Workplace Essentials (W) – List of courses and detailed course outlines

#	Workplace Essentials (W)
W01	Excellence in Client Services
W02	How to Deal with Difficult Client
W03	Listening Skills
W04	Peer Coaching
W05	Teamwork
W06	Effective Interpersonal Communication Skills
W07	Teamwork and Communication Skills
W08	Developing High-Performance Work Teams
W09	Conflict Resolution
W10	Harassment and Conflict Prevention
W11	Hiring for Success: Behavioral Interviewing Techniques
W12	Creating a Respectful Workplace
W13	Multi-Generational Team Building
W14	Coaching and Mentoring
Wxx	Other courses available on demand

Other courses are available on demand. Classroom delivery can be complemented by mentoring and/or coaching as well as technical support when required.

For more information, the following pages contain a detailed course outline of each course.

Course Title: W01 - Excellence in Client Service	
Course Length: 1 day	**Maximum Number of Participants:** 24 (ideal 12-18)

Course Objectives:

- Identify the steps involved in Quality Client Service;
- Identify opportunities in providing Quality Client Service;
- Recognize the impact of one's attitude on one's behaviour and how behaviour breeds behaviour in return from the client;
- Use techniques in order to defuse potential difficult situations;
- Reinforce one's "Circle of Influence", develop the ability to solicit feedback as well as to explore one's psychological profile and of the client's.

Course Content:

This one-day workshop will make participants conscious of the importance of good interaction between clients, both internal and external, and service providers. This training will also enable participants to assimilate the techniques and the methods required in order to raise the quality of "Client Service".

1. Clarification of the concepts of "Service" and of "Quality";
2. Steps in Quality Client Service;
3. Impact of attitude on behaviour;
4. Presentation of defusing strategies / techniques;
5. The "Circle of Influence" / The "Johari" Window / "Herrmann's" psychological profile.

Target Audience:

Employees, managers, supervisors providing client services.

Methodology:

An "experiential" approach is essential in order to acquire the concepts and techniques presented during the workshop. Lectures, individual & sub-group exercises followed by discussions in plenary sessions are part of this training.

Expected Results:

Participants will have a broader understanding of the concept of the "Client", internal and external, and will also acquire strategies and techniques enabling them to better interact with different types of clients.

Course Title: W02 - How to Deal with Difficult Clients	
Course Length: 1 day	**Maximum Number of Participants:** 18 (ideal 6-12)

Course Objectives:

The objectives of this workshop are:

- Discover and put into practice the rules of intervention with a difficult client;
- Identify types of perceptions and the impact on behaviour;
- Use communication techniques in order to defuse difficult situations;
- Establish a link between conflict resolution and dealing with a difficult client.

Course Content:

The transformation process geared toward the client:

1. "Reactive" behaviour versus "Proactive" behaviour;
2. Personality, character and trust;
3. How we see others;
4. Basic principles of communication;
5. The 7 steps of constructive communication;
6. Communication barriers;
7. Dealing with a critical situation;
8. Conflict resolution.

Target Audience:

This workshop is aimed at individuals who are required to provide services to difficult clients.

Methodology:

This workshop consists of theoretical sessions and practical exercises. An "experiential" approach is an integral part of the unfolding of this workshop by way of sub-group exercises, lectures and plenary sessions as well as individual introspection work.

Expected Results:

Participants will be better able to recognize and deal with difficult clients.

Course Title: W03 - Listening Skills	
Course Length: 2 days	**Maximum Number of Participants:** 18 (ideal 12-16)

Course Objectives:

Effective listening skills are vitally important in the workplace. It has a significant impact on your relationships with your boss, your colleagues and your clients. At the end of the course, you will be able to:

- Appraise your ability to listen effectively;
- Apply effective listening skills in the workplace;
- Respond appropriately to messages;
- Control distractions which put the speaker off track;
- Interpret verbal and non-verbal messages;
- Clarify those messages as you listen.

Course Content:

1. Benefits of active listening;
2. How to listen effectively;
3. Barriers to listening;
4. How to control distractions;
5. Identify poor listening habits;
6. Evaluate our ability to listen effectively;
7. Create a listening environment;
8. Understand the communication process;
9. Respond appropriately to verbal message;
10. Verbal and non-verbal listening;
11. Listening to feelings;
12. Verbal communication techniques;
13. Develop a listening improvement plan.

Target Audience:

All employees or managers who deal with the public, peers and other stakeholders and feel that the need to improve communication skills is always important.

Methodology:

Short lectures, exercises, group activities and role plays.

Expected Results:

Develop skills to listen more effectively and improve communication.

Course Title: W04 - Peer Coaching	
Course Length: 1 day	**Maximum Number of Participants:** 20 (ideal 12-16)

Course Objectives:

At the end of this workshop, participants will be able to:

- Define coaching and explain its benefits;
- Describe learning styles;
- Describe their preferred coaching style;
- Develop strategies designed to improve their ability to ask questions in a coaching context;
- Coach on a day-to-day basis and use relevant questions;
- Apply the G.R.O.W. coaching model.

Course Content:

This interactive learning program is designed to introduce coaching as an efficient method to support personal and professional development for the purpose of knowledge and skills transfer. Coaching is a unique opportunity to focus and move forward on achieving objectives and helping others achieve their own. Participants will learn about learning styles and how to use them in a coaching relationship. Finally, participants will develop the ability to decide of when it is appropriate (or not) to use coaching at work.

Target Audience:

Employees involved in coaching activities (coaching or being coached) and/or wishing to improve their coaching competencies. This covers employees at all levels, coordinators, team leaders, supervisors and managers.

Methodology:

Participants learn about their own preferred learning styles. Through a professionally developed questionnaire (Corporate Coach U International), participants will determine their own personal coaching style and preferences. Participants will learn about a specific coaching approach (John Whitmore's G.R.O.W. model) and how to use various questions in a coaching context.

Expected Results:

Participants will improve their ability to transfer their knowledge and experience with techniques better adapted to the different learning styles.

Course Title: W05 - Team Building	
Course Length: 1 day	**Maximum Number of Participants:** 20 (ideal 6-12)

Course Objectives:

This "Team Building" workshop will deal with individual behaviours, interpersonal dynamics and leadership style / facilitation which will ensure success in teamwork. Team leaders will be encouraged to become co-workers and to stimulate optimal participation of all involved within the organization. This workshop will enable participants to understand and acquire the competencies to better utilize their abilities, their knowledge and their experience thus engaging individuals in effective teamwork.

Course Content:

1. Distinction between a "team" and a "work group";
2. Developing effectiveness in teamwork;
3. Steps in team development;
4. Team effectiveness evaluation.

Target Audience:

All employees, managers and supervisors.

Methodology:

This one-day workshop is comprised of short lectures by the instructor and practical exercises in sub-groups. An "experiential" approach is favoured for this type of training making the ratio of lectures 35% and practical exercises 65%. The "Parker Team Player Survey" self-discovery instrument will be administered to enable participants to identify and put into practice their dominant approach in a teamwork environment; the latter part of the day will bring participants to put into practice the fundamental principles of teamwork via an interactive / competitive exercise consisting in the construction of condominiums where a winning team will emerge in a context of both harmony and pleasure.

Expected Results:

At the end of this workshop participants will be able to:

- Apply acquired knowledge and exhibit judgement in a teamwork environment;
- Identify leadership qualities with team members and understand and put into practice the;
- Acquire the competencies required to be a team leader as well as an effective team member;
- Apply techniques in order to optimize teamwork and evaluate the strengths and improvement aspects of team members;
- Manage team meetings more effectively.

Course Title: W06 - Interpersonal Communication Skills	
Course Length: 1 day	**Maximum Number of Participants:** 18 (ideal 6-12)

Course Objectives:

This course aims primarily at increasing the effectiveness of the participant's communication skills. The course will enable participants to assimilate the basic principles of interpersonal communication skills. Effective communication depends on an increased level of self-awareness of one's knowledge (what to, why to), of one's skills (how to) and of one's desire (want to). The course also provides participants with the opportunity of valuing and celebrating "differences". Valuing the differences Does not imply that individuals approve or agree with differences; however, it does mean that people respect differences and view them as opportunities to better communicate.

At the end of this course, participants will be able to:

- Understand the communication process and the influence of "filters";
- Recognize the impact of "barriers" on the flow of information**;**
- Demonstrate an active communication process;
- Identify effective non-verbal skills;
- Demonstrate effective verbal skills; and
- Value and celebrate "differences" in the communication process.

Course Content:

1. Communication model;
2. Barriers to communication;
3. Effective verbal and non-verbal skills;
4. Feedback;
5. The impact of attitudes and behaviours;
6. Valuing the differences;
7. Synergy.

Target Audience:

All employees, managers and supervisors.

Methodology:

The course consists of theoretical (40%) and practical exercises (60%). Participants will have the opportunity to apply what they have learned during each individual session.

Expected Results:

Participants will have greater confidence that information will be accurately conveyed and received. Clarity and accuracy through improved communicate and open-mindedness will improve better understanding amongst individuals.

Course Title: W07 - Teamwork and Communication Skills	
Course Length: 1 day	**Maximum Number of Participants:** 18 (ideal 12-14)

Course Objectives:

At the end of this one-day course, participants will be able to:

- Work effectively in a team environment;
- Convey and process information in a more structured manner;
- Develop a personal "Action Plan" to be shared with their immediate supervisor and peers.

Course Content:

1. Understanding team dynamics and communication barriers;
2. Understanding and developing positive and collaborative corporate behavior that support teamwork and effective communication;
3. Discovering personal and team members communication styles and how to better communicate with others;
4. Capitalizing on style strengths and addressing difficult work relationships;
5. Active listening principles;
6. Receiving and giving feedback;
7. Accepting change and difference;
8. Developing common vision, goals, collaborations and daily action steps;
9. Encouraging self-awareness, communication and reflection in group work;
10. Developing communication and interpersonal skills to partner with others, to solve problems and manage conflicts; and
11. Exploring and practicing communication and collaboration tools.

Target Audience:

All employees, managers and supervisors.

Methodology:

An "experiential" approach is favoured for this type of training; 35% of the delivery will consist of lectures from the instructor and the remaining 65% will be practice / discussions by course participants.

Expected Results:

Participants will have the necessary tools and skills in order to overcome the daily challenges of a professional workforce and to help them form a solid team with their immediate supervisor, colleagues and internal partners.

Course Title: W08 - Developing High-Performance Work Teams	
Course Length: 1 day	**Maximum Number of Participants:** 16 (ideal 12-14)

Course Objectives:

The objectives of this training are:

- Identify different types of teams;
- Build teamwork by recognizing and tapping into the twelve characteristics of an effective team;
- Promote trust and rapport by exploring your team player style and how it impacts on group dynamics;
- Recognize the key elements that move a team from involvement to empowerment and how to give these elements to your team;
- Develop strategies for dealing with team conflict and common situations;
- Understand how action planning and analysis tools can help your team perform better.

Course Content:

1. Types of teams;
2. The TORI model;
3. The Team Player survey;
4. Organizations today;
5. The stages of team development;
6. Communication skills;
7. Shared leadership;
8. DeBono's thinking hats;
9. Managing team conflict;
10. The trust/relationship model;
11. Obtaining consensus;
12. Team-shaping factors;
13. Team problem-solving;
14. SWOT analysis.

Target Audience:

All employees or managers who work in or manage a team-based workplace.

Methodology:

Short lectures, exercises, group activities and role plays.

Expected Results:

Participants will improve their skills to understand, develop and work in an environment which leverages results through teamwork.

Course Title: W09 - Conflict Resolution	
Course Length: 1 or 2 days	**Maximum Number of Participants:** 18 (ideal 12-14)

Course Objectives:

Conflict, when not managed properly, can have a negative effect on the attainment of personal or organizational goals. In order to be effective in dealing with conflict, individuals need to recognize the potential causes of conflict and take the appropriate steps to prevent them from developing, or, if they escalate, deal with them using proven conflict resolution strategies. As a result of taking this training, participants will learn how to:

- Analyse conflict situations;
- Choose the most appropriate strategy;
- Implement their choice;
- Assess the strategy's effectiveness.

Course Content:

Session 1. **Analysing conflict -** The goal of this session is to identify the characteristics of conflict situations, and to analyse specific variables. The variables include: the people involved, their culture and values, the nature of the conflict, the intensity of the situation, and the cause(s) of the conflict.

Session 2. Choosing strategies for dealing with conflict - This session focuses on the Thomas-Kilmann Conflict Model. This model shows that there are five basic ways to deal with conflicts, depending on the amount of cooperation and assertiveness used.

Session 3. Implementing the strategy - The strategy chosen to be implemented appropriately. Your assumptions, reactions, culture, values, communication and ability to give and receive feedback have a great impact on your effectiveness.

Session 4. Assessing effectiveness - In this session, you will learn how to determine the effectiveness of your conflict resolution skills. The content will focus on the outcome, the relationship between those previously involved in conflict, and the learning that has occurred.

Target Audience:

All employees, managers and supervisors.

Methodology:

This course is comprised of lectures and practical exercises. An experiential approach is favoured in order to increase participants' learning. The Thomas Kilmann Conflict Mode instrument will be used by participants enabling them to discover their dominant style in conflict resolution.

Expected Results:

This course will provide individuals with the principles and skills necessary to effectively resolve conflicts in these times of change and globalization.

Course Title: W10 - Harassment Prevention	
Course Length: 1 day	**Maximum Number of Participants:** 18 (ideal 12-16)

Course Objectives:

This half-day workshop will not only broaden your understanding of the issue of harassment, but give you the tools to identify potential harassment situations and to promote attitudes and behaviours that will discourage workplace harassment.

At the end of this workshop, participants will:
- Understand the definition of harassment as stated in your organization's Policy on Prevention and Resolution of Harassment in the Workplace;
- Recognize the connection between conflict and harassment in the workplace;
- Build skills in recognizing the early stages and types of conflict;
- Develop appropriate responses to conflict thereby preventing potential harassment situations.

Course Content:

1. Setting the stage;
2. Policy on Prevention and Resolution of Harassment in the Workplace as it applies to your organization;
3. Defining conflict and harassment;
4. Examples of Harassment;
   - Conflict resolution 4 step process: Analysis
   - Strategy(ies)
   - Implementation
   - Assessment
5. Case study.

Target Audience:

All employees, managers and supervisors.

Methodology:

An "experiential" approach is recommended for this training; a 35% lecture / 65% practice will be incorporated.

Expected Results:

Participants will be able to better understand and prevent harassment.

Course Title: W11 - Hiring for Success: Behavioural Interviewing Techniques

Course Length: 1 day	**Maximum Number of Participants:** 16 (ideal 12-14)

Course Objectives:

The objectives of this course are:

- Recognize the costs incurred by an organization when a wrong hiring decision is made;
- Develop a fair and consistent interviewing process for selecting employees;
- Prepare better job advertisements and use a variety of markets;
- Be able to develop a job analysis and position profile;
- Use traditional, behavioural, achievement oriented, holistic, and situational interview questions;
- Enhance communication skills that are essential for a skilled recruiter;
- Effectively interview difficult applicants;
- Check references more effectively;
- Understand the basic employment and human rights laws that can affect the hiring process.

Course Content:

1. The cost of hiring errors;
2. Why use behavioural interview techniques;
3. How to get the information you need;
4. Advertising guidelines;
5. Communication skills;
6. Writing the interview questions;
7. Defensible resume screening;
8. Developing an effective interview format;
9. Ethical and legal issues;
10. Interviewing techniques;
11. Asking questions and listening for answers;
12. Reference checks.

Target Audience:

All employees or managers are involved in some way with the recruitment and selection process.

Methodology:

Short lectures, exercises, group activities and role plays.

Expected Results:

Develop skills to understand the hiring and selection process. Improve the quality and retention of new hires.

Course Title: W12 - Creating a Respectful Workplace	
Course Length: 1 day	**Maximum Number of Participants:** 24 (ideal 12-16)

Course Objectives:

At the end of the workshop, participants will be able to:

- Define workplace bullying, harassment & discrimination;
- Understand the dynamics and effects of bullying, harassment & discrimination;
- Identify disrespectful behaviour or conduct to be avoided;
- Understand their roles and responsibilities in respect to bullying, harassment & discrimination;
- Use their personal power to resolve and prevent these problems;
- Understand how their organization responds if they need help;
- Apply specific actions to foster a respectful workplace.

Course Content:

This course is intended to ensure that employees at all levels are aware that we are all responsible to resolve conflicts, to prevent & eliminate harassment in the workplace and to create, collectively and individually a respectful workplace. Through exercises and discussions, the participants will be able to:

- Recognize workplace bullying, harassment and discrimination and the effect it has on the workplace.
- Understand their organization policies and guidelines on the prevention of bullying, harassment and discrimination.
- Understand their roles & responsibilities and the harassment resolution process and be able to identify the resources in place in their organization to help.

Target Audience:

Managers, supervisors, team leaders, senior managers/executives, HR personnel/managers/risk managers, anyone in charge of managing/supervising and training employees at all levels.

Methodology:

Case studies & exercises based on real life work related issues will be used to make participants aware of common and their own perceptions, stereotyping and what they see as bullying, harassment & discrimination or not.

Expected Results:

The participants will learn, through discussions and case studies, the importance of their perceptions and the expectations of their organization in respect to culture, diversity, inclusion, multiculturalism, intergenerational issues, discrimination, racism and all elements of Canadian Human Rights.

Course Title: W13 - Multigenerational Team Building	
Course Length: 3 hours	**Maximum Number of Participants:** 24 (ideal 16-20)

Objectives of the session:

- Knowledge of the differing values, working styles, and ethics of each generation;
- Insight into viewing the workplace from a new perspective;
- Knowledge of guidelines on what a leader can do to help team members become more productive within the multigenerational mix of today's workforce;
- Knowledge on tips and strategies for achieving a more collaborative and satisfying work environment; and,
- Build the foundation for greater productivity, retention, flexibility and business development results.

Course Content:

For the first time in the history in the modern workplace, we have a melting pot of four generations in the work environment with its values and cultures.

This 3 hours course will make participants conscious of the importance of understanding generations and discover the values of each group of people. This understanding will help different age groups relate to one another and share ideas. This understanding will not result in a magical solution to break down generational differences, because each difference is also influenced by individual behavior. However, understanding different generations will help participants have more appreciation for the concerns and issues of each era.

The lack of awareness of generational differences and the lack of effective communication between the generations can have an impact on:
- The turnover rate of employees;
- Tangible costs such as (recruitment, hiring, training and retention);
- Grievances and complaints;
- Lack or perception of lack of impartiality and fairness.

Target Audience:

Every employee and manager in the public service.

Methodology:

An interactive PowerPoint presentation with humour, quiz and discussions.

Expected Results:

Participants will have a broader understanding of how the meld of multi-generational teams in the work environment impact on work situations.

Course Title: W14 - Coaching and Mentoring	
Course Length: 1 day	**Maximum Number of Participants:** 24 (ideal 12-18)

Course Objectives:

- Define coaching, mentoring and the GROW model;
- Identify and set appropriate goals using the SMART technique of goal setting;
- Identify the steps necessary in defining the current state or reality of your employee's situation;
- Identify the steps in developing a plan for getting your employee motivated to accomplish this plan;
- Identify the benefits of building and fostering trust with your employee;
- Identify the steps in giving effective feedback while maintaining trust;
- Identify and overcoming common obstacles;
- Identify when the coaching is at an end and transitioning your employee to other growth opportunities;
- Identify the difference between mentoring and coaching.

Course Content:

This interactive learning program invites participants to explore coaching and mentoring as management tools to support employees in the identification and the resolution of learning needs, issues, problems and special situations, through the use of methods aimed at knowledge and ability transfer in the work place.

Target Audience:

Managers and supervisors wanting to help employees reach their full potential and improve their contribution to their organization.

Methodology:

Through the use of exercises and case studies, participants will practice the techniques and tools presented. Our experiential approach to learning ensures that each activity is based on the transfer of knowledge and skills within and, beyond the classroom.

Expected Results:

Participants will be able to use proven techniques that will help them to improve their ability to transfer knowledge and skills.