The Go-To Centre for Workplace Training

Gardiner Centre is committed to supporting organizations from all sectors by offering professional development courses and programs that are practical, interactive, and leading edge. Participants benefit by networking with other professionals from various sectors to share ideas and experiences. Training can take place at an organization’s location, Gardiner Centre, or online. Gardiner Centre has a strong reputation for being the “go-to” resource.

Premier Training Delivery

Gardiner Centre’s in-person training takes place at Memorial University’s Signal Hill Campus. Our training facility is custom designed to provide everything you need to ensure a relaxing and energizing atmosphere conducive to learning.

Gardiner Centre also delivers instructor-led virtual training using Zoom, WebEx, and Microsoft Teams training delivery platforms.

Why Choose Gardiner Centre?

Gardiner Centre is an award-winning professional development hub connecting organizations and individuals with learning experiences that advance leadership and business excellence. With a comprehensive suite of courses and programs to choose from, professional development at Gardiner Centre will advance your organizational and individual professional goals.

Courses and programs are available for individual registration, year-round and will enhance your knowledge and skills in a specific topic area. Gardiner Centre also provides custom team training for organizations – custom team training can foster team unity and renew a team’s commitment to organizational goals.

Grow your business, stimulate personal growth, and inspire change with professional development training from Gardiner Centre!

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Add Executive Coaching to Your Training

Executive Coaching can equip you with the knowledge, skills, and insights needed to achieve specific business goals and to improve professional growth and performance. Gardiner Centre is pleased to offer executive coaching sessions as an addition to your team training.

Our Executive Coaching sessions are tailored to the participant’s unique needs and ensures the highest possible benefits are realized during the coaching sessions. Our executive coaches provide personalized direction to an individual’s professional development needs and help identify and leverage individual strengths and capabilities.

Research shows that executive coaching can lead to increased organizational effectiveness and profitability. Experience it for your team – contact Susan Arscott at sarscott@mun.ca if you would like to explore this additional option.

Reach your professional goals, grow your business, and advance your career with training from Gardiner Centre!

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Tuition Assistance Available

Gardiner Centre is an approved third-party training provider for the Canada – Newfoundland and Labrador Job Grant Program.

The Canada – Newfoundland and Labrador Job Grant Program provides financial assistance to private and non-profit employers to offset the cost of providing training to new or current employees. Eligible employers can receive up to a maximum of $10,000 per year towards training an existing employee and up to a maximum of $15,000 for training an unemployed participant.

Eligible costs include:
- Tuition fees, or fees charged by the training provider
- Mandatory student fees
- Textbooks, software, supplies and other required materials
- Examination fees
- Travel costs, under certain circumstances

Canada-NL Job Grant

The program provides up to a maximum of $10,000 per year towards training an existing employee and up to a maximum of $15,000 for training an unemployed participant. The employer contributes at least one-third to the cost of training, with the exception of an unemployed participant. The employer must have a job for all participants at the end of training.

Click here for more information.

Please note, you will need an official quote from Gardiner Centre when applying. Click Here to Request Your Official Quote.

Funding for participants from other provinces may be available through provincial or territorial governments.

Atlantic Immigrant Career Load Fund

The Atlantic Immigrant Career Loan Fund (AICLF) assists internationally trained immigrants (Permanent residents or immigrant citizens) by overcoming financial barriers enabling them to:
- Retrain to enter the workforce/work in their occupations or related fields
- Completing short term education
- Becoming licenced to practice in their field

Click here to learn more about this funding opportunity or contact AXIS Career Services | Association for New Canadians Program Coordinator, Ryan Power at r.power@axiscareers.net
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Certificate Programs

Advanced Administrative Professionals Program (NEW PROGRAM!)

This 6 day program will provide you with the confidence and influence in your administrative professional role, strengthen communication across all levels of your organization, and teach you to apply leadership strategies that can help you better manage these varied responsibilities. Includes 1 hour of personal development coaching.

Key Learning Outcomes

- Maximizing and improving workplace relationships
- Expanding communication skills and outreach at all levels
- Projecting confidence and building influence with those around you
- Mastering leadership strategies to apply in challenging situations
- Managing multiple events and projects in an efficient and effective way
- Responding to, understanding, and adapting to organization

This program qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
Advanced Leadership Program

The Advanced Leadership Program supports senior leaders, or soon-to-be senior leaders, who want to improve performance, empower teams, grow organizations, and succeed in the competitive environment in which they operate. This 14 day program is proven to build leaders who are more strategic, innovative, motivational, and valued contributors to their organizations on a broader level. If you have a minimum of five years of experience as a middle or senior manager and are looking to advance to more senior roles in your organization, this program is perfect for you! Includes 3 hours of one-on-one executive coaching.

Key Learning Outcomes

- Build critical leadership skills
- Experience one-on-one executive coaching
- Improve strategic communication skills
- Foster committed teams
- Drive organizational change and success
- Collaborate with top-notch industry peers and grow your network

Directors Education Program

The Directors Education Program 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 including Gardiner Centre, Faculty of Business Administration, Memorial University. Complemented by some of Canada’s most accomplished and highly respected directors-in-residence, this 12 day program 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.

Key Learning Outcomes

- Gain a comprehensive overview of fundamental board tasks and processes, including director legal duties and responsibilities, overseeing strategic decisions, and managing group dynamics and decision-making in the boardroom
- Review the board’s responsibility to oversee and monitor financial performance, health, and disclosure, as well as how to effectively organize and run audit committees
- Examine the board’s role in enhancing human performance, including the appointment, evaluation, compensation, and renewal of the executive team
- Assess the oversight of risk, including enterprise risk, cybersecurity, and reputational risk

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Human Resource Professional Program

The Human Resources Professional Program features human resource topics designed to help you manage organizational talent and performance. As a result of this 11 day 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.

Key Learning Outcomes

- Strengthen human resource management competencies
- Define your role in human resource planning
- Learn practical human resource planning skills
- Contribute to the strategic direction of the organization
- Understand the value of employee coaching
- Motivate employees to achieve personal and organizational success
- Advance your HR career

Immigration Policies Certificate Program

Immigration is at the centre of Canadian culture and industry. Your business or organization will need to be well-positioned to avail of the opportunities that will come from this evolving landscape. You will need to ensure your staff possess the knowledge and expertise required about immigration laws, policies, and procedures to make the most of these social and economic opportunities. This 6.5 day program is intended to help employers, municipalities, organizations, and other entities planning to work with newcomers to develop a more comprehensive understanding of Newfoundland and Labrador’s immigration landscape. You will gain a deep understanding of Canada’s immigration law and regulations, and Newfoundland and Labrador’s immigration policies and procedures, as well as gain the knowledge and skills necessary for successful practice in a variety of professional immigration roles.

Guided by expert facilitators working in the field, this certificate program will prepare and enable individuals, businesses and organizations across all sectors, to learn essential knowledge on immigration legislation, regulations, and programs. This program is designed for individuals looking to enter Newfoundland and Labrador’s immigration sector and those seeking to enhance their existing skills and competencies regarding Canada’s and Newfoundland and Labrador’s immigration system.

Key Learning Outcomes

- Develop a comprehensive understanding of immigration legislation (Immigration and Refugee Protection Act – IRPA) and regulations (Immigration and Refugee Protection Regulations – IRPR) governing Canada’s immigration
- Clearly distinguish the separate roles between federal and provincial government, such as the difference between permanent and temporary residents, the Provincial Nominee Program, the Atlantic Immigration Pilot Program, federal pathways, labour market integration, and more
- Be able to better direct immigrants to the appropriate departments, services, and offices they will need.
- Build practical intercultural communication skills to support and assist employees new to Canada and prepare your workplace for diversity
- Know the role of ICCRC and relevant legislation and regulations

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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 6 day program focuses on applying techniques to establish positive dialogue, build common ground, find successful alternatives and build relationships.

Key Learning Outcomes

- Improve employee relations and workplace environment
- Discover the best strategies to prevent unnecessary workplace conflict
- Learn how to plan and prepare for challenging conversations
- Learn practical negotiating tools and strategies
- Improve overall internal and external communications
- Become more aware of your behaviour, influencing styles, body language and the impact you have on others

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. This 9 day 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.

Key Learning Outcomes

- Achieve business growth
- Make strategic business decisions
- Review and analyze the components of financial statements and translate it to operational activities
- Analyze market conditions and develop a marketing strategy
- Manage capacity and resources
- Better present yourself professionally, network, influence others, and facilitate meetings

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Mastering Microsoft Excel Program

Microsoft Excel is used by an estimated 750 million users worldwide. A more staggering statistic tells us that approximately 81% of workplaces use Excel to help their business run smoothly and make informed decisions. Excel is a flexible and dynamic program that allows users to present information and analyze data with efficiency and professionalism. The Mastering Microsoft Excel program certificate elevates the skills of the user from beginner to advanced. In this 3 day program, participants will learn to expertly navigate the software, execute functions to support their organization and build confidence in analyzing, manipulating and presenting accurate data and information.

Key Learning Outcomes

- Be comfortable navigating the Excel user interface, entering, manipulating, and formatting data
- Use formulas and functions to perform calculations on data
- Analyze data and present the results in a user-friendly way
- Create charts and tables that effectively summarize raw data
- Automate choices and data lookups using functions

Masters Certificate in Project Management

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! Includes online PMP prep modules.

Key Learning Outcomes

- Better manage your projects, from planning and team building to quality and cost management
- 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
- 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

This program qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
Personal Leadership Development Program

While 83% of organizations agree that it is important to develop leaders at all levels of the organization, they also recognize that the benefits of personal leadership development reach far beyond the workplace. The Personal Leadership Development Program will broaden leadership strategies beyond performance and communication to enable participants to make confident decisions and take action. This 5 day program taps into an authentic, connected and emotionally tuned-in leadership mindset that boosts commitment to achieving professional visions and personal goals. This program will enhance your workplace culture by leading participants in exploring personal leadership styles, adopting appreciative practices, and incorporating mindfulness and wellness. The result? Your workplace culture will thrive, becoming healthier, inspired, and energized.

Key Learning Outcomes

- Recognize and influence behaviours in others in order to effectively lead projects, effect change, and enhance team performance to achieve desired goals and outcomes
- Understand personal leadership styles and strengths in self and others
- Demonstrate authentic appreciation practices to communicate appreciation and encouragement to teams
- Examine what mindful leadership is and how it helps leaders become more productive, focused and in tune with those around them
- Learn strategies to foster psychologically safe workplaces that build a positive and inclusive workplace culture

Physician Management & Leadership Program

The Physician Management & Leadership Program is a ten module accredited certificate program designed to prepare physicians (and other healthcare professionals working in medical administration) to become effective leaders and managers. The program has been developed collaboratively by the Faculty of Medicine (Office of Professional Development) and the Faculty of Business Administration (Gardiner Centre) of Memorial University, Newfoundland and Labrador, Canada. Using a combination of online, onsite and blended approaches to learning, the program has been designed so that participants can study around their busy schedules. For organizations interested in training teams the program can be customized to fit their requirements.

Key Learning Outcomes

- Practice a combination of live, online and blended approaches, including in-depth assessments and feedback, leadership and team problem-solving activities
- Apply problem-based cases and role-playing exercises
- Establish practical take-home resources to support ongoing access to leadership tools and developments
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 5 day program 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.

Key Learning Outcomes

- Learn to communicate with confidence
- Improve professional communication skills
- Deliver professional presentations
- Enhance your professional image
- Improve quality of documentation
- Learn the impact of personality types on business operations and communication

This program qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.

Supervisory Management Skills Program

The Supervisory Management Skills Program (SMSP) builds essential knowledge, skills, abilities, and behaviours to enhance supervisory and management competencies. Participants learn practical skills and theory and gain valuable insight from networking and sharing experiences with peers.

This 15 day program is delivered in three, five-day modules each focused on critical skills development areas to specifically support supervisors and managers:

1. Functional Responsibilities of the Supervisor
2. Managing Employee Relations
3. Communications and Team Development

Each module provides an interactive learning experience using group discussion, case studies, self-assessment activities, structured exercises, and skills practice.

Key Learning Outcomes

- Performance coaching techniques and communication tools to maximize workplace relationships, improve employee self-efficacy, and increase productivity
- Skills in labour relations, employee discipline, and conflict management to improve morale and reduce absenteeism and turnover
- Skills and techniques to become an effective supervisor and confident decision-maker
- Increased functional knowledge in planning, problem-solving, and time management to improve performance and proficiently adapt to organizational change
- Learn best labour practices to bring to the organization for an improved work environment

This program qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
Agile Project Management

Agile project management methodology uses short development cycles (known as sprints) focused on continuous improvement in the development of a product or service. Agile project management methodology aligns with organizational priorities and ultimately works to deliver strong customer value. This two day course introduces participants to agile project management methodologies and illustrates the benefits and drawbacks of the approach. Participants will learn to understand the fundamentals of agile project management and learn when, where and how to apply it to projects using critical case analysis. 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
Advanced Leadership Program

This one day 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. This course is part of the Professional Leadership Development Program.

Key Learning Outcomes

- Review the 5 Languages of Appreciation in the Workplace
- Apply the language of appreciation through completion of the Motivating by Appreciation Inventory
- Communicate authentic appreciation in ways meaningful to your coworkers
- Effectively lead teams by applying 5 Languages of Appreciation to their work setting

Better Business Writing: The Right Approach

Better Business Writing teaches the basics of grammar and punctuation and demonstrates writing techniques appropriate for today’s business environment. This one day 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. This course is part of the Professional Communications Skills Program.

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

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
Building and Maximizing Workplace Relationships

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 one day course 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 is part of the Professional Communications Skills Program and Influence, Negotiation and Conflict Management Program.

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’

Building Influence and Persuasion

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 one day 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. Participants will create an individualized action plan to improve their influencing approach, style and behaviour going forward. This course is part of the Influence, Negotiation and Conflict Management Program.

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
- 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

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
Building Professional Confidence

The need to acquire and possess particular knowledge and skills is an expected part of work and job performance. However, having confidence and belief in your own abilities and prospects is rarely considered as something required for work. Yet, it is often how confident we feel about ourselves and our abilities that influences how we feel, perform, and succeed at work. This course focuses on a critical, yet undervalued, attribute needed for work success - confidence. It also explores the role of assertive communication methods in building and sustaining confidence.

You will discover how your inner thought processes, behaviours, and self-perception influence your professional confidence level. From there, you will practice new behaviours, communication techniques and thinking styles to enhance and sustain professional confidence.

Key Learning Outcomes

- Examine how your inner thought processes and thinking styles can undermine your professional confidence
- Practice shifting away from a fixed mindset to a growth mindset to restructure how you perceive yourself and your professional capabilities
- Consider how assertive communication techniques can help you communicate in a more confident, open manner
- Use open questioning, mindful listening, and feedback skills to communicate in an assertive, confident manner

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.

Business Process Management

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 two day 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

- Identify the key business processes
- Learn how to create the Business Process Management Team
- Understand how to collect the voice of the customer
- Analyze the process and complete a root cause analysis
- Develop and implement solutions
Coaching Out of the Box®

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 1.5 day 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.

Key Learning Outcomes

- Learn how to encourage action, growth, and new awareness in others
- Learn how to ask powerful questions that accelerate development and new insights
- Establish meaningful and motivating goals and workable plans to achieve them
- Move from building walls to building trust
- Turn harsh truths into productive feedback
- Develop resourceful, self-reliant problem solvers

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 one day 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. This course is part of the Human Resource Professional Program.

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
Conflict Management and Resolution

Reduce the occurrence of conflict to cultivate healthier, constructive work relationships and office environments. Conflict can produce negative and toxic outcomes for workplaces, undermining interpersonal relationships and teams. This interactive one day course will build participant awareness of what leads to conflict, illustrating how to prevent conflict before it escalates. By practicing communication skills specifically designed to resolve conflict and applying a four-step resolution model, participants will be able to manage conflict with confidence and clarity. This training features direct practice, individual reflection, group discussion and real-world conflict scenarios, leading to a interactive and enriching learning experience. This course is part of the Influence, Negotiation and Conflict Management Program.

Key Learning Outcomes

- Define types of conflict and how conflict can form
- Examine conflict management personality styles
- Practice resolution techniques to deal with misunderstandings, which are often at the root of many conflicts
- Assess how introspection and mindful listening can lead to resolution
- Practice proven resolution focused communication skills
- Apply a four-step conflict resolution model and tool to manage a current conflict

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.

Creating and Sustaining a Project Management Office

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. This two day 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.

Key Learning Outcomes

- Learn to evaluate your organization’s project management requirements
- Understand roles and responsibilities in a project management environment
- Understand the importance of resource management for project success
- Learn tools and techniques for measuring project progress and success
- Understand how to manage project priority and scope
- Learn tools to help manage risk and rewards for the organization

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Critical Workplace Communication Skills

We communicate every day without considering if our messages are being received and interpreted the way we intend them to be. Workplace communication takes authenticity and thoughtfulness – it means considering the impact of our chosen communication method and approach on our receiver. This one day course focuses on the critical skills for communicating with effectiveness and purpose in the workplace. Participants will assess strategies to improve the clarity, timeliness and impact of their communication. This course is part of the Professional Communication Skills Program.

Key Learning Outcomes

• Compare the behaviours and actions of powerful communicators to their own communication style
• Assess the barriers to workplace communication and methods to overcome
• Review the ‘3 C’s’ of powerful communication and how to apply them
• Apply the principles of paraphrasing, asking powerful questions and mindful listening behaviours to become a more powerful communicator

Cybersecurity for Managers

Cyber risk is a business risk that has grown significantly in recent years. Organizations do not get to choose if they are the target of cyber-attacks, such as a Ransomware campaign, and are often left vulnerable. This two-day application-based course will prepare your business to mitigate the risk of cyber-attacks and to implement modern cyber-attack defense practices and techniques. Participants will also discover how to hire, retain, and manage a security team.

Key Learning Outcomes

• Recognize modern cyber threats, technology trends, and risk reduction
• Practice management actions for a strong cyber security program
• Assess strategies for hiring, retaining, and managing a security team
• Navigate through a cyber-attack to prepare for potential, real attacks
• Obtain and report meaningful metrics and reporting capabilities

This course is endorsed by techNL

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
Developing a Compelling Business Case to Achieve Buy-In

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. In this two day course 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
- Consider strategic questions to consider
- Analyze the risks
- Develop strong supporting budgets and methodology
- Implement the action plan and communicate your case

Developing a Human Resource Plan

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. This one day course also teaches the process of developing action plans for successfully communicating, executing, and monitoring the human resource plan. This course is part of the Human Resource Professional Program.

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
Effective Meeting Management

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. In this half day 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.

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

Employee Retention Strategies

Every organization needs to focus on ways to reduce turnover and create a work environment that builds employee loyalty. This one day 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. This course is part of the Human Resource Professional Program.

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

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
Employment Law for Managers

Employment Law for Managers is designed to help participants ensure fair treatment of employees and avoid costly legal action. This two day 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. This course is part of the Human Resource Professional Program.

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

Engaging and Motivating Employees

Engaging & Motivating Employees defines leadership and guides participants through the process of choosing a leadership style that is best matched to their organization and the employees they supervise. Participants will learn to diagnose leadership situations and solve leadership problems. This one day course teaches the fundamentals of motivation and explains techniques for developing a workforce that is energized and committed to achieving results. Participants will explore behaviour modification, positive reinforcement, and effective methods of motivation to attain strong performance from staff.

Key Learning Outcomes

• The eight concepts of leadership
• Understanding the difference between a manager and a leader
• Diagnosing and solving leadership challenges
• Choosing a leadership style
• The basics of motivation
• Equity as a motivation factor
• The diagnosis of employee motivation
• Improving performance through positive reinforcement and behaviour modification
• The role of discipline in improving performance
Essential Communication Skills for Professionals

How we communicate in our work environments is constantly changing. The norm for our day-to-day communications is now a world of email 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 one day course will address all forms of communication used in the workplace and give you the skills you need to communicate successfully.

Key Learning Outcomes

- Understand active listening and questioning
- Examine the importance of diplomacy and tact in communications
- Adapt your communication style to suit the audience
- Develop a deeper understanding of Interpersonal and organizational communications at all levels
- Examine text-messaging, email, and mobile etiquette

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.

Facilitation Skills for High-Impact Outcomes

Facilitation Skills teaches participants how to facilitate goal-oriented meetings and discussions through planning, collaboration, and consensus. This two day 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

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
Fostering a Respectful Workplace

Respectful workplaces are environments where employees work well together and recognize the value of each individual’s strengths and abilities. Respectful workplace training fosters psychological health and safety in the workplace, which translates into increased employee engagement and productivity. We all have the right to work in an environment that is respectful. We also have an equal responsibility to treat others in a manner that is respectful.

In this interactive half-day course, participants will learn the elements that contribute to a respectful workplace. They will explore how respectful communication contributes to a healthy workplace and learn how to navigate workplace differences respectfully through a series of discussions and case studies.

Key Learning Outcomes

- The components of a Respectful Workplace
- The difference between workplace incivility, conflict and harassment
- The spectrum of incivility and respect in the workplace
- The legal and corporate policy regarding respectful workplaces
- The different perspectives of those involved in workplace conflict, respecting individual experiences
- How to respectfully and informally resolve disputes
- The formal complaint process
- Awareness of individual differences and diversity
- Unpacking unconscious bias
- Recognizing workplace factors that support respectful workplace cultures
- How employees at all levels can contribute to a respectful workplace

Fundamentals of Project Management

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 two-day course provides participants with 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 teams and stakeholders

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
HR Policy Essentials

Human resources policies that are clear and consistent in their methodology can strengthen employee relations and improve an organization’s overall HR practices. This one day 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. This course is part of the Human Resource Professional Program.

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

HR Succession Planning

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. This one day 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. This course is part of the Human Resource Professional Program.

Key Learning Outcomes

• Understand and apply the best practices of succession planning
• Identify where potential personnel gaps exist in your organization
• Learn the four steps to succession planning
• Conduct a risk analysis
• Identify high-potential employees
• Development of high-potential employees
• Monitor the succession process for strategic value to your institution
• Review the challenges of implementing a succession plan
• Develop an action guide to begin implementing a succession plan
Information Gathering Using Professional Investigating and Interviewing Techniques

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 two day course uses participant activities to improve understanding of the information presented and to provide the opportunity to practice tools and techniques.

Key Learning Outcomes

- Identifying interview objectives
- Recognizing different types of interviews
- Knowing the interviewing process
- Planning and preparing for interviews
- Building rapport and 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

Introduction to Microsoft Project

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

Key Learning Outcomes

- Navigate in the software and learn to use basic functions and commands
- Set up project files and create projects
- Set up calendars and options and preferences
- Create work breakdown structures (WBS) and tasks
- Create and automatically schedule tasks
- Use the task inspector tool

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
Investing in Employee Development

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. This one day 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. This course is part of the Human Resource Professional Program.

Key Learning Outcomes

- Understand why employee development is important to the organization
- Consider the differences between and how to maximize informal and formal workplace learning
- Develop methods to facilitate employee development (learning plans, mentorship programs, coaching)
- Learn how to develop individual and organizational learning plans
- Learn how to develop an employee development strategy for your department/organization

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. This one day 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.

Key Learning Outcomes

- Assess the labour relations climate in your organization
- Understand the collective bargaining process
- Build pre-bargaining preparation
- Understand collective bargaining and settlement
- Interpret collective agreements
- Manage grievances and the arbitration process
- Consider the best labour relations practices in non-union environment

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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 one day course 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.

Key Learning Outcomes
• 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

Leading Beyond Projects

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 three day 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
Leading Organizational Change

Leading Organizational Change teaches strategies to successfully implement change without sacrificing morale, major losses in productivity and performance. Participants 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. This one day 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

Leading with Emotional Intelligence

In this one day course, participants will complete the EQi2.0 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. This course is part of the Professional Leadership Development Program.

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

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Leading Workplace Wellness

Mentally healthy work environments are positive places where everyone feels supported, valued and able to do their best work, regardless of whether or not they have a mental health condition. This half day course is designed to reduce stigma and promote mental health in the workplace for happier healthier teams. Participants explore various aspects of mental health and wellness, the impact of mental health on the workplace, mental health tools, and strategies to foster a psychologically healthy workplace. This course is part of the Professional Leadership Development Program.

Key Learning Outcomes

- Learn the relationship between mental health and the workplace
- Understand mental health in the workplace
- Examine the mental health continuum
- Explore our experience with mental health
- Positive mental health tools in action
- Strategies to foster psychologically safe workplaces

Lean Operational Excellence for Service Organizations

In this three 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
- Learn 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
Legacy Leadership™: A Framework for Leaders

Leadership has widely been recognized to be the most significant factor in an organization’s success. Many organizations, however, are pressed to manage the daily affairs of the business and do not take time to develop personal and organizational leadership. This is often compounded when individuals find themselves in leadership roles without ever having participated in leadership development. For any organization, investing in leadership development is valuable time spent. This two day course provides a framework for leadership, and teaches language that supports a culture of leadership and strengthens relationships among team members. This course is part of the Professional Leadership Development Program.

Key Learning Outcomes
- Understand the 5 Best Practices of Legacy Leadership™
- Assess skills as leaders and identify areas for future development
- Identify your influence as leaders
- Connect individual contributions to the vision and values of their organization
- Know your preferred leadership style and that of your colleagues
- Experience the synergy of collaboration and innovation
- Inspire leadership in others
- Utilize a tool for accountability

Management of Ethics and Values for Organizations

This one day course teaches participants 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.

Key Learning Outcomes
- Understand the implications of ethics and values for all stakeholders
- Learn your role in the management of ethics and values
- Learn to understand and manage conflicts of interest
- Learn the role of codes of conduct within an organization
- Ethical frameworks for decision making
- How to establish a code of conduct for an organization and create a culture of ethical integrity
Managing Difficult Conversations

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.

In this one day interactive course, 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. This course is part of the Influence, Negotiation and Conflict Management Program.

Key Learning Outcomes

- Review and apply the three-phase conversations model
- 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

Managing Workplace Stress

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. In this one day course participants will learn how to identify the sources of stress and incorporate realistic coping strategies into the work environment. The learning will help both employees and organizations enhance overall performance and improve morale.

Key Learning Outcomes

- Understand positive versus negative stress
- Recognize the four key sources of stress
- Develop insight into “negative stress” concepts
- Differentiate between three major types of stress
- Understand how to turn negative stressors into positive outcomes
- Identify quick-fix techniques
- Learn long-term preventative practices
- Chart a stress baseline
- Develop a stress management plan

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.

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Mentally Healthy Workplaces

A mentally healthy workplace is an environment that actively strives to support employee well-being and prevent psychological harm. When employees feel supported and valued at work, engagement and productivity increase, resulting in better performance outcomes. This one day course will introduce participants to strategies they can bring back to their organization to promote and enhance their mental health at work.

Suitable for any organization, this course will broaden awareness of mental health definitions and the impact of mental health challenges in the workplace. Participants will recognize how they can contribute to the psychological health of their workplace and consider the relationship between mental health and the workplace. Ultimately, mental health tools and strategies will be provided to be applied in the participant’s own workplace.

Key Learning Outcomes

- Recognize the difference between mental health and mental illness
- Assess the relationship between mental health and the workplace
- Review the mental health continuum and how you can apply components of the continuum in your workplace
- Explore strategies for fostering your own mental health at work
- Consider methods for promoting team mental health
- Bring back resources and tools to support your workplace in a mentally healthy way

Microsoft Excel Level 1: Formatting, Filters and Functions

Microsoft Excel is a powerful tool essential for managing and presenting work-related data. Level 1 is designed to build a strong foundation for new users. Participants will become comfortable navigating the Excel toolbar, learn to format data, and set-up formulas that will enable them to create successful spreadsheets. In this one day course, participants will also learn to use the Microsoft Excel function tool, create tables and dynamic charts with impact. Through this interactive course, participants will gain skills that will help save time, reduce errors, and feel confident in their technical skills. This course is part of the Mastering Microsoft Excel Program.

Key Learning Outcomes

- Introduction to spreadsheets
- Navigate Excel and 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 (SUM, AVERAGE)
- Printing and saving workbooks
Microsoft Excel Level 2: Executing Data Analysis and Visual Presentation

In Excel Level 2 participants will learn to use the Microsoft Excel functions such as mathematical operators and syntax, statistical functions, pivot tables and more! This one day course uses hands-on practice to develop new skills to help participants present data in a clear and professional manner and execute functions and operations with confidence. This course is part of the Mastering Microsoft Excel Program.

Key Learning Outcomes

- Review mathematical operators and syntax
- Assess using absolute and relative references in formulas
- Review statistical functions (i.e. SUM, AVERAGE, COUNT) and logical Functions (i.e. SUMIF, IF)
- Learn data tables and pivot tables
- Learn charts and pivot charts

Microsoft Excel Level 3: Business Analytics and Data Management

In Microsoft Excel Level 3, participants will build confidence and mastery in their newfound skills. Filled with practical instruction and ample practice, participants will learn to use logical, look-up and reference functions as well as skills to consolidate, validate, and forecast data. Participants will leave the one day course with the ability to use the software to drive greater efficiency, reduce errors and make confident decisions using data-driven insights. This course is part of the Mastering Microsoft Excel Program.

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
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

Performance Coaching and Development

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. This two day 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. This course also provides an overview of formal and informal coaching, reveals techniques for building performance confidence, and discusses how to manage poor performance. The course offers hands-on practice of coaching and feedback techniques to build participant confidence and skill competency. Immediate feedback from peers and the instructor provides opportunities for self-improvement. This course is part of the Human Resource Professional Program.

Key Learning Outcomes

- Assess the concept of coaching and its impact on employee performance
- Discuss the importance of goal setting and building confidence in employee development
- Practice improving employee feedback skills
- Review the ‘do’s and don’ts’ of performance feedback
- Assess the importance of effective formal and informal coaching
- Apply a step-by-step approach to employee coaching
PowerPoint and Design

Microsoft PowerPoint is one of the most used products in the Microsoft Office Suite. A well-crafted PowerPoint deck can bring your presentation to new heights. PowerPoint and Design will teach participants how to use key tools in MS PowerPoint and when to apply them to make the greatest impact.

This one day course will take participants through an interactive step-by-step process for building presentation slide decks. Through practice and application, participants will leave the course with the ability to execute intermediate PowerPoint tools, understand the principles of slide design and how to combine a slide deck with a presentation effectively.

Key Learning Outcomes

• Review introductory and intermediate PowerPoint tools
• Explore the Do’s and Don’ts of PowerPoint
• Apply PowerPoint Design Principles
• Practice successfully presenting with a PowerPoint deck

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.

Presentation Skills: Speaking with Confidence

This highly interactive course provides participants with the techniques needed to prepare, plan and deliver professional presentations. This two day 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. This course is part of the Professional Communication Skills Program.

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!

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
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 four-day, highly interactive workshop features scenario-based practice combined with personal reflection and group discussion.

Key Learning Outcomes

- 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 behaviours and skills that, if incorporated into workplace behaviours, 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.

Continuing Education Contact Hours

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
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 half day 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 messages, sentences and paragraphs
• Assess how to adapt your written communication to an intended audience
• Prepare and edit emails, reports and other workplace documents more clearly, concisely and effectively
• Practice re-writing, editing and adjusting the flow of example documents to apply the strategies and techniques listed above.

Professional Negotiation Skills

Professional Negotiating Skills develops critical management skills for negotiating contracts, sales deals, and agreements in today's competitive world. This two day 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. This course is part of the Influence, Negotiation and Conflict Management Program.

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

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
**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 one day 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

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**Project Auditing**

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.

In this two day course participants will learn how to conduct an in-depth project audit that will help get projects 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!

**Key Learning Outcomes**

- Learn to identify and analyze project problems
- Learn techniques for keeping projects on track
- Understand how to measure project risk
- Identify areas of weakness within the organization structure and resources
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. In this one day course we 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

• Build stronger customer relationships
• Recognize how your attitude affects customer service
• Identify your customers’ needs
• Provide outstanding customer service over the phone
• Connect with customers through online tools
• Learn to deal with difficult customers
• Deliver quality service to generate loyalty

Strategic Risk Management

The Strategic Risk Management course identifies recent innovations in risk management approaches and focuses on using risk management processes and tools for organizational success. In this one day course, 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
Strategies for Building a High-Performing Team

Strategies for Building a High-Performing Team teaches evidence-based practices that will help teams thrive and improve levels of performance, decision, and idea generation. In this one day course, participants will examine the benefits and pitfalls to teamwork, and explore the enabling conditions required for teams to excel. Participants will learn what skills and abilities are required for team members to bring to a group setting, and also examine why diversity and psychological safety are critical for effective teamwork. Participants will also examine how personality differences and social status influence team dynamics. Using numerous experiential learning exercises, participants will work on their teaming approaches, examining the value of diverse perspectives for group outcomes, and understand some of the approaches required for teams to achieve more than the sum of their individual parts. Participants will also examine the challenges associated with getting team members to make group decisions, and how teams can work effectively with other teams.

Key Learning Outcomes

- Understand the benefits and drawbacks of working in a team
- Examine the four enabling conditions to effective teams
- Identify the main skills required from team members to operate effectively within teams
- Highlight the critical nature of diversity (both surface and deep-level diversity) within teams
- Recognize the importance of psychological safety within teams
- Identify the barriers to effective teamwork
- Understand the challenges associated with group-level decisions
- Highlight the complexity that can occur when teams are required to work with other teams

Technical Writing

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 one day 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

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
The Critical Thinking Approach for Better Problem Solving

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 one day 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

- Understand the benefits and pitfalls to making decisions, both individually and in teams
- Recognize the decision-making shortcuts and errors that plague poor decisions
- Evaluate information using critical thinking skills
- The types of information to gather and key questions to ask in problem solving
- Evaluate 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
- Learn how to implement decisions so that they are perceived as fair

The Mindful Leader

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 focus on present-moment tasks and distance themselves from outside stimuli. It also leads to enhanced focus on team members, resulting in greater attention and interpersonal awareness. This half day course examines what mindful leadership is and how it can help leaders become more productive, focused and in tune with those around them. This course is part of the Professional Leadership Development Program.

Key Learning Outcomes

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

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
The Recruitment and Selection Process

The Recruitment and Selection Process course 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. This one day 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. This course is part of the Human Resource Professional Program.

Key Learning Outcomes

• Understand the impact of labour supply and demand
• Identify the core competencies needed for a position
• Assess the importance of providing a realistic job preview for applicants
• Review recruitment strategies to attract qualified applicants
• Create a selection process to ensure the correct hiring
• Explore behaviour and situation-based interviews and why they are used
• Evaluate the ‘dos and don’ts’ of the interview process

The Role of Positive Psychology in Workplace 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. Positive Psychology researches have determined the conditions, actions, and factors that increase workplace engagement and motivation.

This dynamic one day course will focus specifically on an evidence-based model for workplace well-being, known as PERMA (Positive emotions, Engagement, Relationships, Meaning, and Accomplishment). The course is informative and practical, allowing participants to readily apply the findings in their organizations and team culture.

Key Learning Outcomes

• Assess proven strategies to increase workplace well-being to gain a better understanding of what engages employees and teams
• Explore each of the five PERMA components and practice a strategy for each to bring back to your workplace
• Review and practice the revolutionary workplace engagement method called Job Crafting

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The Role of the Supervisor

Supervisors play a key role in organizations. They empower and motivate employees to improve performance. In this interactive one day course you will learn how to become an inclusive leader, improve communications, and manage the delegation process.

This course will enhance your competency as a supervisor through professional development in understanding your areas of responsibility; learning to delegate; understanding your communication style; managing problems as they arise; using meetings effectively; and becoming the “voice of management.”

Key Learning Outcomes

- Review the components of Inclusive leadership
- Strengthen and enhance your communication skills as a leader
- Resolve conflict in your teams
- Improve delegation and workload management

Think on Your Feet®

Over 95% of communication is informal. Think on Your Feet® is the only workshop that addresses these informal situations, providing the skills you need to present, defend, and discuss a position persuasively and fast.

From off-the-cuff discussions, elevator speeches and Q&A sessions to meetings, status updates and conference calls, Think on Your Feet® provides you with the best communication strategies to deliver persuasive messages with clarity and impact. This two day course is filled with practice, coaching and feedback that will enable participants to master the ability to organize and present their ideas quickly.

Key Learning Outcomes

- Use the best communication strategy for any situation
- Structure a topic into bite-sized chunks for easy retention
- Present ideas clearly, concisely and memorably
- 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

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
Time Management and Workload Balance

Time Management and Workload Balance teaches strategies and tools which can be used in the workplace to guide priority planning and workload balance. In this one day course, 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

Training the Trainer

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

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
True Colours®: Valuing Differences - Creating Unity

True Colours® is an interactive half-day workshop designed to help people find personal success and improve their inter-personal relationships. The user-friendly temperament and personality assessment has helped people understand and recognize differences that lead to miscommunication and conflict. True Colours® is built upon a teaching model of personality identification that recognizes and celebrates people’s true character, and translates complex temperament theory into practical information and actionable programs. Colors – Orange, Gold, Green and Blue – are used to differentiate the four central primary personality types. These colors lay the foundation of True Colours® fun and insightful personality-identification system. True Colours® helps people learn how to identify and recognize different personalities, and better understand themselves and others. By embracing each individual’s personality type and valuing their differences, teams can significantly improve communication and ultimately, performance.

Key Learning Outcomes

- Increased understanding of self and team members
- Enhanced communication between team members
- Awareness of work styles based on personality
- Improved performance and co-operation among team members
- The following objectives will support the workshop outcomes:
  - Review a brief history of personality assessments
  - Identify the personality preferences of introvert and extravert
  - Explore interactions between introverts and extraverts
  - Complete True Colours® personality assessment
  - Participate in activities that increase understanding of individual and team personalities

Understanding Financial Statements

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. In this one day course, you will learn the fundamentals of financial statements and how you can use this information to confidently make financial decisions. Understanding Financial Statements guides participants through the objectives and limitations of financial statements and teaches the basics of accrual accounting and cash flows.

Key Learning Outcomes

- Interpret the three general-purpose financial statements: balance sheet, income statement and statement of cash flows
- Use financial accounting information to make more informed decisions
- Identify the objectives and limitations of financial accounting and general financial statements
- Gain knowledge of accrual accounting and cash flows
Virtual Presenting Skills

This half day online course will teach the best practices for virtual presentation delivery. You will discover how to connect with your virtual audience, boost your online presence and facilitate and maintain audience engagement.

Key Learning Outcomes

- Practice techniques for virtual presenting from three points: before, during, and after your presentation
- Create a sense of community and connection with your virtual audience
- Adapt three core in-person presentation methods to the virtual environment
- Practice using the ‘3D’ presenter mode by using non-verbal communication, physical space and the camera to present in a multidimensional way

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.

Virtual Selling: Interacting with Current and Prospective Customers

Virtual selling has been a part of what sales professionals do, for a long time. “Snail Mail”, the telephone, conference calls and email, have been and continue to be key tools for establishing and maintaining customer relationships. With the onset of the global pandemic, virtual tools have become the mainstay for keeping current customers, finding new customers and growing any business.

Many sales teams have adopted activities for the pandemic period with the view that things will return to a situation resembling a pre-pandemic normal. However, progressive teams have figured out that greater effectiveness in virtual selling will be a requirement for growth-oriented companies and their salespeople, in the future. Properly planned and executed virtual selling approaches will significantly enhance sales coverage and results, while offering buyers the speed of response and experiences they increasingly demand.

Key Learning Outcomes

- How organizations buy and who’s involved
- Defining value in your customer’s terms
- The increasing importance of a sales process/methodology
- A framework for effective virtual selling
- Taking care of existing customers, virtually
- Finding new customers via the Internet
- Discovery and presentations redefined for video calls
- Building relationships...virtually
- Closing a virtual sale; asking for a commitment
- Customer success in the new normal
Women in Leadership: Recognizing the Challenges and Strengthening Your Advantages

This interactive two day course explores 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

Working in a Multigenerational Environment

Working in a Multigenerational Environment explores the impact of having multiple generations of employees working together. Despite differences in terms of the age of employees across these generations, research has failed to find substantial evidence to support significant differences. However, we do know there is much conversation and conflict that can result from perceived differences between different generations of employees. As with any perceived difference within a workforce we are left to grapple with how to resolve conflicts that might result from these perceptions and attitudes towards varying generations of employees. This one day course will explore these perceptions and highlight strategies that can be used to challenge misperceptions and to work more effectively as a team. The course uses case scenarios and other exercises which provide an opportunity for participants to interact with peers to explore leadership strategies and enhance competencies in managing multi-generations.

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
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 two day 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

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 one day 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

This course qualifies as credit toward the International Association of Business Communicators’ (IABC) professional certifications.
