreement

Setting the Stage for Facilitation
- Laying the Groundwork, Educating Participants, and Securing Support
- Selecting the Right Facilitator
- Planning for a Facilitated Meeting

Facilitating Team Development
- Encouraging Participation
- Recognizing Stages in the Team Life Cycle
- Supporting the Team through the Stages

Building Consensus and Reaching Decisions
- Gathering and Presenting Data
- Synthesizing and Summarizing
- Identifying Options and Brainstorming
- Facilitating SWOT Analysis
- Creating a Short List
- Using the Multi-Option Technique

Disruptions, Dysfunctions and Interventions
- Handling Disruptions and Difficult Behavior
- Addressing Dysfunction
- Agreeing on Ground Rules
- Restating and Reframing
- Selecting a Method of Intervention
- Getting Back on Track

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Critical Facilitation Skills for Leaders | 2 Days

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Critical Facilitation Skills for Leaders | 2 Days

Reinforcement Videos
- Five Keys to Effective Meetings featuring Howard M. Guttman
- Make Meetings Optional featuring Cali Ressler & Jody Thompson
- Influence in Global Cross Functional Teams featuring Allan Cohen
- Clarity of Intent featuring Myles Downey
- Better Decision Making through Debate Making featuring Liz Wiseman
- How the Best Leaders Run Meetings featuring Tim Sanders
- Distance Leadership: Leaders, Technology, Motivations and Management featuring Joe DiVanna
- Practice Perspective Transference featuring Scott Eblin
- How to Run a Creative Meeting featuring Lorraine Heggessey
- How to Shift the Dynamic in a Room featuring Elizabeth Doty
- What Conversations Do I Choose? featuring Susan Scott
- Use Meetings as an Engagement Opportunity featuring Dick Axelrod

Book Summaries
- Leadership Gold – Lessons I’ve Learned from a Lifetime of Leading by John C. Maxwell
- No More Pointless Meetings: Breakthrough Sessions That Will Revolutionize the Way You Work by Martin Murphy

Blueprints
- Meeting Effectiveness: How to Get More Done in Less Time by Antonia Porterfield, Julie Cookson and Darlene Lewis

Leader-Led Activities
- Facilitation Activities Discussion Guide
- Meeting Ground Rules Discussion Guide
- People Issues Discussion Guide
- Decisions about Meetings Facilitation Guide
- Planning an Agenda Application Guide

Self-Assessment
- Meeting Challenges
- Meeting Preparation
- People Issues

Business Impact
- Business Impact: When Too Many Meetings Are Just Too Much
- Business Impact: Making Meetings Work

Challenge
- Challenge: Managing Meetings for Productivity and Effectiveness

Tools
- Meeting Types and Attendees
- Meeting Protocols
- Agenda Planning
- Meeting Opening
- Action and Activity
- Meeting Technology Checklist

Test
- Leadership Advantage Test Yourself: Leading Effective Meetings

Core Message
- Leadership Advantage: Leading Effective Meetings 2.0

Case Study
- To Meet or Not to Meet
- Preparing to Meet
- Facilitation Methods
- Facilitating People Issues

Key Concept
- Key Concept: Meeting Types and Who Should Attend Them
- Key Concept: Meeting Protocol and Etiquette
- Key Concept: Your Objectives Lead to Your Agenda
- Key Concept: Beginning a Meeting Successfully
- Key Concept: Getting to the Heart of Your Meeting
- Key Concept: Dealing with People Issues
- Key Concept: Reserve Time for Closure
- Key Concept: Enhance Your Meeting with Technology

e-Books
- Make Meetings Matter: Ban Boredom; Control Confusion; and Terminate Time-Wasting
- Plan and Conduct Effective Meetings: 24 Steps to Generate Meaningful Results
- The Art of Convening: Authentic Engagement in Meetings; Gatherings; and Conversations

Videos/Courses
- Brainstorming 3: How to Powerfully Facilitate a Brainstorming Session
- Facilitate Creativity Using Role Storming
- The Power of Servant Leadership
- How Managers Can Facilitate a Candid Work Environment

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Leadership Excellence for Senior Management | 3 Days

Senior managers have unique demands placed upon them. They need to be able to lead the leaders – offering guidance, critiquing performance, and mentoring their team – while also identifying and developing new managers. To maximize performance and foster a healthy environment, senior managers must also motivate others, nurturing and utilizing the distinctive skills of each team member.

WHO SHOULD ATTEND:
Mid- and upper-level managers looking to hone their senior management skills.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments
Leader of Organizational Strategy

OBJECTIVES:
• Use wisdom and understanding to lead others
• Deliver constructive critiques to your staff
• More effectively coach and mentor your staff
• Develop new managers
• Better motivate your staff
• Navigate organizational politics

COURSE OUTLINE:

Leading Others
Comparing Vertical and Lateral Hierarchies:
  Leading in Different Structures of Command and Control
  Leveraging Your Organization’s Structure
Knowing Your Employees – Developing Empathy
Beginning with the End in Mind
Setting S.M.A.R.T. Goals
Earning Your Team’s Trust

Strategies for Course Correction
  Lighting a Fire: Motivating, Guiding, and Inspiring
  Resolving Conflict
  Changing the Script: Trusting Your Team,
    Empowering Delegation, Celebrating Success, and
    Building & Reinforcing Your Team
  Defining Team Roles and Creating a Balanced Team

Effective Coaching and Mentoring
  Providing Clear and Timely Feedback
  Creating a Supportive Environment
  Building a Successful Mentorship Plan

Training New Managers
  Preparing, Developing, and Supporting New Managers
  Defining and Building Competencies
  Documenting Best Practices while Rewarding and Emulating Effective Managers
  Encouraging a Peer Network

Motivation
  Understanding the 8-Level Hierarchy of Needs
  Managing Across Generations
  Applying the CARE Model

Organizational Politics
  Being Politically Savvy, Ethical, and Effective
  Building Political Intelligence
  Understanding the Landscape

The Big Picture
  Thinking through the Elements of Management

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Leadership Excellence for Senior Management | 3 Days

Reinforcement Videos
- An Overview of Competitive Strategy featuring Michael Raynor
- Global Markets and Competition featuring Harold Sirkin
- Leveraging Networks To Change The Competitive Landscape featuring Andrew G. Ray
- Customer Insights that Redefine Markets featuring Peter Fisk
- Reducing Customer Risk featuring Adrian Slywotzky
- Beating Your Most Powerful Competitors featuring Michael Raynor
- Bad Competition Can Sour Good Markets featuring Carol Roth
- Competing Smarter: Do What Your Competition Isn’t Willing to Do featuring Vince Poscente
- How to Stand Out from the Competition featuring Mark Goulston
- Connecting the Dots of Innovation featuring Jeff DeGraff

Book Summaries
- Reality Check: The Irreverent Guide to Outsmarting, Outmanaging, and Outmarketing Your Competition by Guy Kawasaki
- Becoming a Category of One - How Extraordinary Companies Transcend Commodity and Defy Comparison by Joe Calloway
- Chaotics: The Business of Managing and Marketing in the Age of Turbulence by Philip Kotler and John A. Caslione
- The Well-Timed Strategy: Managing the Business Cycle for Competitive Advantage by Peter Navarro
- Satisfaction: How Every Great Company Listens to the Voice of the Customer by Chris Denove and James D. Power IV

Leader-Led Activities
- Customer Needs Discussion Guide
- Strategic Framework Discussion Guide
- Competitive Awareness and Strategy Facilitation Guide
- Competitor Types Facilitation Guide
- Marketing Approach Facilitation Guide
- Taking Competitive Action Application Guide

Self-Assessment
- Marketing Approach
- Customer Needs
- Competitive Strategies

Business Impact
- Business Impact: Returning to Core Competencies

Challenge
- Challenge: Competitive Awareness and Strategy

Tools
- Evolving Practices
- Five Forces
- Strategic Framework
- Customer Information
- Types of Competitors
- Competitive Information
- Core Competency
- Innovations

Test
- Leadership Advantage Test Yourself: Competitive Awareness and Strategy

Core Message
- Leadership Advantage: Competitive Awareness and Strategy 2.0

Case Study
- Navigating the Competitive Landscape
- Marketing Position
- Making Sense of Customer and Competitor Information
- Leveraging Core Competencies
- A Call to Action

Key Concept
- Key Concept: The Need for Competitive Strategy
- Key Concept: Past, Present, and Future Practices
- Key Concept: Classic Competitive Forces and Strategies
- Key Concept: Know Your Strategic Framework
- Key Concept: Understanding Your Company’s Marketing Position
- Key Concept: Know Your Customers and What They Need
- Key Concept: How to Get Customer Information
- Key Concept: Understanding Your Competition
- Key Concept: Critical Types of Competitor Information
- Key Concept: Getting Competitive Information
- Key Concept: Take Action
- Key Concept: Resiliency through Core Competencies
- Key Concept: Competing Through Innovation
- Key Concept: Competing Through Leadership

E-Books
- Innovation Leaders: How Senior Executives Stimulate; Steer and Sustain Innovation
- On Top of the Cloud: How CIOs Leverage New Technologies to Drive Change and Build Value Across the Enterprise
- The Trustworthy Leader: Leveraging the Power of Trust to Transform Your Organization

Videos/Courses
- Organizational Misalignment Starts at the Top
- How to Think Strategically
- The Three Tools A Senior Leader Must Use: Self-Disclosure; Inquiry and Listening
- Honesty and Candor is a Requirement

Materials listed above are representative and do not include all assets, which are subject to change as titles and resources are always being updated.
The Classroom is Just the Beginning!

Experience the Difference That Only the New Horizons Center for Leadership and Development Provides

Taking a 3-day course or getting a certification does not make you a leader. Personal and professional development is a journey that only begins with an exceptional facilitator-led classroom experience like the one we can provide. From there, you need someone to walk with you along your path, to provide you with the tools and resources you need to truly grow – as a team contributor, as a manager, as a leader, as a visionary.

Each and every course in the Leadership and Professional Development suite comes with a rich set of post-class assets that have been selected specifically for that title, at no extra cost to you. No two asset packages are the same. From e-books to additional course videos, from whitepapers and thought leadership to tools and templates, from personal and team assessments to case studies and leader-led activities, these materials will reinforce the concepts you experienced in class and provide you with the guidance to continue your evolution.

No other training provider offers you this. No other training provider practices what we preach – that we are here for you on every step throughout your career.

New Horizons Center for Leadership and Development is Globally Endorsed!

Our Leadership and Professional Development Program Receives the Highest Rating

The Learning and Performance Institute (LPI) is a globally recognized leading authority in learning efficacy, having reviewed and endorsed thousands of training programs over its nearly 25-year history. The New Horizons Center for Leadership and Development program underwent the rigorous examination process from LPI and was awarded the rating designation of “Excellent” – the highest rating they have ever given to a program of this kind.

They determined that New Horizons’ development training offers real-world validation with top-rated materials, the highest standard of delivery, and a superb learning experience across its entire suite of Leadership & Professional Development courses.

Come experience for yourself why the New Horizons Center for Leadership and Development program is among the best in the world!
The New Horizons Center for Leadership and Development is an immersive program designed for the Business Professional in any department, providing personal and professional growth for individuals and teams.

This Program will take your projects and your teams to a level of success and exceptionalism that will drive your competitive edge.

Discover the advantages of the rich curricula and immersive continuing training materials we have to offer. This is leadership development done right!