

## TRAINING PROGRAMS FOR 2011

Brown Consulting Group offers a new and expanded program of soft skills training. We asked our clients about the types of training they would find most useful. They answered, and we used their advice to build our 2011 training programs. Our training includes:

- Two comprehensive **Management Programs**
- A selection of **Focused Learning** workshops on current topics
- Our exclusive **Rapid Results Sessions**, providing effective training while minimizing the time away from regular duties
- **One-on-One Coaching** in a number of specialized areas

Here are details about each of these 2011 training programs.

### MANAGEMENT PROGRAMS

#### **Management Foundations: *Manager of People, New Managers***

Individuals are often hired for their technical expertise and promoted into positions of management without any formal training. This program is designed to assist in the transition to supervising staff including understanding their strengths and development areas as managers, performance management, recruiting, building successful teams and employee relations.

Each of the four modules is a half-day and participants who complete all four modules receive a Certificate of Achievement.

*Any individual module in this program can be offered as a separate session to your management team. Please feel free to discuss your training needs with one of our facilitators.*

#### **Module 1 - Assessment: Perception & Reality**

Assessment is the first step in understanding the strengths and development areas of a new manager. Using the *Myers-Briggs Type Indicator* assessment tool as the foundation, our trained facilitator will guide your group through a better understanding of themselves and their colleagues.

#### **Module 2 - Performance Management: Key Strategies and Applications**

Annual performance reviews are often a stress to employees and to managers. It doesn't have to be that way. This module will focus on improving a manager's ability to actively coach and develop employees, leading to measurable business results.

#### **Module 3 - Best Practice Recruitment**

This comprehensive module is a must for anyone involved in hiring—those new to the process and those who wish to hone their interviewing skills. To avoid costly recruiting mistakes, participants will learn the best recruiting sources, screening tools and techniques, behavioural-based interviewing and other key components to make effective hiring decisions.

#### **Module 4 - Building Successful Teams**

Teams don't just happen; they are built by managers who understand the goals of the individuals as well as the team. Participants in this module will discover practical ways to develop collaborative, cohesive, high-performing teams. This is an interactive module for any manager wishing to expand their knowledge of how to value and fully utilize the unique talents of each team member while strengthening the overall team dynamic.

### **Leadership Foundations: *Manager of Managers***

Exercising leadership may be the most challenging aspect of any manager's job. It's a matter of creating the framework, managing the norms and regulating the stress of the workplace environment to ensure that your team contributes to the success of the overall organization.

In this program, participants will gain an understanding of different leadership styles; how to engage the team; strategies to avoid "over-managing" and "under-leading" and becoming a managerial mentor. Each module is a half-day and participants who complete all five modules receive a Certificate of Achievement.

*Any individual module in this program can be offered as a separate session to your management team. Please feel free to discuss your training needs with one of our facilitators.*

#### **Module 1 - Assessment: Perception & Reality**

Assessment is the first step in understanding the strengths and development areas of a new manager. Using the *Myers-Briggs Type Indicator* assessment tool as the foundation, our trained facilitator will guide your group through a better understanding of themselves and their colleagues.

#### **Module 2 - Employee Engagement: The Power of Recognition**

Employee engagement is a key indicator of financial performance and business success, but what causes a person to be fully engaged at work? What can a leader do to create that engagement? This interactive module will walk participants through key engagement levers and how their leadership determines their success or failure.

#### **Module 3 - Sourcing & Selection: Hiring for Current and Future Success**

Changing markets demand new approaches and new competencies. Getting the best from people requires a well-crafted sourcing and selection process to attract current and future talent needs. This module takes participants through the sourcing and selection processes, what works and what doesn't and most importantly, where their energy is best spent in attracting the best talent.

#### **Module 4 - Leading Successful Change**

Organizational change is inevitable, particularly in today's economy. In this module, participants will develop an understanding of the change process and how to best to lead through it. Those who manage change will develop the capacity to lead and manage smooth and sustainable change implementations as well as how to deal effectively with any surfacing resistance.

#### **Module 5 - Succession Management: Getting to the Next Level**

Succession planning requires the identification, development and promotion of internal talent. This talent can include subject matter experts and those with leadership potential. Based on four best practices of succession planning (analysis, development, selection and transition), this module focuses on how to perform a rigorous, regular and formal audit of internal bench strength.

### Focused Learning Workshops

Brown Consulting Group also offers specialty one-day or half-day workshops on each of the following topics.

#### **Respect in the Workplace**

This one-day workshop provides a clear understanding of harassment, discrimination, bullying, workplace violence and what contributes to a respectful workplace. This is no longer just good business sense; it's the law, since Ontario passed Bill 168 in 2010. There is significant liability for organizations that do not have policies in place, do not keep them up to date, or do not communicate them to staff. With customized case studies, this session is a positive, proactive step in raising awareness and preventing harassment, discrimination and violence situations.

#### **Managing Conflict**

Workplace conflicts can mean decreased productivity and unnecessary distractions. Using a variety of assessment tools, participants learn their particular conflict style as well as those of their colleagues. This practical, interactive half-day session can help participants to better manage through conflict by providing understanding and strategies to work together effectively.

#### **Presenting Value: *Presentation Skills***

In this interactive one-day workshop, participants will receive practical instruction in making effective presentations—the overall concept being *Presenting Value*. Participants will learn how to more thoroughly understand their audience and incorporate a number of key presentation skills – everything from what makes people commit to ideas to the importance of body language – to gain confidence in making presentations.

#### **Exceptional Customer Service**

Customers expect higher quality service than ever before and this makes winning and keeping customers in today's economy a big challenge. It is the customer experience that really matters and, at times, this can be hard to deliver. Using a combination of interactive tools, this half-day workshop will focus on the five key service actions—*Communicating, Clarity, Consistency, Commitment* and *Capitalize*—that lead to excellent customer experience.

#### **Difficult Conversations**

Leaders sometimes need to deliver bad news and talk about sensitive subjects. It's never easy, but it can be done so that the message is delivered and ultimately leads to a successful outcome. Using best practice and case studies, this interactive workshop will help attendees learn how to keep difficult conversations from becoming confrontations, and is a great addition to performance management, communications, diversity and negotiating efforts.

#### **Negotiations 101: *Negotiation Skills Primer***

This interactive half-day workshop provides participants with the opportunity to practice a variety of negotiation tools and techniques in individual and team-based settings. Participants will learn how to start negotiating from a strong position; how to bargain effectively; how to establish common ground; and how to close deals. The workshop provides tips on how to prepare for the negotiation, identify objectives, assess the other side and choose a strategy. Participants will practice making and responding to a proposal as well as moving to a close and handling a breakdown. This is a comprehensive seminar with customized case studies.

#### **Understanding HR Fundamentals**

Many smaller organizations struggle with the day-to-day basics of running a human resources department. This practical one-day workshop covers all the HR basics: recruiting, orientation, legislative compliance, policies, performance management and terminations. It's ideal for the owner/manager or anyone who has human resources as part of their responsibilities, or those who need to stay current on HR basics.

#### **Speak Up! *Overcoming Barriers to Meaningful Communications***

For some individuals, speaking up in meetings or in conversations with colleagues can be uncomfortable or very challenging. Having the right skills and tools can allow you to be more confident and ensure you get your point across in organizational communications. In this one-day interactive workshop, you will learn how to find your voice and make yourself heard at meetings and in one-on-one communications.

## **Rapid Results Sessions**

In our discussions with clients, we frequently heard how difficult it is to schedule groups for all-day training sessions. We have designed a series of shorter sessions that can be part of a breakfast, or “lunch and learn” session. Each session is conducted in two hours or less. This condensed timeframe still allows for solid learning without a significant disruption to regular business operations.

### **Coaching for Performance**

There is no single right way to coach, but when it comes to developing others, the role of a coach has very specific success criteria. This workshop provides participants with the principles of coaching and a variety of effective coaching techniques, leading to improved individual and team performance.

### **Mentoring**

Having a more experienced person support the development of a less experienced employee can benefit all participants. It can help your organization and your talent pipeline. This workshop defines the foundations of mentoring, the roles of Mentor and Mentee and how to best implement a mentoring program in your organization.

### **Meeting Facilitation Skills**

This session is designed improve the quality and character of your meetings. Participants will learn about planning and preparing an agenda, organizing content, inviting participants (who’s in and who’s out), taking minutes, keeping participants focused, dealing with volatile situations and communicating results of meetings. This session will also discuss an often-overlooked part of meetings – whether the meeting is required at all. It also covers how to chair meetings effectively, keeping order and closing meetings. Attendees will also learn how to take an active role, how to listen, how to handle problems and how to achieve consensus or arrive at decisions.

### **The Healthy Workplace: *Strategies to Diffuse Morale-Damaging Situations***

Every employer wants a workplace with positive energy and great employee spirit, but it only takes one difficult employee, one bad incident or one simple misunderstanding to damage morale and hamper productivity. This interactive workshop will show how to identify the types of behaviours and situations that can negatively affect workplace morale and implement positive strategies to deal with them effectively.

### One-on-One Sessions

Some situations require individualized training. Brown Consulting Group offers a variety of one-on-one training programs in diversity, management coaching and personal coaching to meet specific needs.

These sessions are customizable, flexible and may range from single sessions to extended programs.

### Diversity Training

This course is specifically designed for the individual in your organization who struggles with the diversity of the contemporary workplace. Individuals who struggle with these issues by displaying inappropriate behaviours undermine the ability of the organization to achieve success. We provide one-on-one diversity awareness to the individual whose interactions with peers, supervisors and subordinates have fallen short of acceptable organizational norms and/or current human rights legislation and standards. These behaviours include a failure to appreciate the ethno-cultural breadth of the workforce; a failure to understand issues related to sexual orientation; and a failure to appreciate the necessity for equity in gender relations.

### Management Coaching

This coaching is designed for managers who need to hone their leadership abilities. Individual coaching is ideal for managers who have never had the opportunity for formal management training or who would like to brush up on their management skills. Whether it is direction on how to develop team-building strategies, how to deal with a difficult employee relations issue or how to communicate more effectively, these coaching sessions deliver results.

### Personal Coaching

Personal coaching provides a forum for individuals to achieve personal effectiveness, whether dealing with issues related to stress, work/life balance or considering an alternative career path. Unlike counselling or psychotherapy, coaching assumes that people are capable of finding their own solutions. Sometimes, individuals lack the time, opportunity or skills to foster their own personal growth. Personal coaching provides focus and direction to help people fully achieve their goals. These sessions are strictly confidential, and customized to meet every participant's needs and schedule. They may be conducted off-site or over the phone.

*To bring any of these training sessions to your organization, contact Brown Consulting Group at 416.694.6101 or via [info@brownconsulting.ca](mailto:info@brownconsulting.ca). To learn more, visit [www.brownconsulting.ca](http://www.brownconsulting.ca). Some training elements may also be available on-line.*