About Gardiner Centre

Gardiner Centre is an award-winning professional development hub that brings together industry and learning to help organizations grow and succeed in today’s ever-changing business environment.

We offer a variety of practical certificate programs and courses to help you achieve your professional development goals. Whether you are working towards advancing in your career, want to gain skills and expertise, or looking to enhance the performance of your team, we have a solution for you.

As the outreach arm of the Faculty of Business Administration, we develop and deliver a wide range of creative and engaging professional development programs that blend practical experience with expert knowledge to assist individuals and organizations reach their full potential. Non-credit courses and certificate programs are offered year-round and are facilitated by a network of industry experts, practitioners and academic instructors. Our team also works with organizations to design cost-effective customized training solutions for their teams. A collaborative approach to building custom group training guarantees that organizations acquire the capabilities and skills needed to meet their business challenges and to empower their teams to succeed.

Open Enrollment

Gardiner Centre offers a wide variety of training in business, leadership, and organizational topics. Open enrollment courses typically range from 1-4 days and are each designed to be practical and immediately applicable back in the workplace. Open enrollment courses are available to anyone and have the added benefit of learning with like-minded individuals from a variety of industries.

Certificate Programs

Gardiner Centre offers 12 certificate programs in two styles. The first style is self-paced, where participants can register for the required courses when it works best for them and complete the program over a few months or even years. The second style is cohort, where participants will work through the program together over a few months. This style is more structured and follows a set schedule.

Custom Team Training

Your organization is unique and so are your training needs. Gardiner Centre’s custom team training solutions are dynamic, flexible and tailored to fit your specific requirements. Our team collaborates with you to determine the solution that best meets the objectives of your organization’s professional development planning. We then liaise with our extensive network of industry and subject matter experts to design and deliver your team training. Gardiner Centre can accommodate in-class training at our facilities, in-person at your location, or virtually for teams spread across the province or country.
Contact Us

For Custom Team Training opportunities contact

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For Professional Development Course and Certificate program inquiries contact

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Funding Opportunities & Special Offers

3 Steps to Apply for Funding

Step 1: Employers must apply on-line to the department. To apply on-line, employers must register in the department’s LaMPSS (Labour Market Programs Support System).
https://www.gov.nl.ca/isl/lampss-public/

Step 2: Request a quote for your desired training from Gardiner Centre’s Professional Development Training Advisor, Melissa Kelly at mkkelly@mun.ca.

Step 3: Submit your training application to LaMPSS (Processing time is approximately 20 business days).

Keynote Speakers

Gardiner Centre’s network of subject matter experts makes finding a keynote speaker for your conference or event easy! Contact gardinercentre@mun.ca to inquire about speaker opportunities for your event.

Don’t see the training you are looking for?

Are you looking for a specific topic? Let us know and we can help you find a solution. From sourcing qualified trainers to designing specialized courses we have the expertise and experience to deliver the training you need. Tell us what training you are looking for contact gardinercentre@mun.ca.

Please note, courses are subject to change at any time. Please visit our website for the most up to date schedule and course/program pricing.

www.mun.ca/gardinercentre/
Why Choose Gardiner Centre…

Gardiner Centre’s mission is to create, build, and maintain relationships between the Faculty of Business Administration, Memorial University, and the business community in Newfoundland and Labrador and beyond.

Gardiner Centre has over 40 years of experience in developing and delivering current and relevant professional development programs that advance the business and leadership knowledge and/or skills of organizations and existing or aspiring supervisors, managers, executives and entrepreneurs. This experience, coupled with an extensive network of industry and subject matters experts, makes Gardiner Centre the premier professional development Centre in Newfoundland and Labrador.

Our group training solutions are dynamic, flexible, and tailored to fit your specific organizational requirements. Gardiner Centre’s goal is to design and deliver the best solution to help meet the objectives of each organization’s professional development plan. This is best accomplished through:

1. Subject matter expert facilitators who make the learning experience engaging, interesting and enjoyable, providing practical solutions and feedback;
2. The ability to network with other participants, share best practices, and allow for social interaction;
3. Practical training in an interactive adult learning environment with an emphasis on small group, experiential and hands-on learning;
4. Dedicated time out of the office away from work-related distractions to really focus on learning;
5. Attention to return-on-investment for the client by encouraging the inclusion of organization-specific situations wherever possible to increase both the likelihood and the evidence of return-to-work application of the learning;
6. Flexibility in training location and training delivery times.

Our training facility located in the Signal Hill Campus is custom-designed to provide everything you need to ensure a relaxing and energizing atmosphere conducive to learning.

Our virtual classroom is designed to deliver the same great training experience, online. We provide immediate technical support for participants, and have adapted the course content and activities to take full advantage of the virtual classroom environment.

www.mun.ca/gardinercentre/
Our full-service training facility features:

- Two classrooms that can accommodate up to 40 participants
- State of the art audio-visual equipment
- Bright and spacious participant lounge to recharge and foster discussion
- Eight break out discussion rooms
- Spacious dining room with catered meal service
- A client-focused team of specialists to take care of the logistics, including catering, audiovisual and learning materials

Our virtual course delivery features:

- Immediate technology support for all participants throughout course delivery
- Course activities adapted to take full advantage of the online learning environment
- Course delivery with shorter sessions over multiple days to eliminate virtual fatigue

"The Gardiner Centre offers amazing courses, very informative and well worth the time and cost. The staff goes above and beyond for all participants. The building and classrooms are modern and well designed. Thank you for everything. I look forward to my next module."

- Christina Orton, Labrador Friendship Centre.

"This has been an amazing training experience. The instructors are extremely knowledgeable and the Gardiner Centre itself is a beautiful and aesthetically pleasing environment. I am looking forward to completing the Program [Supervisory Management Skills Program] in June. Thank you so much!"

- Max Jacobs, Consumer Health Awareness NL.

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Certificate Programs

Advanced Administrative Professionals Program

The administrative professional position is often the pulse of government and business offices. The administrative professional oversees relationships with team members and external stakeholders, plans, coordinates and manages resources and schedules, and even handles public relations issues and crisis situations. That’s just naming a few aspects of an administrative professional’s job.

Having confidence and influence in your administrative professional role, strengthening communication across all levels of your organization and applying leadership strategies can help you better manage these varied responsibilities.

This program is certified by the International Association of Administrative Professionals

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Building and Maximizing Workplace Relationships (DISC) shares insight into behavioural styles, natural tendencies, and communication preferences, which will help participants increase self-awareness and awareness of others. This enhanced awareness will help minimize conflict, increase cooperation, and will facilitate team engagement, therefore improving how teams perform and function. This session uses the DISC Assessment - the most widely used behavioural profiling tool of its kind that is supported by decades of research and is continuously receiving validation. DISC will help participants build, and then maximize productive relationships.

**Key Learning Outcomes**

- Use the DISC assessment, validate your natural adapted styles and realize how these styles contribute to your success.
- Recognize why some interactions, activities, events, or people leave you feeling stressed or drained, while others energize you.
- Determine how to adapt your natural style to better connect with others.
- Appreciate the differences of others and understand how these differences can help individuals, teams, and organizations achieve their goals.
- Become a more effective communicator who will diffuse conflict, promote change, and create team ‘buy-in’ culture.

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference
Program: Advanced Administrative Professionals Program
Module: Working in a Multigenerational Environment

Working in a Multigenerational Environment explores the impact of having four generations of employees working together. Much debate and potential conflict can result from the perceived differences between different generations of employees. This course explores these perceptions and highlights strategies that can be used to challenge misperceptions and to work more effectively as a team. Using case scenarios and other skill building exercises, participants will enhance competencies in managing multi-generations.

Key Learning Outcomes
- Examine the attitudes, values, and expectations of the different generations in the workplace.
- Explore what motivates each generation.
- Assess how various leadership styles work to motivate and engage each generation.
- Apply strategies to create an environment that is accepting and respectful of generational differences.
- Recognize how to build on the strengths that different perspectives in the workplace bring.
- Review and apply the critical steps to leading a multigenerational organization to success.

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Program: Advanced Administrative Professionals Program
Module: Confident Leadership: Building Influence & Personal Confidence

Confident Leadership: Building Influence and Personal Confidence explores the skills needed to be an influential and confident professional at all levels. Participants will consider their 'professional presence' and practice techniques for strengthening this, allowing for greater influence, confidence, and engagement with others. Participants will also review how to communicate their viewpoints in a manner projecting composure and strength. This energizing course will improve professional awareness, build self-assurance, and expand interpersonal influence – all key components of confident leadership.

Key Learning Outcomes
- Review the components of professional presence: gravitas, appearance, and communication states.
- Practice techniques to improve the components of professional presence.
- Explore how personal values impact your decisions, job performance and interactions with others.
- Develop a professional mission and vision statement to define how you want to be viewed as a professional.
- Practice the components of confidence: body language, verbal language, and mindset.
- Master confident communication methods for stronger and confident expression of viewpoints.

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

www.mun.ca/gardinercentre/
### Program:
#### Advanced Administrative Professionals Program

### Module:
#### Advanced Communication: The Essential Verbal, Non-Verbal and Written Skills

Our ability to communicate effectively is directly linked to our success in meeting the needs of employers, colleagues, customers, and clients. Advanced Communication: The Essential Verbal, Non-Verbal and Written Skills, focuses on the core skills needed to communicate with clarity in the workplace. Participants will enhance awareness of non-verbal behaviours, practice communicating and listening with clarity and purpose, and will review best practices for writing emails and other important office documents.

**Key Learning Outcomes**
- Review the three “C’s” of effective communication and how to apply them at work.
- Overcome the barriers to effective communication.
- Recognize the impact of nonverbal communication on interpersonal relationships.
- Apply the principles of authentic powerful listening to become a more engaged communicator.
- Develop strategies for writing and editing e-mails, reports, and letters more concisely and effectively.
- Improve the quality of your messages, sentences, paragraphs, and words.

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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### Program:
#### Advanced Administrative Professionals Program

### Module:
#### Adapting to Change: Understanding the Change Management Process

Adapting to Change: Understanding the Change Management Process teaches strategies to successfully implement change without sacrificing morale, productivity, and performance. Participants will be able to optimize communication efforts and understand how to guide others through the emotional reactions of change in order to manage the high levels of uncertainty that comes when changes occur. Participants will walk away with a fundamental understanding of organizational change and what they can do to assist themselves and their employers during the process.

**Key Learning Outcomes**
- Define change management best practices.
- Examine the common causes of poor transition management and how to counter them.
- Review guidelines for effective communication and management of change transitions.
- Create a detailed assessment of a specific transition in your organization.
- Evaluate how workloads are affected, the personal reactions to change, and processes for communicating the change.
- Develop an action plan of next steps for improving change management.

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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Managing Events and Projects will train participants to develop skills in building, managing, and executing successful events or projects of varying sizes. This course provides an overview of the essential processes and components of project management by reviewing the concepts of deliverables, scope, resource planning, estimating, scheduling and more. Participants will review how to initiate and close events or projects and will also cover the importance of project integration and documentation.

Key Learning Outcomes
- Define the criteria for a successful event or project, as well as common challenges to success.
- Apply skills to think like an event or project manager.
- Assess the nature of an event or project and its environment.
- Develop project plans and event scenarios that can be managed and executed.
- Manage stakeholder expectations.
- Review the process for event or project initiation and closure.

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

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**Have a question?**

Our team is happy to answer your questions and help you choose the right training for your professional development and career goals. Email us at gardinercentre@mun.ca or call 709.864.7977. We would look forward to speaking with you.

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**Advanced Leadership Program**

The Advanced Leadership Program is designed for leaders, or soon to be leaders, who want to improve themselves, empower people, grow their organization, and succeed in the competitive environment in which they operate. This program will challenge you to be more strategic, innovative, motivational, and a valued contributor to the bigger organizational picture. The program is designed for individuals who are, or have the potential to be, recognized as leaders in their organizations. Participants should have experience at a management level and have already acquired technical and management skills. This program helps participants build on their competencies to move to the next level as a leader. This 14-day program is offered in five modules over four months. Each module is instructed by local and national leadership experts, along with high-profile business leaders as guest speakers, this program encourages discussion, debate and networking where participants learn from each other as well as leadership experts.

[Click here to visit the program webpage](#)

[Click here to download the program brochure](#)
### Understanding Leadership Styles Part I
Gain an understanding of how the qualities of leaders differ from those of managers. Participants learn how to apply the four foundations of transformational leadership to their role, begin to discover their individual leadership style, and learn how to embrace their leadership role. A 360-degree leadership assessment (Multi-Factor Leadership Questionnaire) is completed as a homework assignment with the feedback reviewed in Module 2 of the Program.

### Developing a Personal Vision through Coaching and Mentoring
Learn how to coach and be coached. Participants will understand the differences and similarities between coaching and mentoring and create a personal vision for each. Participants are assigned an executive coach that they will work with personally throughout the remainder of the program to help them develop personal leadership abilities.

### Emotional Intelligence
Emotional Intelligence is not just about managing emotions. It involves engaging a distinct combination of emotional, personal, and interpersonal skills and competencies that are essential to leadership and management success. Emotional intelligence skills’ training helps team leaders and managers to become aware of how their own EQ is impacting all other leadership skills.

In this session, participants will uncover their dominant leadership style and gain an understanding of the impact that their leadership style might be having on their direct reports and other colleagues. Participants will learn how emotional intelligence can impact performance, engagement, and productivity in their employees and work on improving their own EQ competencies.

### Key Learning Outcomes
- Complete a leadership assessment
- Discover your role in your organization
- Develop a personal vision
- Develop mentoring skills
- Learn to be coached and how to coach others
- Develop emotional intelligence

**Length:** 4 Days

**Method of Delivery:** In-Class or Video-Conference

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### Understanding Leadership Styles Part II
Identify personal leadership strengths and weaknesses based on the valid and reliable 360-degree feedback from the Multi-Factor Leadership Questionnaire assigned in Module 1. Using these results, participants learn how to develop a plan to build upon their strengths and weaknesses. This course is a continuation from Module 1.
Engaging Others
Explore how good communication skills, effective listening, and feedback are critical tools for engaging a wide range of people both inside and outside the organization. Reflect on who to have expanded relationships with, why these relationships are important, and what kind of relationship is preferred. Participants will learn how to create allies, build trust, and avoid actions that reduce trust.

Developing Negotiation Skills
Learn how to arrive at 'win-win' solutions while achieving mutual business gain. Participants learn techniques to strengthen their negotiation position, acquire better deals and contracts, and enhance stakeholder relationships.

Key Learning Outcomes
- Engage and inspire employees by setting an example and planning for success
- Use leadership assessment results to create a plan for self-improvement
- Better engage, motivate, inspire and delegate
- Improve your ability to expand networks and relationships
- Develop negotiation skills

Length: 3 Days

Method of Delivery: In-Class or Video-Conference

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**Program:** Advanced Leadership Program

**Module:** Leading Organizational Strategy

Achieving Growth Through Your Customers
Learn how to connect with customers, build greater loyalty and improve the bottom line. Participants learn how to lead their organization to a leadership position in the markets in which it competes by being its customer champion.

Creating a Strategic Plan and Managing the Organizational Changes
Learn how to develop a strategy for the successful implementation of change. Participants learn how to assess the organization’s readiness for change; create a vision for strategic change; develop and prioritize change strategies and objectives; analyze risk; and overcome resistance. The concept of Values and Principles in an organization is explored as well as strategies for aligning the Strategic Change Plan with the organization’s culture and objectives. A Change Model is explained to help participants understand the transition process and the implications for leaders.

Key Learning Outcomes
- Think strategically about your organization and plan for growth
- Learn to develop high-impact strategies
- Achieve growth by strategically engaging customers
- Plan and develop actions to lead change

Length: 3 Days

Method of Delivery: In-Class or Video-Conference

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**Strategic Risk Management**  
Learn the frameworks for identifying, assessing, understanding, acting on, and communicating risk issues in order to create a risk-smart work environment. Participants review recent innovations in risk management approaches and how to use risk management processes and tools for success.

Participants learn how to use risk management to improve decision-making, increase capacity, and enhance performance. They also learn to identify risk in an organization; incorporate the assessment of these risks into strategic planning; and translate organizational values and objectives into daily actions focused on success and future planning.

**Governance, Integrity and Ethics**  
Review Director liability and governance best practices as well as ways to create trust and act with integrity to manage reputation risk. Participants will gain a better understanding of the role of a Board Director.

**Corporate Social Responsibility**  
Participants will understand how to balance social responsibility goals with the economic goals of the organization. Real-world examples will be given of organizations that have been successful at generating win-wins for both their organization and for society.

**Key Learning Outcomes**
- Recognize your role in society and lead outside the organization
- Better understand governance accountability and transparency
- Learn the frameworks for identifying, assessing, and implementing risk management strategies
- Discover the value in corporate social responsibility
- Discuss lessons learned and moving forward

**Length:** 3 Days

**Method of Delivery:** In-Class or Video-Conference

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**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

[www.mun.ca/gardinercentre/](http://www.mun.ca/gardinercentre/)
Digital and Social Media Program

The Digital & Social Media Program is designed to assist organizations and individuals with capitalizing on the meteoric rise of ‘digital’, regardless of industry. Ensuring that there is a correct complement of traditional marketing channels with digital alternatives provides the most efficient and effective marketing mix.

Whether a government organization, a non-profit entity, or a for-profit business, there is a growing role for digital media. Providing opportunities for greater reach, increased connectivity, better monitoring, and increased return-on-investment, digital channels are being chosen over traditional alternatives at an increasing rate.

A little more than a decade since the first Facebook account, channels such as Facebook, Twitter, Instagram, LinkedIn, and others have transformed the way we communicate, but questions remain. How can social networks best be put to use? What’s the best way to engage with audiences? Is a specific channel a good fit for your organization? The goal of the Digital & Social Media Program is to help individuals and organizations with answering these questions.

The core of the Digital and Social Media Program (DSMP) are the three multi-day training seminars that are designed to provide attendees with the skills and ability to address key areas of opportunities and needs within all types of organizations.

Program: Digital and Social Media Program
Module: Digital & Social Media: Strategy & Tactics

Learn how to develop, refine, and deploy an effective digital and social media strategic and tactical plan for your organization.

Including social media across all your organization’s business functions is critical to achieving success in today’s business environment. The benefits of utilizing digital and social media are proven, and organizations must remain current in both the use and monitoring.

The Digital and Social Media Strategy & Tactics course focuses on understanding organizational requirements and guiding the development or refinement of your strategic, tactical and audit plans which you can implement in the organization. Through a detailed overview of a wide range of the most important current and emerging digital and social media channels, you will be able to identify channels and techniques that will enhance your online presence.

Key Learning Outcomes
- Learn practical facilitation skills and strategies to help you become a better facilitator
- Obtain effective meeting management techniques to help achieve organizational goals
- Hands-on practice in facilitation and immediate feedback
- Strengthen your ability to confidently assemble teams of facilitators and decision makers
- Understand and introduce strategies to help improve employee productivity and communications

Length: 3 Days

Method of Delivery: In-Class or Video-Conference

www.mun.ca/gardinercentre/
Program: | Digital and Social Media Program
---|---
Module: | Digital & Social Media: Metrics, Measurement, & Analytics

Identifying the correct measures and understanding the best tools to evaluate these measures adds to the overall success of your organization’s digital and social media strategy. Having the tools in place to evaluate the effectiveness of your digital and social media deployments enables you to continue investing in the techniques that are working and modify those techniques that may not be performing at an optimal level. It is not enough to generate reports about your digital and social media deployment. It is important to use these reports to drive changes in your tactical deployment plan and improve the execution. In essence, it is critical that organizations measure what matters and are making what matters measurable!

This Metrics, Measurement & Analytics Seminar focuses on providing participants with the knowledge and skills to allow them to evaluate their organization’s digital and social media deployments. This seminar is designed to ensure that organizations are measuring the correct items; using the appropriate free and paid tools to provide the actionable information needed and that the appropriate individuals in the organization have access to and the capability to act on the data.

**Module 1: Metrics & Measurement Strategy**
Executing on a Digital and Social Media Strategy is not enough; you need to ensure that it is working effectively. This module focuses on WHAT should be measured and WHY to ensure your metrics are consistent with your strategy.

**Module 2: Metrics & Measurement Tool**
Metrics and measurement will only be effective if they are ‘easy’: easy to obtain, easy to report, and easy to understand. In this module, participants will be introduced to a variety of tools that allow you to track metrics and assist in evaluation.

**Module 3: Google Analytics**
This module covers the proper deployment and utilization of Google Analytics, the most powerful FREE tool available to organizations today. Not only does it provide data and insights for your website, but your social media and in-store interactions.

**Module 4: Social Media Analytics**
This module helps to ensure that your social media goals are achieved through utilization of the tools included in Facebook, Twitter, and LinkedIn as well as aggregators such as Simply Measured and Hootsuite to benchmark against your competitors.

**Module 5: Social Listening Tools**
This module will provide guidance on the appropriate tools to monitor conversations not only about your organization and brand, but also about your competition for market intelligence so you can respond and engage effectively.

**Module 6: Acting on the Analysis**
This module will provide you with the information needed to not only develop an effective audit plan, but to have the mechanisms in place to act appropriately to make the necessary improvements in Digital and Social Media deployments.

**Length:** 3 Days

**Method of Delivery:** In-Class or Video-Conference

www.mun.ca/gardinercentre/
### Program: Digital and Social Media Program

### Module: Digital & Social Media: Communication, Engagement, & Advertising

Learn how to enhance your communication across multiple digital platforms such as email and messaging apps and be able to target your organization’s messages effectively through paid advertising on search engines and through a variety of social media channels. The majority of your professional interactions today begin with some form of digital or social media channel. Whether this is through a visit to your website, a social media channel, a response to an email, or a search engine inquiry, you need to ensure that you are communicating your message effectively.

The Communication, Engagement & Advertising Seminar focuses on ensuring that participants are able to engage their audience. Participants will learn how to improve the perception of digital deployments, and how to use both free and paid digital advertising opportunities to communicate messages effectively to a selected target audience. A number of channels are explored in conjunction with the individual organization’s strategy and target audience, to determine which channels and techniques should be used to optimize communication and provide the highest return-on-investment.

**Day 1**  
Module 1 - Social ads 1: Facebook, Instagram, Messenger, & WhatsApp  
Module 2 - Social Ads 2: LinkedIn, Twitter, Pinterest & Snapchat  
**Day 2**  
Module 3 - Email Marketing  
Module 4 - Google Ads  
**Day 3**  
Module 5 - Bing, Amazon & Apple Ads  
Module 6 - Engaging with Messaging Apps, Podcasts & Stories

**Length:** 3 Days  
**Method of Delivery:** In-Class or Video-Conference

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### Program: Digital and Social Media Program

### Module: Digital & Social Media: Digital Content Creator

Learn how to create the type of digital content that drives engagement, interest, and conversions for your organization.

Success in the digital and social world today is all driven by CONTENT. Being able to create, edit and deploy content that appeals to your target audience is increasingly becoming a key part of many individuals within the organization. What was once the domain of graphic designers has now transcended the organizational structure. Today, being able to create, edit and deploy powerful content in real time is becoming easier with user friendly tools. The Digital & Social Media Digital Content Creator seminar focuses on generating a wide variety of content with an emphasis on video (recorded, live & 360), but also including images, audio, augmented and virtual reality as well as chatbots.

**Day 1**  
Module 1 - Recorded Video 1: Planning & Shooting  
Module 2 - Recorded Video 2: Editing & Postproduction  
**Day 2**  
Module 3 - Live Stream Video Optimization & Deployment  
Module 4 - Augmented Reality Content Creation  
**Day 3**  
Module 5 - 360- video & VR Optimization & Editing  
Module 6 - Chatbot Creation & Deployment

**Length:** 3 Days  
**Method of Delivery:** In-Class or Video-Conference
Directors Education Program

The Directors Education Program (DEP), jointly developed by the Institute of Corporate Directors and the University of Toronto’s Rotman School of Management, is offered nationally at Canada’s top business schools. Since the launch of the DEP, over 4,500 directors have completed the program, taking the first step towards acquiring their ICD.D designation. Directors are continually challenged by information gaps, time squeezes and the behavioural dynamics that can be encountered in the boardroom. The ICD-Rotman DEP has been specifically designed to help experienced directors overcome these challenges by introducing activities and processes that assist them in fulfilling their role.

Complemented by some of Canada’s most accomplished and highly respected directors-in-residence, this 12-day course is taught by leading governance experts delivered in four three-day modules. The program offers experiential learning through breakouts and board simulations tailored to meet the needs of directors from corporate, Crown, co-operative and large not-for-profit organizations.

Presented in partnership with [Institute of Corporate Directors logo] [Rotman School of Management logo]

Click here to visit the program webpage
Human Resource Professional Program

Develop innovative employment practices and strategies to develop your organization’s most valuable asset – its team members.

The Human Resources Professional Program features human resource topics designed to help you manage organizational talent and performance. As a result of this program, you’ll be able to implement an effective human resources plan to drive your organization forward. People are the driving force behind all organizations - whether you are a human resource professional, supervisor, manager, business owner or entrepreneur, knowing the fundamentals of Human Resources can boost your organizational success and performance.

The Human Resources Professional Program includes nine courses. The courses address the importance of having a comprehensive human resource plan, and also cover important topics such as recruitment and retention, employment law and performance development. Each course is delivered by our expert instructors who provide results-oriented, practical content, combined with real-world experiences and learning activities that help solidify participant knowledge and practice.

Courses can be completed in any order and when the program is finished, participants earn a Certificate of Achievement, acknowledging focused skill development in this professional discipline.

Click here to visit the program webpage

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<th>Program:</th>
<th>Human Resource Professional Program</th>
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<tr>
<td>Module:</td>
<td>HR Policy Essentials</td>
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Improve organizational HR policies to reduce risk, improve employee relations, and facilitate consistent management decision making.

Human resources policies that are clear and consistent in their methodology can strengthen employee relations and improve an organization’s overall HR practices. This course will examine the key policy considerations, tasks and stakeholder consultation needed to ensure understanding and buy-in to policy intent and content.

Participants will understand the process of writing a new HR policy and be able to critically assess and identify gaps in an existing HR policy. In addition, participants will review how to build an employee communications plan for implementing new and amended HR policies.

Key provisions from select Newfoundland & Labrador’ labour legislation and other relevant legislation that relate to HR policies will be covered.

Key Learning Outcomes
- Manage the Human Resources policy life cycle
- Assess how policies are aligned with legislation and collective agreements to maintain credibility and to support managers in their decision making and people management practices
- Identify the difference between a policy, procedure, and guidelines
- Recognize the do’s and don’ts for HR policy writing and review real-world policy examples
- Consider key considerations related to specific key policies to reduce employer risk of liability
- Identify proven communication practices for increasing employee compliance and awareness of HR policies

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

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<th>Program:</th>
<th>Human Resource Professional Program</th>
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<tr>
<td>Module:</td>
<td>Investing in Employee Development</td>
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Learn strategies to increase the return on your organization’s human resource investment and improve employee morale, productivity, and loyalty.

Investing in Employee Development focuses on the value of employee development as a strategic organizational investment to enhance the skills of employees and improve productivity, loyalty, and retention. The course defines employee development and teaches techniques for facilitating employee growth and development (mentoring, coaching, succession planning, and onboarding). Participants will learn the components of an employee development program and understand how to develop a strategy for their organization. The course uses case studies and exercises to practice employee development techniques and strategies. Templates to guide employee development planning are provided for application in the workplace.

**Key Learning Outcomes**
- Why employee development is important to the organization
- The differences between and how to maximize informal and formal workplace learning
- Methods to facilitate employee development, e.g. learning plans, mentorship programs, coaching
- How to develop individual and organizational learning plans
- How to develop an employee development strategy for your department/organization

Length: 1 Day

**Method of Delivery:** In-Class or Video-Conference

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<th>Program:</th>
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<tr>
<td>Module:</td>
<td>Compensation Design and Planning</td>
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Compensation plans impact an organization’s recruitment and retention strategies. In fact, how well an organization designs new compensation plans and assesses current plans, shapes how a present and possibly future employee views the organization. In this course, participants will examine the role of compensation in their organization’s strategic human resources plan. They will review the key elements and practices of building a compensation plan that meets organizational objectives.

Participants will also consider how their organization can remain competitive, assessing whether their organization needs to lead, lag, or meet market average in terms of its compensation strategy.

**Key Learning Outcomes**
- Review current compensation practices and consider what total compensation includes
- Assess how a compensation strategy must align with all areas of human resource management
- Identify the compensable factors your organization requires to attract and retain key talent
- Determine if your organization’s compensation plan is market competitive
- Design pay scales that suit your organization
- Perform compensation reviews on difficult to fill roles

Length: 1 Day

**Method of Delivery:** In-Class or Video-Conference
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<td>Module:</td>
<td>Employee Retention Strategies</td>
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Retain your organization’s key talent and ensure the continued growth of your business.

Every organization needs to focus on ways to reduce turnover and create a work environment that builds employee loyalty. This course studies employee retention and engagement strategies, exploring what an organization must do to lower employee turnover and retain productive employees. Participants will recognize the meaning, impact, and importance of employee retention and be able to build a retention strategy for their workplace.

**Key Learning Outcomes**
- Discuss the importance of a retention plan for an organization
- Review methods for motivating and retaining productive employees
- Assess strategies to promote career development and encourage employee participation
- Study processes to manage recruitment and training costs
- Use retention planning to encourage respect in the workplace and to help create a strong organizational connection
- Apply the components of an Employee Retention Plan to build a retention strategy

**Length:** 1 Day  
**Method of Delivery:** In-Class or Video-Conference

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<tr>
<td>Module:</td>
<td>Employment Law for Managers</td>
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Learn the key employment laws that protect the rights of your employees and create a better employee/employer relationship.

Employment Law for Managers is designed to help participants ensure fair treatment of employees and avoid costly legal action. The course explains the legal rights of employees in the areas of contract employment, harassment, discrimination, hiring, termination, discipline, pay equity, employment standards, and other employment practices. Participants will gain knowledge of current provincial and federal employment law and statutes, employment standards legislation, human rights legislation, health, and safety legislation, and worker’s compensation legislation. The course explains how the legal jurisdiction and associated employment law impacts recruitment, selection, and employment contracts. The issue and process of probation, termination, and constructive dismissal is explained for both a union and a non-union work environment. Situational practice exercises are used to guide participants through the process of identifying which and how employment laws apply in different circumstances.

**Key Learning Outcomes**
- Understand the relationship between discipline and training, and learn techniques to help employees through disciplinary action
- Minimize legal action and expense through an increased understanding of employment law
- Increased understanding of labour standards and how the law applies in union and non-union environments
- Methods for improving workplace climate and decreased workplace conflict

**Length:** 2 Days  
**Method of Delivery:** In-Class or Video-Conference

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<th>Program:</th>
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<tr>
<td>Module:</td>
<td>The Recruitment and Selection Process</td>
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Learn an effective process that ensures your organization is recruiting, interviewing, and hiring the best candidates to work for your organization.

The Recruitment and Selection Process teaches practical techniques and strategies that ensure that your organization makes fully informed hiring decisions to build a workforce that matches the organization’s needs. The course explains the process of recruitment and selection and defines the impact of labour supply and demand on the process. Participants also learn the importance of ensuring that the hiring process is legal and valid and develop strategies to meet this requirement. Hands on exercises will be used to lead participants through interviewing techniques and the process of selection.

**Key Learning Outcomes**
- Understanding the impact of labour supply and demand
- Identifying the core competencies needed for a position
- The importance of providing a realistic job preview for applicants
- Recruitment strategies to attract qualified applicants
- A selection process to ensure the correct hiring
- The details of behaviour and situation-based interviews and why they are used
- The do’s and don’ts of the interview process

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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<td>Module:</td>
<td>Performance Coaching and Development</td>
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Learn the process for effective performance management and development of your employees.

Performance Coaching and Development teaches the tools and techniques for providing constructive performance feedback, as well as a step-by-step approach to coaching employees to achieve peak performance. The course explores the concept of a team and the importance of goal setting, accountability, performance measurement, and performance coaching to an individual or team’s success. Participants will understand legal requirements and their impact on the development and application of coaching techniques. The course also teaches the concepts of formal and informal coaching, techniques for building performance confidence, and how to manage poor performance.

The course provides hands-on practice of coaching and feedback techniques which build confidence and competency for course participants. Immediate feedback from peers and the instructor provides opportunities for self-improvement.

**Key Learning Outcomes**
- Understanding the concept of coaching and the impact on employee performance
- The importance of goal setting and confidence in employee development
- How to improve employee feedback skills
- The do’s and don’ts of performance feedback
- The importance of effective formal and informal coaching
- A step-by-step approach to employee coaching

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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<td>Module:</td>
<td>HR Succession Planning</td>
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Implement a succession planning strategy that will prepare your organization now for key personnel changes that will occur in the future.

HR Succession Planning leads participants through the process for developing a plan focused on leadership continuity, improved knowledge sharing, and transitioning people into critical roles. The course defines succession planning, details the importance of succession planning in an organization, and explains the conditions for successful succession planning. Participants will understand the process for establishing a succession plan and how to align the plan with an organization’s strategic plan. The course also explores succession planning in a family run business.

Understand the value of investing in your employees through professional development in:

- The best practices of succession planning
- Identifying where potential personnel gaps exist in your organization
- The four steps to succession planning
  - Conduct a risk analysis
  - Identification of high-potential employees
  - Development of high-potential employees
  - Monitor the succession process for strategic value to your institution
- The challenges of implementing a succession plan
- Developing an action plan to begin implementing a succession plan

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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<td>Module:</td>
<td>Developing a Human Resource Plan</td>
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Learn a process for developing an effective human resource plan to ensure that your organization has the right people, with the right skills, in the right jobs.

Developing a Human Resource Plan guides participants through a step-by-step process for developing a human resource plan that includes staffing, forecasting, performance management, compensation, and employee development. Participants will learn how the human resource plan links to the organizational strategic plan and contributes to employee morale and overall organizational success.

The course explains a process for assessing current and future human resource challenges and how to use recruitment, succession planning and retention strategies to address these issues. Participants will learn how to prioritize issues and develop strategic staffing solutions. The course also teaches the process of developing action plans for successfully communicating, executing, and monitoring the human resource plan.

**Key Learning Outcomes**

- Generate support for the process of human resource planning and learn techniques for integrating the human resource plan into the business strategies
- Learn strategies to improve performance management
- Learn how to better develop a plan to attract, retain, and develop employees
- Learn how to identify and manage gaps in existing human resources and increase your HR planning skills to close the gaps and contribute to the success of the organizational strategy

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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Influence, Negotiation, and Conflict Management Program

Develop strategies and techniques to positively influence others, negotiate to achieve mutually beneficial goals, and manage conflict, while maintaining healthy business relationships.

Knowing how to negotiate, resolve conflict and foster a collaborative work environment are highly valued skills in today’s workplace. The Influence, Negotiation and Conflict Management Program provides participants with the foundation to resolve disputes with those who have differing objectives and goals in a collaborative and respectful environment.

Differences resulting in conflict are a daily part of business; how you negotiate and resolve these conflicts can impact successful achievement of your goals. This program focuses on applying techniques to establish positive dialogue, build common ground, find successful alternatives and build relationships.

Click here to visit the program webpage
**Program:** Influence, Negotiation, and Conflict Management Program

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<th>Module:</th>
<th>Managing Difficult Conversations</th>
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Successfully prepare for and manage difficult conversations in a way that produces positive outcomes for all parties involved. Difficult conversations are sometimes easier to avoid because of the uncertainty involved in how to confidently lead a difficult conversation.

Whether informing a client the project is late and over budget or presiding over an unsatisfactory performance review — difficult conversations are inevitable and necessary. In fact, difficult conversations appear in all domains of life: work relationships, leadership roles, and personal relationships.

Understanding how to have a difficult conversation is a core competency for organizational and personal success. These conversations provide opportunity to create new, effective ways to attain goals and enhance relationships.

During this interactive workshop, participants will practice strategies for confidently managing, and having, difficult conversations. Participants will be provided with the opportunity to apply these skills in real-time by working through simulated difficult conversations with other participants. This experiential learning approach will build confidence and preparation.

**Key Learning Outcomes**

- Explore why some conversations are more difficult than others
- Review and apply the three-phase conversations model
- Practice techniques to prepare for a difficult conversation
- Assess and apply the seven-step process for successfully engaging in a courageous conversation
- Discuss the importance of communication and coaching tools such as inquiry, listening, paraphrasing, reframing, and acknowledging
- Realize the impact of assertive messaging and language
- Study the role of emotions and how to manage them during a difficult conversation
- Consider methods for building a culture of accountability
- Use the difficult conversation for follow-up development

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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**Program:** Influence, Negotiation, and Conflict Management Program

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<th>Module:</th>
<th>Influence without Authority</th>
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Influence and persuade other people, without using formal authority, to increase your workplace relationships, effectiveness, reputation, and business success.

In today’s complex organizational environments, leaders need to focus on building and sustaining successful and effective working relationships. Regardless of the type of organization and the leadership roles within it, being able to influence others matters across all levels and roles. This course will provide participants with an understanding of their personal influencing style and how to customize that style when dealing with others to generate success and foster stronger working relationships.

Participants will assess the four-step influence model (Asserting, Attracting, Persuading and Bridging) and apply the principles of each step to a current situation they are experiencing at work. Through direct application, practice, and peer and instructor feedback, participants will gain a deep understanding of their influence style and how to use it to create better success outcomes. During the last part of the course, participants will create an individualized action plan to improve their influencing approach, style and behaviour going forward.

**Key Learning Outcomes**

- Review the successful factors for influence and define what influence without authority is.
- Recognize the importance of impression management as a part of building influencing reputation and credibility.
- Identify your unique personal influencing style.
- Assess and apply the four-step influencing model to a current workplace situation.
- Practice influencing skills to develop and extend your range of influencing capabilities.
- Develop a concrete action plan for implementation within your workplace.

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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<td>Module:</td>
<td>Building Professional Negotiation Skills</td>
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Learn techniques to strengthen your negotiation position, acquire better deals and contracts, and enhance stakeholder relationships.

Building Professional Negotiating Skills develops critical management skills for negotiating contracts, sales deals, and agreements in today’s competitive world. This course will increase your confidence as a negotiator by teaching you how to arrive at ‘win-win’ solutions while achieving mutual business gain. Participants will learn practical skills: strategies and tactics to plan for negotiation, set outcome objectives, overcome roadblocks, and build lasting relationships. This course will make extensive use of negotiation exercises, requiring pre-reading of materials prior to day 1 and evening preparation for day 2.

**Key Learning Outcomes**
- Strategies and tactics for planning negotiations
- Developing targets, openings, alternatives, and resistance points
- Learning and understanding personal negotiation style
- How to frame and present offers, and how to respond
- Understanding anchors, concessions, and commitments
- Common pitfalls in negotiations and how to respond to them
- Maximizing the value of agreements

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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<td>Module:</td>
<td>Building and Maximizing Workplace Relationships</td>
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Develop a process to communicate more effectively to drive understanding, alignment, and outcomes with individuals and teams by gaining a better understanding of your behaviour style and recognizing and adapting to the style of others.

Gain insight into your behavioural style, natural tendencies, and communication preferences, to elevate your self-awareness and understand how you and your team can perform at your best. Learn how to quickly recognize and validate other styles and how to adapt to minimize conflict, increase commitment and cooperation, facilitate change, improve credibility, and engage teams.

This session uses the DISC Assessment, the most widely used behavioural profiling tool of its kind, supported by decades of research and continuous validation. The goal of DISC is to help you first to build and then to maximize productive relationships. You do not have to change your personality; you simply need to recognize what drives other people and understand your options for effectively dealing with them.

This course uses a hands-on, practical learning technique with participants working through a series of worksheets activities, discussions, and case studies.

**Key Learning Outcomes**
- Validate your natural and adapted styles and learn how it contributes to yours and others’ success
- Understand why some interactions, activities, events or people leave you feeling stressed or drained, while others leave you engaged

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• Determine how to adapt your approach to better connect with others to achieve improved productivity and overall outcomes
• Appreciate others’ differences and understand how these differences can help you, your team and your organization meet your goals
• Become a more effective communicator who can better understand and diffuse conflict, facilitate change, and create individual and team ‘buy-in’

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Mastering Business Essentials Program

The Mastering Business Essentials program focuses on the most critical “need-to-know” elements in business, allowing you to sharpen your ability to make strategic decisions in today’s complex business environment. Participants learn how to see the bigger picture by gaining knowledge in key disciplines such as accounting, finance, economics, operations/processes, marketing, human resources, and project management and learning how to apply them to increase productivity and profitability. The Program takes theoretical material and relates it to practical, real world examples and exercises providing you with tools and techniques to apply immediately back at work.

Throughout the program you will work on a business case in a group, applying what you learn to better understand how to:
• Achieve business growth
• Make strategic business decisions
• Budget and managing cash flow
• Review and analyze the components of financial statements and translate it to operational activities
• Analyze market conditions
• Hire, fire, keep & motivate employees
• Develop a marketing strategy
• Improve process flows
• Manage capacity and resources
• Manage projects
• Better present yourself professionally, network, influence others, and facilitate meetings

Pre-Program Self-Assessment

MODULE 1
Day 1 Strategic & Environmental Analysis/Case Introduction
Day 2 Accounting and Budgeting
Day 3 Business Processes and Technology

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Business Case Group Assignment

MODULE 2
Day 4  Marketing and Business Development
Day 5  Talent Management
Day 6  Business Economics/Finance Models

Business Case Group Assignment

MODULE 3
Day 7  Fundamentals of Project Management
Day 8  Management Skills
Day 9  Moving Forward/Case Presentations

Length: 9 Days

Method of Delivery: In-Class or Video-Conference

Masters Certificate in Organization Development and Change

Designed for both those new to OD and Change, as well as those who have been practicing in the field without formal training, The Masters Certificate in Organization Development and Change has been designed to give you the applied knowledge and practical experience necessary to solve critical business and organization development challenges with proven behavioural science-based approaches and techniques. The Masters Certificate in Organizational Development and Change is offered in partnership with York University’s Schulich Executive Education Centre and builds on theory/practice integration. Participants will develop a repertoire of skills, knowledge and resources that will be immediately applicable to their own workplace setting – whether a business, government, healthcare, not-for-profit or volunteer organization.

Key Learning Outcomes
• An understanding of the work of OD, including strategy development, restructuring and culture change
• Practical skills to support change at every level of the organization
• Clear awareness of the impact of your own leadership style, approach and values – as an “instrument of change”
• An understanding of the role of the OD professional in aligning leadership, learning, people systems, organizational structures, and processes
• An ability to manage strategic priorities and goals to help develop organizational agility
• Skills in strategic business analysis and business acumen from the viewpoint of the OD professional
• The ability to build a compelling business case to help executives and other stakeholders use OD to meet business goals
• An opportunity to apply all the above within a client/consultant relationship in an actual workplace setting

Module 1: Organization Development and Change Essentials

Module 2: Organization Develop and Change Intensive

Module 3: Business Acumen for Organization Development Professionals

Part 1 – Strategic Business Management

Click here to visit the program webpage

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Part 2 – Building a Successful Business

Practicum in Organization Development and Change

Length: 23 days + practicum

Method of Delivery: In-Class or Video-Conference

Presented in partnership with

Click here to visit the program webpage

Click here to download the program brochure

Masters Certificate in Project Management

Learn how to better manage your projects from initiation to close and become a more qualified, capable, and well-trained project manager.

Project Management skills are a core competency in most organizations at all levels. Understanding how all phases of the project lifecycle fit together benefits projects of any size. The Masters Certificate in Project Management is offered in partnership with York University’s Schulich Executive Education Centre, and designed to provide a fast-track, in-depth approach to project management training. The program consists of 18 days of training delivered over 4 months and provides participants with the knowledge and skills needed to consistently deliver projects on time, on budget and within scope.

The Masters Certificate in Project Management is delivered by expert instructors with real-world experience and equips participants with practical skills that can be applied immediately in the workplace. Master the key areas of project management as defined by the Project Management Body of Knowledge (PMBOK), understand the tools and techniques to better manage your projects and advance your project management career!

Program Benefits

- Better manage your projects, from planning and team building to quality and cost management
- Become a stronger, more effective communicator and leader
- Benefit from the expertise and proficiencies of the program’s real-world instructors
- Connect and network with other project managers
- Share experiences and knowledge with other project management professionals
- Immediately apply project management principles in your everyday and long-term responsibilities
- Advance your project management career

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• Provides a solid foundation to prepare you to write the Project Management Professional (PMP®) certification exam. The program provides more than 120 contact hours – exceeding the required 35 contact hours to write the PMP® exam. A recent study of graduates showed that over half of our graduates go on to write the PMP® Exam and over 98% pass on the first try. Visit the PMI website to learn more.
• Includes optional online PMP prep modules (NEW addition for 2019!)

Module 1: Program Introduction
Module 2: Project Planning & Control
Module 3: Project Quality Management
Module 4: Assessing & Managing Project Risk
Module 5: Effective Project Cost Management
Module 6: Leadership, Communication & Stakeholder Management
Module 7: Contracting, Procurement & Negotiation Skills
Module 8: Introduction to Agile and Scrum
Module 9: Project Integration and Simulation

Length: 18 Days

Method of Delivery: In-Class or Video-Conference

Presented in partnership with

Click here to visit the program webpage

www.mun.ca/gardinercentre/
Professional Communication Skills Program

The Professional Communication Skills Program provides participants with the practical tools and techniques required to enhance proficiency in business communication and develop a positive, polished, and professional image.

The way you communicate can reflect your capabilities and influence the way others perceive you. This program includes 4 courses that will enhance your verbal, written and presentation skills as well as your ability to adapt your communication style to the audience. Improving communication skills can gain you more cooperation and respect in the workplace and create a more positive working environment.

Program: Professional Communication Skills Program
Module: Essential Communication Skills for Professionals

Build your professional image and improve your organizational effectiveness by acquiring the skills needed to communicate confidently and effectively.

How we communicate in our work environments is constantly changing. The norm for our day-to-day communications is now a world of e-mail and text-messaging, interspersed with face-to-face communications. Recognizing the importance and etiquette required for interpersonal and organizational communication is critical for your professional success. This course will address all forms of communication used in the workplace and give you the skills you need to communicate successfully.

Key Learning Outcomes
• Active listening and questioning
• The importance of diplomacy and tact in communications
• Adapting communication style to suit the audience
• Interpersonal and organizational communications at all levels
• Text-messaging, e-mail, and mobile etiquette
• The power, influence, and impact of non-verbal communication

Length: 1 Day
Method of Delivery: In-Class or Video-Conference

Program: Professional Communication Skills Program

Learn or revisit the basics of business writing and improve your written communication skills.

Better Business Writing teaches the basics of grammar and punctuation and demonstrates writing techniques appropriate for today’s business environment. The course emphasizes common writing challenges and teaches proper use of writing approach, tone, document structure, word choice, grammar, and punctuation to ensure that the message is effective and suited to the audience.

Participants engage in practice exercises and activities to prepare written documents incorporating the techniques learned and receive feedback from fellow participants and the instructor. This interactive learning environment provides the opportunity for immediate improvements in writing style and technique.

www.mun.ca/gardinercentre/
Key Learning Outcomes

- Understanding writing fundamentals
- Using grammar and punctuation
- Exploring word choice and its impact
- Identifying writing considerations: audience, purpose, message
- Writing with a direct and indirect approach
- Using visual set-up image
- Writing techniques for business correspondence - letters, memos, reports
- Protocols when using email

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

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<td>Module:</td>
<td>Building and Maximizing Workplace Relationships</td>
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Develop a process to communicate more effectively to drive understanding, alignment, and outcomes with individuals and teams by gaining a better understanding of your behaviour style and recognizing and adapting to the style of others.

Gain insight into your behavioural style, natural tendencies, and communication preferences, to elevate your self-awareness and understand how you and your team can perform at your best. Learn how to quickly recognize and validate other styles and how to adapt to minimize conflict, increase commitment and cooperation, facilitate change, improve credibility, and engage teams.

This session uses the DISC Assessment; the most widely used behavioural profiling tool of its kind, supported by decades of research and continuous validation. The goal of DISC is to help you first to build and then to maximize productive relationships. You do not have to change your personality; you simply need to recognize what drives other people and understand your options for effectively dealing with them.

This course uses a hands-on, practical learning technique with participants working through a series of worksheets activities, discussions, and case studies.

Key Learning Outcomes

- Validate your natural and adapted styles and learn how it contributes to yours and others’ success
- Understand why some interactions, activities, events, or people leave you feeling stressed or drained, while others leave you engaged
- Determine how to adapt your approach to better connect with others to achieve improved productivity and overall outcomes
- Appreciate others’ differences and understand how these differences can help you, your team and your organization meet your goals
- Become a more effective communicator who can better understand and diffuse conflict, facilitate change, and create individual and team ‘buy-in’

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Program: Professional Communication Skills Program

www.mun.ca/gardinercentre/
Module: Presentation Skills: Speaking with Confidence

The Presentation Skills course provides participants with the techniques needed to prepare, plan, and deliver professional presentations. The course provides a supportive environment with ample opportunity to practice speaking on a variety of subjects. Immediate feedback is provided by the facilitator, fellow participants and through review of recorded practice presentations. Participants receive individual direction for improving speaking skills, increasing their confidence and comfort level when in front of an audience.

Key Learning Outcomes
- Understand how to prepare an effective presentation
- Learn how to present with confidence in front of an audience
- Benefit from practice and immediate audience evaluation
- Build professional image
- Improve organizational effectiveness
- Build your self-confidence: Know you can do it!

Length: 2 Days

Method of Delivery: In-Class or Video-Conference

Have a question?

Our team is happy to answer your questions and help you choose the right training for your professional development and career goals. Email us at gardinercentre@mun.ca or call 709.864.7977. We would look forward to speaking with you.
Public Sector Leadership and Management Development Program

The Public Sector Leadership and Management Development Program is an interactive learning experience which brings together managers and leaders from a variety of government departments, crown corporations and agencies at the municipal, provincial and federal level. Participants learn practical skills and theory from the facilitators and gain valuable insight from their professional exchange with key partners and colleagues.

The Public Sector Leadership and Management Development Program is a custom program developed by Gardiner Centre in conjunction with a steering committee comprised of Federal and Provincial government representatives. The program is designed to build core competencies within the provincial and federal public service of Newfoundland and Labrador. The program addresses leadership and management theory and practice relevant to all public service organizations. The interactive nature of the program provides participants with a unique forum for professional exchange, learning, and relationship building.

Gardiner Centre is committed to delivering courses which are current and relevant in today’s environment. The Public Sector Leadership and Management Development Program is reviewed annually by the steering committee to make revisions that reflect the changing needs of the public service.

The Public Sector Leadership and Management Development Program has been modified to be more flexible and relevant - focused on your needs. The 10 module program has undergone changes in topic areas, instructors, electives, and pricing.

Click here to visit the program webpage

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<tr>
<td>Module:</td>
<td>Leadership Fundamentals</td>
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Learn fundamental tools to expand your influence and effectiveness as a leader.

Effective leaders influence, inspire and motivate people to perform to their highest potential in support of the organizations’ goals. This interactive 2-day course explores the fundamental tools needed to become a more effective leader. Focused on four areas of leadership development – leading self, leading others, leading without authority, and leading organizational strategy – this course allows participants the opportunity to explore their style, to understand the foundations of effectively leading others, influencing direction without authority, as well as, creating and implementing effective organizational strategy. Using self-assessment feedback, participants assess their preferred style, and their current leadership behaviour to identify personal strengths and improvement opportunities. Participants create action plans for future improvements.

Key Learning Outcomes

- Define and explore the qualities and behaviours of effective leaders
- Learn the dimensions of a full range of leadership styles
- Using self-assessment feedback, assess your preferred style, and your current leadership behaviour to identify personal strengths and improvement opportunities
- Understand the challenges of working with people with different styles
- Learn effective ways to influence others without relying on formal authority
- Define key changes you need to make in order to improve your leadership
- Learn how to effectively develop and implement organizational strategy
- Develop an action plan incorporating interaction styles, leadership foundations, and bases of influence in support of your organizational strategy

Length: 2 Days

Method of Delivery: In-Class or Video-Conference

www.mun.ca/gardinercentre/
## Program: Public Sector Leadership and Management Development Program

### Module: Leading Organizational Change

Learn strategies to lead others through the change transition process and create understanding, acceptance, and buy-in.

Leading Organizational Change teaches strategies to successfully implement change without sacrificing morale, major losses in productivity and performance. Supervisors and managers will learn the tools they need to optimize communication efforts, guide employees through the emotional reactions to change, and deal effectively with high levels of uncertainty. The course teaches the fundamentals of organization change, common pitfalls, and effective communication strategies. Participants will understand how to interpret employee reactions to change and how to take control, communicate, and manage the transition.

**Key Learning Outcomes**
- Change management best practices
- Common causes of poor transition management, and how to counter them
- Responding effectively to employees’ reactions to change transition
- Guidelines for effective communication and management of change transition
- Creating a detailed assessment of a specific transition in your organization, including how workloads are affected, personal reactions to the change, and pros and cons of responsibility for communicating transition details to employees
- Creating (and practice delivering) an individual communication plan for an organizational transition
- Develop an action plan of next steps for improving transition management

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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## Program: Public Sector Leadership and Management Development Program

### Module: Fundamentals of Project Management

Discover the basic principles of project management and the structure that every successful project needs.

Almost every leader will have to manage projects of one form or another, whether they are large infrastructure projects, new IT systems, or the implementation of new work processes. This workshop would help participants learn the basic principles of project management and the structure that every successful project needs. Fundamentals of Project Management teaches how to turn a “good idea” into a project which can be planned, managed and executed. The course teaches the essential processes and components of project management and reviews the concepts of deliverables, scope, resource planning and estimating, scheduling, stakeholder analysis, risk assessment and communications planning among others. Participants will also learn how to initiate and close projects and the importance of project integration and documentation.

**Key Learning Outcomes**
- Review project definition and success criteria
- Identify common project challenges
- Practice thinking like a project manager
- Link your project to a sound business case
- Assess the nature of a project and its environment
- Manage project teams and stakeholders
- Project plan development

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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[www.mun.ca/gardinercentre/](http://www.mun.ca/gardinercentre/)
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<td>Module:</td>
<td>Managing Your Workload</td>
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Learn how to ease your workload by organizing and executing your priorities while managing other influences that impact your time and ability to get things done.

Managing Your Workload teaches strategies and tools which can be used in the workplace to guide priority planning and workload balance. Participants learn practical skills to make the most of their day and achieve their goals.

Facilitated discussions, individual reflection, and interactive group activities will lead to a clear realization of the gaps between how it is and how it ought to be. Participants will be challenged to finish the day with a validation of their skill sets and/or a commitment to making changes that will provide more effective results.

**Key Learning Outcomes**

- Develop an understanding of the difference between efficient time management and effective time management.
- Develop strategies to effectively organize work priorities.
- Develop goals to make the most of your time.
- Create the template for a Time Audit to identify inefficiencies and ineffectiveness in your day.
- Improve personal efficiency.
- Develop an understanding of the human biological factors that aid or hinder your effective and efficient use of time.

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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<tr>
<td>Module:</td>
<td>Performance Coaching and Development</td>
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Learn the process for effective performance management and development of your employees.

Performance Coaching and Development teaches the tools and techniques for providing constructive performance feedback, as well as a step-by-step approach to coaching employees to achieve peak performance. The course explores the concept of a team and the importance of goal setting, accountability, performance measurement, and performance coaching to an individual or team’s success. Participants will understand legal requirements and their impact on the development and application of coaching techniques. The course also teaches the concepts of formal and informal coaching, techniques for building performance confidence, and how to manage poor performance.

The course provides hands-on practice of coaching and feedback techniques which build confidence and competency for the participants. Immediate feedback from peers and the instructor provides opportunities for self-improvement.

**Key Learning Outcomes**

- Understanding the concept of coaching and the impact on employee performance
- The importance of goal setting and confidence in employee development
- How to improve employee feedback skills
- The do’s and don’ts of performance feedback
- The importance of effective formal and informal coaching
- A step-by-step approach to employee coaching

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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<td>Module:</td>
<td>The Critical Thinking Approach for Better Problem Solving</td>
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Develop critical thinking skills to make better decisions and rationally apply information to get the best possible results.

Critical thinking relates to our thought processes, how we make decisions, how we use our judgment, and how we take action to solve problems. Successful problem-solvers tend to use the same type of thinking processes to identify and implement the solutions to their problems. This process works for any kind of problem - large or small. In this course you will learn the critical thinking skills to ask the right questions, evaluate the information, and apply problem solving techniques to make informed decisions.

**Improve your critical thinking skills through professional development in:**
- Understanding the benefits and pitfalls to making decisions, both individually and in teams
- Recognizing the decision-making shortcuts and errors that plague poor decisions
- Evaluating information using critical thinking skills
- The types of information to gather and key questions to ask in problem solving
- Evaluating potential solutions against criteria to understand the consequences and trade-offs of each choice
- How to identify the tasks and resources necessary to implement solutions
- Learning how to implement decisions so that they are perceived as fair

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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<td>Module:</td>
<td>Innovation: From Vision to Reality</td>
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Learn a proven innovation process that contributes to the development of a culture of innovation in organizations.

Innovation: From Vision to Reality engages participants in the process of creating, developing, and implementing innovation. This course uses a combination of lecture, relevant case study, small group assignments and classroom discussion to present a process for innovation from idea generation to implementation.

**Key Learning Outcomes**
- Generate visions and ideas
- Create the culture within the organization which supports innovation
- Identify the drivers for innovation and how to capture visions and ideas
- Form the innovation team
- Apply the innovation process to realize opportunities
- Apply the innovation process to work processes, team interaction and work structures
- Develop Innovation Statements
- Identify and overcome barriers to innovation
- Prioritize innovations to ensure those with the highest impact are realized first
- Develop the business effectiveness strategy and detailed implementation plans that ensure successful execution of the innovations
- Identify benefits to each innovation

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

www.mun.ca/gardinercentre/
Program: Public Sector Leadership and Management Development Program
Module: How Government Works

Learn how the many levels of government operate and interact and gain a better understanding of how to work more efficiently within or with government.

How Government Works helps to demystify government processes by giving participants an understanding of the components of the major branches of democratic government, such as the executive, the legislature, the judiciary, and the bureaucracy are integrated. This course is not only valuable for those who work in government but also for anyone who works in partnership with government.

The course is interactive and uses a variety of learning methods including multimedia lectures that include humor, current events, and encourage audience participation. There is also a guest presentation, participant discussion and regular small group work which provides the opportunity to learn from each other’s experience and knowledge. Sharing insights will help participants better understand the relative advantages and disadvantages of theory “how the government ought to work” compared to the local reality “how things are actually happening.”

Key Learning Outcomes
- Understanding the components of the major branches of democratic government
- Identifying key public policy trends, including current issues, policy decision making and e-government
- Identifying significant factors that shape agenda-setting, policy formulation, and implementation – the elements of the policy cycle, such as election campaigns, interest groups and open line radio
- Understanding the stages of the policy process by examining the role between federal/provincial/municipal governments, such as the relationship between political staff, the bureaucracy, and citizens

Length: 2 Days

Method of Delivery: In-Class or Video-Conference

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**Supervisory Management Skills Program**

The Supervisory Management Skills Program (SMSP) is an interactive and collaborative learning experience which brings together supervisors from a variety of organizations and sectors. Participants learn practical skills and theory from each instructor, who is a subject matter expert, and gain valuable insight from networking and sharing experiences with fellow participants.

The Supervisory Management Skills Program teaches the essential knowledge, skills, abilities and behaviours to enhance supervisory and management competencies. Participants will learn principles which may be applied in both public and private sector organizations and across all industry sectors.

[Click here to visit the program webpage](#)

[Click here to download the program brochure](#)
### Role of the Supervisor

Role of the Supervisor provides a comprehensive overview of the specific role the supervisor performs in an organization. Master the skills, knowledge and competencies needed to thrive in a supervisory role.

**Key Learning Outcomes**
- Become a more effective supervisor
- Become a more competent and confident decision maker
- Increase potential for career advancement
- Network with supervisors from a variety of organizations and industries
- Build a skilled supervisory management team
- Motivate teams to achieve higher productivity and performance
- Foster trust among stakeholders and improve employee morale
- Reduce staff turnover and absenteeism
- Improve decision making processes

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

### The Critical Thinking Approach for Better Problem Solving

The Critical Thinking Approach for Better Problem Solving helps participants exercise principles of critical thinking and creativity when problem-solving. Make better decisions and be able to apply the strategies the best create results.

**Key Learning Outcomes**
- Understanding the components of critical thinking
- When to utilize non-linear versus logical thinking
- Evaluating information using critical thinking skills
- The types of information to gather and key questions to ask in problem solving
- Identifying the importance of defining a problem correctly using four different problem definition tools
- Evaluating potential solutions against criteria, including cost/benefit analysis and group voting
- How to identify the tasks and resources necessary to implement solutions

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference
**Program:** Supervisory Management Skills Program: Functional Responsibilities of the Supervisor

**Module:** Working in a Multigenerational Environment

Working in a Multigenerational Environment examines how generational differences influence perspectives, informs working behaviours and creates unique individual expectations. Learn how to turn generational diversity into an organizational strength.

**Key Learning Outcomes**
- The attitudes, values and expectations of the different generations
- What motivates each generation
- How various leadership styles work to motivate and engage
- How to create an environment that is accepting and respectful of generational differences
- Building on the strengths that different perspectives bring to your organization
- The critical steps in leading a multigenerational organization to success

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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**Program:** Supervisory Management Skills Program: Functional Responsibilities of the Supervisor

**Module:** Managing Projects and Events

Managing Events and Projects will train participants to develop skills in building, managing, and executing successful events or projects of varying sizes. This course provides an overview of the essential processes and components of project management by reviewing the concepts of deliverables, scope, resource planning, estimating, scheduling and more.

**Key Learning Outcomes**
- Define the criteria for a successful event or project, as well as common challenges to success.
- Apply skills to think like an event or project manager.
- Assess the nature of an event or project and its environment.
- Develop project plans and event scenarios that can be managed and executed.
- Manage stakeholder expectations.
- Review the process for event or project initiation and closure.

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference
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Managing Your Workload helps participants increase organizational effectiveness. Identify organizational priorities, while also balancing the external influences that interfere with your ability to get things done.

**Key Learning Outcomes**
- Develop an understanding of the difference between efficient time management and effective time management.
- Develop strategies to effectively organize work priorities.
- Develop goals to make the most of your time.
- Create the template for a Time Audit to identify inefficiencies and ineffectiveness in your day.
- Improve personal efficiency.
- Develop an understanding of the human biological factors that aid or hinder your effective and efficient use of time.

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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<td>Module:</td>
<td>Building and Maximizing Workplace Relationships</td>
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Building and Maximizing Workplace Relationships helps participants gain insight into their behavioural style, natural tendencies, and communication preferences, to elevate self-awareness and understand how they and their team can perform at their best. This session uses the DISC Assessment; the most widely used behavioural profiling tool of its kind.

**Key Learning Outcomes**
- Use the Myers-Briggs Type Indicator (MBTI) to improve workplace relations
- Understand background of psychological typing and MBTI
- Practice validation exercises to determine ‘best fit’ type
- Understand how personality plays a role in information interpretation, decision-making, team development and effective communication
- Use meetings effectively

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference
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Building High-Performing Teams teaches participants how teams are defined and how to tailor their supervisory approach to foster more effective teams. Participants also learn essential behaviors for building cohesive teams and techniques to deal with dysfunctional teams.

**Key Learning Outcomes**
- Diagnose your team’s stage of development and learn how to tailor your approach
- Identify the challenges for team development and learn strategies for managing these challenges
- Recognize team member behaviours that impede cohesiveness
- Learn assertive techniques to deal with signs of team dysfunction
- Identify factors you should be focusing on to increase effectiveness
- Understand essential leader behaviours that foster ‘hot teams’

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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**Have a question?**

Our team is happy to answer your questions and help you choose the right training for your professional development and career goals. Email us at gardinercentre@mun.ca or call 709.864.7977. We would look forward to speaking with you.

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<td>Module:</td>
<td>Organizational Communications and Meeting Management</td>
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Organizational Communications and Meeting Management focuses on the essentials of verbal and non-verbal communications at all levels in the workplace. Participants will also learn meeting planning and management tools, meeting manners and protocols, and the roles of chairpersons versus participants.

**Key Learning Outcomes**
- Explore the challenges of different communication mediums
- Identify the elements of organizational communications at all levels
- Refine your direct communication and active listening skills while discovering the power, influence, and impact of non-verbal communication
- Learn meeting do’s and don’ts and how to plan and prepare meetings - before during and after
- Identify the roles of the chairperson and participants and establish meeting manners and protocol
- Keep your meeting agenda on track: staying on time and focused and ensuring the meeting produces actionable items

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference
Program: Supervisory Management Skills Program: Communications and Team Development

Module: Performance Coaching

Performance Coaching guides the participant through a step-by-step approach to employee coaching. Participants will learn the importance of formal versus informal coaching along with the essentials of performance feedback.

Key Learning Outcomes
- Build relationships by learning to give and receive effective feedback
- Practice a step-by-step approach to employee coaching
- Understand the importance of effective ‘formal’ and ‘informal’ coaching
- Discover methods of improving the legal defensibility of performance feedback
- Understand the importance of goal setting and confidence in employee development
- Practice coaching techniques and get feedback from co-participants and the facilitator

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

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Program: Supervisory Management Skills Program: Communications and Team Development

Module: Better Business Writing

Better Business Writing assesses individual writing style and teaches participants successful writing techniques. Participants will master the principles of good grammar, punctuation, word choice, and message tone.

Key Learning Outcomes
- Examine successful writing techniques: letters, memos, email
- Identify writing considerations: audience, purpose, message
- Master the principles of good grammar and punctuation
- Explore word choice and its impact
- Write with a direct and indirect approach in business correspondence

Length: 1 Day

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<td>Module:</td>
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Understanding Workplace Harassment and Stress addresses workplace mistreatment (including incivility, harassment, bullying, and ostracism) in terms of the causes, impacts, and ways to help prevent it that go beyond simply policy. In addition, participants will learn specific techniques to help reduce stress to help reduce some forms of mistreatment but also to help with recovery.

**Length:** 1 Day  
**Method of Delivery:** In-Class or Video-Conference

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<td>Module:</td>
<td>Conflict Management and Resolution</td>
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Conflict Management and Resolution explores the types of conflict encountered in the workplace and teaches strategies for effective conflict resolution. Master conflict resolution focused communication practices and techniques.

**Key Learning Outcomes**
- Recognize early warning signs of “no-win” conflict
- Understand the forces which drive individuals to engage in conflict
- Find agreement as a basis for working together
- Use verbal communication strategies to increase understanding of differences as a first step towards a more collaborative outcome
- Recognize the role of non-verbal (body) positioning as a means to changing the focus of negative interaction patterns
- Use specific strategies to increase self-control, expand influence over a situation, and increase collaboration with the engaged person(s)

**Length:** 1 Day  
**Method of Delivery:** In-Class or Video-Conference

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<tr>
<td>Module:</td>
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Engaging and Motivating Employees defines leadership and guides participants through the various leadership styles to choose the style that is best suited to their leadership strengths, the values of the organization and the employees they supervise.

**Key Learning Outcomes**
- Understand the basics of leadership and difference between a manager and a leader
- Develop your leadership style
- Learn what is expected of a leader and what gains respect from employees
- Understand the importance of positive reinforcement and discipline in employee motivation
- Motivate employees to do their best, feel valued and achieve desired results

**Length:** 1 Day  
**Method of Delivery:** In-Class or Video-Conference
### Program: Supervisory Management Skills Program: Managing Employee Relations

#### Module: Leading Organizational Change

Leading Organization Change provides strategies to guide others through the change transition process and create understanding, acceptance and buy-in of the change. Be able to lead your team through change with confidence and assurance.

**Key Learning Outcomes**
- Learn change management best practices
- Understand common causes of poor transition management, and how to counter them
- Respond effectively to employees’ reactions to change transition
- Learn guidelines for effective communication and management of change transition
- Create a detailed assessment of a specific transition in your organization, including how workloads are affected, personal reactions to the change, and pros and cons of responsibility for communicating transition details to employees
- Create (and practice delivering) an individual communication plan for an organizational transition
- Develop an action plan of next steps for improving transition management

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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### Program: Supervisory Management Skills Program: Managing Employee Relations

#### Module: Employment Law for Supervisors

Employment Law for Supervisors teaches the essential employment laws that protect the rights of your employees to create a better employee/employer relationship. Be able to know and enact your employee’s rights when required.

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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Open Enrollment Courses

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<th>Course:</th>
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Increase product and service value by using alternative project management techniques.

When substantial effort is required to manage the various project management phases, project managers should consider using alternate project management methodologies. The Agile Project Management course will provide an overview of the fundamentals of Agile Project Management and compare the benefits and disadvantages of the agile approach for any project. Participants will also explore Hybrid Methods of project management. In the second half of the training, participants will analyze real-world projects and case studies, allowing for application and practice of both Agile and Hybrid methodologies.

Key Learning Outcomes
- Review the fundamentals of Agile Project Management
- Be able to distinguish common Agile Project Management methodologies
- Assess the benefits and disadvantages of the Agile approach for any project
- Compare and contrast Agile Project Management with traditional Waterfall Project Management
- Explore and analyze Hybrid Methods of project management

Day 1: Fundamentals of Agile Methodology
- Project planning
- Solution creation
- Solution release planning
- Sprint planning
- Agile project meetings (structure and frequency)
- Sprint evaluation and continuous improvement
- Agile Project Management methodologies
- Group Work-Agile Simulation to entrench Agile Methodology Fundamentals

Day 2: Using Agile Methodology in Practice
- Hybrid and Agile Methodology case study application and practice
- Assessment of traditional project management vs. agile project management
- Using Hybrid methods project management.

Length: 2 Days
Method of Delivery: In-Class or Video-Conference

www.mun.ca/gardinercentre/
Course: Applied Mediation in the Workplace

Learn more about the use of mediation in the workplace; develop skills and a deeper understanding of the mediation process.

The cost of unaddressed conflict is significant. It can result in lowered productivity and morale, increased absenteeism, and employee turnover. Mediation, the process whereby a neutral third party brings two sides together for the purpose of obtaining a mutual resolution, is one form of alternative dispute resolution (ADR) that can be used to manage conflict in the workplace. In particular, mediation can assist with problems between employees, performance issues, harassment complaints, terminations etc.

This one day course will enhance your understanding of the principles and practicalities of workplace mediation, and how it can positively shift the workplace environment. A deeper understanding of the process will increase your confidence in preventing and handling everyday workplace conflict situations.

This interactive course will equip participants with a detailed understanding of workplace mediation and the practical tools to manage it effectively. The goal is to give participants the opportunity to try different mediation techniques in a series small group role play case studies and exercises.

Outline
- Introduction
- Mediation Process Steps
- Facilitative mediation case study
- Helping the thinking process of the parties
- Solution-based mediation case study
- The importance of perspective
- Conclusion & Summary

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Course: Appreciative Leadership: Techniques for Motivating Teams

Learn the value of authentic appreciation in creating a healthy workplace culture where everyone on your team feels truly valued.

This course will introduce participants to the foundational concepts of The 5 Languages of Appreciation in the Workplace. This training helps supervisors and managers effectively communicate appreciation and encouragement to their employees, resulting in higher levels of job satisfaction, healthier relationships, and decreased cases of burnout.

Participants will complete the Motivating by Appreciation Inventory, which identifies each individual’s language of appreciation and provides a report with specific action items meaningful to you within your primary appreciation language.

Key Learning Outcomes
- The 5 Languages of Appreciation in the Workplace.
- Their language of appreciation through completion of the Motivating by Appreciation Inventory.
- Learn how to communicate authentic appreciation in the ways meaningful to your coworkers.
- How to effectively lead teams by applying 5 Languages of Appreciation to their work setting.

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Course: Becoming a Transformational Leader

www.mun.ca/gardinercentre/
Learn how to stimulate employee enthusiasm and inspire creativity, commitment, and performance. Learn skills to develop your professional position as a role model who is highly respected and trusted amongst employees.

Becoming a Transformational Leader is an interactive learning experience that guides the participant through a process of self-evaluation, delivers knowledge of the meaning and application of the transformational leadership style, and helps develop a personal plan for incorporating this style into personal management strategies.

This course helps create leaders who are focused on motivating and inspiring employees to perform to their highest potential. Leaders trained in using transformational behaviours achieve higher levels of organizational performance, help develop more committed employees, and increase levels of employee well-being.

**Key Learning Outcomes**
- Learn what transformational leadership is and how it differs from other styles of leadership
- Understand how transformational leaders create commitment in their employees and how this translates into increased organizational performance
- Examine how the transformational leaders’ style increases employee well-being and creativity
- Examine your current use of this leadership style
- Improve your transformational leadership skills by focusing on behaviours that suit your current position
- Prepare an action plan to improve your use of this style in your current position

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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**Course:** Better Business Writing

Better Business Writing assesses individual writing style and teaches participants successful writing techniques. Participants will master the principles of good grammar, punctuation, word choice, and message tone.

**Key Learning Outcomes**
- Examine successful writing techniques: letters, memos, email
- Identify writing considerations: audience, purpose, message
- Master the principles of good grammar and punctuation
- Explore word choice and its impact
- Write with a direct and indirect approach in business correspondence

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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**Course:** Building and Maximizing Workplace Relationships

Building and Maximizing Workplace Relationships (DISC) shares insight into behavioural styles, natural tendencies, and communication preferences, which will help participants increase self-awareness and awareness of others. This enhanced awareness will help minimize conflict, increase cooperation, and will facilitate team engagement, therefore improving how teams perform and function. This session uses the DISC Assessment – the most widely used behavioural profiling tool of its kind that is supported by decades of research and is continuously receiving validation. DISC will help participants build, and then maximize productive relationships.

**Key Learning Outcomes**
- Use the DISC assessment, validate your natural adapted styles and realize how these styles contribute to your success.
- Recognize why some interactions, activities, events, or people leave you feeling stressed or drained, while others energize you.
- Determine how to adapt your natural style to better connect with others.
- Appreciate the differences of others and understand how these differences can help individuals, teams, and organizations achieve their goals.
- Become a more effective communicator who will diffuse conflict, promote change, and create team ‘buy-in’ culture.
### Course: Building Professional Negotiation Skills

Learn techniques to strengthen your negotiation position, acquire better deals and contracts, and enhance stakeholder relationships.

Building Professional Negotiating Skills develops critical management skills for negotiating contracts, sales deals, and agreements in today’s competitive world. This course will increase your confidence as a negotiator by teaching you how to arrive at ‘win-win’ solutions while achieving mutual business gain. Participants will learn practical skills, strategies, and tactics to plan for negotiation, set outcome objectives, overcome roadblocks, and build lasting relationships. This course will make extensive use of negotiation exercises, requiring pre-reading of materials prior to day 1 and evening preparation for day 2.

**Key Learning Outcomes**
- Strategies and tactics for planning negotiations
- Developing targets, openings, alternatives, and resistance points
- Learning and understanding personal negotiation style
- How to frame and present offers, and how to respond
- Understanding anchors, concessions, and commitments
- Common pitfalls in negotiations and how to respond to them
- Maximizing the value of agreements

Length: 2 Days

**Method of Delivery:** In-Class or Video-Conference

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### Course: Coaching Out of the Box

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### Course: Business Process Management

Learn how to systematically examine your organization’s workflow to make it more effective, more efficient, and more productive. Business Process Management (BPM) teaches participants how to examine key business processes and generate solutions for improvements. BPM has evolved from its traditional quality roots into a powerful system which quickly examines and dramatically improves all work processes within an organization. It ensures that processes are more effective, more efficient, and more capable of delivering measurable value to their internal and/or external customers.

This course provides a template for managing the end-to-end work that your organization performs to create maximum value for your customers. Participants will learn techniques and strategies that contribute directly to increased productivity, increased workflow efficiency, efficient use of your resources, and improved staff morale.

**Key Learning Outcomes**
- Learn how to identify and select key business processes to analyze and apply BPM to improve efficiencies and reduce costs
- Understand methods to increase consistency in delivering standardized high-quality products/services to increase customer satisfaction
- Gain practical analytical tools to identify and resolve workflow issues
- Understand how BPM can help clarify employee roles and responsibilities, and ensure compliance with organizational procedures

Length: 2 Days

**Method of Delivery:** In-Class or Video-Conference
Leverage the brilliance, talents, and expertise of your team to create possibilities and achieve amazing results.

Introducing coaching into your workplace will help create a coaching culture where employees are engaged, challenged, and provided with learning opportunities that will support success. Through the Coaching Out of the Box® program for managers, you will learn coaching skills in a simple, engaging and experiential way. You will become a more effective leader while developing your employees.

This course provides easy-to-understand overviews and concept introductions and plenty of coaching practice. The instructor taps into the participant’s natural way of coaching and shares resources and learning to compliment what they are doing and who they are naturally.

Build your competencies in coaching by:
- Learning how to encourage action, growth, and new awareness in others
- Learning how to ask powerful questions that accelerate development and new insights
- Establishing meaningful and motivating goals and workable plans to achieve them
- Learning new ways of listening
- Moving from building walls to building trust
- Asking powerful questions
- Turning harsh truths into productive feedback
- Developing resourceful, self-reliant problem solvers

Each participant receives a box full of resourceful materials for learning and supporting their coaching. The box includes a Participant’s Workbook, Desk Reference Pyramid with the 5/5/5/ model, 365 Coaching Questions booklet, 50 Coaching Questions quick reference bookmark and The Airplane Journals DVD, a documentary on coaching by an award-winning documentary filmmaker which includes coaching demonstrations and instruction.

Key Learning Outcomes
- Gain a step by step approach to coaching to provide constructive feedback, and strengthen relationships with employees to improve organizational operations
- Acquire productive coaching skills to become a better leader and enhance the interpersonal skills of managers and employees
- Deploy techniques to build empowered and resourceful teams while simultaneously encouraging an environment which focuses on problem-solving and resolution

Length: 1.5 Days

Method of Delivery: In-Class or Video-Conference

Course: Communicating in a Crisis Situation

www.mun.ca/gardinercentre/
When a crisis occurs you have one chance to get it right. Learn how to prepare your organization to communicate during a crisis, so that you are informing stakeholders and protecting your organization’s reputation.

It is vital that every organization be able to effectively communicate internally and externally in a crisis. When a crisis occurs you have one chance to get it right. The first 24 hours are critical. You need to be first, be right, and be credible.

In this course, crisis communication experts Jim Stanton and Paula Walsh will walk you through the process of preparing your organization to communicate with employees, customers, suppliers, media, and the public at large.

Participants will improve their ability to understand and manage communications in a crisis through interactive exercises and guided practice. This course explores topics such as implementing effective crisis communication strategies, identifying, and addressing key stakeholders, prioritizing communications while developing a strategic communications plan, managing media relations, message development, and one-to-one camera interviews.

**Key Learning Outcomes**

- Understand the definition of crisis.
- Conduct threat assessments.
- Understand the Incident Command System.
- Recognize how the phases of crises unfold.
- Set up a Crisis Communications Plan and team.
- Understand the role of traditional and social media in times of crisis.
- Develop key messages for key stakeholders in crisis situations.
- Experience media interviews in a wide range of circumstances.
- Evaluate your response once the crisis has passed.

**Length:** 1 Days

**Method of Delivery:** In-Class or Video-Conference

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**Course:** Compensation Design and Planning

Compensation plans impact an organization’s recruitment and retention strategies. In fact, how well an organization designs new compensation plans and assesses current plans, shapes how a present and possibly future employee views the organization. In this course, participants will examine the role of compensation in their organization’s strategic human resources plan. They will review the key elements and practices of building a compensation plan that meets organizational objectives.

Participants will also consider how their organization can remain competitive, assessing whether their organization needs to lead, lag, or meet market average in terms of its compensation strategy.

**Key Learning Outcomes**

- Review current compensation practices and consider what total compensation includes
- Assess how a compensation strategy must align with all areas of human resource management
- Identify the compensable factors your organization requires to attract and retain key talent
- Determine if your organization’s compensation plan is market competitive
- Design pay scales that suit your organization
- Perform compensation reviews on difficult to fill roles

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference
### Conflict Management and Resolution

Conflict Management and Resolution explores the types of conflict encountered in the workplace and teaches strategies for effective conflict resolution. Master conflict resolution focused communication practices and techniques.

**Key Learning Outcomes**
- Recognize early warning signs of "no-win" conflict
- Understand the forces which drive individuals to engage in conflict
- Find agreement as a basis for working together
- Use verbal communication strategies to increase understanding of differences as a first step towards a more collaborative outcome
- Recognize the role of non-verbal (body) positioning as a means to changing the focus of negative interaction patterns
- Use specific strategies to increase self-control, expand influence over a situation, and increase collaboration with the engaged person(s)

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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### Creating and Sustaining a Project Management Office

Learn how to establish a solid Project Management Office and ensure limited resources are used effectively and projects are managed efficiently. Creating and Sustaining a Project Management Office (PMO) focuses on what makes a successful project management office and how to create the culture within the organization to support a consistent approach to managing projects. The course teaches what documentation should be developed and maintained to ensure project monitoring and management. Participants will learn how to develop a statement of purpose for the project management office and identify key roles and responsibilities.

**Enhance your ability to create and sustain an effective Project Management Office (PMO) through professional development in:**
- How to create an inventory of all projects that are currently being undertaken within the organization
- Defining the role, responsibilities and structure of a PMO in your organization
- Understanding why PMOs succeed or fail
- How to strategically align all organizational and departmental projects
- Creating a culture that supports a project management environment
- Implementing strategic project management best practices
- Maintaining project quality management
- Understanding issue, change and risk management
- Developing rewards and recognition
- Creating a strategic project measurement system
- Developing and implementing an action plan

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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[www.mun.ca/gardinercentre/]
Course: Customer Strategy: Key to Growing Your Business

Learn how to connect with your customers, build greater customer loyalty, and improve your bottom line.

Customer Strategy: Key to Growing Your Business will get you thinking more deeply and creatively about your customers and those who will become your customers. You will learn techniques to build a stronger connection with customers, leading to an increased share of the market and greater share of wallet. You will never think of customers in the same way again. This course will help you to learn strategies to better understand your customer base, strengthen client understanding and relationships and generate new and desirable business.

Key Learning Outcomes

- Learn to build your own customer service best practices and effectively deploy them
- Understand the difference between “soft” and “hard” customer experiences
- Understand the importance of customer insight: what it is and how to get it
- Learn to better communicate value to clients and customers
- Learn strategies to better understand your customer base
- Use customer strategy techniques to improve competitiveness
- Learn approaches to help improve employee relationships with clients and customers
- Deploy techniques for building customer loyalty
- Learn methods to improve customer engagement and interactions

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Have a question?

Our team is happy to answer your questions and help you choose the right training for your professional development and career goals. Email us at gardinercentre@mun.ca or call 709.864.7977. We would look forward to speaking with you.

Course: Developing a Compelling Business Case to Achieve Buy-In

Learn the key steps in developing a business case and how to communicate it to key stakeholders to win support of a new project or initiative. Managers at all levels create business cases to gain support for new organizational decisions, to initiate action, or to obtain resources for an initiative. A business case answers the question “what happens if we take this course of action” and is often presented as a well written document or short presentation. It lays out the rationale for new strategic opportunities. Participants will learn how to assess the opportunity and risks, build the financial case, create the implementation action plan, and communicate the overall rationale for the new course of action to stakeholders.

Key Learning Outcomes

- Identifying and qualifying opportunities into business cases
- Assessing the opportunity and the alternatives
- Strategic questions to consider
- Analyzing the risks
- Developing strong supporting budgets and methodology
- Managing stakeholders
- Implementing the action plan
- Communicating your case

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

www.mun.ca/gardinercentre/
### Course: Developing a Human Resource Plan

Learn a process for developing an effective human resource plan to ensure that your organization has the right people, with the right skills, in the right jobs.

Developing a Human Resource Plan guides participants through a step-by-step process for developing a human resource plan that includes staffing, forecasting, performance management, compensation, and employee development. Participants will learn how the human resource plan links to the organizational strategic plan and contributes to employee morale and overall organizational success.

The course explains a process for assessing current and future human resource challenges and how to use recruitment, succession planning and retention strategies to address these issues. Participants will learn how to prioritize issues and develop strategic staffing solutions. The course also teaches the process of developing action plans for successfully communicating, executing, and monitoring the human resource plan.

**Key Learning Outcomes**
- Generate support for the process of human resource planning and learn techniques for integrating the human resource plan into the business strategies
- Learn strategies to improve performance management
- Learn how to better develop a plan to attract, retain, and develop employees
- Learn how to identify and manage gaps in existing human resources and increase your HR planning skills to close the gaps and contribute to the success of the organizational strategy

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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### Course: Effective Meeting Management

Learn how to plan and manage efficient and productive meetings.

Effective Meeting Management explores the key elements that contribute to effective meetings. The critical roles and responsibilities of every meeting participant are explored and emphasized throughout the session. Course participants discuss various meeting challenges and work together to generate workable solutions. Participants will gain insight into practical meeting management ideas and tools and how to employ them in the workplace.

**Build your meeting management skills through professional development in:**
- Appreciate the impact of your verbal and nonverbal communications.
- Discover how to plan and prepare for meetings—before, during and after
- Identify the roles of the chairperson and participants
- Learn meeting do’s and don’ts
- Establish meeting manners and protocol
- Keep your meeting agenda on track: staying on time and focused
- Ensure that each meeting produces actionable items

**Key Learning Outcomes**
- Improve efficiency by understanding the importance of setting clear purposes and goals for meetings
- Learn practical tools for conducting and managing meetings for results
- Learn techniques to handle difficult situations in meetings
- Introduce strategies to build rapport among teams and get the most from meeting participants

**Length:** ½ Day

**Method of Delivery:** In-Class or Video-Conference

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### Course: Employee Retention Strategies

www.mun.ca/gardinercentre/
Retain your organization’s key talent and ensure the continued growth of your business.

Every organization needs to focus on ways to reduce turnover and create a work environment that builds employee loyalty. This course studies employee retention and engagement strategies, exploring what an organization must do to lower employee turnover and retain productive employees. Participants will recognize the meaning, impact, and importance of employee retention and be able to build a retention strategy for their workplace.

Key Learning Outcomes
• Discuss the importance of a retention plan for an organization
• Review methods for motivating and retaining productive employees
• Assess strategies to promote career development and encourage employee participation
• Study processes to manage recruitment and training costs
• Use retention planning to encourage respect in the workplace and to help create a strong organizational connection
• Apply the components of an Employee Retention Plan to build a retention strategy

Length: 1 Day
Method of Delivery: In-Class or Video-Conference

Course: Employment Law for Managers

Learn the key employment laws that protect the rights of your employees and create a better employee/employer relationship.

Employment Law for Managers is designed to help participants ensure fair treatment of employees and avoid costly legal action. The course explains the legal rights of employees in the areas of contract employment, harassment, discrimination, hiring, termination, discipline, pay equity, employment standards, and other employment practices. Participants will gain knowledge of current provincial and federal employment law and statutes, employment standards legislation, human rights legislation, health, and safety legislation, and worker’s compensation legislation. The course explains how the legal jurisdiction and associated employment law impacts recruitment, selection, and employment contracts. The issue and process of probation, termination, and constructive dismissal is explained for both a union and a non-union work environment. Situational practice exercises are used to guide participants through the process of identifying which and how employment laws apply in different circumstances.

Key Learning Outcomes
• Understand the relationship between discipline and training, and learn techniques to help employees through disciplinary action
• Minimize legal action and expense through an increased understanding of employment law
• Increased understanding of labour standards and how the law applies in union and non-union environments
• Methods for improving workplace climate and decreased workplace conflict

Length: 2 Days
Method of Delivery: In-Class or Video-Conference

Course: Engaging and Motivating Employees
Engaging and Motivating Employees defines leadership and guides participants through the various leadership styles to choose the style that is best suited to their leadership strengths, the values of the organization and the employees they supervise.

Key Learning Outcomes
- Understand the basics of leadership and difference between a manager and a leader
- Develop your leadership style
- Learn what is expected of a leader and what gains respect from employees
- Understand the importance of positive reinforcement and discipline in employee motivation
- Motivate employees to do their best, feel valued and achieve desired results

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Course: Essential Communication Skills for Professionals

Build your professional image and improve your organizational effectiveness by acquiring the skills needed to communicate confidently and effectively.

How we communicate in our work environments is constantly changing. The norm for our day-to-day communications is now a world of e-mail and text-messaging, interspersed with face-to-face communications. Recognizing the importance and etiquette required for interpersonal and organizational communication is critical for your professional success. This course will address all forms of communication used in the workplace and give you the skills you need to communicate successfully.

Key Learning Outcomes
- Active listening and questioning
- The importance of diplomacy and tact in communications
- Adapting communication style to suit the audience
- Interpersonal and organizational communications at all levels
- Text-messaging, e-mail, and mobile etiquette
- The power, influence, and impact of non-verbal communication

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Have a question?

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Course: Ethics and Values

www.mun.ca/gardinercentre/
Understand the importance of ethics and values in promoting leadership and management in the workplace.

Ethics and Values teaches methods to help leaders and managers balance ethics and values with the reality of rules and regulations during the decision-making process. This course is interactive and uses a variety of learning methods including lectures, dilemma training, case analysis, class discussion, small group work, and presentations.

Understand how to balance ethics and values with decision making in the workplace through professional development in:
- Identifying the “external forces” demanding change and the implications
- Defining conscious and personal drivers in decision making
- Examining ethical and value dilemmas in the workplace
- Understanding how ethics and values interact with the core competencies and behaviours expected in the workplace

Key Learning Outcomes
- Learn how to incorporate ethics and values into decision making
- Gain an understanding of ethical and value dilemmas in the workplace
- Methods for fostering an organizational culture of ethical integrity
- Learn how to integrate ethics and values into overall strategy
- Strengthen codes of conduct for the organization

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Have a question?

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<thead>
<tr>
<th>Course:</th>
<th>Facilitation Skills: Getting the Most Out of Group Discussions</th>
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<td>Learn how to draw out and process input from a group to move discussions and ideas forward.</td>
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Facilitation Skills teaches participants how to facilitate goal-oriented meetings and discussions through planning, collaboration, and consensus. The course teaches meeting management techniques (timekeeping, following an agreed-upon agenda, and keeping a clear record). It also teaches participants how to lead group discussions by using effective listening skills and paraphrasing, guiding the conversation, and balancing group participation. The highly interactive course is limited to twelve participants to maximize learning and classroom participation.

Key Learning Outcomes
- Learn practical facilitation skills and strategies to help you become a better facilitator
- Obtain effective meeting management techniques to help achieve organizational goals
- Hands-on practice in facilitation and immediate feedback
- Strengthen your ability to confidently assemble teams of facilitators and decision makers
- Understand and introduce strategies to help improve employee productivity and communications

Length: 2 Days

Method of Delivery: In-Class or Video-Conference

www.mun.ca/gardinercentre/
Discover the basic principles of project management and the structure that every successful project needs.

Almost every leader will have to manage projects of one form or another, whether they are large infrastructure projects, new IT systems, or the implementation of new work processes. This workshop would help participants learn the basic principles of project management and the structure that every successful project needs. Fundamentals of Project Management teaches how to turn a “good idea” into a project which can be planned, managed and executed. The course teaches the essential processes and components of project management and reviews the concepts of deliverables, scope, resource planning and estimating, scheduling, stakeholder analysis, risk assessment and communications planning among others. Participants will also learn how to initiate and close projects and the importance of project integration and documentation.

**Key Learning Outcomes**
- Review project definition and success criteria
- Identify common project challenges
- Practice thinking like a project manager
- Link your project to a sound business case
- Assess the nature of a project and its environment
- Manage project teams and stakeholders
- Project plan development

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

### Course: Guiding Organizational Development with Strategic Planning

Strategy is an essential component of an organization’s success, and how strategically a leader can think, and act is imperative to moving an organization forward. This course teaches strategy focused planning tools participants can take back into their own workplaces to successfully perform strategic planning sessions with their teams. In the first component, participants will learn how to conduct an environmental scan to assess internal and external strengths, weaknesses, opportunities, and strengths (SWOT analysis). Following this, participants will create mission, vision, and values statements that reflect organizational principles and standards. The final component of the course will involve practicing the unique GROW (goal-reality-opportunity-way forward) planning model to create a path forward on future organizational goals.

**Key Learning Outcomes**
- Be able to complete a SWOT analysis with your team (strengths, weakness, opportunities, threats).
- Craft mission, vision, and values statements that clearly identify your organization’s principles, standards and commitments.
- Use the GROW (goal-reality-opportunity-way forward) planning model to set and realize future organizational goals.

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

### Course: How Government Works

www.mun.ca/gardinercentre/
Learn how the many levels of government operate and interact and gain a better understanding of how to work more efficiently within or with government.

How Government Works helps to demystify government processes by giving participants an understanding of the components of the major branches of democratic government, such as the executive, the legislature, the judiciary, and the bureaucracy are integrated. This course is not only valuable for those who work in government but also for anyone who works in partnership with government.

The course is interactive and uses a variety of learning methods including multimedia lectures that include humor, current events, and encourage audience participation. There is also a guest presentation, participant discussion and regular small group work which provides the opportunity to learn from each other’s experience and knowledge. Sharing insights will help participants better understand the relative advantages and disadvantages of theory “how the government ought to work” compared to the local reality “how things are actually happening.”

Key Learning Outcomes

- Understanding the components of the major branches of democratic government
- Identifying key public policy trends, including current issues, policy decision making and e-government
- Identifying significant factors that shape agenda-setting, policy formulation, and implementation – the elements of the policy cycle, such as election campaigns, interest groups and open line radio
- Understanding the stages of the policy process by examining the role between federal/provincial/municipal governments, such as the relationship between political staff, the bureaucracy, and citizens

Length: 2 Days

Method of Delivery: In-Class or Video-Conference

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Course: HR Policy Essentials

Improve organizational HR policies to reduce risk, improve employee relations, and facilitate consistent management decision making.

Human resources policies that are clear and consistent in their methodology can strengthen employee relations and improve an organization’s overall HR practices. This course will examine the key policy considerations, tasks and stakeholder consultation needed to ensure understanding and buy-in to policy intent and content.

Participants will understand the process of writing a new HR policy and be able to critically assess and identify gaps in an existing HR policy. In addition, participants will review how to build an employee communications plan for implementing new and amended HR policies.

Key provisions from select Newfoundland & Labrador’ labour legislation and other relevant legislation that relate to HR policies will be covered.

Key Learning Outcomes

- Manage the Human Resources policy life cycle
- Assess how policies are aligned with legislation and collective agreements to maintain credibility and to support managers in their decision making and people management practices
- Identify the difference between a policy, procedure, and guidelines
- Recognize the do’s and don’ts for HR policy writing and review real-world policy examples
- Consider key considerations related to specific key policies to reduce employer risk of liability
- Identify proven communication practices for increasing employee compliance and awareness of HR policies

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

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Course: HR Succession Planning

www.mun.ca/gardinercentre/
Implement a succession planning strategy that will prepare your organization now for key personnel changes that will occur in the future.

HR Succession Planning leads participants through the process for developing a plan focused on leadership continuity, improved knowledge sharing, and transitioning people into critical roles. The course defines succession planning, details the importance of succession planning in an organization, and explains the conditions for successful succession planning. Participants will understand the process for establishing a succession plan and how to align the plan with an organization’s strategic plan. The course also explores succession planning in a family run business.

Understand the value of investing in your employees through professional development in:

- The best practices of succession planning
- Identifying where potential personnel gaps exist in your organization
- The four steps to succession planning
  - Conduct a risk analysis
  - Identification of high-potential employees
  - Development of high-potential employees
  - Monitor the succession process for strategic value to your institution
- The challenges of implementing a succession plan
- Developing an action plan to begin implementing a succession plan

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

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<thead>
<tr>
<th>Course:</th>
<th>Influence without Authority</th>
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<td>Influence and persuade other people, without using formal authority, to increase your workplace relationships, effectiveness, reputation, and business success.</td>
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In today’s complex organizational environments, leaders need to focus on building and sustaining successful and effective working relationships. Regardless of the type of organization and the leadership roles within it, being able to influence others matters across all levels and roles. This course will provide participants with an understanding of their personal influencing style and how to customize that style when dealing with others to generate success and foster stronger working relationships.

Participants will assess the four-step influence model (Asserting, Attracting, Persuading and Bridging) and apply the principles of each step to a current situation they are experiencing at work. Through direct application, practice, and peer and instructor feedback, participants will gain a deep understanding of their influence style and how to use it to create better success outcomes. During the last part of the course, participants will create an individualized action plan to improve their influencing approach, style and behaviour going forward.

Key Learning Outcomes

- Review the successful factors for influence and define what influence without authority is.
- Recognize the importance of impression management as a part of building influencing reputation and credibility.
- Identify your unique personal influencing style.
- Assess and apply the four-step influencing model to a current workplace situation.
- Practice influencing skills to develop and extend your range of influencing capabilities.
- Develop a concrete action plan for implementation within your workplace.

Length: 2 Days

Method of Delivery: In-Class or Video-Conference

<table>
<thead>
<tr>
<th>Course:</th>
<th>Information Gathering Using Professional Investigating and Interviewing Techniques</th>
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<td><a href="http://www.mun.ca/gardinercentre/">www.mun.ca/gardinercentre/</a></td>
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</table>
Maximize the quality and quantity of information gathered from individuals in an ethical fashion and make informed, consequential decisions.

Information Gathering Using Professional Investigating and Interviewing Techniques guides participants through the methodology for gathering information when investigating incidents, undertaking fact finding for client projects, interviewing potential employees, corporate planning, and other organizational requirements. This course uses participant activities to improve understanding of the information presented and to provide the opportunity to practice tools and techniques.

**Improve your information gathering skills through professional development in:**
- Identifying interview objectives
- Recognizing different types of interviews
- Knowing the interviewing process
- Planning and preparing for interviews
- Building rapport
- Improving communication skills and managing conversations
- Extracting reliable, accurate information
- Dissecting interview responses
- Taking notes and asking appropriate question types
- Asking questions in a logical sequence

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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**Course:** Innovation: From Vision to Reality

Learn a proven innovation process that contributes to the development of a culture of innovation in organizations.

Innovation: From Vision to Reality engages participants in the process of creating, developing, and implementing innovation. This course uses a combination of lecture, relevant case study, small group assignments and classroom discussion to present a process for innovation from idea generation to implementation.

**Key Learning Outcomes**
- Generate visions and ideas
- Create the culture within the organization which supports innovation
- Identify the drivers for innovation and how to capture visions and ideas
- Form the innovation team
- Apply the innovation process to realize opportunities
- Apply the innovation process to work processes, team interaction and work structures
- Develop Innovation Statements
- Identify and overcome barriers to innovation
- Prioritize innovations to ensure those with the highest impact are realized first
- Develop the business effectiveness strategy and detailed implementation plans that ensure successful execution of the innovations
- Identify benefits to each innovation

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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**Course:** Introduction to Microsoft Project Training

www.mun.ca/gardinercentre/
Microsoft Project is a powerful tool for tackling projects of all sizes. In this course, participants will learn how to set up project files, create work breakdown structures, create schedules, manage resourcing, and more!

**Topics covered in this course include:**

1. **Introduction to MS Project**
   1. Navigating in the software
   2. Using basic functions and commands

2. **Setting up Project Files**
   1. Creating projects
   2. Setting up calendars
   3. Setting options and preferences
   4. Saving projects

3. **Creating Work Breakdown Structures (WBS)**
   1. Creating tasks (automatically scheduled, manually scheduled, recurring, summary)
   2. Creating milestones
   3. WBS codes

4. **Creating Schedules**
   1. Scheduling tasks
   2. Assigning precedence relationships
   3. Adding float
   4. Setting constraints
   5. Creating a critical path

5. **Resources**
   1. Creating resources
   2. Assigning resources to tasks
   3. Resource leveling

6. **Managing/Reviewing Projects**
   1. Reviewing critical paths
   2. Using the task inspector tool
   3. Creating baselines and actual schedules
   4. Viewing project status
   5. Printing reports

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference
Learn the various types of alternative dispute resolution (ADR) methods and how to choose what will work best for your organization and situation. This interactive course guides participants through the explanations and applications of the various types of ADR methods available in a workplace environment. The goal is to give participants the knowledge to choose the best dispute resolution approach to use in various situations, and the skills to start applying these approaches to prevent and manage organizational conflict more effectively. This course will use a combination of seminar-style presentation, small group activities, case study analysis, and large group discussion and brainstorming.

Details

Introduction
- Overall explanation of ADR
- Benefits of ADR over the legal system

Prevention
- Methods (individual) of preventing negative conflict before it occurs
- Methods (organizational) of preventing negative conflict before it occurs
- Determining what conflict should be addressed and what conflict should be ignored
- Situations that are not suitable for ADR methods alone

Negotiation
- Understand perceptual biases and how they affect conflict
- Determining the pros and cons of various communication methods to use in the negotiation process
- Steps to a successful negotiation/conflict discussion
- Understanding the limitations of negotiation
- Ways to identify when negotiation is not safe or suitable

Conflict Coaching
- The role of conflict coaching in organizational conflict
- When conflict coaching can be beneficial
- Challenges with conflict coaching

Facilitation
- Understanding the difference between facilitation and mediation
- Choosing the best facilitator for the situation

Mediation
- Understanding the role of a mediator
- Difference between mediation and arbitration
- Types of mediation available
- Benefits and limitations of mediation
- Voluntary vs. mandated mediation
- Determining whether formal or informal mediation is the best match for the situation
- The role of lawyers in mediation

Arbitration
- Understanding the role of an arbitrator
- Differences and similarities between arbitration and the court system
- Benefits and limitations of arbitration
- The role of lawyers in arbitration

Conclusion

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Course: Investing in Employee Development

www.mun.ca/gardinercentre/
Learn strategies to increase the return on your organization’s human resource investment and improve employee morale, productivity, and loyalty.

Investing in Employee Development focuses on the value of employee development as a strategic organizational investment to enhance the skills of employees and improve productivity, loyalty, and retention. The course defines employee development and teaches techniques for facilitating employee growth and development (mentoring, coaching, succession planning, and onboarding). Participants will learn the components of an employee development program and understand how to develop a strategy for their organization. The course uses case studies and exercises to practice employee development techniques and strategies. Templates to guide employee development planning are provided for application in the workplace.

**Key Learning Outcomes**
- Why employee development is important to the organization
- The differences between and how to maximize informal and formal workplace learning
- Methods to facilitate employee development, e.g. learning plans, mentorship programs, coaching
- How to develop individual and organizational learning plans
- How to develop an employee development strategy for your department/organization

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

### Course: Labour Relations in the Workplace

Labour Relations in the Workplace explains employment law, the collective bargaining process, collective agreements, and the grievance and arbitration process. Participants will learn the legal aspects of contracts of employment, constructive dismissal, legal notice and termination. The course will help participants interpret and construct collective agreements. The grievance process will also be explored and participants will learn the grievance procedure, types of grievances, timing and processing of grievances, and the benefits of grievance arbitration.

**Topics covered in this course include:**
- Assessing the labour relations climate in your organization
- Understanding the collective bargaining process
- Pre-bargaining preparation
- Collective bargaining
- Settlement
- Dispute management
- Interpreting collective agreements
- Managing grievances and the arbitration process
- Best labour relations practices in non-union environments

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

### Course: Leadership Fundamentals

[www.mun.ca/gardinercentre/](http://www.mun.ca/gardinercentre/)
Learn fundamental tools to expand your influence and effectiveness as a leader.

Effective leaders influence, inspire and motivate people to perform to their highest potential in support of the organizations’ goals. This interactive 2-day course explores the fundamental tools needed to become a more effective leader. Focused on four areas of leadership development – leading self, leading others, leading without authority, and leading organizational strategy – this course allows participants the opportunity to explore their style, to understand the foundations of effectively leading others, influencing direction without authority, as well as, creating and implementing effective organizational strategy. Using self-assessment feedback, participants assess their preferred style, and their current leadership behaviour to identify personal strengths and improvement opportunities. Participants create action plans for future improvements.

**Key Learning Outcomes**
- Define and explore the qualities and behaviours of effective leaders
- Learn the dimensions of a full range of leadership styles
- Using self-assessment feedback, assess your preferred style, and your current leadership behaviour to identify personal strengths and improvement opportunities
- Understand the challenges of working with people with different styles
- Learn effective ways to influence others without relying on formal authority
- Define key changes you need to make in order to improve your leadership
- Learn how to effectively develop and implement organizational strategy
- Develop an action plan incorporating interaction styles, leadership foundations, and bases of influence in support of your organizational strategy

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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### Have a question?

Our team is happy to answer your questions and help you choose the right training for your professional development and career goals. Email us at gardinercentre@mun.ca or call 709.864.7977. We would look forward to speaking with you.

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### Course: Leading and Engaging a Remote Workforce

With our new reality, many are forced into working more virtually and although this may not be permanent, it will be more commonplace in the months and years ahead. This session will help leaders and teams understand what needs to shift in how we work to drive effective communications, productivity, accountability, and engagement in a virtual environment. Currently, it may not be ideal, however, we must find new ways to enhance the experience for ourselves, our teams and our clients and stakeholders to engage teams to drive organizational outcomes for mutual success.

**Topics covered in this course include:**
- The challenges and opportunities of our current environment
- Seeing what our unique future may bring
- Understanding change and resilience to optimize teams in our new environment
- Understanding the fundamentals of employee engagement and communicating virtually
- Delegating with clarity and creating buy-in
- Techniques for virtually driving performance and accountability to create trust and optimal outcomes for both employees’ and the organization’s success

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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### Course: Leading Beyond Project Management
Project Managers looking to take their career to the next level need to acquire additional strategic project management leadership skills that prepare them for senior leadership positions. Delivered in partnership with Schulich Executive Education Centre, York University, this strategic project management course is designed to give experienced PMs exposure to three critical areas of business that will help them demonstrate their ability to lead organizations effectively: Strategy and Strategic Thinking, Communicating Like a Leader, Business Acumen – Thinking Beyond Projects.

**Key Learning Outcomes:**
- Gain familiarity with the strategic planning process
- Discover mechanisms for choosing the right course of action
- Learn key business mindset questions to ask
- Acquire critical thinking skills using proven leadership tools and techniques
- Understand the art of science of making and communicating decisions

**Length:** 6 Days

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<th>Course:</th>
<th>Leading Organizational Change</th>
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Learn strategies to lead others through the change transition process and create understanding, acceptance, and buy-in.

Leading Organizational Change teaches strategies to successfully implement change without sacrificing morale, major losses in productivity and performance. Supervisors and managers will learn the tools they need to optimize communication efforts, guide employees through the emotional reactions to change, and deal effectively with high levels of uncertainty. The course teaches the fundamentals of organization change, common pitfalls, and effective communication strategies. Participants will understand how to interpret employee reactions to change and how to take control, communicate, and manage the transition.

**Key Learning Outcomes**
- Change management best practices
- Common causes of poor transition management, and how to counter them
- Responding effectively to employees’ reactions to change transition
- Guidelines for effective communication and management of change transition
- Creating a detailed assessment of a specific transition in your organization, including how workloads are affected, personal reactions to the change, and pros and cons of responsibility for communicating transition details to employees
- Creating (and practice delivering) an individual communication plan for an organizational transition
- Develop an action plan of next steps for improving transition management

**Length:** 1 Day

| Method of Delivery: In-Class or Video-Conference |

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<th>Course:</th>
<th>Leading with Emotional Intelligence</th>
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Gain an understanding of emotional intelligence as an essential component of leadership effectiveness. Learn how to manage your emotional behaviours and influence those of others to promote healthy collaborations, reduce conflict, and be more resilient in difficult situations.

Emotional intelligence (EQ) is defined as “a set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way.”

In this workshop, participants will complete the EQi 2.0 assessment and learn how to become more fluent in emotional intelligence (EQ) skills and competencies. By gaining an awareness of your own emotional intelligence skills you will grow as a leader and optimize technical leadership skills that will ultimately determine the ability of individuals, teams, and organizations to achieve desired outcomes and results.

Leadership research over the last three decades demonstrates that up to 75% of the competencies required for effective leadership are in the ‘soft skills’ or ‘emotional intelligence’ domain. Emotional Intelligence is not about ‘being emotional’. It is about being aware of how our emotions influence our problem-solving and decision-making skills and how we manage our emotions more effectively for the best possible outcomes, especially when the stakes are high. The technical skills of leadership required to manage projects, change, performance, and people are amplified and optimized when they are supported by a highly developed emotional intelligence.

[www.mun.ca/gardinercentre/](http://www.mun.ca/gardinercentre/)
Key Learning Outcomes:
- Identify the 15 EQ competencies that impact leadership effectiveness using a scientifically validated EQ assessment, the EQi2.0.
- Receive a detailed report on your own EQ competencies.
- Provide a greater understanding of how your current EQ leadership approach impacts the performance, engagement, and productivity of direct reports and other colleagues.
- Learn how to communicate with others, especially in challenging times.
- Recognize and influence behaviours in others so that they can effectively lead projects, change and people performance to achieve desired goals and outcomes.
- Discover new strategies that can improve individual leadership effectiveness.
- Consider which EQ competencies place you most at risk for derailing your leadership effectiveness.
- Gain the tools you need to formulate your own leadership developmental plan.

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Have a question?
Our team is happy to answer your questions and help you choose the right training for your professional development and career goals. Email us at gardinercentre@mun.ca or call 709.864.7977. We would look forward to speaking with you.

Course: Lean Operational Excellence for Service Organizations

Offered in partnership with York University, Schulich Executive Education Centre, Lean Operational Excellence for Service Organizations is a specialized course, on applying Lean principles, tools and techniques to identify and remove any non-value-added activities in your everyday service processes.

In this 3-day course participants will learn how to employ Lean tools and techniques to reduce costs and service delivery times, and drive customer satisfaction and profitability. Participants will discover how to leverage powerful Lean problem-solving tools to manage projects more successfully, drive greater value or enhance continuous improvement initiatives. This course can be very advantageous to organizations that have already deployed Six Sigma strategies, but want to incorporate Lean tools, concepts, and techniques to drive even greater value and success with a blended Lean Six Sigma strategy.

Key Learning Outcomes:
- What is Lean – its measurable benefits and how it can be applied to service and transactional operations
- How to effectively lead "kaizen" Lean projects or events in your organization
- How to effectively construct and use value stream maps
- How to identify and reduce or banish waste in processes
- Typical implementation structure, roles, steps and approaches
- Learn how Lean principles, tools and techniques can be applied to service processes to dramatically improve customer satisfaction
- Learn how to lead Lean events and establish a sustainable Lean culture – the keys to Lean success
- Use case studies, lectures, group discussions and workshops to master the Lean approach for services

Length: 3 Days

Method of Delivery: In-Class or Video-Conference
Course: Management of Ethics and Values for Organizations

Learn how to manage issues related to governance and ethics in your organization by understanding topics including conflicts of interest, codes of conduct, and regulatory compliance.

This course will teach how to develop a process to manage conflicts of interests, codes of conduct and regulatory compliance issues. You will gain a better understanding of how ethics and values must interact with existing business processes – not just on a day-to-day basis but as an important part of your long-term, strategic goals.

Enhance your ability to manage ethics and values in your organization through professional development in:

- Identifying internal processes to help you manage issues of ethics, compliance and codes of conduct
- Developing an Ethical Management Process in your organization
- How to integrate ethics into the management practices of your organization
- Establishing a culture of good business ethics and values
- Fostering trust among your organization’s stakeholders

Key Learning Outcomes:

- What is Lean – its measurable benefits and how it can be applied to service and transactional operations
- How to effectively lead “kaizen” Lean projects or events in your organization
- How to effectively construct and use value stream maps
- How to identify and reduce or banish waste in processes
- Typical implementation structure, roles, steps and approaches
- Learn how Lean principles, tools and techniques can be applied to service processes to dramatically improve customer satisfaction
- Learn how to lead Lean events and establish a sustainable Lean culture – the keys to Lean success
- Use case studies, lectures, group discussions and workshops to master the Lean approach for services

Length: 1 Day

Method of Delivery: In-Class or Video-Conference
## Course: Managing Your Workload

Learn how to ease your workload by organizing and executing your priorities while managing other influences that impact your time and ability to get things done.

Managing Your Workload teaches strategies and tools which can be used in the workplace to guide priority planning and workload balance. Participants learn practical skills to make the most of their day and achieve their goals.

Facilitated discussions, individual reflection, and interactive group activities will lead to a clear realization of the gaps between how it is and how it ought to be. Participants will be challenged to finish the day with a validation of their skill sets and/or a commitment to making changes that will provide more effective results.

**Key Learning Outcomes**
- Develop an understanding of the difference between efficient time management and effective time management.
- Develop strategies to effectively organize work priorities.
- Develop goals to make the most of your time.
- Create the template for a Time Audit to identify inefficiencies and ineffectiveness in your day.
- Improve personal efficiency.
- Develop an understanding of the human biological factors that aid or hinder your effective and efficient use of time.

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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## Course: Managing Difficult Conversations

Successfully prepare for and manage difficult conversations in a way that produces positive outcomes for all parties involved. Difficult conversations are sometimes easier to avoid because of the uncertainty involved in how to confidently lead a difficult conversation.

Whether informing a client the project is late and over budget, or presiding over an unsatisfactory performance review — difficult conversations are inevitable and necessary. In fact, difficult conversations appear in all domains of life: work relationships, leadership roles, and personal relationships. Understanding how to have a difficult conversation is a core competency for organizational and personal success. These conversations provide opportunity to create new, effective ways to attain goals and enhance relationships.

During this interactive workshop, participants will practice strategies for confidently managing, and having, difficult conversations. Participants will be provided with the opportunity to apply these skills in real-time by working through simulated difficult conversations with other participants. This experiential learning approach will build confidence and preparation.

**Key Learning Outcomes:**
- Explore why some conversations are more difficult than others
- Review and apply the three-phase conversations model
- Practice techniques to prepare for a difficult conversation
- Assess and apply the seven-step process for successfully engaging in a courageous conversation
- Discuss the importance of communication and coaching tools such as inquiry, listening, paraphrasing, reframing, and acknowledging
- Realize the impact of assertive messaging and language
- Study the role of emotions and how to manage them during a difficult conversation
- Consider methods for building a culture of accountability
- Use the difficult conversation for follow-up development

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference
Course: Managing Workplace Stress

Learn how to identify, manage, reduce, and even eliminate sources of stress in the workplace to increase organizational productivity, improve morale, and contribute to overall workplace wellness.

Workplace stress is an ever-increasing reality in today's modern work environment. Employees are faced with competing priorities at work and at home, technology-induced demand for access 24/7, and lean staffing which adds to overall workload. These modern stressors, if unmanaged, can affect productivity and the general sense of well-being within an organization. Understanding how to identify the sources of stress and incorporating realistic coping strategies into the work environment will help both employees and organizations enhance overall performance and improve morale. This experiential workshop is designed to help participants identify workplace stressors and develop a stress management plan.

Participants will improve their ability to understand and manage stress in the workplace through professional development in:

- Understanding positive versus negative stress
- Recognizing the four key sources of stress
- Developing insight into "negative stress" concepts
- Differentiating between three major types of stress
- Understanding how to turn negative stressors into positive outcomes
- Identifying quick-fix techniques
- Learning long-term preventative practices
- Charting a stress baseline
- Developing a stress management plan

Length: 2 Days

Method of Delivery: In-Class or Video-Conference

Course: Microsoft Excel Training: Level 1

Microsoft Excel is a powerful tool essential for managing and presenting work-related data. In this course, participants are introduced to the basic functions of Microsoft Excel that will help them to save time, reduce errors, or just feel confident in their technical skills.

The course assumes no prior knowledge of any other spreadsheet-based program.

Key Learning Outcomes

- Introduction to Spreadsheets
- Navigating Excel
- Formatting Font, Cells, and Data
- Conditional Formatting
- Sorting and Filtering Data
- Basic formula syntax and mathematical operators in excel
- Cell references in formulas
- Using the Function Dialogue Box (i.e. SUM, AVERAGE)
- Printing and Saving Workbooks

Length: 2 Days

Method of Delivery: In-Class or Video-Conference
Course: Microsoft Excel Training: Level 2

Microsoft Excel is a powerful tool essential for managing and presenting work-related data. In this course participants will learn to use the Microsoft Excel function tool, create tables and dynamic charts with impact. These skills will help save time, reduce errors, and feel confident in their technical skills.

This course requires basic knowledge and experience with MS Excel. Participants should have an understanding of spreadsheet programs including the layout and composition of workbooks, cell formatting (i.e. date, time, percentage...) and experience navigating within Excel.

Key Learning Outcomes
- Mathematical operators & syntax
- Using absolute and relative references in formulas
- Statistical Functions (i.e. SUM, AVERAGE, COUNT)
- Logical Functions (i.e. SUMIF, IF)
- Data Tables
- Pivot Tables
- Charts & Pivot Charts

Length: 2 Days

Method of Delivery: In-Class or Video-Conference

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Course: Microsoft Excel Training: Level 3

Microsoft Excel is a powerful tool essential for managing and presenting work-related data. In this course, participants will learn how to use logical, look-up and reference functions as well as skills to consolidate, validate, and forecast data. This will help them save time, reduce errors, and feel confident in their technical skills.

This course requires intermediate knowledge and experience with MS Excel. Participants should have an understanding of spreadsheet programs including the layout and composition of workbooks. Experience manipulating spreadsheets, formatting cells, entering formulas, functions (i.e.: SUM, AVERAGE, COUNT, MIN) and knowledge of mathematical operators in Excel.

Key Learning Outcomes
- Logical, Lookup, and Reference Functions
- Text Functions
- Date and Time Functions
- Nested Functions
- Named Ranges
- Using Multiple Worksheets and Workbooks
- Formula Auditing
- Data Validation
- What-If Analysis
- Workbook Collaboration

Length: 2 Days

Method of Delivery: In-Class or Video-Conference
**Course:** Mindful Leadership: A Scientific Approach to Achieving Organizational Excellence

**Part 1: Enhancing Leadership by Adopting a Mindful Mindset**
Competing demands on leaders can lead to difficulty focusing attention and time—this can jeopardize a leader’s mental health and that of their employees. Adopting a mindful mindset can help leaders maintain a continued focus on present-moment tasks and distance themselves from outside stimuli. Mindfulness also increases the ability to remain resilient in challenging situations. This course will examine what mindful leadership is and how it can help leaders become more productive and focused and increase resiliency in response to challenges.

**Key Takeaways**
- Define the mindful leader and realize the benefits of mindfulness for leaders and organizations
- Practice mindfulness in action to experience its payoffs
- Create methods for introducing the practice of mindfulness in your organization

**Part 2: Guiding Organizational Development with a Strategic Mindset**
Strategy is an essential component of an organization’s success, and how strategically a leader can think, and act is imperative to moving an organization forward. This course teaches strategy focused planning tools, such as conducting an environmental scan to assess internal and external strengths, weaknesses, opportunities, and threats (SWOT) and completing a full SWOT analysis. Participants will also master the unique GROW goal setting model to create a path forward on team goals.

**Key Takeaways**
- Recognize how to conduct an environmental scan to uncover strengths, weaknesses, opportunities, and threats (SWOT)
- Be able to complete a SWOT analysis with your team (strengths, weakness, opportunities, threats)
- Use the GROW coaching model to motivate employees to set and realize goals

**Part 3: Leading with an Engagement Focused Mindset**
Positive Psychology researches have determined the conditions, methods and factors that increase workplace engagement and motivation. This course reveals the research on workplace engagement, enabling leaders to broaden awareness about what they can do to boost employee engagement. The research findings are practical, allowing leaders to readily apply the findings in their organizations. The course also shares a unique team engagement exercise called The Best Possible Team.

**Key Takeaways**
- Assess research findings of workplace engagement to gain a better understanding of what motivates and engages employees
- Review the workplace engagement method, Job Crafting, as a ‘teach-back’ tool to share with employees
- Practice a team engagement building exercise to develop a new, shared understanding of team engagement at its best

**Length:** 3 Days

**Method of Delivery:** In-Class or Video-Conference

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**Course:** NFP Government Essentials

The NFP Governance Essentials Program for directors of Not-for-Profit Organizations, presented by RBC Foundation, was jointly developed by the Rotman School of Management and the Institute of Corporate Directors.

The NFP Program is an intensive 2-day program taught by prominent faculty and some of Canada's most accomplished directors of not-for-profit organizations. This innovative program provides learning on key accountabilities and responsibilities of not-for-profit leaders. A limited number of RBC Foundation scholarships are available.

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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[www.mun.ca/gardinercentre/](http://www.mun.ca/gardinercentre/)
### Course: Organizational Practices to Improve Gender Equity in Leadership Roles

Gender equity in leadership positions is strongly linked to increased innovation and business performance. Learn ways your organization can make the most of its leadership talent and diverse skills by moving towards greater gender equity.

Studies show that firms with greater gender equity are more innovative, socially responsible and profitable than less gender diverse firms. Businesses today are making conscious efforts to diversify their leadership by engaging, enabling and empowering equity for all. This requires ensuring fairness of treatment for women and men according to their respective needs.

This interactive one-day course is designed to provide organizational decision-makers and influencers with current practices to enable a move towards greater gender balance in their leadership ranks. Participants will gain a better understanding of the barriers that exist and discover actions that can mitigate these obstacles.

**Key Learning Outcomes**
- Understand the facts of gender equity in terms of leadership roles
- Explore the business case for promoting gender equity in leadership
- Understand unconscious bias and other barriers
- Learn the types of organizational and management practices that can mitigate these barriers
- Compare what your organization is doing now with what it could be doing better
- Create a plan for your organization to move forward to achieve gender equity in leadership roles

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

### Course: Performance Coaching and Development

Learn the process for effective performance management and development of your employees.

Performance Coaching and Development teaches the tools and techniques for providing constructive performance feedback, as well as a step-by-step approach to coaching employees to achieve peak performance. The course explores the concept of a team and the importance of goal setting, accountability, performance measurement, and performance coaching to an individual or team’s success. Participants will understand legal requirements and their impact on the development and application of coaching techniques. The course also teaches the concepts of formal and informal coaching, techniques for building performance confidence, and how to manage poor performance.

The course provides hands-on practice of coaching and feedback techniques which build confidence and competency for the participants. Immediate feedback from peers and the instructor provides opportunities for self-improvement.

**Key Learning Outcomes**
- Understanding the concept of coaching and the impact on employee performance
- The importance of goal setting and confidence in employee development
- How to improve employee feedback skills
- The dos and don’ts of performance feedback
- The importance of effective formal and informal coaching
- A step-by-step approach to employee coaching

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference
Course: Positive Psychology at Work: 4 Ways to Enrich Your Team Culture

Given that the average person spends 60 percent of their time at work, organizations play a pivotal role in supporting employees' physical, emotional, and cognitive well-being. Practicing positive psychology in the workplace can result in teams performing better, being more motivated, and responding more positively to customers and clients. In short – happier teams make for better business.

This dynamic, half-day virtual instructor led course, will introduce positive psychology in the workplace and focus specifically on the evidence-based model for workplace well-being, known as PERMA: Positive emotions, Engagement, Relationships, Meaning, and Accomplishment. Participants will understand how positive psychology influences the work environment and will be able to implement one strategy from the PERMA model within their team or workplace.

Key Learning Outcomes
- Assess and review research findings on well-being at work.
- Explore each of the five PERMA components.
- Practice a strategy for each PERMA component to bring back to the workplace.

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Course: Presentation Skills: Speaking with Confidence

The Presentation Skills course provides participants with the techniques needed to prepare, plan, and deliver professional presentations. The course provides a supportive environment with ample opportunity to practice speaking on a variety of subjects. Immediate feedback is provided by the facilitator, fellow participants and through review of recorded practice presentations. Participants receive individual direction for improving speaking skills, increasing their confidence and comfort level when in front of an audience.

Key Learning Outcomes
- Understand how to prepare an effective presentation
- Learn how to present with confidence in front of an audience
- Benefit from practice and immediate audience evaluation
- Build professional image
- Improve organizational effectiveness
- Build your self-confidence: Know you can do it!

Length: 2 Days

Method of Delivery: In-Class or Video-Conference
**Course:** Privacy: It’s Your Business

Ensure you are complying with privacy and data collection laws that govern the collection and use of personal information gathered from customers and employees.

As consumers, clients, customers, citizens and patients, people are increasingly concerned about their privacy – where their personal information is ending up, who’s using it, and for what purpose. Companies and organizations need to ensure their business practices comply with privacy and data protection laws. This course will set you on track to protect the privacy of your most important assets – the customers and clients you serve and the employees who make your organization work.

Participants will improve their understanding and application of privacy and data collection laws and practices through professional development in:

- Understanding the 10 fundamental principles of privacy protection
- How to develop a privacy plan for your business
- Identifying the essential elements of a privacy policy
- Making your contractual relationships privacy-prepared
- Knowing the top privacy risks faced by Canadian businesses

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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**Course:** Professional Resilience: Building Skills to Thrive in Challenging Times

The world is facing unprecedented challenges on a global scale, impacting individuals, regions, and communities. Our ability to be resilient during challenges and adversity is shaped by many factors, including our coping style and level of personal resilience. Yet, research reveals that through training and practice, it is possible to become more resilient – and there has perhaps been no better time when cultivating resilience has mattered more!

In this instructor led online course, participants will explore the six pillars of resilience, ultimately learning how to better master, adapt to, and recover from challenges. Through breakout sessions that include collaborative work, worksheets, and small-group discussion, Gardiner Centre’s Professional Resilience course will equip participants to view challenges less as unmanageable threats, and more as challenges to be mastered.

**Key Learning Outcomes:**

- Review the six pillars of resilience and how each can be used to improve your resilience level.
- Assess adversity coping styles and practice methods to improve your response to adversity.
- Practice resilience building activities to improve negative thought patterns, cultivate mental strength, and create optimistic, healthy thinking strategies.
- Build a resilience plan that is centered around active coping and optimistic thinking styles.

**Length:** ½ day

**Method of Delivery:** In-Class or Video-Conference
Course: Preventing Workplace Harassment and Violence

Workplace harassment and violence can have disastrous outcomes for office environments. Learn to reduce its occurrence through prevention and understanding policies.

Workplace harassment and violence is something that can occur in any workplace, stemming from various job-related and interpersonal issues. Whatever the reason, harassment and violence in the workplace is costly to people and organizations, and toxic. In addition to human rights legislation, Newfoundland and Labrador, employers are legally required to have policies and training in place to prevent workplace harassment and violence as a part of organizational health and safety legislation.

While being aware of what constitutes workplace harassment and violence is important, creating a culture of behaviour that minimizes and prevents it over time is critical. Participants will learn terms associated with workplace harassment and violence, recognize the many factors that contribute to its occurrence and learn the key skills to create a positive work environment that is less susceptible to it. This two-day, highly interactive workshop features scenario-based practice combined with personal reflection and group discussion.

Key Learning Outcomes: Workplace Mistreatment – Harassment Awareness
- Define what does and does not constitute workplace mistreatment, harassment, bullying, and ostracism.
- Evaluate implications for targets, witnesses, and instigators of workplace mistreatment.
- Identify employee rights and responsibilities.
- Examine the behaviors and skills that, if incorporated into workplace behaviors, reduce, or preclude the occurrence of workplace mistreatment.

Key Learning Outcomes: Stress Management
- Realize the impact of stress on health and safety in the workplace.
- Develop awareness of the lifestyle choices that impact well-being, and productivity and how these choices can initiate workplace harassment and violence.
- Apply stress management strategies to mitigate the negative outcomes of workplace harassment and violence.
- Recognize the different types of stressors and their triggers and how to prevent and remove them.

Key Learning Outcomes: Communications and Conflict Management
- Review the role of supportive communication in the context of workplace harassment and violence.
- Learn the principles of supportive communication.
- Identify one’s own skill level and understanding of supportive communication and conflict management styles.
- Review the types of conflict, the conflict escalation cycle and the outcome of conflict in the workplace.
- Recognize the sources of conflict and which ones are more likely to escalate to workplace mistreatment.
- Apply conflict resolution strategies in a constructive way to prevent conflict escalation.
- Practice effective communication, listening and creative problem-solving skills to reduce the occurrence of conflict.

Length: 2 Days

Method of Delivery: In-Class or Video-Conference
## Course: Providing Exceptional Customer Service

Learn how to develop customer service competencies that truly surpass your customer’s expectations and give you the edge you need to be a successful business.

Each and every one of us serves clients, whether we realize it or not. Maybe you’re on the front lines of a company, serving the people who buy your products. Perhaps you’re an accountant, serving the employees by producing their pay checks and keeping the company running. Or maybe you’re a company owner, serving your staff and your customers. This course will examine all types of customers and evaluate how you can serve them better and improve your organization in the process. Participants will be provided the fundamental skill-sets to conduct in-person and over the phone techniques, deal with difficult customers, and generate repeat business.

### Key Learning Outcomes

- Who We Are and What We Do in Customer Service
- Establishing Your Attitude
- Identifying and Addressing Customer Needs
- In-Person Customer Service
- Giving Client Service over the Phone
- Providing Electronic Customer Service
- Recovering Difficult Customers
- Understanding When to Escalate
- How to WOW Customers Every Time

### Length: 1 Day

**Method of Delivery:** In-Class or Video-Conference

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## Course: Professional Editing Skills and Effective E-Communication

Writing your message does not depend on what you write, but rather how you write. Writing clean, well-written, impactful sentences that create flow and readability influences how your reader processes your message. This course shares insights into the editing process for email and other forms of written communication. Learn how to use your words to influence!

### Key Learning Outcomes

- Improve the quality and clarity of their messages, sentences, paragraphs, and words.
- Assess how to adapt their writing to an intended audience.
- Develop strategies for editing e-mails, reports, and letters more clearly, concisely, and effectively.

### Length: 1 Day

**Method of Delivery:** In-Class or Video-Conference
Course: Project Auditing

Learn how to audit and monitor projects to assess project progress, identify and address problems, and establish best practices to ensure future project success.

If a project fails to achieve time and budget goals, the outcome can pose a significant threat to the strategic direction and financial viability of an organization. Conducting a project audit during project execution will ensure that a project is on track. The audit will uncover the issues, concerns and challenges that the project team may be encountering that could jeopardize successful execution. A project audit will identify what is going well and what needs to be improved within the project to successfully complete it. In this way, it helps a struggling project get back on track quickly. At the close of a project, a project audit can help to develop success criteria for future projects by providing a forensic review.

Learn how to conduct an in-depth project audit that will help you get your project back on track quickly. This includes: identifying the elements of a project you should be auditing, how to complete a risk assessment on a project, how to develop and report on the audit findings in a way that will ensure that the report findings get implemented.

Case examples will be used during this course to engage participants throughout the major stages of a project audit. Learn from other participants as well as stories, examples and the instructor’s real-world consulting and project auditing experiences!

Details

- Understand how to get a project that’s in crisis back on track.
- Discover how to complete an effective project audit from beginning to end that will:
  - Uncover opportunities for successful completion of a project or program within the constraints of time, budget, and customer expectations.
  - Identify issues, concerns and challenges preventing program and project success.
  - Find out how to uncover leadership’s "success criteria" for the program audit so that you are able to meet management’s individual and collective needs.
  - Know how to plan the audit and conduct interviews with: steering committee members, sponsors, project team members and key stakeholders who will be impacted by the program to clarify expectations.
  - Learn how to analyze a project to get to the root cause of problems and opportunities.
  - Review the project’s risk management process.
  - Examine the project’s change management process.
  - Discover how to audit the project’s quality.
  - Audit the project’s methodology, processes, tools, and templates.
  - Apply the Project Management Institute’s (PMI) Project Management Body of Knowledge (PMBOK) and ISO 10006:2003 Guidelines for Quality Management in Projects to project audits.
  - Analyze the project schedules, budgets, and quality performance.
  - Determine how to prepare a project audit report to management with specific recommendations for overall performance improvement of the project.

Length: 2 Days

Method of Delivery: In-Class or Video-Conference

www.mun.ca/gardinercentre/
### Providing Exceptional Customer Service

Learn how to develop customer service competencies that truly surpass your customer's expectations and give you the edge you need to be a successful business.

Each and every one of us serves clients, whether we realize it or not. Maybe you’re on the front lines of a company, serving the people who buy your products. Perhaps you’re an accountant, serving the employees by producing their pay checks and keeping the company running. Or maybe you’re a company owner, serving your staff and your customers.

This course will examine all types of customers and evaluate how you can serve them better and improve your organization in the process. Participants will be provided the fundamental skill-sets to conduct in-person and over the phone techniques, deal with difficult customers, and generate repeat business.

**Key Learning Outcomes**
- Who We Are and What We Do in Customer Service
- Establishing Your Attitude
- Identifying and Addressing Customer Needs
- In-Person Customer Service
- Giving Client Service over the Phone
- Providing Electronic Customer Service
- Recovering Difficult Customers
- Understanding When to Escalate
- How to WOW Customers Every Time

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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### Strategic Risk Management

Master the frameworks for identifying, assessing, acting on, and communicating risk issues in order to plan for the future.

The Strategic Risk Management course identifies recent innovations in risk management approaches and focuses on using risk management processes and tools for organizational success. Participants will learn how to be proactive in identifying and managing risk to improve decision-making, increase capacity and enhance performance. Risk in projects, initiatives and policy development are also explored to understand how to ensure benefits and maximize value for the organization.

**Key Learning Outcomes**
- Assess the meaning of risk and how risk affects all aspects of an organization
- Define your role in risk management
- Develop an organizational risk profile
- Identify risk in your organization and incorporate the assessment of these risks into your strategic planning
- Improve risk response decisions and incorporate risk management in project planning and execution
- Translate your organizational values and objectives into daily actions focused on success and future planning

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference
# Course: Strategies for Building a High-Performing Team

Lead your team to improved levels of performance excellence.

A high performing team is one that shares common goals, fosters collaboration and open communication and has a strong level of trust amongst its members. Strategies for Building a High-Performing Team will train employers in the team-building strategies that lead to team success, improved efficiency and enhanced team morale. Participants will review models of highly effective teams and the role of workplace culture in team development. Participants will also examine potential areas of team conflict and develop communication tools to identify and overcome these conflicts.

**Key Learning Outcomes**
- Identify the stages of team development
- Review the enabling workplace culture conditions that set up team success
- Practice strategies to enhance team collaboration and effectiveness
- Assess the components of open communication and collaboration
- Promote an environment where all employees feel valued as a team member
- Master strategies to help manage team conflict and resolve issues quickly

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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# Course: Technical Writing

Learn how to enhance your technical documentation by writing with clarity, brevity, and accuracy for the intended audience. Technical writing conveys information about a technical subject to a specific audience for a specific purpose. It can prompt change, guide decisions, educate readers or offer instruction. In this course, you will learn to produce clearly written, accurate and comprehensive technical documents for your audiences.

**Key Learning Outcomes**
- Understand the differences between technical writing and other styles of writing
- Define the steps involved in organizing a technical writing project
- Describe the role of planning, scheduling, style guides and editing
- Understand how to present information in technical documentation
- Develop user-friendly technical documents
- Recognize the structures and style which work best for technical documentation
- Understand the technical writing process

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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[www.mun.ca/gardinercentre/]
Course: The Critical Thinking Approach for Better Problem Solving

Develop critical thinking skills to make better decisions and rationally apply information to get the best possible results.

Critical thinking relates to our thought processes, how we make decisions, how we use our judgment, and how we take action to solve problems. Successful problem-solvers tend to use the same type of thinking processes to identify and implement the solutions to their problems. This process works for any kind of problem - large or small. In this course you will learn the critical thinking skills to ask the right questions, evaluate the information, and apply problem solving techniques to make informed decisions.

Key Learning Outcomes
- Understanding the benefits and pitfalls to making decisions, both individually and in teams
- Recognizing the decision-making shortcuts and errors that plague poor decisions
- Evaluating information using critical thinking skills
- The types of information to gather and key questions to ask in problem solving
- Evaluating potential solutions against criteria to understand the consequences and trade-offs of each choice
- How to identify the tasks and resources necessary to implement solutions
- Learning how to implement decisions so that they are perceived as fair

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Have a question?
Our team is happy to answer your questions and help you choose the right training for your professional development and career goals. Email us at gardinercentre@mun.ca or call 709.864.7977. We would look forward to speaking with you.
Course: Think on Your Feet

Structure your ideas simply and persuasively, target listeners’ core concerns, and avoid information overload.

Think on Your Feet® is an interactive course that is filled with practice, coaching, and feedback. Participants master the ability to organize and present their ideas quickly and with clarity, brevity, and impact.

Think on Your Feet® is an internationally acclaimed course from education provider McLuhan & Davies. McLuhan & Davies is a Project Management Institute (PMI) Global Registered Service Provider. This course qualifies for Personal Development Units (PDUs) towards your PMP and Gold Seal certifications.

Build your public speaking and presentation skills through professional development in:
- Structuring ideas persuasively
- Supporting ideas with memorable examples
- Targeting listeners’ concerns
- Simplifying complex information
- Avoiding information overload
- Getting to the point and being remembered
- Handling objections
- Answering questions quickly and coherently
- Dealing with hostile situations and emotional issues

Key Learning Outcomes
- Techniques to communicate and respond with confidence
- Know how to organize your thoughts to communicate more effectively
- Techniques for building succinct, structured responses
- Techniques to approach difficult questions
- Strategies that increase efficiency in preparing presentations and other business communications

Length: 2 Days

Method of Delivery: In-Class or Video-Conference

Course: Training the Trainer

Learn the process for creating training programs that are relevant, effective and maximize the transfer of knowledge.

Training is one of the most important ways to improve performance and efficiencies in the workplace. A successful training program conveys information in a way that is retained and can be applied by the learner. This three-day Training the Trainer course provides you with a comprehensive understanding of the entire training process. Using evidenced-based practices, participants will gain the knowledge, skills, and tools required to assess training needs, design effective training, and evaluate training programs that will maximize the transfer and application of knowledge.

Key Learning Outcomes
- Understand the principles of adult learning and how to integrate these into your programs
- Learn how to assess organizational training needs
- Learn how different learning styles impact the training approach
- Enhance your proficiency in moving from the training needs assessment to determining appropriate delivery options
- Maximize transfer from training to application in the workplace
- Evaluate the effectiveness of training programs

Length: 3 Days

Method of Delivery: In-Class or Video-Conference
### Course: Using Personal Resilience to Cope with Crisis

The world is facing adversity on a global scale, impacting all regions and communities. How we respond as individuals impacts our personal ability to cope and our efforts to help those around us. Our response to adversity is often based on our personal level of resilience. Like a new habit, or training a muscle, resilience can be enhanced through practice and effort. In this Gardiner Centre instructor-led online course, participants will explore the defining factors of resilience and practice resilience building activities to cultivate mental strength and endurance during adversity.

**Key Learning Outcomes**
- Review the definition and factors of resilience.
- Assess how your personal coping style influences how you respond to crisis.
- Practice resilience building activities that will improve negative thought patterns, cultivate mental strength, and change your response and mindset toward challenging events.
- Build a resilience plan that is centered around active coping and optimistic thinking styles.

**Length:** 1.5 Hours

**Method of Delivery:** In-Class or Video-Conference

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### Course: Understanding Financial Statements

Learn the fundamentals of financial statements and how you can use this information to confidently make financial decisions. Without a background in accounting, reading, interpreting and analyzing accounting information can feel like learning a new language. Gaining an understanding of financial statements and what the numbers really mean will give you the accounting savvy you need to be able to speak and interpret the language. Understanding Financial Statements guides participants through the objectives and limitations of financial statements and teaches the basics of accrual accounting and cash flows. No previous knowledge of accounting is necessary to attend this course.

**Key Learning Outcomes**
- Interpreting the three general-purpose financial statements: balance sheet, income statement and statement of cash flows
- Using financial accounting information to make more informed decisions
- Identifying the objectives and limitations of financial accounting and general financial statements
- Gaining knowledge of accrual accounting and cash flows
- Discussing financial statements more effectively and confidently

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference

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### Course: Understanding Personality Types in the Workplace - Using MBTI

Gain a better understanding of how personality type affects decision making, communications, and work relationships. The Myers-Briggs Type Indicator (MBTI®) is considered the most widely used personality assessment tool of its kind. It focuses on four distinct preferences of personality: how you are energized, how you prefer to take in information, how you prefer to make decisions, and how much structure you prefer around you.

Understanding Personality Types in the Workplace – Using MBTI® helps managers, supervisors and professionals to strengthen their management, coaching, leadership and conflict management skills by learning the basics of type theory and personality preferences. This course uses a hands-on, practical learning technique with participants working through a series of worksheets, activities, discussions, and case studies.

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference
Course: Virtual Networking and Selling – Adapting to the New Normal

Virtual selling is now fundamental to growth in a "next normal" market where the coronavirus pandemic forced billions of consumers, customers, employees, and salespeople to stay home. In the rush to enable remote sales teams, many have forgotten the fact that virtual selling offers growth-oriented companies and their salespeople, the potential to transform sales performance and accelerate growth. Properly designed and equipped, virtual selling approaches can dramatically enhance sales coverage, control, and cost effectiveness of business to business sales processes, while offering buyers the speed of response and experiences they demand. The Virtual Selling and Networking program will provide participants with the knowledge and skills to be successful in a new sales environment with a focus on networking, relationship building and winning sales.

The following topics will be covered in the program:
- Just like that, it all changed...or did it?
- How business customers buy and who’s involved - it’s not what it used to be
- Defining value in customer’s terms
- How do business to business salespeople stay relevant - increasing importance of a sales process/methodology
- Local, regional and global sales approaches
- The binary nature of selling during the COVID-19 pandemic period
- Expect delays and know how to keep the buying process moving
- The 4 most important virtual selling tools and how to use them
- Building relationships...virtually
- Virtual selling is still selling!

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Course: Working in a Multigenerational Environment

Working in a Multigenerational Environment explores the impact of having four generations of employees working together. Much debate and potential conflict can result from the perceived differences between different generations of employees. This course explores these perceptions and highlights strategies that can be used to challenge misperceptions and to work more effectively as a team. Using case scenarios and other skill building exercises, participants will enhance competencies in managing multi-generations.

Key Learning Outcomes
- Examine the attitudes, values, and expectations of the different generations in the workplace.
- Explore what motivates each generation.
- Assess how various leadership styles work to motivate and engage each generation.
- Apply strategies to create an environment that is accepting and respectful of generational differences.
- Recognize how to build on the strengths that different perspectives in the workplace bring.
- Review and apply the critical steps to leading a multigenerational organization to success.

Length: 1 Day

Method of Delivery: In-Class or Video-Conference

Have a question?
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### Course: Women in Leadership: Recognizing the Challenges and Strengthening your Advantages

This interactive 2-day course discusses ways to overcome the challenges faced by many women who want to advance to higher levels in their organization. Studies show that women leaders tend to have many qualities that are aspects of transformational leadership, which is recognized as one of the most effective leadership styles. This course will help you develop and strengthen your own leadership style and will explore the role gender plays in leadership abilities. Using self-assessment feedback and discussion, participants will create individualized plans for leadership development that incorporate solutions to their potential barriers.

**Key Learning Outcomes**
- Discover your personal leadership strengths and how gender can influence the perception of these strengths
- Define and explore the qualities and behaviours of effective leaders and how gender influences the perception of these qualities
- Discuss challenges for women & identify solutions (individual, organizational, and societal) to moving into a leadership role
- Learn techniques related to negotiation, communication, networking and work/life integration that can be used to address challenges for women in or aspiring to leadership roles
- Create an individualized leadership development plan with specific goals that incorporates solutions to potential barriers

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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### Course: Writing Successful Proposals

Learn the steps in proposal writing and understand the skills you need to create an effective pitch that best represents your winning project for any professional discipline.

Writing Successful Proposals guides participants through the process of building your case and selling your idea. A proposal is often an organization’s first impression to a prospective client or funder. Whether you are responding to an RFP, applying for a grant, or submitting a proposal for your product or service, being able to prepare a solid proposal helps you stand out from the competition and increases your chance of success.

This practical, how-to course develops your ability to identify and employ the best-practices of proposal writing. On day one, you will learn the concepts and procedures to write a detailed proposal and on day two, you will put theory into practice by crafting and assessing a business proposal.

**Key Learning Outcomes**
- Researching the background for and the topic of a proposal
- Information gathering for details required in a proposal
- Planning the content of a proposal
- Structure for maximum impact and influence
- Writing persuasively for your audience
- Calculating appropriate budgets and presenting numbers
- Editing and evaluating content for correctness, conciseness, and customer focus
- Common mistakes and best practices

**Length:** 2 Days

**Method of Delivery:** In-Class or Video-Conference
### Course: Zoom Meetings: Developing and Delivering Seamless Virtual Events

In this virtual world, organizations and teams must redesign how they execute what were once successful face-to-face events. Mastering the technology has become vital in delivering seamless online events for any occasion. The Zoom Meetings course will take an in-depth look at Zoom features, establish roles and responsibilities within the meeting, and provide communication best practices. Participants will solidify their knowledge and build confidence through hands-on practice and event simulation.

**Key Learning Outcomes**

- Host Types
- Meeting Roles
- Waiting Rooms
- Meeting Rooms
- Event mapping
- Optimizing Meeting Settings
- Best Communication Practices
- Do’s and Don’ts of virtual meetings
- Event Simulation

**Length:** 1 Day

**Method of Delivery:** In-Class or Video-Conference

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**Thank you for choosing Gardiner Centre as your professional development training provider!**