

Infinite ChoicesSM

3-Hour Module Descriptions

Managing and Leading Others

Building Trust	Managers will prepare and plan for initiating and supporting trust in their workplace through the use of self and work group assessment information applied to a model for trust building. Communication and involvement techniques that sustain trust will be practiced as well.
Change: The Leader's Role	Participants will learn a model and specific skills/tools for leading and managing change. The model and tools will then be used in an applied case study of the participants' choosing. These skills and more will be learned and practiced during the module.
Coaching for Career Development	Managers will learn how to apply career coaching assessment tools and techniques to assist employees with their professional and career development. These proven tools contribute to both employee and organizational success and employee retention.
Coaching for Performance	The vast majority of managers' time is spent managing day-to-day performance. A continuum-coaching model is learned for addressing reinforcement, praise, development, and dead end performance. The client Performance Improvement Process model can be incorporated in this learning module.
Conducting Performance Appraisal Conversations	Managers and employees both become anxious when it comes to the appraisal meeting. Participants will learn how to reduce anxiety, involve and energize the employee, provide constructive feedback in a positive way, identify future expectations and motivate the employee during the performance appraisal conversation. Participants will also learn how to deal with counterproductive behaviors that may arise during the appraisal conversation.
Interviewing Skills	Hiring high performers who have the capacity to learn and grow requires the interviewer to identify key job criteria, ask good questions, assess the capability and willingness of the candidate, and make a decision based on the job criteria; all skills that are covered in this module.
Managing for Excellent Customer Service	Participants will learn a three-step model—Plan, Educate, and Perform—for increasing the level of service their group provides to its customers. They will define service expectations of customers, assess service effectiveness and determine gaps. Finally, they will create their own service improvement plan.
Moving from Manager to Leader	Transitioning from the operational world of making decisions about day-to-day utilization of resources to leading people to a new future state requires an expansion of existing skills. Enhancement or learning of interpersonal communication, influencing, energizing, and visioning skills will be practiced.
Preventing a Hostile Work Environment (Manager Version)	Knowing how to create awareness and understanding in your workgroup about what discrimination and harassment is and is not can avert many potential problems. Handling incidents once they have taken place can deter future incidents from occurring and avert law suits.

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Prioritizing and Delegating Work

Participants will learn how to identify priorities within your own job and how to deal with inhibitors to managing those priorities. They will then learn and apply a process for delegating that motivates employees to assume responsibility for their assignments/outcomes, while it broadens the capabilities of the work group.

Setting and Monitoring Performance Standards

This module will provide the tools participants need to set and monitor performance standards with and for employees. Participants will learn to write clear goal statements and measurable performance objectives. They will also learn ways to monitor performance progress over time.

Writing Performance Appraisals

The primary focus of this workshop will be on writing the actual performance appraisal in an accurate, descriptive and defensible manner. In addition, participants will review how to identify SMART goals and performance objectives. They will understand and be able to write clear expectations for behavioral standards or competencies expected. Preparation for documenting databased and/or behavioral observations throughout the appraisal period will reduce rater bias to a minimum.

Communicating with Others

Asserting Your Ideas

Assertion skills and behaviors are learned that enable participants to achieve his/her desired outcomes without infringing on others. An assessment, skill-building activities and job aids provide tools for carrying this skill to the workplace.

Excelling at Customer Service

Awareness of customer service behaviors and expectations are identified. Skills are learned that enable participants to engage customers in a mutual search for resolution of their needs. Positive and negative moments of truth are explored and application plans are prepared.

Handling Conflict

Participants will learn what conflict is and how to manage it by applying specific interpersonal and communication skills. An individual assessment instrument provides insight into conflict-handling techniques and relates them to specific, difficult, on-the-job situations.

Managing Relationships with Others

Participants will learn how to interact more effectively with others through self-assessment of their communication style preferences. A personal profile will assist with planning for improved communication as an individual. Tools and techniques will be learned and practiced that reduce tension and improve productivity in relationships.

Preventing a Hostile Work Environment (Employee Version)

Having an awareness of what constitutes discrimination and harassment can avert many potential problems. Knowing how to handle situations when they arise can deter future incidents from occurring and can avert lawsuits.

Understanding Diversity

Diversity is discussed from the positive, synergistic perspective of how it contributes to flexibility, decision-making, and a stronger workforce. Tools and processes for leveraging diversity are then learned and practiced. Client diversity policy and procedure statements can be added to this module if desired. Additionally, the topic of stereotyping will be explored.

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Personal Performance

Conducting Effective Meetings	This module provides a process, tools, templates and practice to help participants succeed in each of the five stages of a meeting— Planning, Opening, Conducting, Closing, and Following Up. Each participant will also receive pre-formatted meeting management tools for use on the job.
Fundamentals of Business Finance	Understanding how money is made is important for everybody to understand. Financial reports are reviewed and explored relative to decision-making and business strategies. Financial ratios are explained, as are the ways in which participants can contribute to them.
Managing Stress	Stress is everywhere—especially with the challenges of job responsibility changes, departmental changes, acquisitions, leader shifts, etc. This module helps participants identify the root causes for their stress and then provides processes, strategies and tools for dealing or coping with them. Techniques for managing with both chronic and episodic stress are learned.
Managing Your Own Performance	Planning, organizing and controlling work requires many skills and tools. The fundamental techniques are taught from a personal performance perspective such that they can be carried back to the workplace in support of the performance management process.
Managing Your Priorities and Time	Participants will learn how to identify priorities within your own job and how to deal with inhibitors to managing those priorities. They will then identify personal timewasters and ways to overcome these timewasters. Finally, they will identify ways to open and close their day more effectively and create a plan to apply what they've learned.
Managing Your Work as a Project	Project management will be taught as it applies to personal accountabilities for accomplishing work outcomes—be they projects or ongoing activities. Forms, templates and tools will be provided. Application activities will prepare participants to use of these skills and tools back on the job.
Using Creative Thinking	This module enables participants use a methodology for creative thinking/innovation to identify new and different ideas for resolving work problems and/or opportunities. Participants also use a tool for prioritizing and selecting the best idea. Finally, they develop an application plan for using the new idea on the job.

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Business Processes

Basics of Lean Thinking	The techniques used for continuous improvement apply to both office and plant; Five S, Kanban, Preventive Maintenance, Teams, Process Improvement, Kaizen, NVA Activities, Quality Improvement, Scoreboards, Problem Solving, Setup Reduction, SPC. This module will provide an overview of the basic principles as well as application activities and planning for on-the-job use.
Basics of Problem Solving (3 ½ hours)	Participants learn the types of problem solving and when each is applicable in a work situation. Class activities enable participants to experience the processes underlying each problem solving tool and how they work. Tools that support future applications will be planned for and practiced during the session.
Making Decisions	Participants learn the types of decision-making and when each is applicable in a work situation. Class activities enable participants to experience the processes underlying each decision-making tool and how they work. Tools that support future applications will be planned for and practiced during the session.
Understanding Budgeting Principles	This module will help participants understand the key principles and terminology of budgeting. Basic elements of product costing will be explored. Participants will also learn the effect of operating and other projections on cash flow. Participants will also identify ways they can help achieve budget-related goals.
Win-Win Negotiating	Negotiating with partners and individuals with whom we want to maintain an ongoing productive relationship requires a win-win approach. Learn how to use the FOUR processes— Framing, Openness, Understanding and Reciprocity to achieve outcomes that support all parties in the negotiation process.

For More Information Contact:

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