

**Helping Organizations,  
Teams and Individuals  
Reach Peak Performance**



**STRATEGIC  
CONSULTING  
PARTNERS**

JAMA ENTERPRISES INC

**2023 TRAINING COURSE CATALOG**

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## Introduction

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Strategic Consulting Partners (SCP) understands that corporate learning and development can be mutually beneficial to both employees and organizations. Employees feel valued and respected because the organization is investing in them, developing them for success in their current role, and preparing them for future opportunities. Organizations benefit because learning and development programs help reduce attrition, improve morale, and increase efficiency and sales.

As master trainers and curriculum designers, we understand that training materials should be customized and engaging for the adult learner. We ensure that we design dynamic, challenging, and inspiring content. We partner with each client to design and develop a wide variety of training programs to suit their organizations' specific needs.

SCP's Chief Learning Officer, Annette Cremo, Ph.D., incorporates her experiential and highly interactive approach into all programs she designs for clients. Every SCP trainer has years of experience in creating and maintaining an open, non-threatening learning community in which participants are encouraged to not only use their own experiences and to experiment during training and development programs, but also to take risks in order to maximize their joint learning.

Specifically, our methods include:

- Personal interaction through small-group discussions is designed to foster openness and shared learning.
- Brief lectures from the facilitator, typically provided as transitions from one major concept or learning to the next.
- Participation in a variety of activities, including numerous hands-on exercises and problem-solving during video vignettes selected specifically for each client.
- Targeted tie-in of learnings to the participants' own workplace. To facilitate this, we use a sequence labeled "**What?, So What?, and Now What?**" – so that after each activity, our facilitators engage the group in discussing "what they learned," "what the implications are," and, most importantly, "now what do we do with this when we return to work?"

If our training catalog does not include the content you're looking for, we will be happy to collaborate with you and your internal experts to customize any of our offerings to meet your organization's specific needs; we are also adept at designing entirely new courses to meet your unique needs. Our experienced instructional designers can partner with you and your experts to modify courses to virtual training, online, or blended learning.

*Thank you for your interest. We look forward to helping you and your teams achieve peak performance!*



Monica A. Gould, Founder and President  
Strategic Consulting Partners

## Power and Interpersonal Skills

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### The Art of Influencing Others

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Being influential is a form of power in any situation, especially in the workplace. Being able to influence or win others over to our way of thinking demands respect and gives us the ability to achieve the outcomes we seek. Influencing others goes beyond positions of power; it requires skills like empathy and active listening. It is rooted in effective communication skills and self-awareness.

**Topics Covered:**

- The science of influence
- The role of empathy in dealing with others
- Active listening techniques
- Appropriate responses

### Assertiveness Skills

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Some managers and colleagues seem to push too hard whereas others do not push hard enough. This course will teach participants the right balance of assertiveness, how to avoid language and behaviors that are not assertive (passive, aggressive, and passive-aggressive), and body language that may be perceived differently. Participants will learn how to handle conflict confidently, have their opinions respected, and take criticism constructively.

**Topics Covered:**

- Assertiveness skills
- The language of assertiveness
- Visual assertiveness strategies
- The importance of choosing your words carefully

## Balancing Priorities

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Start with the end in mind: *Where do participants need to go and what will get them there?* The session reviews participants' goals and priorities that enable them to develop actionable plans to help them succeed. Participants will also develop execution strategies and be held accountable for implementing them.

**Topics Covered:**

- Time management
- Prioritization techniques
- Plan execution strategies

## Communication: Mystery Solved

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This interactive course is imperative for everyone and especially teams in the workplace. It will help participants recognize common myths and communication-related facts. Participants will practice effective listening skills and problem-solving techniques. They will leave with a toolkit of assertive-speaking techniques to use on the job.

**Topics Covered:**

- Communication myths
- Tips to improve listening skills
- Communication problems

## Critical Thinking Skills

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This course will allow participants to practice their critical thinking skills. They will first review the critical thinking process, critical thinking traits, and common mistakes, then be offered case studies to apply and improve their critical thinking skills.

**Topics Covered:**

- The critical-thinking process
- Skills associated with critical thinking
- Mistakes made in critical thinking

## Business Etiquette

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This course will empower participants to use basic courtesy and manners, practice common business etiquette to build and support their relationships, interact respectfully with coworkers and subordinates, and support relationships by effectively communicating with others.

**Topics Covered:**

- Respectful practices
- Business expectations
- Relationship building

## Challenging Negative Attitudes

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This course reviews how to control the impact of negative situations and pessimistic people by practicing positivity and optimism. Participants will learn coping tools for dealing with change, negativity, and pessimism. They will also practice a four-step process to eliminate negative organizational norms.

**Topics Covered:**

- Fixed vs. growth mindset
- The power of optimism
- The four-step strategy to address negativity

## Customer Service Certificate Program

**Course duration:** Three days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** The SCP Customer Service Certificate Program provides participants with a toolkit to begin following effective customer service practices. They will learn how to provide excellent customer service that meets or exceeds customer expectations. The program emphasizes developing an understanding of themselves and others, exhibiting emotional intelligence, coping with challenging customers, and becoming resilient. The program examines interpersonal communication and how to interact with all communication styles. The certificate is designed to provide an understanding of high-quality customer service, working in a team environment, and communicating effectively in business.

**Topics Covered:**

- Emotional intelligence in customer service
- Techniques for dealing with challenging customers
- Personality styles
- Elements of stellar service
- Approaches to building resilience



## Customer Service Over the Phone

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Preview the aspects of becoming a “service star” – developing rapport, accepting responsibility and ownership, and handling angry customers. Learn how to build rapport with customers, identify components of excellent customer service, and use active listening to diffuse emotional situations.

**Topics Covered:**

- Three points of customer service
- Tips for dealing with irate customers
- De-escalation techniques

## Developing Positive Relationships at Work

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This course will show participants how to develop supportive and constructive relationships with colleagues. As a result, employees will create a more respectful workplace, be able to work through disagreements, find more team camaraderie, and have more job satisfaction.

**Topics Covered:**

- Respectful practices
- Communication essentials
- Listening skills that enhance relationships

## Developing Trust

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Trust is essential for any organization to succeed in today’s increasingly competitive global environment. Organizations with high levels of trust are more credible, productive, flexible, and innovative and better able to adapt to changing circumstances and effectively handle crises. Organizations with high levels of trust are also better able to recruit and retain the best people because they provide an environment that helps employees to do their best work.

Not only is trust essential for an organization, but it is also essential for individuals, especially those in leadership or managerial positions, because employees will respect and more readily accept the ideas of those they trust. In this program, participants will learn how trust improves relationships at all levels and how to exemplify the characteristics and behaviors of a trustworthy person. Participants will examine how to embody trust traits and ultimately reduce the stress that often results from low levels of trust, which will increase their ability to work effectively with others within the organization.

**Topics Covered in SCP's "Developing Trust" Course:**

- The importance of trust
- Organizational trust
- Individual trust
- Societal trust
- Team trust
- Trust as a means to healthy conflict

## Effective Listening Skills

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This course will help participants improve their listening skills by helping them discover hidden messages, address distracting tendencies, and listen in emotional situations or groups. As a result, participants will receive messages clearly, build rapport with colleagues, avoid mistakes that often result from miscommunication, and create a more positive work environment.

**Topics Covered:**

- Barriers to listening
- Techniques for active listening
- Skills necessary to "read between the lines"
- Nonverbal communication

## Effective Negotiation Skills

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This course is designed to help participants overcome anxieties and wield confidence, control, and power during negotiations. In this course, participants will learn how to recognize underlying interests, identify their real needs, listen thoroughly to help build relationships, develop their "BATNA," and maintain their composure in any negotiation situation.

**Topics Covered:**

- Desired outcomes, goals, and alternative options
- Management of ego and trust issues to ensure successful negotiations
- Difference between positions and interests
- Analysis and selection of negotiating strategies to favor specific situations
- Individual negotiation styles
- Emotional situations that maintain positive negotiating climates
- Common negotiation mistakes

## Emotional Intelligence

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** SCP's interactive program will give participants the knowledge and tools to understand emotional intelligence and develop their own emotional intelligence. Participants will learn how to identify their emotions, identify triggers, and discover how participants perceive and respond to emotionally charged situations. In addition, participants will discover responses that yield healthy conflict resolution, identify others' emotions, and create a productive relationship.

### Topics Covered:

- Identification of different emotions
- Behaviors associated with emotions
- Emotional triggers
- Emotional responses
- Techniques for understanding others
- Relationship building

## The Golden Rule

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** If participants surveyed a random list of companies and asked them what their core values were, chances are that most would identify "respect" as a top value. But what does "respect" mean and why is it important? During this course, participants will examine the behaviors that contribute to a respectful workplace at the individual and organizational level; they will also learn to recognize the importance of working in an organizational culture that fosters respect.

### Topics Covered:

- Definitions of respect
- Respectful practices and behaviors
- The importance of valuing others
- Healthy workplace cultures
- Strategies to maintain a respectful workplace

## Habits That Propel Success

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Organizations of all types are changing more rapidly than ever before. Employees need to adopt great habits to ensure their own success and the success of the organization. This course focuses on how to identify, review, and practice effective habits to ensure success. Participants will learn how to take initiative, balance key priorities, improve interpersonal communication, leverage creative collaboration, and apply principles for achieving a balanced life.

### Topics Covered:

- The changing nature of the workplace
- Habits that ensure success
- Collaboration
- Insights for understanding others
- Prioritization – a “balancing act”
- Work-life balance

## How to Handle Change and Upheaval

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Denial, anger or resistance, bargaining, acceptance, and support – the stages of change. This session identifies events occurring in the workplace that involve a shifting or changing workplace environment and examines individuals’ reactions to change. It also provides strategies for dealing with change and upheaval-related stress.

### Topics Covered:

- Stages of change
- Reactions to change
- Resistance to change
- Coping strategies
- The “why” behind change

## How to Make Yourself Indispensable

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Today’s workplace requires that an individual readily takes on a range of tasks to accommodate frequent organizational changes while remaining productive. This course gives participants the knowledge and skills to make them invaluable, by providing tips and approaches to building resilience and adaptability in various situations. It will review communication strategies, effective problem solving, and creating a growth mindset.

**Topics Covered in SCP's "How to Make Yourself Indispensable" Course**

- Organizational basics
- Problem solving 101
- Effective communication
- Political savvy
- Resilience

**How to Manage Your Emotions****Course duration:** One day**Course format:** Classroom ILT, Virtual ILT

**Overview:** This highly interactive course helps participants recognize their own emotions and the everyday messages that emotions send us at work and in our personal lives. Additionally, participants will learn how to recognize their triggers, reframe their thinking to avoid unproductive emotions, and develop a long-term strategy to channel emotions productively.

**Topics Covered:**

- The identification and naming of emotions
- Personal triggers
- Unproductive emotions
- Productive use of emotions
- Development and growth of healthy relationships

**Turn Ideas Into Action****Course duration:** One day**Course format:** Classroom ILT, Virtual ILT

**Overview:** Innovation lowers the costs and/or increases the benefits of a task. So, innovation can be applied to virtually any aspect of working in an organization – its products or services, internal processes, single tasks, etc. This session first examines the myths and misconceptions about innovation, practices the four-step process for innovation within teams, and identifies the long-held beliefs within organizations.

**Topics Covered:**

- Four-step process of innovation
- Dysfunctional beliefs
- What is and is not innovation
- Innovation assessment
- Benefits of innovation

## Increasing Your Emotional Intelligence

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Emotional intelligence is the ability to comprehend emotions and manage them effectively. Emotional intelligence helps individuals say the right thing and accurately judge how the other person is reacting. This program increases employees' level of emotional intelligence and examines negative consequences of unmanaged emotions. It then reviews strategies to increase empathy and social skills by practicing greater self-awareness, self-control, and self-motivation.

### Topics Covered:

- Emotional Intelligence assessment
- Strategies to increase emotional intelligence
- "People reading"
- Negative consequences of unmanaged emotions
- Social intelligence
- Empathetic responses

## Managing Up

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** A supervisor's role is not one of command and control, but of collaboration. If managers are unable to meet deadlines, accomplish goals, and fulfill expectations, those unmet obligations inevitably become a burden to others, and the communication between team members and managers can suffer greatly. This session is designed to make managers' lives easier. Participants will discover that being in tune with their needs and supporting their daily obligations, in turn, also benefits those they lead. Managers' work lives will run more smoothly, they will encounter less conflict, and they will make a positive impression on their supervisors, ultimately forging a successful relationship.

### Topics Covered:

- "Boss detective" characteristics
- Communication
- Growth mindset vs. fixed mindset
- Emotional Intelligence
- Management of difficult conversations
- What bosses want

## Meeting Without Mayhem

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Many people have sat, and sat, and sat in a meeting and not accomplished anything. One of an organization's greatest time wasters (and money wasters) is the meeting that runs ineffectively – or perhaps the meeting that should never have taken place. This session will give participants practical tools and strategies to help run any type of meeting – from small informal meetings to large formal meetings.

### Topics Covered

- Meeting analysis
- Optimal time
- Agendas to get results

## Mental Models

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Each one of us has a perception of reality about how the world works – a mental model that provides understanding, guides thinking, and directs decision making. Built from everyday experiences, outside influences, and rewards such as money and success, mental models can be both beneficial and detrimental to success. This program will show participants how to examine their mental models to separate fact from opinion, clarify assumptions, and reveal hidden beliefs. Using interactive exercises and activities, this learning experience illustrates the need to tune into one's surroundings, look for opportunities, and approach work with an open mind.

### Topics Covered:

- Thinking and decision making
- How we think
- Techniques to clarify assumptions

## Mentoring

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Potential mentors and mentees fill out an information sheet about what they hope to offer or obtain from a mentoring relationship. Mentees will also have input into the process by requesting potential mentors. Participants will describe the role of the mentor as it relates to leading others, examine ways in which the organization can benefit from mentors, and define and demonstrate each of the four skills of Mentoring Communication: active listening, giving information, asking powerful questions, and providing feedback.

**Topics Covered in SCP's "Mentoring" Course:**

- The role of the mentor
- The process of mentoring
- The mentoring engagement
- Expectations
- Questioning and listening skills
- Relationship closure

## Problem Solving and Decision Making

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Solving problems and making decisions are essential skills. Whether participants are plotting a long-term strategy for their departments or for the organization or trying to improve their own performance, the ability to draw informed, deeply thought-out conclusions is invaluable. Effective problem-solving skills enable participants to cut through the fog of faulty beliefs and misperceptions to make *reflective*, rather than *reflexive*, decisions.

**Topics Covered:**

- The six-step problem-solving process
- Tools applied in problem solving
- Examination of risks and rewards
- Root-cause analysis
- Application of problem solving

## The Multi-Generational Workforce

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This is the first time in history that there are four different generations in the workplace. Each generation is shaped by its unique experiences growing up and its members' diverse ideas about what they want in their work lives and personal lives. These differences affect how they interact with each other and judge each other's behavior and performance. This course examines the different generations, their needs, and strategies to understand them.

**Topics Covered:**

- The generations in the workforce
- What makes us who we are
- What motivates the generations
- Communication and the generations
- Opportunities for collaboration



## Navigating Difficult Conversations

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Difficult conversations happen every day. These conversations are challenging but are often both positive and negative. They can enhance relationships or destroy relationships depending upon how they are given and perceived. When handled poorly, they are likely to result in serious problems that interfere with productivity and leave everyone involved feeling frustrated and dissatisfied. This course gives participants the skills to handle these challenging conversations, develop trust, and encourage commitment.

**Topics Covered:**

- What makes conversations difficult
- What stops participants from having conversations
- Strategies to begin the conversation
- Communication basics

## Negotiation Skills: Getting to “Win-Win”

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This course is designed to help participants overcome anxieties and wield confidence, control, and power in negotiation. In this course, participants will learn how to recognize underlying interests; how to identify their real needs; how to listen while building relationships; and how to maintain their composure during negotiations.

**Topics Covered:**

- Definition of BATNA
- The process of negotiation
- Relationship building
- Collaboration
- Identification and avoidance of triggers

## Organizational Trust

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** In this session, participants will review the benefits of working in a high-trust environment and learn risk-aversion techniques when deciding whether to trust another person. Participants will also have the opportunity to assess their organization’s trust levels and link the results into the five pillars of trust.

**Topics Covered in SCP's "Organizational Trust" Course:**

- The four pillars of trust
- Relationship essentials
- Trust busters
- Benefits of trust
- Approaches to mending the trust relationship

## Presentation Skills

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** "Platform techniques" involve presenters' nonverbal communication with the audience – how the presenters employ their bodies to support the intended message. The manner in which presenters use – or misuse – such techniques as eye contact, poise, dress, appearance, gestures, and facial expressions has a significant effect on the listeners and frequently spells the difference between *audience apathy* and *enthusiastic acceptance* of the ideas presented. We will be going over each of the skills listed above.

**Topics Covered:**

- Vocal skills
- Nonverbals
- Annoying habits
- Presentation design
- Audience analysis
- "Storying boarding" the presentation
- Great openings

## Preventing Workplace Harassment

**Course duration:** Three days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** During the last decade, sexual harassment has become a subject of increasing concern for large and small employers alike, as well as for employees at all levels of the organization. Employers have come to understand that this very sensitive area can be difficult to deal with, disruptive to the workplace, and disagreeable to all concerned. The stakes are high and getting higher. In an increasingly litigious society and in an era of ever-increasing employee rights and employer responsibility, sexual harassment allegations are particularly hazardous. This session offers participants strategies to deal with and prevent workplace harassment.

**Topics Covered:**

- Title VII
- Policies
- Unwelcome behaviors
- Strategies to deal with harassment
- Prevention of workplace harassment

## Productive Work Habits

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Technology has revolutionized the workplace. We are always “on” – emails, social media, and internet searches. In addition to this, we have coworkers who sometimes get us off track! What is not done today **MUST** be done tomorrow. This course addresses those bad habits we’ve gained over the years and provides strategies to focus on throughout the day. As a result, participants will work more productively, prioritize tasks more effectively, and improve relationships with coworkers.

### Topics Covered:

- Technology challenges
- Time management
- Strategies to deal with interruptions
- Prioritization
- Tips and tools
- Techniques to increase productivity

## Project Management

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** When an employee learns how to manage projects effectively and efficiently, not only does the organization benefit, but the employee also reaps benefits. Today’s organizations rely on employees who can carry a project through from inception to completion – on time and on budget – using resources efficiently and achieving quality outcomes. Thus, being able to manage projects successfully makes employees more valuable to your organization and improves their career prospects by providing them with critical skills.

### Topics Covered:

- The four stages of a project
- Factors that ensure project success
- Definition of a project’s objectives
- Steps to move projects forward
- Strategies to keep projects on track

## Real-World Project Management

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This two-day course covers both the techniques and the “art” of project management. Individuals – from the novice performance manager to individuals who have years of experience – will benefit from this course. Participants will learn to define project characteristics and determine time, cost, and performance requirements; identify the stakeholders who will be involved; set plan execution and accountability parameters; monitor milestones; and evaluate project progress and deliverables. The course also covers evaluating the project’s success.

### Topics Covered:

- The art of project management
- “Project” definitions
- Time, costs, and performance requirements
- Stakeholders and success
- Execution and accountability
- Milestone monitoring
- The importance of evaluating success

## Resilience

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** One thing we know is that change and uncertainty are here to stay, so we need to learn how to cope and develop strategies for bouncing back from adversity. Strategies for bouncing back that are covered include methods to build self-esteem as a foundation of resilience, approaches to embracing and becoming more flexible in order to overcome obstacles, and ways to manage stress to maintain resilience.

### Topics Covered:

- Skills required to bounce back from setbacks
- The role of self-esteem
- Strategies to become resilient
- Roadmap to achieving wins
- Management of stress and stressors

## Resolving Conflict at Work

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This course explores three key elements of a strategy for making conflict management a core competency in an organization: developing conflict literacy, measuring conflict styles, and building conflict management skills. These elements can be applied in a flexible manner, so that they can be adapted to the needs of your organization.

**Topics Covered in SCP's "Resolving Conflict at Work" Course:**

- Skills required to embrace and overcome conflict
- Various conflict styles
- Conflict management skills
- Conflict management process
- Collaboration

## Stress Management

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Everyone is familiar with stress. We experience it in varying forms and degrees every day. In small doses, stress can actually be beneficial to us. It is only when the stress becomes too great, affecting our physical or mental functioning, that it becomes a problem. This program defines stress and then explains the fundamental mechanisms behind it. Next, it shows participants the effects that stress has on their health and on their performance. Finally, it introduces participants to the different approaches to managing stress.

**Topics Covered:**

- Definition of stress
- Causes and impacts of stress
- Strategies for dealing with stress

## Successful Collaboration

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Successful collaboration is a process that requires attitudes and skills that can be learned and reinforced. Deploying these skills will make employees' jobs easier and help them become more successful professionally. This course focuses on building and implementing an effective collaboration process so that working with others on projects will be constructive and likely to yield positive results.

**Topics Covered:**

- Communication essentials
- Effective listening skills
- The collaboration process
- Skills required to build relationships

## **Solid Business Writing**

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** In today's world, writing effectively is critical; poor writing can be looked at as unprofessional and lead to a lack of credibility and a loss of customers. This course will help participants utilize outlines to create documents, follow acceptable email protocols, and edit and proofread their work.

### **Topics Covered:**

- Guidelines for writing with clarity
- Requirements to effectively convey messages
- The importance of proofreading and editing
- Email etiquette

## **Taking Control of Conflict – Viewing Conflict as Healthy**

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This interactive course examines conflict in the organization and how to identify preferred strategies for handling it. By identifying the source of conflict and implementing effective resolution strategies, participants will learn how to successfully handle conflict— and even how to prevent unnecessary conflict from occurring in the first place.

### **Topics Covered:**

- Sources of conflict
- Various views of conflict
- Conflict predisposition
- Conflict styles
- Conflict-resolution processes

## Time Management

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** In today's busy workplace, with demands on employees to do more with less, having a structured approach to completing multiple tasks or projects is essential. This interactive course will discuss various approaches to time management, help participants understand the relationship between their time management style and personality preferences, and identify the priorities and boundaries of their jobs.

### Topics Covered

- "Time robbers"
- Reasons to plan your day/week/month
- Approaches to time management
- Time management styles
- Prioritization skills

## What Customers Really Want

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Customers have many options today, and most of the goods and services people want and need can be found in many places. Good customer service is what differentiates one vendor from another. This course will explore the concepts and benefits of extraordinary customer service, identify ways of building customer rapport, and improve participants' listening skills.

### Topics Covered:

- Ways to ensure you stand out
- The "Service Profit Chain"
- Extraordinary service standards
- Approaches to developing rapport
- Listening skills
- Techniques for dealing with difficult customers

## Why We Struggle with Tough Decisions

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** In today's workplace, some people suffer from "analysis paralysis" because they overanalyze their choices; they want a spreadsheet packed with data before proceeding with any decision. Others swear by their intuition and have no data to back up how they arrived at a particular decision. This course will address the role that emotions play in making decisions, describe how to make a decision effectively, and develop strategies to overcome concerns about making and implementing tough decisions.

### Topics Covered

- Analysis paralysis
- Decision making
- Emotions and their role
- Decision-making skills



## Leadership, Management and Supervisory Courses

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### **ADKAR: Leading Change**

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

The ADKAR model describes five required building blocks for change to be realized successfully on an individual level. Organizational Change Leaders can utilize the ADKAR method in assessing and managing the Human Side of Change. This approach helps with the human – or emotional – aspect of change management. Participants will learn the five steps in the ADKAR process, behaviors that indicate resistance to change, and apply the ADKAR model to a current innovation.

**Topics Covered:**

- The ADKAR model reviewed
- Challenges of change
- Approaches to identifying and combatting resistance

### **Adapting Your Leadership Style**

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Strong leadership is the essential foundation of any organization. This course will empower participants to implement the qualities of an effective leader and communicate more effectively with their teams by adapting their behavioral style to meet the needs of employees. Consequently, participants will be better able to facilitate meetings efficiently, engage in productive conversations, and build rapport among colleagues.

**Topics Covered:**

- Leadership Behavioral Assessment (DiSC Management)
- Qualities of an effective leader
- Leadership conversations
- Flexibility and accountability

## Behavioral Interviewing

**Course duration:** One day

**Course format:** Classroom ILT, Virtual

**Overview:** In this course, participants will learn how to identify general competencies necessary for the position and the organizational culture, translate them into performance criteria, and then develop behavioral-based questions according to their competencies.

**Topics Covered:**

- Employee competencies
- Performance criteria
- Behavior-based questions

## Coaching Conversations

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual

**Overview:** This course reviews some basic yet essential coaching situations and expands upon them to allow participants to practice applying the skills in different situations. Each participant will have a chance to practice or evaluate a portion of a coaching session. As a result, participants will be able to target specific areas for improvement, motivate and inspire individuals, communicate more effectively as coaches, and increase job satisfaction for themselves and those they coach.

**Topics Covered:**

- The coaching process
- Coaching skills
- Powerful questions
- Ground rules

## Coaching for Development

**Course duration:** One day (Pre-requisite: Coaching Conversations)

**Course format:** Classroom ILT, Virtual

**Overview:** Helping employees build their careers demonstrates respect for them. It shows that their work is appreciated and that coaches are concerned about their coachee's professional growth. This course will help participants understand the coaching process and how to apply each step, identify common challenges to successful coaching, and learn to discern the differences between coaching and other development strategies.

**Topics Covered:**

- Review of the process
- Developmental opportunities
- IDP
- Accountability

## Defining Great Teams

**Course duration:** One day

**Course format:** Classroom ILT, Virtual

**Overview:** Building a great team takes more than just getting people together. Employees need to recognize the differences between teams and groups; understand the need for balance between task behaviors and team behaviors; take steps toward clarifying their teams' position; establish a mission; and develop guidelines. This course walks participants through the essentials of building a great and productive team.

**Topics Covered:**

- Personality styles
- Team behaviors
- Team missions
- Growth opportunities

## Delegating for Growth

**Course duration:** One day

**Course format:** Classroom ILT, Virtual

**Overview:** In this course, participants will discover how to decide what to delegate, match people with projects, clearly articulate desired outcomes, identify boundaries, and anticipate problems. As a result, they will improve the quality of their work by allowing the employees who have direct knowledge to complete tasks, create personal accountability, motivate employees, have more flexibility in assignments, and increase productivity.

**Topics Covered:**

- When and what to delegate
- The process of delegation
- Definition of boundaries
- Accountability plans

## Developing Direct Reports

**Course duration:** One day

**Course format:** Classroom ILT, Virtual

**Overview:** Managers miss opportunities to help their direct reports develop new skills and competencies if (1) they aren't thinking about it, or (2) they imagine development opportunities as really big things which take enormous effort. Encouraging employees to present their ideas for development and training ideas are essential in their growth. This course will demonstrate for participants how to develop supportive and constructive relationships with employees. As a result, employees will create a more productive workplace and be able to take charge of their futures.

**Topics Covered in SCP's "Developing Direct Reports" Course:**

- Required competencies
- Growth relationships
- Areas of support and encouragement
- Conversation starters

## Driving Accountability

**Course duration:** One day

**Course format:** Classroom ILT, Virtual

**Overview:** Accountability is the responsibility of employees to accomplish the defined and assigned tasks required by their jobs within a reasonable time in order to assist the organization in fulfilling its goals. This course discusses the importance of accountability in organizational culture. It reviews the behaviors associated with accountability and the role of employees in being accountable for their performance standards in the department.

**Topics Covered:**

- Whose responsibility is it?
- Benefits of accountability
- The behaviors of accountability
- Accountability and performance

## Leading with Emotional Intelligence

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** SCP's interactive program will give participants the knowledge and tools to understand emotional intelligence and develop their emotional intelligence as leaders. Participants will learn how to identify their emotions, identify triggers, and discover how they perceive and respond to emotionally charged situations. Also discussed will be the role of emotional intelligence in leaders. In addition, participants will discover their personas and the responses that lead to healthy conflict resolution. Understanding others' emotions and creating productive relationships will also be discussed.

**Topics Covered:**

- Identification of emotions
- Behaviors associated with emotions
- Emotional triggers
- Emotional responses
- The importance of understanding others
- Relationship-forming skills
- Techniques for connecting with employees and peers

## Employee Engagement

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Discover if employees are actively engaged with their work or simply putting in their time. We will look at whether team-building activities and human resources practices influence positive business outcomes or if there's room to grow into an engaged culture. It is imperative to the health of an organization that employees be engaged in their jobs. What do employees who are not highly engaged do? They might look for work elsewhere – or perhaps, even worse, stay and do the bare minimum to remain employed. This interactive course will help participants understand the importance of recognizing every employee as a unique individual and identifying their strengths and how to leverage them in the workplace.

### Topics Covered:

- Attributes of employee engagement
- Signs of disengagement
- Outcomes of employee engagement
- Assessments of participants' current environment
- Characteristics of a healthy work environment

## Financial Intelligence

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** By improving their financial knowledge, participants will discover ways to become more efficient and more productive. If they are leaders, participants will discover how to justify requests and translate performance into financial terms. By doing this, they will have justifiable data to prove their departments' contribution – giving them the verbiage that resonates with their bosses, upper-level management, and other organizational stakeholders.

### Topics Covered:

- The importance of calculating performance
- Identification of departmental contributions
- Break-even analysis
- Liquidity ratios
- Profitability ratios
- Leverage ratios
- Efficiency ratios

## Fundamentals of Strategic Planning

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Whether participants have a more philosophical mindset or are more task-oriented, strategic planning involves moving the organization forward toward a shared vision through agreed-upon goals and objectives. This session gives participants the tools, knowledge, and skills to begin the strategic planning process.

### Topics Covered:

- Strategic plan descriptions
- A roadmap for going from strategic to tactical
- The role that “visioning” plays in the planning process
- Reasons for setting goals and objectives
- Project planning
- Accountability

## The Golden Rule – Leadership Lessons to Live By

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** If employees surveyed a random list of companies and asked them what their core values are, chances are that most would identify “respect” as a top value. But what does “respect” mean and why is it important? During this course, participants will examine the behaviors that contribute to a respectful workplace at the individual and organizational level, recognize the importance of building a workplace culture that fosters respect, and implement strategies to maintain a respectful work environment when faced with stress, uncertainty, and change.

### Topics Covered:

- Definitions of respect
- Respectful practices and behaviors
- The importance of valuing others
- Healthy workplace cultures
- Strategies to maintain a respectful workplace

## Interviewing – Fishing for Blue-Ribbon Employees

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** When looking to attract the best candidate for your organization, it is critical to conduct a comprehensive interview. This requires that the interviewer is prepared and can make the candidate feel relaxed and open to sharing information beyond what's noted in their résumé and cover letter. This interactive program allows participants to practice interview techniques and listening skills and understand which questions are permitted and which elicit the best responses.

**Topics Covered in SCP's "Interviewing – Fishing for Blue-Ribbon Employees:**

- The importance of well-written job descriptions and know when to revise them
- Applicant matching – job requirements, roles and responsibilities
- Recruiting best practices
- Interview preparation
- Selection criteria, questioning techniques, and background research

**Leading Others Through Change****Course duration:** One day**Course format:** Classroom ILT, Virtual ILT

**Overview:** Successfully leading others through change requires acquiring knowledge of the change process, planning for success, and creating innovative ideas. This course begins with developing a clear understanding of what happens to people when they experience a change, whether personally or professionally. It involves exploring the tools and techniques to effectively lead change efforts in individual departments and the organization as a whole. Ultimately, these skills will build employees' and managers' confidence and help ensure success.

**Topics Covered:**

- Change theories
- People and change
- Resistance
- Tools and techniques
- Creativity – the what ifs

**Management 101 – Learning the Art of Management****Course duration:** One day**Course format:** Classroom ILT, Virtual ILT

**Overview:** Management 101 is designed for new managers. The goal is to help participants better understand their roles as managers, and how they can perform their duties to their highest potential. We will discuss the characteristics and skills of a manager, organizational behaviors, advice for new managers, and tips on managing in a virtual environment. This program is designed to make managers' lives easier. Their work lives will run more smoothly, they'll encounter less conflict, and they'll make a positive impression on their supervisors – ultimately resulting in stronger and more successful relationships.

**Topics Covered:**

- The role of the manager
- Managerial skills
- Characteristics of managers
- Navigation of the organization
- Virtual management

## Managing Offsite Employees

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** The workforce is changing rapidly. Unexpected events have caused us to change. This session helps improve participants' ability to manage remote employees. It will discuss strategies to increase their ability to recruit, hire, and retain the right employees for a job. Participants will have the opportunity to practice skills that will ensure that their teams are cohesive and productive. Participants will also learn how to avoid costly, time-consuming problems and help their teams meet their goals.

### Topics Covered:

- Approaches to dealing with changing requirements
- What works and what does not work
- Tips for recruiting and hiring
- Retention strategies for remote employees
- Problem identification skills

## Managing Teams

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This course focuses on managing teams – whether onsite or remote. As team managers, it is imperative to delegate tasks to team members and balance team members' strengths and weaknesses, responsibilities, and strategies to develop organization-related team goals. Using these skills will allow managers to set clear objectives, communicate more effectively, and encounter fewer instances of discord.

### Topics Covered:

- Definition of "teams"
- Skills of effective teams
- Strategies for managing teams
- Delegation of tasks and responsibilities
- Identification of teams' strengths and opportunities for development
- Communication essentials
- Team responsibilities



## Mentoring From the Leader's Perspective

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Potential mentors and mentees fill out an information sheet about what they hope to offer or obtain from a mentoring relationship. Mentees will also have input into the process by requesting potential mentors. Participants will describe the role of the mentor as it relates to leading others, examine ways in which the organization can benefit from mentors, and define and demonstrate each of the four skills of Mentoring Communication: being an active listener, conveying information effectively, asking powerful questions, and giving feedback.

### Topics Covered:

- Selection of the mentee
- The role of the mentor
- The process of mentoring
- The mentoring engagement
- Determination of what mentors offer
- Expectations
- Questions
- Guide to successfully closing the relationship

## Motivating Employees to Be Their Best

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Keeping employees engaged and motivated to do their best can be challenging. It requires continuous communication and an understanding of every employee's strengths and weaknesses. This course is designed to teach participants how to tailor their leadership and communication styles to better suit the needs of their employees. As a result, participants will be able to create a shared vision for their organization, build group identity, create a culture of ownership, and establish a more collaborative, inspiring work environment.

### Topics Covered:

- Communication styles
- Review of what employees need
- Reasons to develop a shared vision
- Motivation theories
- Collaboration

## The Multi-Generational Workforce

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This is the first time in history that there are four different generations in the workplace. Each generation is shaped by its members' unique experiences growing up and their diverse ideas about what they want in their work lives and personal lives. These differences affect how they interact with each other and judge each other's behavior and performance. This course examines the different generations, reviews their needs, and presents strategies to understand them.

### Topics Covered:

- The generations in the workforce
- What makes us who we are
- What motivates the generations
- Communication preferences by generation
- Opportunities for collaboration
- Leadership and the generations
- The gifts the generations bring

## Onboarding

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Onboarding addresses four specific areas and includes direct involvement from the manager of the new employee, particularly when it comes to addressing relationships and roles. Relationships and roles are the two areas that have the greatest impact on employees' immediate productivity and satisfaction in their new position. Learn proven strategies to onboard and eventually retain new talent.

### Topics Covered:

- Four essential areas in onboarding
- Relationship and roles
- Success factors
- Retention strategies
- Successful relationships
- Best practices for organizing the process

## Performance Management

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Effective and timely feedback is a critical component of a successful performance management program and should be used in conjunction with setting performance goals. If effective feedback is given to employees on their progress toward their goals, employees' performance will improve. People need to know in a timely manner how they are doing, what is working, and what is not.

### Topics Covered

- The importance of setting goals and monitoring behavior
- Documentation of performance
- The conversation
- Employee development
- Best practices for setting employees up for success

## Positive Approaches to Managing Performance Problems

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Giving feedback that enables others to grow is essential in any organization. Identifying performance issues and addressing them immediately is essential to maintain motivation in the team and the organization. This session gives leaders the opportunity to understand and practice a feedback model that will give them confidence in delivering their performance-related messages.

### Topics Covered:

- Feedback essentials
- Identification of performance issues
- Impact of non-performers
- Accountability
- Motivation

## Presentation Skills (Executive Presentations)

**Course duration:** Three days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** "Platform techniques" involve presenters' nonverbal communication with the audience – how they employ their bodies to convey the intended message. The manner in which presenters use or misuse eye contact, poise, dress, appearance, gestures, and facial expressions has a significant effect on listeners and frequently spells the difference between *audience apathy* and *enthusiastic acceptance* of the presenter's ideas. We will be going over each of the skills listed above.

**Topics Covered in SCP's "Presentation Skills (Executive Presentations)" Course:**

- Political savvy
- Executive presentation skills
- Vocal skills
- Nonverbals
- Annoying habits
- Presentation design and delivery
- Audience analysis
- "Story boarding" of the presentation
- Great openings

## **Project Management**

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Learning to manage projects effectively not only benefits organizations, but it also benefits individuals. Today's organizations rely on employees who can carry a project from inception to completion – on time and on budget – making more efficient use of resources and achieving quality outcomes. Thus, being able to manage projects successfully makes employees more valuable to their organizations and improves their career prospects by providing them with critical project management skills.

**Topics Covered:**

- The four stages of a project
- Factors that ensure project success
- Initiation and definition of projects
- Steps to move projects forward
- Strategies to keep a project on track

## **Succession Planning**

**Course duration:** Three days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Succession planning is critically important to an organization and establishes a vision of where the organization will be going in the future. Creating a pipeline and knowing who is next in line to fill senior positions is critical to staying competitive. This course will help participants identify high-potential employees, recognize current and future needs, and create employee development plans as a tool for leadership development.

**Topics Covered:**

- Talent identification best practices
- Approaches to conducting talent audits
- Identification of workplace trends and needs
- Creation of the IDP

## Social Media at Work

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Effectively using social media requires good judgment and thoughtfulness. It can have important benefits, such as creating long-term, loyal customers and partners and cultivating relationships with employees, vendors, and suppliers. This course examines the activities required to successfully manage social media in your workplace, as well as identifying how to create effective social media policies.

### Topics Covered:

- Social media do's and don'ts
- Creation of social media policies
- Benefits and challenges of using social media

## Super Manager

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** It's been said that workers don't leave a job, they leave a manager, which highlights the importance of managers and the influence they have on employees. This program will help participants become the managers that employees want to work for. Participants will learn how to develop self-awareness and display attentiveness to the employees they manage, identify when and how to appropriately exercise mental flexibility, and encourage employee satisfaction and motivation by creating a fun and inspirational working environment.

### Topics Covered:

- Management assessment
- Growth mindset
- Engagement
- Motivation
- Empathy
- Development of strong teams

## Supervisor Communication Skills

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Supervisors are in a unique position. They are the liaisons between management and the workforce. The supervisor must ensure that the workforce performs the work to meet the organization's goals. To do this, the supervisor has to be able to effectively communicate with the workforce. This course will help participants identify the characteristics of assertive behavior and include them in their interactions, confront problem behaviors successfully, and create equitable compromises with employees and peers.

**Topics Covered in SCP's "Supervisor Communication Skills" Course:**

- Behavioral assessment
- Self-awareness of your behaviors
- Communication essentials
- Assertiveness
- Approaches to confronting problems in the workplace
- Employee engagement

## Systems Thinking

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** A problem-solving approach that will help participants find optimal solutions to complex challenges, improve innovation, and increase productivity is *systems thinking*. This proactive problem-solving approach examines the relationships between various organizational functions and how they impact each other. This course will explain what systems thinking is, will help participants identify the benefits of using systems thinking, and how to apply the tools of systems thinking to address a problem or situation.

**Topics Covered:**

- Innovative thinking
- Organizations as systems
- The tools of systems thinking
- Relationships within organizations

## Talk Like a Leader

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** It is critical that managers effectively communicate with their staff. This course will help participants express their vision and reinforce their relationships by discovering communication phrases and learn how to deliver constructive criticism effectively.

**Topics Covered:**

- The importance of expressing your vision
- Communication styles
- Tips and tools that increase communication
- Approaches to delivering constructive feedback

## Team Excellence

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Teams are an essential part of almost every organization. We depend on teams to use resources more effectively, solve problems more creatively, and provide greater productivity than individual employees working alone. This course will teach participants the communication characteristics of high-performing teams, how to assess individual strengths to ensure the best possible team performance, how to set goals successfully, and how to avoid common goal-setting mistakes.

### Topics Covered:

- Definition of teams
- Team roles
- Team responsibilities
- Teams and change
- Identification of team members' strengths
- Delegation

## The Toughest Supervisory Challenge

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Being a supervisor has many challenges. This course will help participants use realism, restraint, and resolve when facing any tough challenge, and employ conflict resolution techniques effectively. We will also cover dealing with employees' personal problems with sensitivity and fairness and taking control and responsibility in a crisis situation.

### Topics Covered:

- Realism
- Resolve
- Restraint
- Tough challenges
- Empathy
- Sensitivity
- Crisis-control

## **Surviving and Thriving in VUCA (Volatility, Uncertainty, Complexity and Ambiguity)**

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** In this interactive session, participants will define and consider the impact of operating in a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) environment. Many aspects of a VUCA environment dominate our landscape today. A VUCA environment is one that is constantly changing and unpredictable. In a VUCA environment, everything is in flux, nothing is certain. The VUCA environment can be difficult to navigate, but there are strategies that leaders can use to effectively lead in this type of environment. This class will give participants the tips and tools that will help them effectively deal with the challenges of VUCA environments – so that they can not only survive, but also thrive.

### **Topics Covered:**

- Definition of VUCA
- Challenges
- Adoption and mastery of a “survive and thrive” mindset
- Strategies and tools to deal with challenging environments

## **Women in Leadership**

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This interactive course addresses the challenges that women face as they pursue leadership positions, assesses limitations that women place on themselves, and recognizes special issues that women leaders face when they interact with others.

### **Topics Covered:**

- Challenges women face
- Assessments of our perceived limitations
- Communication skills
- Assertiveness skills
- Tips for forming essential relationships



## Executive Leadership – Courses Designed for Leaders

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### Communication Skills for Leaders

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This course is for experienced leaders who are interested in developing superior leadership communication skills to achieve even greater success at the highest levels of their organizations. Participants are already successful as leaders and communicators. But now they must exercise even greater influence, solve bigger problems, and drive unprecedented performance improvements. Superior leadership communication skills and the ability to adapt them to constantly changing circumstances are essential.

**Topics Covered:**

- The secrets of outstanding leadership communication
- Techniques for becoming a more powerful leader
- The art of influence
- Approaches to identifying and addressing participants' specific challenges
- Best practices for communicating confidently in any environment – from spontaneous “elevator pitches” to high stakes reports and proposals
- Design and delivery of powerful messages that engage employees
- Development of simple, strong, credible messages tailored to each audience to lead rapidly to action

### Design Thinking

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** What if employees could create solutions that would impact their team or organization? Better yet, what if they could do so rapidly by being experimental, collaborative, and holistically innovative? That's design thinking; it's a success mindset. It's for anyone who wants to see infinite possibilities and turn problems into solutions. Using a proven process to drive innovation, participants will work in small teams to visualize outcomes and challenge assumptions. They will learn a proven, repeatable, creative, and collaborative problem-solving method that they can use to reframe problems and generate more rapid, empathetic, and innovative products and services.

**Topics Covered:**

- Design thinking to improve organizational performance
- Design thinking to create new competitive assets
- Conversion of ideas into value and opportunity for the Federal Government
- Creative thinking and critical analysis skills
- Progressive and practical solutions for real-world problems
- New ways to collaborate across all functions of the organization
- Ten-step, iterative and repeatable processes to drive rapid innovation

## Emotionally Intelligent Executive

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This soft skill is known as *emotional intelligence*, and it is an essential element for all types of organizations, especially those with high-stress environments. If employees are unable to control their emotions, they can preoccupy employees' thoughts and interfere with their ability to evaluate a situation objectively. On the contrary, knowing what triggers their emotional responses and understanding how to exercise self-control over them enables employees to confront difficult issues and manage change with clarity and composure.

This program is designed to provide participants with the knowledge and tools to develop their emotional intelligence. Participants will learn how to avoid self-sabotaging outcomes by altering how they perceive and respond to emotionally charged situations. In addition, participants will improve their ability to constructively resolve conflicts, create a productive work environment, build and mend relationships, and bounce back from setbacks and disappointments.

### Topics Covered:

- Development of self-awareness
- Prevention of emotional hijacking by using techniques for collecting thought processes
- Benefits of positive work relationships through empathy
- The importance of building assertiveness skills
- Use of emotions as a tool to improve the process of conflict resolution
- Best practices for responding quickly and positively to changing priorities and situations
- Approaches to staying composed and focused in stressful or high-pressure situations
- How to reframe thinking, change perspective, and bounce back from setbacks

## Executive Leadership Primer

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** When employees are focused on their organization's future every day of every workweek, it's vital that they are well equipped to optimize performance – as well as their own careers – with executive leadership training. What does it mean to be an executive leader? It means being a visionary, a transformational leader, a strategist, a communicator, a coach, and a diplomat. Pride, commitment, and camaraderie – those are the words executive leaders use to describe their organizations and their teams. They are able to focus on the big picture and uphold high standards while wearing many hats.

**Topics Covered in SCP's "Executive Leadership Primer" Course:**

- Leadership challenges and core leadership beliefs
- Leadership requirements in organizations
- The "big picture" of organizational strategies to enhance organizational culture
- The role of prioritization in securing time for strategy implementation
- Approaches to developing talent
- Alignment of organizational culture with strategy, by shaping organizational culture as a strategic leadership practice
- The art and science of inspirational leadership, by creating an environment that thrives on sharing ideas and collaborating

## Leading Collaborative Teams

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** When should leaders be motivators? When should they encourage collaboration? When do they take charge – and when should they be a coach? Can leaders empower team members to self-manage? Or do their teams fall apart when they're not there? Learn how to foster team cohesiveness and collaboration. Learn how to step up to be a leader, a coach, a persuasive communicator, and much more. Sharpen team-building skills and discover new ways to drive performance and productivity.

**Topics Covered:**

- Leadership styles in different situations
- The importance of vision in aligning team performance
- Integration of leadership and managerial roles, by applying insights gained from current leadership position
- Techniques for effective collaboration
- The leader's role as performance ignitor and a coach
- The four team-personality types
- The principles that make teams work

## Leading Organizational Change

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Leaders will explore elements of change in the organization – what it is, why it happens, the effects on individuals in the organization. Leaders will also have the opportunity to review and practice strategies to deal with the personal elements of change in addition to facilitating change in an organization.

**Topics Covered in SCP's "Leading Organizational Change" Course:**

- The change cycles/phases
- The changing nature of the organization
- The organization's responses to change
- Way(s) to personally deal with change
- Strategies to cope with change
- Understanding change versus transition
- Validate the need for change
- Plan the transition
- Implement and monitor the transition activities
- Assess the success of the change and transition

**Leading Through Disruption****Course duration:** One day**Course format:** Classroom ILT, Virtual ILT

**Overview:** Communication is important during times of crisis and disruption. Timeliness and consistency of message are vitally important; not having these conditions in place before a disruption occurs places organizations at significant risk. Developing these three conditions during a period of disruption is an incredibly heavy lift. Fortunately, committed leaders can create opportunities to develop an organization that lives its values; can develop greater trust between leaders and those led; and can dramatically improve their communications.

**Topics Covered:**

- Practices of agile and resilient organizations
- Tactics to prepare the organization for navigating turbulent times and disruptive change
- Growth and fixed mindsets
- Capacity for foresight – anticipating change
- Tools for exploring opportunities
- Skills to help lead and motivate others toward agile and resilient mindset and behavior
- Strategies for developing resilience in organizations

## Strategic Thinking

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Being strategic is a vital and powerful tool for success in business today. Strategic thinking involves having a defined destination, determining where employees are now and understanding any bumps in the road (future threats or changes). It consists of finding the true source of a problem or situation and making the proper adjustments. Many times within organizations, people diagnose only the *symptoms* of a certain situation. The goal of strategic thinking is to isolate the variables and understand the *root of the problem*.

Excellent strategic thinkers have an external focus. They have the unique ability to determine what is happening in the external environment that impacts the organization and its products and services. Strategic thinking focuses on finding and developing unique opportunities to create value by enabling a creative dialogue among people who can influence an organization's direction. Good strategic thinking uncovers potential opportunities for creating value and challenges assumptions about an organization's value proposition (their total offerings), so that when the plan is created, it targets these opportunities. Strategic thinking is a way of understanding the fundamental drivers of an organization – challenging conventional thinking about them – in conversation or dialogue with others.

### Topics Covered:

- The concept of strategic thinking
- The skills associated with strategic thinking
- Personal barriers to strategic thinking
- Strategic thinking practices

## Thriving and Surviving in VUCA (Volatility, Uncertainty, Complexity and Ambiguity)

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** In this interactive session, participants will define and consider the impact of operating in a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) environment. Many aspects of VUCA environments dominate our landscape today. A VUCA environment is one that is constantly changing and unpredictable. In a VUCA environment, everything is in flux, and nothing is certain. A VUCA environment can be difficult to navigate, but there are some strategies that leaders can use to effectively manage others in this type of environment. This course will give participants the tips and tools that will help them effectively deal with the challenges of VUCA environments – so that participants can not only survive but also thrive.

### Topics Covered:

- Explanation of VUCA
- Challenges presented in a VUCA environment
- Approaches to “mastering your mindset”
- Strategies and tools to deal with challenging environments

## Leadership Development Program

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The Leadership Development Program (LDP) has two primary goals. One is to accelerate the adoption of managers' leadership skills. The second goal is to serve as a powerful catalytic mechanism for growth and excellence in an organization's journey to achieve its mission.

The LDP is a major learning commitment by managers. The program is designed as an initial 30-hour program, consisting of 10 three-hour sessions of intensive learning and strategic guidance utilizing individual, team-based, and larger-group learning approaches. Peer coaching will be utilized throughout the program.

To ensure continuity of learning and direct implementation of the leadership action plan, the group will reconvene for one day, three to five months after the original program, for additional input and to present the status of their implementation plan to leaders of your organization.

### Topics Covered:

- Leaders' expectations for current and future direction and focus
- Approaches to strengthening leadership skills
- Strategies/strategic vision for organizational growth
- Best practices for strengthening organizational effectiveness skills
- Rapid growth through refinement of leaders' decision-making ability
- Knowledge management and use of performance and developmental coaching
- Creation of and commitment to implementing a peer-coached and critiqued action plan which addresses the LDP themes

### Suggested Topical Areas:

#### Change

- Strategic goals – the role of the leader in times of change
- Change theories
- Learning Activity: Addressing change

#### Coaching Excellence

- Definition of coaching
- Benefits of coaching
- Coaching skills
- Coaching mindset
- Coaching process

#### Concepts of Leadership

- The direction for Leadership
- The changing nature of effective leadership

## **Direction**

- Implementation of your Vision
- What it takes to be effective in the organization
- Development of a research question and setting a direction

## **Healthy Conflict Resolution**

- Benefits of disagreement
- Innovation and creativity
- Definition of conflict

## **Leadership Styles**

- Learning Activity: [Leadership Questioner](#) instrument
- When to use a preferred style
- Flexibility in styles
- Leadership plan development

## **Leading for Optimal Performance**

- Identification of performance problems
- Documentation
- Best practices for “having the discussion”
- Accountability

## **Leading, Personal Character, and Ethics**

- Development and implementation of your Vision
- Values and beliefs
- Ethical decision making

## **Motivation and Engagement**

- What motivates employees? (A discussion of M. Buckingham’s “First Break All the Rules”)
- Strategies
- Application

## Inclusion, Diversity, Equity, Allyship (IDEA)

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### Addressing Micro-Triggers and Micro-Inequities in the Workplace

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Have employees or leaders in your organization ever experienced a tense moment while at work? People sometimes speak without thinking. The words sometimes hurt feelings, cause frustration, and are offensive to others. Employees and leaders may hear or say something that is inappropriate, but they don't know how to react, what to say, or what to do. Participants will learn how to identify and address these micro-triggers and micro-inequities and how to respond when they become aware of their own missteps. Let these experiences become avenues for enhanced inclusion and understanding for all.

**Topics Covered:**

- Inappropriate or offensive comments and actions
- Emotion-based tensions
- Emotional intelligence strategies to deal with tense situations
- Strategies to help you stop and think

### Allyship

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Allyship is part of SCP's diversity training suite that helps employees learn about research-backed actions to enable them to show up as allies. We cover two important aspects of allyship: defining allyship and its importance in the organization and discussing and practicing skills of allyship in a safe setting to give employees the confidence to make a difference. We also stress employees' responsibility and power in creating the change they want to see in the organization.

**Topics Covered:**

- Definition of allyship
- The importance of allyship
- Allyship skills
- Applied practice



## Celebrating Generations

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** For the first time in history, four distinct generations are employed side by side in the workplace. Not only are they side by side, Generations Y and X sometimes supervise Veterans and Baby Boomers. With differing values and seemingly incompatible views on leadership, when employees of these four generations are on the same team, there can be unprecedented conflict. Eliminating generational discord, understanding similarities and differences, and being flexible are essential in understanding what makes members of each generation tick.

### Topics Covered:

- Overview of the four distinct generations in the workforce
- The differences between generations
- The socialization of each generation
- The motivators and expectations of each generation
- The process of resolving conflict across generations

## Embracing Empowerment and Creating a Culture of Inclusion and Engagement

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** This course provides managers with ways to engage and empower employees and build an inclusive working environment. During this program, participants will discover tools to help foster inclusive behaviors. The program will target and deploy key leadership diversity, equity, and inclusion skills in coaching, delegating, providing feedback, and communicating with employees within their organization.

### Topics Covered:

- Empowerment and its role in creating a culture of inclusion
- The leader's role in engagement and in creating an inclusive environment
- Plans to deploy leadership skills and competencies that develop an inclusive workplace

## IDEA 101 for Leaders

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** exists between leadership and diversity and inclusion. Leadership is about knowing people, building relationships and empowering people. Leaders need to bring out the best in people, which they do by making them feel included, accepted, respected, and connected to their team and to the organization. When people feel good about themselves and their team/organization, they perform better individually and as part of a team, resulting in an organization that performs better.

This session defines Diversity, Equity, and Inclusion (DE&I) and introduces strategies that leaders can utilize to improve their DE&I effectiveness. Through group discussions (e.g., polls and group chats during virtual sessions), we explore ways to improve their personal DE&I journeys. We will also discuss the importance of enhancing awareness and challenge participants to expand personal boundaries to enable more effective interaction in the workplace.

### Topics Covered:

- Definition of DE&I
- The leader's role
- Terms that impact understanding
- Bias (overview)
- Micro behaviors (Overview)

## IDEA 101 (Workforce)

**Course duration:** Abbreviated half day or full day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** In this interactive session, we define Inclusion, Diversity, Equity, and Accessibility/Allyship (IDEA) and introduce strategies that individuals can utilize to improve their IDEA effectiveness. We will have group discussions, polls, and group chats to explore ways to improve participants' personal IDEA journeys. We will also discuss the importance of enhancing awareness and challenge participants to expand personal boundaries to enable more effective interactions in the workplace.

### Topics Covered:

- The basic concepts associated with diversity, equity, inclusion, and equal employment opportunity (EEO)
- The business case for IDEA
- How the various aspects of diversity are important to the diversity equation
- The impact of stereotypes and unconscious bias on individuals
- The Diversity, Equity and Inclusion (DEI) Growth Track
- Behaviors and issues related to improving IDEA effectiveness

## Micro-Behaviors

**Course duration:** Abbreviated half day or full day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Micro-behaviors are the tiny, often unconscious things we say and do that make those around us feel included, valued and motivated – or excluded, unappreciated, and disrespected. Biases play out in the workplace through micro-messaging, micro-inequities, and micro-aggressions. This contributes to people feeling insignificant. This course identifies these micro-behaviors.

### Topics Covered:

- Micro-inequities
- Micro-aggression
- Micro-messaging
- Micro-affirmations
- The connection between diversity, bias, stereotypes and behavior
- The impact of micro-behaviors on individuals
- The impact of micro-behaviors in the workplace
- Strategies to responding to micro-behaviors

## Race and Ethnicity

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Categorizing humans based on shared physical or social qualities into groups is generally viewed as distinct within a given society. Ethnicity is social categorization based on an individual's membership in or identification with a particular cultural or ethnic group. Training and education are essential tools in any workplace that is looking to build a culture of dignity, respect, and tolerance.

### Topics Covered:

- Definitions of race and ethnicity
- The importance of understanding “differences”
- Respectful practices

## **Race Relations and Cultural Competency: Standing Together in Today's Workplace**

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** After hundreds of years of racial disparity, integration, and being the proverbial “mixing bowl,” haven’t we figured it out yet? Following a brief review of the path to equality, equity, and justice in America, this course will discuss our current standing and ways in which we can stand and work together to ensure that we reach the ultimate goal of achieving equity and full inclusion.

### **Topics Covered:**

- Why and in what ways we are still struggling with “and justice for all”
- Cultural diversity and the unique aspects of different cultures in America
- Appropriate responses in the midst of racial tensions

## **Respect and Civility in the Workplace**

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Respect and civility are present in a work environment where employees are respectful and considerate in their interactions with one another. Respect and civility are based on showing esteem, care, and consideration for others, and acknowledging their dignity. This course is designed to help organizations build a respectful and civil environment that not only improves morale, productivity, teamwork, and performance, but also results in healthier employees and enriching workplaces.

### **Topics Covered:**

- Respectful practices
- The importance of valuing others
- Differences as a strength
- Benefits of respect and civility

## **Gender Discrimination, Gender Bias, and LGBTQ Sensitivity**

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** During the last few decades, gender roles and bias, discrimination, and LGBTQ issues have become even more sensitive as our laws and cultural norms are changing nationwide. Most importantly, employees need to be treated with respect, be included, and be allowed to be themselves in the workplace. But what does that mean? During this course, participants will learn how to be more culturally sensitive and socially correct when addressing individuals in the workplace and managing discrimination claims.

**Topics Covered in SCP's "Gender Discrimination, Gender Bias, and LGBTQ Sensitivity" Course:**

- Elements contained in Title VII of the Civil Rights Act and their applicability at the state and federal levels and across sectors
- Terminology, key issues, and key aspects of gender identity
- Strategies for handling situations, behaviors, and workplace environments where discrimination, harassment, and/or gender harassment issues may be encountered

## Sexual Harassment Prevention

**Course duration:** Half day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** During the last decade, sexual harassment has become a subject of increasing concern. Sexual harassment is a form of discrimination that is counterproductive to an effective work environment. This very sensitive area can be difficult to deal with, disruptive to the workplace, and disagreeable to all concerned. The stakes are high and getting higher. In an increasingly litigious society and in an era of ever-increasing employee rights and employer responsibility, addressing these issues is of utmost importance. This course reviews the laws regarding sexual harassment, gives specific examples of harassing behavior, and discusses strategies to prevent and address sexual harassment.

**Topics Covered:**

- Definitions of harassment
- Title VII characteristics
- What is and what is not harassment
- Best practices for addressing sexual harassment

## Understanding Bias

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** We tend to believe that we are seeing everything in its complete form; however, it's not possible for us to see the world as it is. Instead, we see the world through the lens of our experiences, biases, and various identity factors. As a result, the assumptions we hold shape the decisions that we make, but these decisions may be creating unequal outcomes. A strong link exists between employee retention and valuing diversity and inclusion; the intent of this course is to increase awareness about bias and everyone's responsibility in creating an inclusive and respectful workplace.

**Topics Covered:**

- Bias (implicit/unconscious and explicit)
- How bias is formed
- The impact of bias on the individual and the workplace
- Respectful behaviors we expect in the workplace
- The importance of being an upstander (ally)
- Accountability plans: what to stop, start, and continue as an individual contributor

## SCP DEIA Certificate Program

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**Interactive | Customizable | Proven Results**

Individuals can make a difference! By providing training in valuing and managing diversity, individuals and organizations can help remove barriers to inclusiveness. Organizations can tap into the power of diversity to strengthen teams regardless of individual differences. The net result will be that everyone – regardless of race, gender, ethnicity, physical ability, age and other dimensions of diversity – can make a full contribution to the organization's success.

So, valuing diversity is the **smart** thing to do from a business perspective because it positions organizations competitively in a rapidly changing, diverse marketplace. It is also the **right** thing to do because it creates an environment where people are fully included and valued for who they are and what they offer. From both perspectives, a well-executed diversity program enables employees and employers to create an environment where differences are valued.

SCP's **unique approach** to creating and implementing DEIA programs is experiential and highly interactive. SCP trainers have all received years of preparation in how to create and maintain an open, non-threatening learning community where people feel safe and where participants are encouraged to use their own experiences and to experiment and take risks in order to maximize their joint learning. The SCP DEIA Training Certificate Program will enable participants to learn how to apply practical tools, so they achieve meaningful results.

### Knowledge Building

Part 1 of the program focuses on developing a deeper understanding of diversity, equity, inclusion, and accessibility. After each session, participants will be given an assignment to complete that will help in the application of the concepts. Pre-course review of meaningful DEIA-related material will enhance participants' learning and application.

### Foundations of Diversity, Equity, Inclusion, and Accessibility/Allyship

This session highlights the business case for diversity, equity, inclusion, and accessibility. Part 1 of this training series will focus on establishing a foundational understanding of diversity, equity, inclusion, and accessibility. Participants will acquire knowledge of the basic concepts and appropriate terminology related to diversity, equity, inclusion, bias, equality, stereotypes, "isms," and micro-behaviors. It will help build understanding of diversity individually, their relationship to one another, and, most importantly how to apply diversity to workplace environments. This session will allow participants to deepen their understanding of how our identities shape who we are and what is meaningful to us as individuals. We will review many elements of diversity that create cultural competence.

## **Bias, Stereotypes, and Micro-Behaviors**

Participants will explore the interpersonal impact of bias and stereotypes using relevant workplace scenarios that participants will analyze and identify barriers to inclusion and possible solutions. Building on the knowledge of the individual and interpersonal impact of discrimination, this workshop will broaden understanding – including how discrimination operates at an organizational level. We will also review the impact – both personally and organizationally – of bias, discrimination, and micro-behaviors.

## **Effectively Establishing An Inclusive Environment – Allyship**

While knowledge and awareness are important, they do not always produce change. This program focuses on the tools and skills required to be active and effective allies, so that meaningful changes and inclusive environments can exist within organizations. It stresses the importance of creating an inclusive environment through examination of strategies and techniques.

When there is inclusion, different groups – or individuals with different backgrounds – are accepted, welcomed, respected, and treated equally. Inclusion is a sense of belonging. Inclusive cultures encourage involvement and make people feel valued for who they are as individuals. People feel a level of supportive energy and commitment from others so they can do their best work and achieve their full potential. Participants will explore what effective allyship skills people can use in being an ally and, most importantly, how to respond to disrespectful and non-inclusive behaviors. Effective allyship translates to inclusion.

## **DEIA Training Facilitation**

Part 2 of the program focuses on proven facilitation and curriculum design techniques to prepare participants to deliver powerful and effective DEIA training. In a “Building Your Workshop” session, participants will learn the essentials of designing interactive and engaging DEIA training workshops, including setting goals and objectives, tying “interactivities” into the training, and learning active training techniques. In this session, participants will also learn how to create a safe environment for all employees.

Facilitating DEIA workshops involves managing uncomfortable (and often controversial) conversations tactfully and respectfully. The facilitator has the opportunity to design and create a safe and inclusive space for participants, so they feel comfortable engaging in necessary conversations. The success of this depends heavily on the facilitator’s ability to create a safe and inclusive learning space for all participants. We will also discuss building scenarios and applying content to employee or customer needs. An intersession assignment will be to design an outline and create content for a two-hour DEIA training program.

## **Presentation And Critique**

Participants will present their designs and an abbreviated segment of the course they develop; role playing may include seeing how participants react to disruptive students in the class and seeing how participants respond to feedback about the segment of the course they developed. Participants will receive feedback from the instructors on course design and delivery. Participants will then create a development plan and receive two post-program coaching sessions.

## Technical Training

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### Accounting 101

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Master the technical skills needed to analyze financial statements and disclosures for use in financial analysis and learn how accounting standards and managerial incentives affect the financial reporting process. By the end of this course, participants will be able to read the three most common financial statements: income statement, balance sheet, and statement of cash flows. Then participants can apply these skills to real-world business challenges.

**Topics Covered:**

- Intelligent interpretation and use of financial statements in managing and analyzing operations
- Basic accounting terminology and the process by which transactions are analyzed and transformed into financial statements
- The structure and content of the income statement
- The current asset side of the balance sheet

### Budgeting

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** When individuals are responsible for budgeting, it means they're playing a vital role in their organization's future. Budgets enable individuals to pinpoint critical variables that impact profit, so their organization can successfully pursue business goals and create value. In this course, participants will learn how to work with, develop, and present budgets aligned with strategic goals. Working in groups, participants will gather the information they need to construct and analyze operating budgets. Participants will practice evaluating and revising their budget to increase the chances of acceptance. This is participants' opportunity to gain the tools and insights to craft the budget their organization needs to overcome obstacles and achieve success.

**Topics Covered:**

- Overview of the planning and budgeting process
- Definition, purpose, and components of a budget
- Operating budget vs. capital budget
- Relationships and metrics of line items on the income statement and the operating budget
- Specific steps to improve the metrics
- Issues and challenges faced when dealing with assumptions and targets
- Revision and finalization of the budget



## Financial Management

**Course length:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Financial management is the practice of handling an organization's finances in a way that allows it to succeed and comply with regulations. That takes both a high-level plan and boots-on-the-ground execution. At its core, financial management is the practice of making a business plan and then ensuring all departments stay on track. Solid financial management enables participants to provide data that supports creation of a long-range vision, informs decisions on where to invest, and yields insights on how to fund those investments – as well as on liquidity, profitability, cash runway, and other issues.

### Topics Covered:

- Liquidity and cash flow
- Compliance
- Financial scenarios
- Relationship managements techniques
- Risk assessment and management
- Strategies and financial decision making

## Financial Skills for Non-Financial Managers

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Financial skills are fundamental to any managerial position. Learn how to “think finance” and expand career opportunities. From accruals and write-offs to receivables and payables, this workshop shows non-financial managers the concepts, tools, and techniques that can help make each decision pay off – on the job and on the bottom line. This program for non-financial managers ensures that the basics of finance are understandable. Participants will learn how to:

- Interpret and respond appropriately to financial information
- Communicate individual and team contribution to the bottom line
- Uncover drains on profitability
- Make smarter decisions that deliver higher profitability

### Topics Covered:

- Basic accounting
- Accounting and financial statement fundamentals
- Annual report review and analysis
- Financial statement evaluations
- Improvements to profitability through cost analysis and profit planning
- Major financial decisions supported by capital expenditure analysis
- Effective budgeting practices

## Introduction to Data Analytics

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Participants will see real-world examples that demonstrate how data analysis tools work. Additionally, they will have a chance to apply some of the concepts to their own work, explore best practices for sampling, and examine how different types of sampling are each suited to different situations. Finally, participants will see real-world examples that demonstrate how those tools work and practice sampling techniques in case-study scenarios.

**Topics Covered:**

- Big data as it relates to individuals and organizations and how it can transform business processes
- Best practices for sampling and how bias can affect sampling
- Advantages and disadvantages of measurement methods
- Types of decision making based on model data, insights, and outputs

## Introduction to Project Management

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Learning to manage projects effectively not only benefits organizations, but it also benefits individual employees and teams and the leaders who manage them. Today's organizations rely on employees who can carry a project from inception to completion – on time and on budget – making more efficient use of resources and achieving quality outcomes. Thus, being able to manage projects successfully makes everyone more valuable to their organizations and improves employees' career prospects by learning this critical skill.

**Topics Covered:**

- The four stages of a project
- Factors that make a project succeed
- Initiation and definition of a project's objectives
- Steps to move a project forward
- Strategies to keep a project on track

## Real-World Project Leadership

**Course duration:** Three days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** The purpose of this course is to present the techniques and the “art” of modern project management. The material is intended to benefit the novice project manager as well as to teach additional skills and offer new insights to more experienced participants.

### Topics Covered:

- Determination of the project’s time, cost, and performance parameters
- Details and sequence of execution
- Key milestones and deliverables to ensure adherence
- Implementation of the work according to plan:
  - Monitor key parameters and milestones to ensure plan adherence
  - Complete the project through the final deliverables
  - Evaluate the project’s success

## Strategic Portfolio Management

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Strategic portfolio management is all about shifting strategy into action via development portfolios – making smart prioritization decisions, executing strategic initiatives successfully, and ensuring benefits are realized. Today, more and more development is happening via agile techniques; additionally, portfolio management may be happening in *hybrid* mode – combining projects and agile development. Portfolio management is difficult by nature and many organizations are struggling in this area, even though super-smart portfolio managers are working hard in this domain. Strategic portfolio management is a challenging area – let’s start with WHY portfolio management is important!

### Topics Covered:

- What is Strategic Portfolio Management?
- What different viewpoints may exist in large companies?
- Portfolio maturity assessment starts with easy-to-use assessment questions and “maturity grid”
- Practical tools and methods to improve strategic portfolio management (e.g., Objectives and Key Results, or OKRs)

## Technical Writing

**Course duration:** One day

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Technical documents come in many shapes and sizes – including, for example, annual reports, analytical summaries, reports of market research findings, explanations of HR policies, and strategic plans. No matter what content is covered and who the audience is, writing that informs people about complex topics can be considered technical writing. There is a lot riding on employees' and managers' ability to write technical documents. If the writing that your organization produces and distributes is confusing and hard to follow, readers stop reading (no matter how much time or research went into it). But when writing is clear and concise, readers will absorb what's being presented.

### Topics Covered:

- Why subject matter expertise is critically important
- Outlines that help organize thoughts
- First drafts to review and refine your writing
- Messages between coworkers or managers to gain feedback
- Identification of what's not working and strategies to fix it
- Documents that grab attention and keep readers interested

## Using and Presenting Analytics

**Course duration:** Two days

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Learn how to be practical with the use of data analysis, turning business intelligence into real-world outcomes. We'll explore how a combination of better understanding, filtering, and application of data can help participants solve problems faster – leading to smarter and more effective decision making. Participants will learn how to use Microsoft Excel, PowerPoint, and other common analytical and communication tools. They will also learn how to present and explain data to others in a way that will get them to engage with one another.

### Topics Covered:

- Data outputs to target audiences (e.g., management team and leaders)
- Main points, facts, insights, and recommendations
- Prompts that will produce the necessary action from the audience:
  - Visual communication
  - Audience and context
  - Charts, graphs, and images
  - Focus on important points
  - Design principles
  - Storytelling
  - Persuasiveness
  - Dashboards

## Workforce Development

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### Computer Skills and Information Technology

**Course Duration:** Half day

**Course Format:** Classroom ILT, Virtual ILT

**Overview:** This course will provide an understanding of computer concepts and general knowledge of computer use, enabling participants to work independently on a computer. Participants will be able to demonstrate how to navigate a computer operating system; explore and practice using the keyboard and mouse; access and search internet browsers; create and edit documents using Microsoft Word; and perform email tasks (e.g., set up an email account, create and send email with an attachment, etc.).

**Topics Covered:**

- Computer basics
- The keyboard and its functions
- Browser fundamentals
- The basics of Word
- Document development and editing

### Cover Letter Essentials

**Course Duration:** Half day

**Course Format:** Classroom ILT, Virtual ILT

**Overview:** This course is intended to illustrate the importance and use of cover letters. Participants will be able to name and identify the parts of a good cover letter, draft and create cover letters while highlighting their skills and experiences and provide measurable examples of work while developing a professional cover letter.

**Topics Covered:**

- Purpose of cover letters
- Examples of powerful cover letters
- The importance of highlighting skills
- The structure and development of cover letters

## Dress for Success

**Course Duration:** Half day

**Course Format:** Classroom ILT, Virtual ILT

**Overview:** During this program, participants will receive sound advice, guidance, suggestions, and simple steps on dressing for success for the job. Participants will be able to discover ways to look professional and appropriate on any budget, discuss the importance of grooming considerations in the workplace, and apply techniques to develop a *personal brand*.

### Topics Covered

- Individuals *are* the message – what are they saying?
- Grooming essential for everyone
- Wardrobe essentials and budgeting
- The importance of appropriate attire

## Résumé Writing

**Course Duration:** Half day

**Course Format:** Classroom ILT, Virtual ILT

**Overview:** Participants will learn about best practices in creating a professional résumé and how to relate résumés back to the positions they are applying for. They will create a marketable résumé for their portfolio for future employers, highlighting position-relevant skills and strengths. Participants will also learn how to apply for jobs online. (Homework: Completion of a résumé.)

### Topics Covered:

- Résumé writing guidelines and tips
- Résumé analysis – good versus bad
- Résumé styles and formats
- Examples of the DO's and DON'T's of writing a résumé
- Guidelines for writing a good résumé and the importance of relating résumés back to the positions they are applying for, as well as highlighting appropriate skills and strengths
- Best practices in preparing and updating a professional résumé

## Strategies for Effective Interviewing

**Course Duration:** One day

**Course Format:** Classroom ILT, Virtual ILT

**Overview:** Being fully prepared by having different strategies for succeeding during and after the interview is essential if candidates want to make a great impression. In this course, participants will learn how to apply practical techniques to prepare for an interview. Participants will be able to plan for the interview, learn what to do during the interview, identify ways to increase chances of landing the job post-interview, and practice a successful mock interview.

### Topics Covered:

- Elements of a successful interview presentation and how to prepare for an interview
- Behavioral-based interview questions and how to put them into practice
- Behavioral-based interviews and the STAR method
- Application of the STAR method when responding to an interviewer and “practice interview” techniques
- The importance of mock Interviews

## Strong Interest Inventory (SII Assessment)

**Course Duration:** Half day

**Course Format:** Classroom ILT, Virtual ILT

**Overview:** The *Strong Interest Inventory* assessment helps individuals identify their work personality by exploring their interests in six broad areas: realistic, artistic, investigative, social, enterprising, and conventional. It then breaks these areas into 30 specific areas of interest that can be directly related to fields of study, careers, and leisure activities. In addition, the assessment describes an individual's personal style preferences in five areas: work style, learning environment, team orientation, leadership style, and risk taking. The report then ranks the individual's top five or ten most compatible occupations from a list of 260 specific jobs.

### Topics Covered:

- The six General Occupational Themes (theme definitions, career fields, personal descriptors, leisure activities, and career motivators)
- Areas of interest to career choices
- Typical work tasks associated with some of the most satisfying occupations as well as the knowledge, skills, and abilities required to succeed
- Specific suggestions on preferred work environments
- Assessment review
- Exploration of career options and interests
- Career planning activities

## Time Management and Organizational Skills

**Course Duration:** Half day

**Course Format:** Classroom ILT, Virtual ILT

**Overview:** This session will give participants the tools to begin changing their habits concerning time management and organizational skills. The first step is learning – learning to change the way they think and understanding how to organize their time. We all face daily dilemmas – too much to do and not enough time to do it. Time and organization, not activities themselves, are the limiting factors. Organizational skills and time management are *self-management*. Although time is not adaptable, people are. Managing our time means adapting ourselves to the requirements of the job as well as to the demands of our personal lives. To get ourselves back in control means learning and managing new habits. Developing good habits – which are *learned behaviors* – is the key to good time management.

### Topics Covered:

- Definition of time management, and why it is important
- The elements and benefits of time management
- Ten common time management mistakes
- The relationship between values, goals, responsibilities, and time management
- Organizing techniques and tips that can be implemented in the future
- The “Eisenhower Matrix” and other tools for organizing

## Workplace Expectations

**Course Duration:** Half day

**Course Format:** Classroom ILT, Virtual ILT

**Overview:** Participants will identify the requirements of the workplace, discuss workplace responsibilities and accountability, and review any potential challenges. Participants will be able to illustrate workplace expectations and acceptable behaviors, practice effective time management and organizational skills, apply professional communication in the workplace, and demonstrate professional workplace standards.

### Topics Covered:

- Workplace expectations
- The essentials of being a professional in your work environment
- Respectful communication
- The importance of timeliness and accountability



## Assessments

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Assessments are a valuable way to help individuals better understand themselves. They can be used to identify strengths, weaknesses, values, motivations, and interests.

Some of these assessments also provide insight into how others are perceived and can help increase emotional intelligence and better manage interpersonal relationships. Ultimately, they help individuals make decisions that are better for themselves and for their organizations. participants.

The assessments SCP offers can be utilized to support a variety of purposes:

- Communication
- Conflict resolution
- Employee engagement
- Teambuilding
- Emotional Intelligence growth
- Leader development
- Team alignment
- Employee self-development

SCP offers debriefing sessions for individual development by certified professional coaches.

### **Clifton Strengths (Previously Called StrengthsFinders)**

**Course duration:** Varies

**Course format:** Classroom ILT, Virtual ILT

**Clifton Strengths™ (previously called StrengthsFinders)** is a Gallup-sponsored assessment utilized by teams across all sectors to promote individual and team bonding and learning. The inventor, Don Clifton, had a strong desire to change the world through empowering human development. He created an assessment that was based upon helping people to discover their talents and learn what they truly do best. The growth and popularity of Clifton Strengths continues to expand; more than 90% of Fortune 500 companies have used Clifton Strengths to create a strengths-based workplace culture that encourages positive development and employee engagement.

#### **Topics Covered:**

- Individual profiles, participant handouts, take-away cards and activities
- The 34 strengths
- Tips to discovering your strengths
- How to recognize the strengths of others
- Approaches to maximizing the strengths of others
- Team profiles
- Online resources

## Core Strengths SDI 2.0 (Strength Deployment Inventory 2.0)

**Course duration:** One day; can be conducted virtually in three or four sessions of two-hours each

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Strength Deployment Inventory is a practical and useful self-awareness inventory that increases relationship effectiveness. It is a “life inventory” based on relationship awareness® theory, a validated self-assessment tool that delivers proven business and personal outcomes by decreasing the underlying conflicts that diminish relationships.

The power of SDI is in how quickly and easily it inspires and motivates people to connect and really talk to each other. SDI facilitates strong relationships through:

- The insights people gain
- The acceptance it encourages
- The conversations it informs
- The trust it increases
- The conflict it decreases

## DiSC

**Course duration:** Varies, depending on purpose and audience

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Everything DiSC® is a personal development learning experience that measures an individual’s preferences and tendencies based on the DiSC® model. But what is the DiSC model? The DiSC Model is a simple yet powerful model that describes four basic behavioral styles – D, I, S, and C – and serves as the foundation for each distinct Everything DiSC application.

- D: Dominance
- i: Influence
- S: Steadiness
- C: Conscientiousness

Individual assessments are a first step; they identify DiSC *styles*. The DiSC *system* is intended to be much more; it is designed to give people on a team a common language for understanding and discussing each other’s tendencies and preferences. DiSC training is a way to introduce that system and its language. SCP offers a variety of programs using the DiSC theory and platform.

### Sample of Training Offerings;

- Overview of DiSC Workplace
- DiSC Management
- DiSC and Communication

## **EQ-I 2.0® and EQ 360®**

**Course duration:** Varies

**Course format:** Classroom ILT, Virtual ILT

**Overview:** The Emotional Quotient Inventory (EQ-i 2.0) is the world's leading measure of emotional intelligence, applying decades of research to support effective human performance and development. The EQ-i 2.0 is an online self-rating assessment tool. Our engagement course provides participants with an in-depth examination of the competencies identified in the assessment. We also have interactive exercises to guide participants' thinking about results and to practice skills. Participants will learn how these fifteen competencies are critical for their personal development and success.

Like the EQ-i 2.0, the EQ 360 measures the same fifteen EQ competencies. It's a self-reporting assessment combined with the perceptions of people around participants. This will give participants valuable insight into their developmental areas as well as areas in which they excel.

## **Five Behaviors**

**Course duration:** Varies

**Course format:** Classroom ILT, Virtual ILT

**Overview:** Based on Patrick Lencioni's international best-seller *The Five Dysfunctions of a Team*, The Five Behaviors® Powered by Everything DiSC® helps teams apply The Five Behaviors® model of Trust, Conflict, Commitment, Accountability, and Results to drive team effectiveness and productivity. The program uses Everything DiSC, a tool that helps build effective team communication and relationships, to help participants understand their individual DiSC® style and discover how each style brings value to the team.

### **Topics Covered:**

- Individual Profiles
- Participant handouts
- Take-away cards
- Activities
- Online resources
- Research report

## **MBTI (Myers Briggs Type Inventory)**

**Course duration:** Varies depending on purpose and audience

**Course format:** Classroom ILT, Virtual ILT

**Overview:** The MBTI can be a great tool to get to know your employees a bit better. The personality assessment was created by Katharine Cook Briggs and her daughter Isabel Briggs Myers. Their assessment is based on Dr. Carl Jung's Theory of Psychological Types. While several great personality tests exist, the MBTI (which is how we refer to it during this course), is one of the most well-respected and most widely used.

## Emerging Leader Program

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### The SCP Emerging Leader Program©

Emerging Leaders are your organization's future. Opportunity finds the prepared. This program is designed for the emerging leader or the individual who has been selected as a team lead or is deemed to have potential in the organization. It gives participants the actionable knowledge and tools needed to turn challenges into opportunities. It stretches critical thinking and problem-solving skills as it helps uncover and apply their greatest capabilities in their roles as future leaders. This program includes a Leadership Assessment and Leadership Coaching. This program also includes intersession assignments and selected readings, matches candidates with organizational mentors, and trains mentors in the skills required to ensure success. This program includes a capstone project where teams are challenged to identify an organizational challenge and develop potential solutions.

Before the program, we work with participants to develop the Core Curriculum for their organization and assist with the Emerging Leadership Selection Process. We will also work with participants to identify strategies and processes for mentor selection and mentee matching.

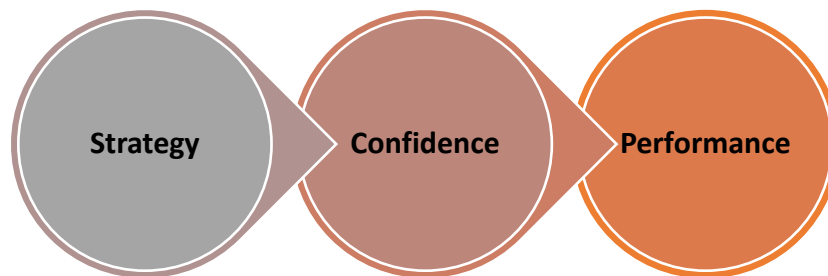
#### Topics Covered:

- Develop individuals' leadership philosophy in keeping with their values, their team's expectations, and their most critical leadership objectives
- Analyze emerging leaders' roles in developing an inclusive culture and allowing them to leverage this culture for optimal productivity
- Use their emotions more strategically for greater influence, stronger relationships, and higher levels of productivity from their teams
- Assess emotional intelligence
- Develop a clear understanding of how organizations achieve their mission and strategic objectives.
- Improve emerging leaders' critical thinking and problem-solving skills and understand how their leadership and communication styles influence their outcomes.
- Apply the problem-solving process to an identified situation

#### Possible Core Curriculum Topics:

- Leadership Essentials – The Extraordinary Leader
- Understanding Yourself and Others
- Problem Solving and Creativity Basics
- Emotional Intelligence
- Leadership Communication
- Negotiation
- Emotional Intelligence
- Healthy Conflict Resolution
- Resilience in Permanent Whitewater
- Developing Relationships for Personal and Professional Growth
- Negotiations
- Emotional Intelligence

# Strategic Consulting Partners



## 2023 Training Course Catalog