



Business Impact Leadership® and Interaction Management® Course List

Mid-Level Leader	Front Line Leader	Individual Contributor	Course	Competencies	Classroom	Virtual Classroom	Web Based Version	Under 120	Screen Reader-Compatible PPKG
	●	●	<p>Accelerating Business Decisions</p> <p>In today's turbulent, fast-flowing business environment, individuals usually don't have the luxury of time when making decisions. You need people who can quickly size up the situation, identify the most workable and expedient course of action, and then act—often without having all the data or the time to consider every possible option.</p> <p>This course helps individuals accelerate the decision-making process, yet still make quality decisions with limited time and information. It also teaches them to identify their own and others' decision-making tendencies and understand how to balance them in situations requiring accelerated decisions.</p>	Decision Making (P) Strategic Planning (P) Courage (S)	■				
	●		<p>Addressing Poor Performance*</p> <p>A single employee with chronic performance problems can dominate a leader's time and drag down the productivity and morale of an entire work group. This course builds leaders' skills in handling chronic performance problems. They learn how to document and present a solid case for needed improvement and use effective interaction skills to discuss performance and provide ongoing feedback and support. Leaders identify the steps to take after the performance problem discussion and determine if it is necessary to impose formal consequences. (Industrial version available.)</p>	Coaching (P) Influencing (P) Communication (S)	■	■	■		

● Audience ■ Modality (P) Primary Competency (S) Secondary Competency *Indicates skill practice courses

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	●		<p>Advanced Coaching</p> <p>In many organizations good coaching is no longer enough. Today's high- performance workplace requires leaders who can quickly assess business priorities and the capabilities of deployed talent. Leaders must have the skills to take advantage of every coaching opportunity, even when they don't have time for formal coaching conversations. And leaders need to do more to recognize the unique contributions of employees.</p> <p>In this course, participants will learn four advanced coaching techniques that enhance their use of the Interaction Essentials in challenging situations. Leaders learn to ask powerful and insightful questions and how to drive higher levels of employee engagement through appreciation.</p>	Coaching & Developing Others (P) Influencing (P) Inspiring Others (S)	■	■	■		■
	●	●	<p>The A.R.T. of Interviewing</p> <p>Research shows that how an interviewer conducts interviews has a huge impact on an organization in terms of its reputation as an employer of choice and the quality of hires. However, the vast majority of resources on the topic are aimed only at the job seeker, while advice to interviewers is hard to find.</p> <p>This course focuses learners on the responsibility of the interviewer to provide the job candidate with a quality experience and explores the consequences of interviewer behaviors. It raises learners' awareness of the important role that they play, and equips them with skills to run an effective interview that yields meaningful behavioral data.</p>	Building Trusting Relationships (P) Communication (P) Selecting Talent (S)	■	■			

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	●		<p>Building and Sustaining Trust*</p> <p>What does trust have to do with business success? Everything. Trust is directly linked to employee engagement, retention, productivity, and innovation. Leaders who demonstrate trust and trustworthiness inspire higher levels of performance and commitment to team and organizational success. This course introduces Trust Builders, actions leaders can take to build and sustain trusting relationships, as well as common Trust Breakers that can erode or quickly break trust. Applying these skills to build trusting relationships enables people to take risks, identify and solve problems, and collaborate to achieve business results.</p>	Authenticity (P) Creating a Culture of Trust (P) Earning Trust (P) Emotional Intelligence Essentials (S) Managing Relationships (S)	■	■	■		■
●			<p>Coaching for High Performance</p> <p>Coaching at the mid-level is significantly different from coaching at lower organizational levels, as leaders are now expected to continue to lead across generations while also leading people from different functions and increasing productivity across the board. Leaders need to develop multidirectional coaching skills and learn the proactive inquiry method for more effective interactions with their teams.</p>	Coaching & Developing Others (P) Coaching (P) Building Organizational Talent (S) Building Talent (S)	■				
	●		<p>Coaching for Peak Performance*</p> <p>Effective coaching is one of the most important drivers of team member performance. Whether leaders are guiding people toward success in new or challenging situations or helping people improve or enhance their work performance, their ability to coach and provide feedback makes the difference between mediocrity and high performance.</p> <p>By helping learners understand the importance of three coaching techniques and how to effectively handle both proactive and reactive coaching discussions, this course helps leaders have more effective and efficient coaching discussions (Industrial and health care versions available.)</p>	Coaching (P) Coaching & Developing Others (P) Communication (S) Influencing (S)	■	■	■	■	

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	●		<p>Coaching: Move People Forward*</p> <p>The need to coach can happen at any time. In these moments, wouldn't it be great to have a go-to approach for coming alongside people and helping them reach their goals?</p> <p>This course shows leaders how to flex their approach to meet the unique needs of the people they're coaching, right where they are, and guide them in successfully achieving a goal. To have this kind of positive impact takes a trusting relationship, and that means coaches must have a better understanding of the other person and themselves. Through self-insight tools, leaders explore their mindset toward others' potential to grow and change as well as their own willingness to open up and disclose. They learn how to use simple, memorable coaching techniques that involve asking provocative questions, connecting at a human level, and energizing people into action. Through either a choose-your-own video scenario or a describe-your-own situation, leaders practice the coaching techniques along with communication skills in real-time conversations that prepare them for any type of coaching moment.</p>	Coaching (P) Coaching & Developing Others (P) Communication (S) Influencing (S)	■	■	■		■
	●	●	<p>Communicating for Leadership Success*</p> <p>Organizations need leaders who can do more and be more in order to succeed in today's complex environment. They need frontline leaders with strong interpersonal skills who can get things done by mobilizing and engaging others.</p> <p>This foundation course for helps leaders communicate effectively so they can spark action in others. The course teaches leaders the Interaction Essentials they need to handle the variety of challenges and opportunities they encounter every day in the workplace and beyond.</p>	Building Partnerships (P) Communication (P) Emotional Intelligence Essentials (P) Managing Relationships (P) Influencing (S)	■	■	■		■

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Mid-Level Leader	Front Line Leader	Individual Contributor	Course	Competencies	Classroom	Virtual Classroom	Web Based Version	Under 120	Screen Reader-Compatible PPKG
	●		<p>Communication: Connect Through Conversations*</p> <p>Much of a leader's work is accomplished through daily conversations with team members and others. These interactions, especially the tough ones, often involve intensely personal feelings (on both sides) that have an impact on the practical outcome of the conversation and the personal connection between the leader and the person. The leader's level of emotional intelligence—the ability to manage oneself and one's relationships—is a critical factor in the success of these tough conversations.</p> <p>In this course, learners recognize that they can enhance their emotional intelligence by balancing “heart” and “head” in their tough conversations. They can address the heart by considering and responding to others' feelings; they can engage the head by guiding conversations toward the desired business outcomes. Through high-energy activities, videos, and discussions, leaders learn flexible communication skills that will help them balance heart and head in all types of conversations, whether communicating face to face, by phone, or remotely.</p>	Building Partnerships (P) Communication (P) Emotional Intelligence Essentials (P) Managing Relationships (P) Influencing (S)	■	■	■		■
	●	●	<p>Communicating with Impact</p> <p>Many organizations focus on technical skills as all-important to success in the workplace. Yet strong interpersonal skills are equally essential in transforming employees into exceptional performers who have a greater impact in their roles.</p> <p>This course provides individuals with a powerful set of interaction skills that enables them to communicate more effectively with colleagues and customers and, in the process, build trust, strengthen partnerships, and achieve desired results. This foundational course is a prerequisite for many of the courses in the Interaction Management® system.</p>	Building Customer Loyalty (P) Communication (P) Influencing (P) Building Partnerships (S)	■	■	■		

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●	●		<p>Conversations to Inspire Performance</p> <p>Performance management often can be approached as a top-down, evaluative process involving a stack of paperwork that's forced upon leaders and their direct reports—with little payoff for either person.</p> <p>This course provides a new, uncomplicated approach to performance management. Instead of semiannual reviews driven by managers, this new process is about having regular, meaningful dialog. In these everyday conversations, leaders coach and develop, making the time they invest reap better performance and stronger relationships with their direct reports.</p>	<p>Cultivating Networks & Partnerships (P)</p> <p>Building Partnerships (P)</p> <p>Strategic Influence (S)</p> <p>Influencing (S)</p>	■	■			
●	●		<p>Creating an Inclusive Environment</p> <p>Imagine a workplace that respects and values the diverse talents and abilities of all individuals, no matter their differences—a place where people feel a sense of belonging and, therefore, give it their all.</p> <p><i>Creating an Inclusive Environment</i> opens up these possibilities and gives learners specific actions and skills they can personalize and use with others to create an environment of inclusion. Learners explore unconscious bias and negative stereotypes and what they can do to mitigate them as well as develop an "all in" plan for being inclusive.</p>	<p>Creating an Inclusive Environment (P)</p> <p>Valuing Differences (S)</p>	■	■			

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●			<p>Cultivating Networks and Partnerships</p> <p>Building partnerships in and out of the organization requires knowing with whom to build strategic partnerships and alliances; how to leverage networks; and how to build and maintain internal and external relationships. Leaders learn to evaluate their current network and take steps to close gaps in knowledge and perspectives. They identify personal and organizational barriers that hamper efforts to negotiate, collaborate, and communicate as they build partnerships.</p> <p>In this course, leaders learn to evaluate their current network and take steps to close gaps. They identify personal and organizational barriers that hamper efforts to negotiate, collaborate, and communicate as they build partnerships.</p>	<p>Cultivating Networks & Partnerships (P)</p> <p>Building Partnerships (P)</p> <p>Strategic Influence (S) Influencing (S)</p>	■				
	●		<p>Delegating with Purpose *</p> <p>Delegation is a critical skill for leaders in today's "do more with less" business environment. Fewer resources, changing motivations, virtual employees, and global workforces are just a few of the challenges leaders face as they attempt to meet ever-increasing workplace demands.</p> <p>In this course, leaders learn the skills they need to address these challenges, gain the commitment of team members, develop individual skills and abilities, and enhance the overall capability and capacity of their teams and, ultimately, the organization. Leaders learn to identify the tasks they need to delegate, select the most appropriate individuals, assess capabilities and commitment, and plan the delegation discussion. That discussion includes the level of decision-making authority, amount of support, and methods for monitoring progress and measuring results.</p>	<p>Delegation and Empowerment (P)</p> <p>Sharing Responsibility (P)</p> <p>Building Talent (S)</p> <p>Coaching (S)</p> <p>Coaching and Developing Others (S)</p> <p>Follow-Up (S)</p> <p>Influencing (S)</p>	■	■	■	■	

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	●		<p>Delegation: Engage and Empower People *</p> <p>Every leader wants that “dream team” of happy, highly capable individuals who can achieve goals. Delegating work enables leaders to build team capacity and achieve results. So why aren't they delegating more, and more often?</p> <p>This course sets out to help leaders shift their mindset about what they can delegate and feel more comfortable and confident doing so. Learners dig into their workload to identify tasks they'd never consider delegating. They use methods for matching people to tasks they're both motivated and capable of doing. And, they practice the delegation conversation they'll have to ensure success.</p>	Delegation and Empowerment (P) Sharing Responsibility (P) Building Talent (S) Coaching (S) Coaching and Developing Others (S) Follow-Up (S) Influencing (S)	■	■			
●			<p>Developing Organizational Talent</p> <p>Leaders play a key role in accelerating the growth of their teams, which results in more leaders and staff being prepared to deliver on critical business imperatives. Leaders learn to define the current state of team development as well as the ideal future state, pinpointing team and individual strengths and growth needs. They also need to know how to identify and develop high potentials for future leadership roles, assess the impact and effectiveness of development efforts, and provide feedback.</p>	Building Organizational Talent (P) Building Talent (P) Coaching & Developing Others (S) Valuing Differences (S)	■				
	●	●	<p>Developing Yourself and Others</p> <p>Development is critical to attracting and retaining talent, driving employee engagement, preparing future leaders, and ultimately ensuring the success of the organization. Clearly, development is just as important to leaders as it is to their direct reports.</p> <p>In this course learners are introduced to a practical process to guide their own and others' development-planning efforts. The outcome is a meaningful development plan that supports the organization's current and future business needs.</p>	Building Talent (P) Continuous Learning (P) Leveraging Feedback (P) Personal Growth Orientation (P) Coaching (S) Influencing (S)	■	■	■		■

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	●		<p>Driving Change*</p> <p>In today's complex and competitive environment, it's no surprise that 70 percent of workplace change initiatives fail. For workplace change initiatives to be successful, organizations need leaders who are able to turn resistance into commitment and inspire team members to take ownership of change.</p> <p>This course provides the skills and resources learners need to accelerate the process of implementing change with their team members and to create an agile work environment where people are more open to change (Industrial and health care versions available.)</p>	Facilitating Change (P) Adaptability (S) Continuous Improvement (S) Influencing (S)	■	■	■	■	
	●	●	<p>Embracing Change</p> <p>If there's one thing all organizations in today's economy have in common, it's that they are undergoing change. But change can only be effective if the employees embrace it. Their ability to adapt will determine the competitiveness and success of your organization.</p> <p>This course focuses on the role of individual performers in implementing change in the workplace. Participants discover their Change IQ, learn about the phases of change that many people experience and are introduced to best practices that will enable them to tackle and overcome the new business challenges of today and tomorrow.</p>	Adaptability (P) Continuous Improvement (S) Initiating Action (S) Engagement Disposition (S)	■	■			
	●		<p>Engaging and Retaining Talent</p> <p>Research tells us that employee engagement is the primary enabler behind the successful execution of any business strategy. And, no one affects engagement and retention more than the employee's immediate leader.</p> <p>This course provides leaders with a model to determine what drives each individual's engagement, as well as methods for proactive engagement and talent retention. Participants learn how to conduct "engagement conversations" and "retention conversations." They explore ways to offer recognition and create an engaging environment using no-cost "everyday engagers."</p>	Inspiring Others (P) Delegation and Empowerment (S) Managing Relationships (S) Valuing Differences (S)	■	■	■		

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	●		<p>Executing Strategy at the Front Line</p> <p>In order to achieve their business strategies, organizations count on frontline leaders to understand and execute the top priorities for their team.</p> <p>In this course, leaders will learn the three key elements of executing strategy at the front line—Focus, Measurement, and Accountability. They learn how to focus on the few most critical priorities, to measure progress toward the accomplishment of these priorities, and to hold themselves and their team members accountable against the metrics. Participants will also explore best practices for accountability, such as determining and communicating accountability—including consequences. The Strategy Execution Tool helps leaders capture in one place their top priorities, progress and outcome measures, and those who are accountable for achieving the priorities. Using the three elements of execution ensures that leaders and their teams get the right things done, in spite of daily distractions.</p>	<p>Driving for Results (P)</p> <p>Planning and Organizing (P)</p> <p>Aligning Performance for Success (S)</p>	■	■			
	●	●	<p>Fostering Innovation</p> <p>Employees at each level contribute to innovation for every organization. Leaders, both formal and informal, are the conduit for up-to-date knowledge, business challenges, and information about your customers.</p> <p>This course provides a practical approach, and tools and techniques to help employees and their teams think differently about how they work and to help them generate new ideas that add value to your organization and your customers. Participants also learn what they can say and do to foster innovation with their teams.</p>	<p>Driving Innovation (P)</p> <p>Innovation (P)</p> <p>Continuous Improvement (S)</p> <p>Facilitating Change (S)</p> <p>Inspiring Others (S)</p>	■	■			

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	●	●	<p>High-Impact Feedback and Listening *</p> <p>When sharing feedback is part of an organization's culture, it is an effective business tool that reaches across all levels. In this course, individuals learn how to effectively deliver both positive and developmental feedback. They also learn how to be receptive to feedback and to listen to accurately understand the speaker's intended message.</p> <p>In the workplace, these skills help them to optimize and sustain their own and their coworkers' performance.</p>	Coaching and Developing Others (P) Communication (P) Leveraging Feedback (P) Continuous Learning (S) Personal Growth Orientation (S)	■	■	■		
●			<p>Influencing for Organizational Impact</p> <p>Today's complex global organizations require cross-functional teams to accomplish their business objectives. The challenge is that leaders need to get things done through influence instead of position power, as they often don't have authority over their colleagues. Here leaders learn how to create an influence strategy that clearly links their ideas and recommendations to changes that will have a positive impact on individual, team, and organizational performance.</p>	Strategic Influence (P) Influencing (P) Compelling Communication (S) Communication (S)	■	■			
	●	●	<p>Interaction EssentialsSM for Leaders</p> <p>In their fast-paced work environment, individuals often fail to see the impact their interactions with others have on their own success, their job satisfaction, or the success of the business. In Interaction EssentialsSM for Leaders, participants learn when and how to use interpersonal skills that will enable them to prepare for, lead, and participate in a variety of interactions that are critical to accomplishing work goals. Using these skills also helps individuals build stronger relationships at work with peers and team members and even outside work with family, friends, and the community. This highly interactive web-based course, which takes less than one hour to complete, is a prerequisite for many of the courses in the Interaction Management[®] system.</p>	Building Partnerships (P) Communication (P) Emotional Intelligence Essentials (P) Managing Relationships (P) Influencing (S)			■		

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●			<p>Instilling a Culture of Innovation</p> <p>The need to innovate has always been important. As companies navigate through the new normal, it's one of the top business drivers and mandates we're hearing about from clients. The pressure to find innovative solutions that result in competitive differentiation is tremendous. Leaders have to push their thinking and approach to meet these new requirements.</p> <p>We believe leaders don't have to be highly creative to drive a culture of innovation. In this course, we train leaders to use techniques that support innovation. By gaining experience with these techniques in an engaging classroom setting, leaders will be equipped to model ideal conditions for innovation—and be a keeper of the culture that inspires and rewards their teams.</p>	<p>Driving Innovation (P)</p> <p>Entrepreneurship (P)</p> <p>Innovation (P)</p> <p>Energizing the Organization (S)</p> <p>Inspiring Others (S)</p>	■	■			
●	●	●	<p>Leading Meetings: Use Time Effectively</p> <p>Over 100 million meetings a day...and tremendous levels of inefficiency and frustration. Is your meeting one of them? Let's reclaim wasted time and make it matter! DDI has partnered with Dr. Steven Rogelberg, a world scholar on meetings, to present the science behind designing and leading effective meetings that engage and energize. You'll embark on an activity-filled exploration of techniques for creating impactful agendas, encouraging active participation, and managing ineffective behavior. And you'll practice stewardship to make the best use of everyone's time.</p>	<p>Communication (P)</p> <p>Driving for Results (P)</p> <p>Planning and Organizing (P)</p> <p>Aligning Performance for Success (S)</p> <p>Valuing Differences (S)</p>	■				
	●	●	<p>Leading Self: Turn Awareness into Impact *</p> <p>Leaders who develop internal self-awareness have a positive impact on their careers, their teams, and their organizations. In Leading Self, learners gain insight about their personal values, their emotions and how they manage them, and the natural talents they bring to the workplace. Through self-insight tools, engaging activities, and compelling video, learners expand their understanding of themselves so they can heighten their impact at work.</p>	<p>Emotional Intelligence Essentials (P)</p> <p>Building Self-Insight (P)</p> <p>Continuous Learning (S)</p> <p>Earning Trust (S)</p> <p>Managing Relationships (S)</p>	■				

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	●	●	<p>Leading Virtually</p> <p>To effectively compete in a global economy, your organization must be able to conduct business from anywhere at any time using the most qualified people, regardless of where they live. Uniting a team is challenging enough, but when people work remotely, perhaps across time zones and cultures, those challenges can be magnified. This course teaches learners how to overcome the challenges of time and distance to work as a cohesive team focused on achieving results.</p>	<p>Driving for Results (P)</p> <p>Planning and Organizing (P)</p> <p>Aligning Performance for Success (S)</p>		■			
●			<p>Leading with a Global Perspective</p> <p>Successful leaders do not automatically translate into successful global leaders—the playing field is broader and harder to navigate, and the stakes are much higher. As a result, leaders need to broaden their perspectives while letting go of preconceptions about how business operates and how interactions are managed. Leaders develop a long-term strategy for leading in a global environment.</p>	<p>Global Acumen (P)</p> <p>Global Perspective (P)</p> <p>Navigating Complexity (S)</p> <p>Building Partnerships (S)</p>	■				

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●			<p>Making Change Happen</p> <p>We hold leaders responsible for the “breakthroughs” that will catapult the business forward despite increasing competition. But how can leaders lead change if they’re not ready for it or bought into it themselves? Leaders learn the ability to drive change by understanding the importance of stakeholders, multiple viewpoints, communication, and buy in.</p>	Leading Change (P) Facilitating Change (P) Navigating Complexity (S) Engagement Readiness (S)	■	■			
	●	●	<p>Making High-Quality Decisions</p> <p>Sound decision making in today’s tough business environment demands much more than just coming up with or picking the best alternative or option. It requires analyzing potential problems or opportunities and making sound judgments based on analysis.</p> <p>Using an engaging simulation, this course teaches a logical decision-making process that addresses the critical elements that result in high-quality business decisions. Participants will develop the skills and confidence to generate options and compare them to important decision criteria, and to select the best course of action. Utilizing this process will also help individuals avoid the pitfalls that often undermine high-quality decision making.</p>	Decision Making (P)	■	■	■		
	●	●	<p>Making Sense of Business: A Simulation®</p> <p>Employees are more likely to support organizational initiatives and objectives if they understand the rationale behind management decisions and realize how they can add to the company’s success. Unfortunately, many don’t always understand how and why business decisions are made. In this engaging business simulation, employees run a business hands-on to realize how and why decisions are made.</p>		■				

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●			<p>Mastering Decision Dynamics</p> <p>Leaders, especially those at the mid- and senior levels, are routinely faced with complex, high-impact decisions that require expedient yet effective resolutions. Perhaps most challenging is the fact that these decisions come with an intricate set of dynamics with strong forces that can pull a leader toward less-than-optimal outcomes. Leaders learn a decision-making discipline that will help them manage these dynamics and overcome the forces both within themselves and across their organization that can compromise their decision-making ability.</p>	<p>Operational Decision Making (P)</p> <p>Decision Making (P)</p> <p>Navigating Complexity (S)</p> <p>Leadership Disposition (S)</p>	■				
●			<p>Mastering Emotional Intelligence</p> <p>Leaders can't do it alone. They need to understand how building their own emotional intelligence (EQ) contributes to improved performance for their teams, their partnerships, and their organization. Leaders assess their own EQ and learn to prevent the emotional hijacking that can interfere with personal intentions and organizational outcomes.</p>	<p>Emotional Intelligence Essentials (P)</p> <p>Earning Trust (P)</p> <p>Building Self-Insight (S)</p> <p>Executive Presence (S)</p> <p>Continuous Learning (S)</p>	■	■			
	●		<p>Maximizing Team Performance</p> <p>Managers can misdiagnose the root causes of team conflict or less-than optimal team performance when they consider only the capabilities or character of individual team members. Often there are more systemic conditions that undermine a team's cohesiveness, collaboration, or ability to achieve goals.</p> <p>This course focuses on how leaders can work with their teams to build the infrastructure that enables maximum performance. Leaders gain experience in diagnosing and applying the five Team Success Factors—Results, Commitment, Communication, Process, and Trust.</p>	<p>Guiding Team Success (P)</p> <p>Leading Teams (P)</p> <p>Influencing (S)</p>	■	■			

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	●	●	<p>Navigating Beyond Conflict*</p> <p>The differences people bring to the workplace can promote tremendous creativity and innovation. Those same differences also can contribute to misunderstandings, which can lead to discord and, if left unresolved, dispute. Employees need to know how to effectively navigate beyond conflict to prevent damage from occurring.</p> <p>In this course, individuals learn how to recognize the warning signs of conflict and take action to prevent situations from escalating or to work out the conflict if it does escalate. This allows them to mitigate any negative impact, thus reducing the cost of conflict and improving business results.</p>	Resolving Conflict (P) Building Partnerships (S) Communication (S)	■	■			
	●	●	<p>Networking for Enhanced Collaboration</p> <p>Today's jobs are more complex and demanding, increasing the need for information and expertise from diverse contacts across, and outside the organization. People must build business networks to contribute to their success and to enhance collaboration across the organization.</p> <p>This course will help learners increase personal and team value by teaching them to cultivate a network they can contact for information, advice, and coaching. Learners identify what information and expertise they need, identify who can provide it, practice asking for help, and then learn techniques for maintaining strong working relationships.</p>	Building Networks (P) Building Partnerships (P) Communication (P) Building Trusting Relationships (S) Initiating Action (S) Personal Attributes (S)	■				

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Mid-Level Leader	Front Line Leader	Individual Contributor	Course	Competencies	Classroom	Virtual Classroom	Web Based Version	Under 120	Screen Reader-Compatible PPKG
	●	●	<p>Planning and Managing Resources (Self-study Only)</p> <p>An organization's success relies on everyone getting their jobs done and on time. Many are able to meet daily challenges and complete their assigned tasks and projects. However, there are some who have difficulty getting things done because of conflicting priorities, the task's scope changes, or they might be prone to procrastination. They might also be unaware of all the resources available to them and how to utilize them effectively.</p> <p>This self-study course helps people develop the skills they need to use time and manage resources more effectively so they are able to make stronger contributions to the organization. Using the tips, techniques, and tools in this course will also help learners complete projects successfully by anticipating obstacles and devising a plan to address them.</p>	<p>Managing Work (P)</p> <p>Planning and Organizing (P)</p> <p>Decision Making (S)</p>					
●			<p>Reinforcing Leadership Development</p> <p>There is a significant gap between the time and money spent on leadership development and on-the-job application of new skills. The breakdown is often the result of managers not investing the time with leaders before training to set up expectations or supporting them afterwards.</p> <p>This course, designed for managers of leaders, presents research managers can't ignore . . . they can make or break the training initiative. Managers walk away with the skills and resources they need to support their leaders before, during, and after training, so that your organization realizes a return on its investment in leadership development.</p>	<p>Coaching (P)</p> <p>Coaching and Developing Others (P)</p> <p>Aligning Performance for Success (S)</p> <p>Inspiring Others (S)</p>	■	■			

• Audience ■ Modality (P) Primary Competency (S) Secondary Competency *Indicates skill practice courses

Mid-Level Leader	Front Line Leader	Individual Contributor	Course	Competencies	Classroom	Virtual Classroom	Web Based Version	Under 120	Screen Reader-Compatible PPKG
	●		<p>Resolving Workplace Conflict*</p> <p>Today's business environment challenges organizations to increase productivity, improve quality, shorten cycle time, and reduce costs. An unfortunate but natural byproduct of these challenges is conflict. While conflict can lead to discoveries such as new ideas and innovative breakthroughs, it can, if allowed to escalate, result in damage to critical working relationships.</p> <p>This course teaches learners how to recognize the signs of escalating conflict and take appropriate action to minimize damage. Leaders are introduced to two resolution tactics—coach and mediate—and practice using the Interaction Essentials as they coach then mediate to resolve a conflict. (Industrial and health care versions available.)</p>	Resolving Conflict (P) Coaching (S) Influencing (S)	■	■	■		
	●		<p>Setting Goals and Reviewing Results*</p> <p>People are more engaged and strive for better results when they feel ownership of their work process and outcomes. Unfortunately, leaders fail to engage and reinforce this sense of ownership during performance management discussions.</p> <p>This course will show the positive effect of shifting the traditional role of planner and evaluator from the leader, to a shared responsibility between leader and employee. This shift builds employee ownership, and allows the leader to focus on coaching and developing throughout the performance cycle. Leaders will experience how to use effective (SMART) goals to help them and their employees track progress and fairly evaluate outcomes. A well-written performance plan is also a powerful tool for leaders to use when determining where to focus their development and coaching discussions with their employees. (Health care version available.)</p>	Aligning Performance for Success (P) Influencing (P) Guiding Team Success (S) Leading Teams (S)	■	■	■		■

• Audience ■ Modality (P) Primary Competency (S) Secondary Competency *Indicates skill practice courses

Mid-Level Leader	Front Line Leader	Individual Contributor	Course	Competencies	Classroom	Virtual Classroom	Web Based Version	Under 120	Screen Reader-Compatible PPKG
	●	●	<p>Strategies for Influencing Others</p> <p>Whether it's an innovative breakthrough or a simple process improvement, making it happen generally requires commitment from others in the organization. The best way to gain this commitment is to have a strategy for each stakeholder.</p> <p>This course shows leaders and individual contributors how to package their ideas in a way that will win over even the most skeptical individuals. Participants learn strategies for effectively capturing people's attention, transforming their perspectives, and gaining their commitment to taking action.</p>	Influencing (P) Building Partnerships (S)	■	■		■	■
	●	●	<p>Strengthening Your Partnerships</p> <p>Partnerships, whether internal or external, are more important than ever in reaching organizational goals. Strong partnerships can mean achieving objectives, yet changing boundaries and responsibilities make it difficult to build and sustain partnerships.</p> <p>This course focuses on six Checkpoints that help partners identify and focus on important issues and promote open communication. In addition, learners are also introduced to the Partnership Scorecard, a tool used to provide feedback and measure progress on key elements of the partnership.</p>	Building Partnerships (P) Earning Trust (P) Communication (S) Creating a Culture of Trust (S) Emotional Intelligence Essentials (S) Managing Relationships (S)	■	■			
	●	●	<p>Taking the HEAT*</p> <p>Organizations need to provide superior customer service in order to build customer loyalty and stay ahead of the competition. Service providers, quite often, know how to have a friendly, positive customer interaction but lack the skills to handle an interaction that takes a turn for the worse. The potential to lose business increases when the service provider does not respond appropriately to a dissatisfied customer.</p> <p>This course equips learners with an important skill set that is essential to providing high-quality customer service. These essential skills will help service providers turn dissatisfied, upset customers into satisfied, loyal ones.</p>	Building Customer Loyalty (P) Building Customer Relationships (P) Communication (P) Influencing (P) Sustaining Customer Satisfaction (P)	■				

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Mid-Level Leader	Front Line Leader	Individual Contributor	Course	Competencies	Classroom	Virtual Classroom	Web Based Version	Under 120	Screen Reader-Compatible PPKG
●			<p>Translating Strategy into Results</p> <p>Organizations are looking for leaders who can implement strategy from the middle. They need to identify execution priorities and manage their time to ensure execution and sustainability. Leaders learn actions they can take to engage themselves and their team in executing priorities and how to overcome the challenges that interfere with effective strategy realization.</p>	<p>Driving Execution (P)</p> <p>Establishing Strategic Direction (P)</p> <p>Strategic Planning (P)</p> <p>Driving for Results (S)</p> <p>Execution (S)</p>	■				
	●	●	<p>Valuing Differences</p> <p>Today, the organizations with the greatest competitive advantage are those that create an inclusive environment that makes the most of their people's diverse experiences, ideas, and talents. Valuing Differences gives people effective skills and tools for exploring others' unique perspectives, understanding and leveraging people's inherent differences, challenging devaluing behavior, and creating an environment in which people's differences are respected and utilized.</p>	<p>Valuing Differences (P)</p> <p>Adaptability (S)</p> <p>Building Trusting Relationships (S)</p>	■				
	●	●	<p>Working as a High-Performing Team</p> <p>For a team to achieve peak performance, its members must involve, support, and trust one another. And they must share information and commit to a process that will lead to success.</p> <p>This course will enhance team effectiveness and maximize not only performance, but also impact on the organization as a whole. Participants learn the personal, interpersonal, and business advantages of working together as a unit and are introduced to a set of best practices for optimal results.</p>	<p>Collaborating (P)</p> <p>Earning Trust (P)</p> <p>Building Partnerships (S)</p>	■	■			

● Audience ■ Modality (P) Primary Competency (S) Secondary Competency *Indicates skill practice courses

Mid-Level Leader	Front Line Leader	Individual Contributor	Course	Competencies	Classroom	Virtual Classroom	Web Based Version	Under 120	Screen Reader-Compatible PPKG
	●	●	<p>Your Leadership Journey</p> <p>Making the transition from individual contributor to leader is both exciting and challenging. Unfortunately, we often promote individuals based on their hard work, and they struggle because being a leader is a career change, not just a slight shift in the work they do.</p> <p>This course arms a new or prospective leader with the knowledge and skills they need to confront the challenges they face early in their leader career. The course encourages the learner to think about the transitions that newer leaders face and how to handle those challenges. They are introduced to three leadership differentiators that are most important to building a positive reputation as well as contributing to the organization's success.</p>	<p>Creating a Culture of Trust (P)</p> <p>Inspiring Other (P)</p>	■	■	■	■	

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