



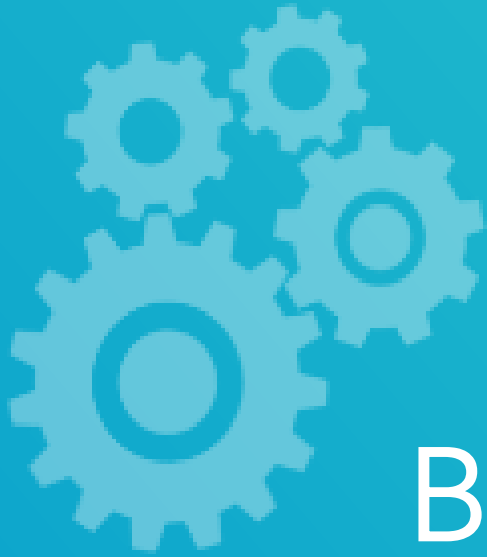
Hands On Learning

Learning Catalog

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Business Skills

Sound business knowledge and good business skills are critical for all roles in an organization, not just those in finance or commercial functions. Increase your effectiveness by expanding beyond your technical expertise and rounding-out your capabilities with business know-how.

Advanced Agile

Overview

Learn advanced ways to apply Agile methodology to your business. Whatever your industry or organizational size or structure, Agile can help you and your colleagues approach work faster and more nimbly.

Learn about:

- Understanding of Agile, its key principles, practices, and tools
- Learn from the history and evolution of Agile as a key methodology used in many industries
- Examine Agile uses in specific industries
- Learn Agile best practices and common pitfalls to avoid
- Learn emerging trends and explore other resources to leverage your understanding of Agile and how to apply in your work environment

Key topics covered:

- Defining Agile and its Importance
- Key Principles and Practices
- Agile Across the Project Lifecycle
- Agile in Different Industries
- Key Agile Tools
- Best Practices and Common Pitfalls
- Emerging Trends

Why this matters?

Every organization, irrespective of size or industry, can benefit from understanding faster and more effective ways to accomplish work. This is never more important when work involves cross-functional teams, as these teams carry their own complexities. Advancing knowledge of Agile and how to apply its principles and practices will benefit all organizations.

Example Content:

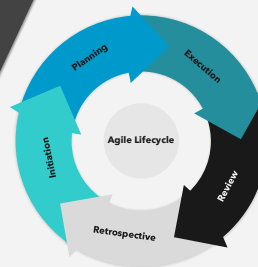
Agile Lifecycle Summary Table

Phase	Primary Focus	Typical Outputs
Initiation	Vision, roles, and backlog setup	Product vision, role assignments, initial epics
Planning	Define sprint work and priorities	
Execution	Deliver value and coordinate daily	
Review	Present work and collect feedback	
Retrospective	Identify improvements for next sprint	

Agile Lifecycle - Overview & Initiation

What is the Agile Lifecycle?

- A structured, flexible process for planning, executing, and improving work in iterative sprints
- Supports continuous delivery, quick feedback loops, and alignment with changing priorities



Emerging Trends in Agile

Agile is evolving to meet new needs—like hybrid work, artificial intelligence, and cross-team coordination. For example, teams now use AI tools to help with tasks and stay connected.

Combined with other design thinking for secure tech, it even more comments.



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Advanced Finance for Non-Finance Managers



Overview

Learn advanced business finance tenets, components, and practices, including key financial metrics and reporting, whether your business is revenue-generating or not.



Learn about:

- The core principles and practices of accounting and profit & loss management
- The various types of financial reporting and their purpose
- How you can contribute to the sound fiscal management of your organization



Key topics covered:

- 4 Main Branches of Accounting
- Essential Reports
- 10 Principles of GAAP
- Balance Sheet - Assets
- Cash Flows - Investing & Financing
- P&L Statement Fundamentals
- Profit & Loss Management

Why this matters?

Whatever your role, particularly as a senior or next-generation leader, understanding the mechanics of financial analysis, measurement, management, and reporting is a critical skill that all business leaders - existing and up-and-coming - should have to effectively contribute to the short- and long-range success of your organization.

Example Content:

The collage displays several financial report slides. On the left, there are three slides under the heading 'Essential Reports': 'Balance Sheet' (described as a snapshot of a moment in time for a business to show what it owns and what it owes), 'Cash Flow Statement' (described as the revenue and expenses of a period), and 'The Role of the Budget' (described as the role of the budget to focus on the strategic direction of the business into realistic goals). On the right, there are two slides under the heading 'P&L Statement Fundamentals': one titled 'Types' (listing direct costs and indirect costs) and another titled 'Business Analysis' (discussing the separation of fixed and variable costs). A magnifying glass icon is overlaid on the 'The Role of the Budget' slide.

Advanced Selling Excellence



Shadi Bucklin has been a Sales Enablement practitioner and leader at multiple high growth companies and most recently served as an Operating VP at a San Francisco based Private Equity firm where she helped portfolio companies improve their operational execution in sales and customer retention to maximize investor returns. She has built this Hands On **Sales Excellence** series to share her proven framework in applying EQ to get the best deals done. This training is highly relevant for anyone who works in sales and business development as well as those who want to develop their sales acumen. The program consists of three interactive Zoom Workshops that address critical techniques in consultative selling and provide adequate opportunity for skill practice and coaching.



Module One: Building the Relationship

Without a relationship built, it's hard to sell anything in today's hyper competitive marketplace. This module will help you learn some tried and true steps to building and solidifying business relationships as the foundation for sales excellence. You will focus your learning on:

Asking probing and clarifying questions to understand who your potential customers are and what they need

Foundational influencing skills to develop and / or strengthen your ability to influence without authority

Proven techniques to transition the budding or existing relationship to opportunities for business deals



Module Two: Qualifying the Opportunity

Once the relationship is built and starting to grow, you can start qualifying the potential and scope for a sale. You will focus your learning on:

Specifying the need, value and urgency for the client / organization

Establishing shared agreement and purpose with the client

Clarifying client-specific details and co-creating action plans with your clients

Negotiating skills and handling objections



Module 3: Closing the Opportunity

By this stage, if you've followed the above steps and sequencing, closing the opportunity to an actual "sale," should be relatively seamless and achievable. At this stage, you are leveraging the relationship and reiterating the qualification of the opportunity to transition to "close." You will focus your learning on:

Framing the solution and focusing your client to what they have already established as the need and appetite for your solution

Advanced negotiation skills to close the opportunity

A simple checklist to help you ensure all key aspects are covered during the "close"

Supplemental tips and techniques (like leveraging emotional intelligence)



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Advanced Strategic Planning

Overview

Advance and accelerate your strategic planning capabilities by critically evaluating strategies that have been both successful and unsuccessful, while learning a contemporary strategic planning model and how to apply this to your organization.



Learn about:

- Latest trends and learning in strategic planning
- Elements that create a good and bad strategy
- Models / steps to consider when building your strategy
- Translating your strategy into a strategic vision (narrative)
- Planning for strategy implementation and monitoring execution



Key topics covered:

- Latest insights on strategic planning from thought leaders
- Practical examples
- Bad vs. good strategy
- Designing strategy
- Refining strategic vision
- Planning strategy implementation and monitoring execution



Why this matters?

Organizations thrive and fail by the quality and effectiveness of their strategies. Defining a successful strategy is not something an organization or leader wants to leave to chance. Focusing on what makes a good strategy and how to apply this to your organization is an investment in time and learning that will pay for itself time and again.

Example Content:

Markets where business competes

Source of competitive advantage	BROAD	NARROW
	COSTS	COSTS
DIFFERENTIATION	Cost Leadership	Cost Focus
COSTS	Differentiation Leadership	Differentiation Focus

PORTER'S COMPETITIVE ADVANTAGE

Competitive advantage within an industry can be reached by pursuing either "differentiation" or "cost leadership", and is created through aggressive marketing, innovative design, or product/service quality. The focus is on existing market and/or industry.

Focus

Applied to strategy, 'focus' has two meanings: first, it denotes the coordination of activities that produces... and

Blue Ocean Strategy

Blue Ocean strategy pursues both differentiation and low cost to open new market space and create new demand. It aims to create and capture uncontested market space, and as a result make the competition irrelevant. It is based on the view that market boundaries and industry structure are not a given and can be reconstructed by the actions and beliefs of industry players.

Compete in existing market
RED OCEAN

Create new market
BLUE OCEAN



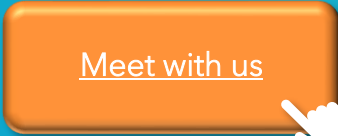
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Budget & Resource Management



Overview

If you are responsible for planning or managing a budget and/or planning and managing longer-term resource allocation, this program is great to help you understand the different techniques in budgeting and resource planning.



Learn about:

- The importance of effective resource management
- How to identify and plan for the resources you need
- How to forecast resource needs
- Different types of budgeting
- How to develop and manage your budget

Key topics covered:



- Overview on resource and budget management
- Identifying resources to support your work
- Planning for resource management
- Creating budgets
- Managing resources and budgets



Why this matters?

We all deal with resource limitations. Understanding how to proactively plan and allocate resources to achieve your goals is critical to enable goal achievement. Understanding how to budget for your resources and other operating expenses is equally critical, as is effective budget management.

Example Content:

Techniques for Resource Management

- Resource Allocation
- Resource Leveling
- Resource Forecasting

Resource Allocation

- ☑ Straight method
- ☑ Allocate resources to the task that the project manager sees fit
- ☑ Review reports and adjust

Resource Leveling – Resource Smoothing

- ☑ Resource leveling: Start and finish dates are adjusted based on resource constraints
- ☑ Resource smoothing

Resource Forecasting

- ☑ Process of predicting requirements
- ☑ Resource forecasting: predict's scope and

Annual Budget Plan Template

Category	Q1	Q2	Q3	Q4	Projected Total Per Year	Programme Budget
Office Costs						\$1,000,000
Marketing	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,000,000	\$8,000,000
IT	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000	\$4,000,000
Legal	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000	\$2,000,000
Travel	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000	\$4,000,000
Other	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000	\$4,000,000
Total	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$30,000,000	\$30,000,000

RecyX

Project Start: Sun, 4/15/2022

Display Week: 1

Mar 15, 2022 Mar 28, 2022

Task	ASSIGNED TO	PREVIOUS	START	END
Final Phase				
Define project and set deliverables	John		3/30/22	3/31/22
Determine tools including tracking	Matt		3/23/22	3/25/22
Work with bank and secure financing	Neil		3/25/22	3/25/22
Obtain licenses	Sharon		3/28/22	4/1/22



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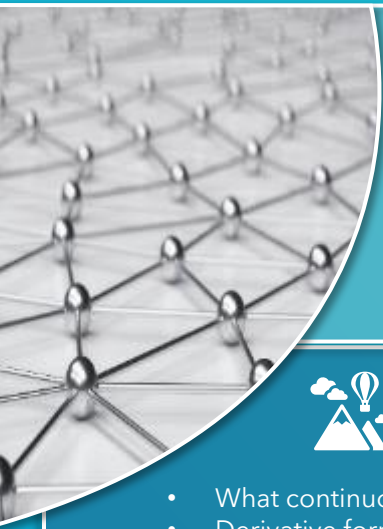


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Business Process & Continuous Improvement



Overview

Learn about the importance, practices, techniques, and tools used to assess and develop opportunities for continuous improvement, including business process re-engineering.



Learn about:

- What continuous improvement really is and how it works
- Derivative forms and different methodologies for continuous improvement
- Steps you can take to identify opportunities for continuous improvement
- How to design and implement continuous improvements



Key topics covered:

- Models for continuous improvement
- Examples of continuous improvement
- Re-Engineering steps, processes, and practices
- Planning improvement implementations
- Managing risks and change



Why this matters?

Organizations and their business operations are constantly evolving, which puts greater emphasis on the need to continuously streamline, improve, and scale our operations. Understanding how to efficiently and effectively approach, define, and deliver continuous improvements is critical to organizational and team effectiveness.

Example Content:

The image shows three overlapping presentation slides. The leftmost slide, titled 'Common Approaches', lists four key areas: 'THE FOCUS/SCOPE', 'CHANGE MANAGEMENT', 'CHANGING CULTURE', and 'TEAM MANAGEMENT & SUPPORTING'. The middle slide, titled 'SIX SIGMA Analysis - DMADV', details the five steps: 'Define' (Set process boundaries, Understand the process, Prioritize), 'Measure' (Collect and analyze data), 'Analyze' (Identify and understand the root cause, Prioritize), 'Design' (Develop and implement solutions, Test design for fit, Implement design and improvements), and 'Verify' (Check plan, Analyze performance, Transition to standard practice). The rightmost slide, titled 'Stages of Improvement', shows a process flow: 'PLAN' (Define process boundaries), 'ANALYZE' (Measure process performance), 'DESIGN' (Develop and implement solutions), and 'IMPLEMENT' (Check plan, Analyze performance, Transition to standard practice).



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Cross-Functional Collaboration



Overview

Learn about the importance of optimal cross-functional collaboration and why this is so important in today's business world, as much of the key work done in organizations today is handled by cross-functional teams. Learn how to dissect what other functions do, and how you can optimize your way of working with other functions to achieve the best business and team results.



Learn about:

- What cross-functional collaboration is and why it's critical to organizational success
- Tips and techniques to enhance your cross-functional effectiveness
- How to apply your learning to cross-functional scenarios

Key topics covered:



- Cross-functional Collaboration
- Adaptive Collaboration Model
- Required Skills
- Best Practices



Why this matters?

Cross-functional collaboration has never been more important, as much of the key work done in organizations necessarily pulls on the collaborative effort of a number of functions. Understanding what other functions do, how they interface with your function, and how to optimize these collaborations makes all the difference, not only to your engagement and success, but also the overall team and organization.

Example Content:

Tips for Building Cross-Functional Teams

Hands On



What is Cross-Functional Collaboration?

8



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Customer Centricity

Overview

Learn about best practices, techniques and tips to establish and sustain customer centricity as a key differentiator for you and/or your organization.



Learn about:

- Customer centricity and why it matters
- Key steps to achieve and sustain a high-level of customer centricity
- Key techniques to help customers find solutions and understand the value that you / your organization can bring

Key topics covered:



- Defining Customer Centricity
- Understanding Relevant Standards
- Outlining Steps to Achieve and Sustain Customer Centricity
- Helping Customers Find Solutions
- Demonstrating Value

Why this matters?

We all have customers and “competitors” for our customers’ time and attention. One of the key ways that individuals and organizations differentiate from their “competition” is by consistently operating with a customer-centric mindset. Helping your customers solve problems and, therefore, demonstrating your value will set you / your organization ahead of the pack.

Example Content:

What is Customer Centricity?

General Definition

Customer centricity is a business strategy that prioritizes customers and their needs and interests over short-term business goals. It's a mindset that helps organizations make decisions that consider the impact on customers and end-users. The goal is to create a positive customer experience and build long-term relationships.

Our Definition

Client centricity is a company culture focus on outstanding client experiences that foster partnerships and mutual beneficial business. Building trust-based relationships and employee improvement, both internally and externally, to create a client centric culture.

Hands On

Being a Great Consultant

1. **Discovery**
2. **Education and Value Positioning**
3. **Expectation setting**
4. **Conversion**
5. **Research**
6. **Presentation of Options**
7. **Co-Creation and Develop Solution**
8. **Review and Iterate Solution**
9. **Implementation**
10. **Measure and Report Success**

Explore Next Steps ...

Hands On

Co-Creation

Direct learning from stakeholders

Quick idea generation & testing

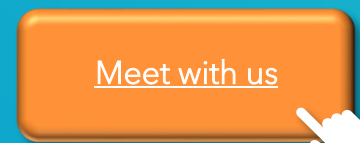
Experiencebased learning

New sources of value creation

Value Partnerships

Stakeholders Leverage on resource diversity

17



Decision-Making

Overview

Learn advanced techniques and practices to help you make better business decisions faster and with improved outcomes.



Learn about:

- The importance of effective decision-making
- Different decision-making styles and traps
- Different techniques to enhance the effectiveness of your decisions

Key topics covered:



- Overview on decision-making
- Decision-making process
- Decision-making skills
- Different techniques to enhance decision-making



Why this matters?

The more responsibility we have, the more choices we have to make and each of those decisions carries consequences, whether good or bad. Understanding when your decision-making style works and when it holds you back is crucial to becoming more effective at decision-making, whether the impact is big or small.

Example Content:

Learning from Your Decisions

There should at least be one decision that you made that you're happy with. With that decision in mind, consider these summary statements and notice which resonates with you or which you disagree with.

- You felt great about the decision and just knew it was the right thing.
- The decision made sense and it just seemed like the logical choice or sensible thing to do. It ticked all the boxes or you were happy that you could do the "X" and cross the "Ys."
- You looked at all the options, you could see how it would work or you considered the various perspectives and it appeared to be the best option.
- You spoke to some peers and it sounded like a good idea.

Knowing which of the six intuitive decision-making decision styles you're using.

Intuitive Decision-Making (Heart vs. Head)

Understand Your Decision-Making Style

Reflect and ask yourself some useful questions before you proceed with a big decision.

- What is your preferred style? What are the strengths and weaknesses of this style?
- When has your decision-making style served you well? When has it limited you?
- What decision would someone with the opposite style make?
- Who do you respect with a different style and how would they go about approaching the same situation?
- What decision-making style is valued by any stakeholders or in my business?

Five of the Most Common Decision-Making Traps

You can fall into traps, good and bad, and you must be alert to avoid them.

You get a huge self-confidence boost if you do it as fast as you can because it's such a relief to get it behind you.

Five of the Most Common Decision-Making Traps

Any time you make a decision, you're making a choice. Any choice you make will be affected by your mood.

People of strong opinions, for example, decisions with low self-confidence in your general decision-making, you can't really get your feelings when you're making a decision.

But you can go back to your original decision. So, if you're creating a subject or topic that you know has an emotional value to you, you'll be able to get your feelings.

Intuition is based on past experiences, which if used along with analytical thinking can help you make better decisions.



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Effective Meetings



Overview

Learn how to better manage meetings. Meetings can consume a considerable part of our time at work. Given the amount of time we spend in meetings, it's a great investment of your time to learn how to optimize these. We all play a role in ensuring we meet only when we need to, and when we do, we play our part in ensuring our meetings are the most effective possible.



Learn about:

- When and when not to have a meeting
- How to employ best practices in several different kinds of meetings
- How to ensure you and other attendees get the most out of meetings
- How to better manage virtual meetings

Key topics covered:



- Understanding meeting alternatives
- Structuring meetings based on the topic
- Meeting hygiene – pre, during, and post
- Structuring meeting roles and responsibilities
- Tips and techniques to master meetings – in-person, virtual, hybrid, intact team, cross-functional teams



Why this matters?

Meetings consume a considerable amount of time for both the individuals and the business. Being more disciplined and willing to suggest alternatives when meetings are not really needed is a start on the right path. Effective meetings are an opportunity to clarify issues, set new directions, sharpen focus, create alignment, and move objectives forward. But this is true only if meetings are effectively structured and managed to ensure the outcome we seek.

Example Content:

The example content includes three slides:

- Different Types of Meetings:** A table with two columns: 'Meeting Type' and 'Purpose / Use'. It lists various meeting types like 'Check-in/Status Meetings', 'Decision-making Meetings', etc., with brief descriptions of their purposes.
- When to Have and Not Have Meetings:** A slide with a checklist of criteria for when to have a meeting (e.g., 'A meeting is needed when...') and when not to have one (e.g., 'Do not have a meeting if...').
- Typical Meeting Roles & Responsibilities:** A table with seven columns representing different roles: Chairperson, Facilitator, Collaborator, Recorder/Note-taker, Energy/Action, Reporter/Updater, and Observer. Each role has a list of specific responsibilities.



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Finance for Non-Finance Managers



Overview

If you are **not** in Finance and want to learn about foundational financial processes and practices that underpin business, this program will give you great context into how business finances work, and the role that we can all play in ensuring sound fiscal management of our organizations.



Learn about:

- The general nature and components of business accounting
- Key business financial reporting, their components, and how these are derived
- Business budgeting and forecasting and how to use this to improve your budget and other resource planning skills

Key topics covered:



- General business accounting
- Key financial reporting
- Budgeting
- Forecasting



Why this matters?

Whatever your chosen field, increasing your knowledge of business financials can only make you that much more effective and successful. Enhancing knowledge of underlying principles and foundational financial processes will provide valuable insights into the mechanics of any organization.

Example Content:

Profit & Loss

- Sales from good products in 2019/20 is 10000. He also changed his career for a total of \$30,000.
- The cost of sales was \$20,000, and the selling expenses were \$10,000. Cash sales: \$10,000 in January and \$5,000 in February. His Q&A expenses: \$12,300. Other marketing expenses were \$2,300.
- Cash sales: \$15,000 in January and paid \$1,200 for internet expenses in January \$200.
- Cash sales: a variation of \$12,000 for income taxes.

Questions Forecasting Should Address

- How will the future financial situation of the company look?
- How much money can we pay to shareholders this year?
- How can we achieve our financial objectives?
- Are there uncertainties that management will have to address in order to meet financial objectives?
- Does the organization have a plan to manage risks that might disrupt growth plans?
- How will the organization use new opportunities in order to grow and increase profitability and cash flow?

Indirect Cost Apportioning

At an accounting level, the indirect costs are allocated:

Direct	\$100,000		
Indirect	\$40,000		
Manufacturing	\$40,000		

The indirect cost control of different costs:

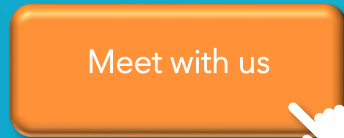
	A	B	C
Production	600 units a lot	200 units a lot	200 units a lot
Material costs	\$0	\$2	\$2
Labour	\$100	\$50	\$50

How to do your apportionment: indirect costs A, B, and C

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Ideation & Innovation

Overview

Learn about the difference and interplay between ideation and innovation. Learn how to structure and run ideation sessions to generate ideas to innovate in your area of the organization and turn ideas into innovation opportunities.



Learn about:

- The relationship and differences of creative thinking, ideation, and innovation
- The impact of ideation and innovation on business success
- How to design and conduct ideation in various aspects of the business
- How to use proven ideation and creative thinking techniques to boost innovation and creativity in your business

Key topics covered:



- Creative thinking, ideation, and innovation - differences and their interplay
- How to ideate to generate innovation opportunities
- How to translate ideas into innovation targets

Why this matters?

Businesses succeed and fail because of their innovation - whether big or small. Rarely does a business simply land on a great innovation target. Instead, great opportunities for innovation are generated through thoughtful, practiced, and recurring ideation. Knowing how to ideate, leverage creative thinking, and translate ideas into action are critical for any business to thrive.

Example Content:

The Business of Innovation
Innovation Success Factors
Please, why to improve your performance

1. Measure Innovation Intensity and Accuracy
The best innovators have clear goals to measure the innovation process and track their success to improve the way they innovate.
2. Place Greater Emphasis
65% of the top 10 global innovators focus on engaging customers and on how they work in line with the "lean Startup" and "fail to be good" schools of thought.
3. Adopt Design and Emphasis on Ethics
Organizations that have well-defined business and innovation strategies are more likely to have a higher rate of their innovation, market success.

Chart Title

Neuroscience + Creative Thinking

Our brains are designed to create shortcuts which help us to make sense of the world and categorize our experiences and learning.

These shortcuts are called schemas. If you see a cat on the sidewalk, you recognize it as a cat. You can anticipate what its meow might sound like, how its fur might feel if you were to stroke it and how it might be distracted should a mouse cross its path.

You don't need to study it intensely to make these links. Your brain has already registered this information, based on previous learning, for you to draw upon at will.

Pick your Ideation Technique(s)

Ideation

- Flip the Problem
- Random Words
- Word, Possible Idea
- Empathy Mapping
- How would Google do it?
- Crazy 8s
- Mind RSS

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Interviewing Skills

Overview

This program is great for anyone involved in interviewing, as it will help to ensure your interviews are structured to garner the information you need to recommend the best hiring decision for candidates and your organization.

Learn about:

- The importance of effective interviewing skills
- Unconscious bias in recruitment and how to combat this
- Legal requirements in recruitment and hiring
- Interviewing best practice structure and techniques

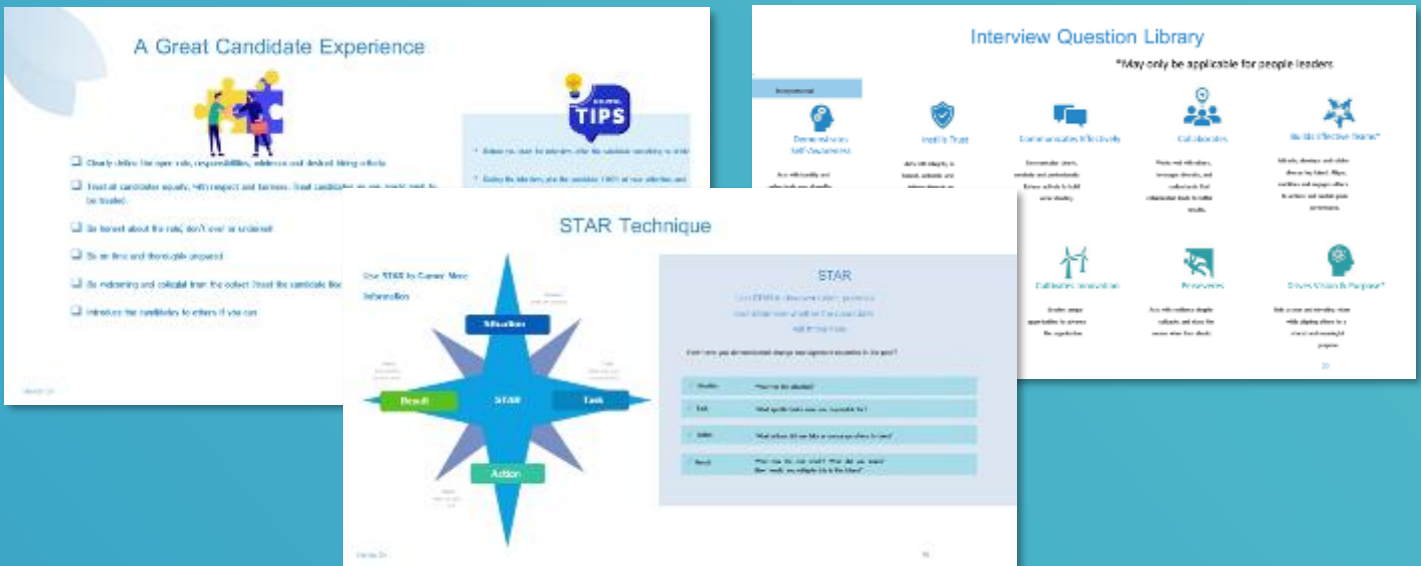
Key topics covered:

- Importance of hiring well
- Unconscious bias
- Interviewing dos and don'ts
- Best practice interview and question structure and techniques
- Giving good candidate feedback and making effective hiring decisions

Why this matters?

Effective interviewing that solicits the information we need to make better hiring decisions, while being legally compliant and avoiding unconscious bias, is imperative to attract diverse top talent as well as avoid inappropriate hiring decisions. Hiring wrongly has been shown time and again to cause significant costs to organizations, whereas hiring well can make all the difference to achieving organizational goals and objectives more effectively and faster.

Example Content:



The example content includes three main slides:

- A Great Candidate Experience:** Lists key factors for a great candidate experience, such as clarity of roles, respect, and feedback.
- Interview Question Library:** A collection of questions categorized by competency areas like Communication, Integrity, and Innovation.
- STAR Technique:** A diagram and template for using the STAR method (Situation, Task, Action, Result) to structure interview responses.

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Intro to AI

Overview

Learn the fundamentals of AI - what is everyone taking about and its many different forms, shapes and applications. Understand how organizations are using AI for both technical and non-technical activities. Extrapolate how you might use AI to advance your function.



Learn about:

- What is AI and why it's important to know about the impact AI is having already on broader society and organizations
- Current examples of AI applications in organizations
- How non-technical roles can consider using AI
- The next trends / evolutions in AI

Key topics covered:

- Impact of AI
- Uses of AI in Business
- Non-Tech Application of AI
- Next Trends / Evolutions in AI



Why this matters?

AI is becoming more and more prevalent in organizations across industries and of all sizes - from start-ups to bellwethers. It's important that your employees and leaders, irrespective of function, understand the general nature of AI and how they can potentially use this to the business's advantage.

Example Content:

Different Types of AI

- 1 Reactive machines
- 2 Limited memory machines
- 3 Theory of mind machines
- 4 Self-aware machines

Key Points to Remember

- Responsible development and deployment of AI is crucial to mitigate potential risks and maximize its positive impact on society.
- Continuous dialogue and collaboration between policymakers, researchers, and the public are needed to address ethical and societal implications of AI.
- Investing in education and upskilling programs is important to prepare the workforce for the changing job landscape due to AI advancements.

How does Virtual Reality Intersect with AI

AI by enabling highly interactive and... AI algorithms can analyze user... virtual world to respond and adapt to... ersive and personalized experience with... namic narratives; essentially making the... sponive to user input.

Each technology benefits from the... eds data to learn. VR provides simulated... ble training grounds for AI models.



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Intro to Generative AI (AI 201)

Overview

Learn the more contemporary form of AI used in many leading organizations - Generative AI. Understand how Generative AI evolves this field and affords businesses with opportunities to better scale their operations by creating a myriad of efficiencies.



Learn about:

- Understanding Generative AI and why it's important to business
- Understanding the distinction and different forms of Generative AI
- Understanding how organizations use Generative AI for business purposes
- Understanding how your function may use Generative AI for optimal functional performance

Key topics covered:

- Difference between AI vs Generative AI
- Different forms of Generative AI
- Organizational uses of Generative AI
- Applying Generative AI to different functions



Why this matters?

Generative AI is the new norm in AI applications in businesses across industries and of all sizes. It's important that your employees and leaders understand what Generative AI is, how leading organizations are already using this, and what implications and potential uses may exist for your organization.

Example Content:

What is Generative AI?
Generative artificial intelligence (AI) is a type of AI that can create new content, such as text, images, music, videos, and code, based on user prompts or inputs. Generative AI systems are different from other AI systems because they can create new output, rather than just performing specific tasks.

Some Examples of Generative AI:

- ChatGPT
- GPT models
- Sora by OpenAI

64% of Organizations Are Using Generative AI to Enhance Customer Experiences

Survey

What are your organization's plans to adopt generative AI in the next 12 months?

○ Currently a focus area for my organization.
● Will be a focus area for my organization in the next 2 years.

64%	34%	Leveraging generative AI for ideation and development of new products or services
59%	40%	Utilizing generative AI to enhance customer experiences
58%	39%	Leveraging generative AI for self-service data and analytics
56%	39%	Leveraging generative AI for knowledge management
55%	43%	Leveraging generative AI for content creation
55%	44%	Utilizing generative AI in software development
54%	44%	Leveraging generative AI to improve employee productivity
46%	51%	Leveraging generative AI for customer self-service enablement

Why You Need to Know About Generative AI

Generative AI because it is a rapidly evolving technology with the potential to significantly impact various aspects of our lives, including work, education, and personal interactions, by enabling the creation of new content like text, images, and code, which can boost productivity, innovation, and efficiency.



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Leading Change



Overview

Change in any organization is to be expected. If you are leading an initiative or project that requires change management, such as communicating and educating others on the change, this program will help you understand how to incorporate change management best practices into your work.



Learn about:

- What systemic change management is and why it's so important in organizations
- The many different influences and types of change that occur in organizations
- Structured approaches for ensuring effective planning and execution of change management

Key topics covered:



- Systemic change management
- Different influences and types of initiatives that require a thoughtful change management approach
- Different change management models
- Planning and preparing for change

Why this matters?

Change in organizations is inevitable. Dependent upon the size, scale, complexity, and impact of the change, a structured approach to change management, as a key component of the change implementation plan, often dictates whether a change is successful or not. Preparing leaders and others involved to play their role in effective change management is critical to success.

Example Content:

Lewin's Change Model

- Unfreeze**
 - Recognize the need to change
 - Examine what needs to change
 - Encourage the endorsement of all behaviors and attitudes
 - Develop team to help support the management
 - Manage and understand the doubts and concerns
- Change**
 - Plan the change
 - Execute the change
 - Apply techniques, tools, or resources
- Refreeze**
 - Plan the change
 - Execute the change
 - Apply techniques, tools, or resources

Resistance to Change

Area of Resistance	Description	Rating
Lack of understanding of the purpose of the program	There may be a lack of understanding of the purpose of the program.	1
Lack of support from leaders and the organization	If people perceive that they are not supported, they may not be able to support the change.	2
Not being in a role based on the existing process	Employees in a position may not be able to support the change if they are not in a position that is required for the change.	3
Change is not needed	Employees may not see the need for the change if they are not in a position that is required for the change.	3
Lack of resources and support	Employees may not see the need for the change if they are not in a position that is required for the change.	3
Lack of understanding of the purpose of the program	There may be a lack of understanding of the purpose of the program.	1
Lack of support from leaders and the organization	If people perceive that they are not supported, they may not be able to support the change.	2
Not being in a role based on the existing process	Employees in a position may not be able to support the change if they are not in a position that is required for the change.	3
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Lack of resources and support	Employees may not see the need for the change if they are not in a position that is required for the change.	3

Typical Change Management Steps

- 1. Assess**
To begin with, we need to assess the current state of the organization and the need for change.
- 2. Prepare**
After assessing the current state, we need to develop a plan for the change.
- 3. Plan**
Once the plan is developed, we need to create a detailed implementation plan.
- 4. Implement**
The implementation of the change will be the most challenging part of the process.
- 5. Sustain**
If the change implementation is successful, the next step is to ensure the change is sustained.



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Leading Projects



Overview

Learn best practice approaches and techniques for structuring and managing your projects for ultimate success—whether that’s appointing, onboarding, and managing your project team, aligning your project stakeholders, or day-to-day project management.

Learn about:

- When and when not to conduct a project
- What it takes for your projects to succeed
- How to structure and involve others in your projects for maximum success
- How to effectively and efficiently manage your projects
- How to measure and report project success

Key topics covered:



- Overview of project management
- Why projects succeed and fail
- How to structure your projects
- How to involve and engage others
- How to manage your projects
- How to measure success and close-out projects

Why this matters?

In today’s highly matrixed organizations, a considerable amount of work is accomplished through project teams, which are often cross-functional bringing added complexities to what can already be highly complex projects. Understanding how to leverage best practices, structure projects and project teams for success, and manage to effectively and efficiently complete milestones and meet stakeholder expectations are all critical opportunities that warrant dedicated time to learn these techniques and practices.

Example Content:

The example content includes three main slides:

- Clear Roles & Responsibilities:**
 - Project Leader:** Accountable, Confirms project purpose and desired outcomes, Identifies required resources, Establishes clear Project Team roles & responsibilities, Leads co-creation of Project Team Charter, Leads co-creation of Project Team Roadmap, Leads Project Team meetings, Holds self and Project Team accountable for milestones and deliverables.
 - Project Manager:** Responsible, Is also a standing Project Team Member, May be the same person as Project Leader, Helps structure the project to ensure success, timeliness and high quality, May manage Project Team interactions, such as meetings, communications and follow-up, Helps keep the Project Team on track to deliver.
 - Project Team Member:** Responsible, Provides specific skills needed to complete the project, Co-creates Project Team Charter and Roadmap, Provides specific project deliverables or components of deliverables, Keeps Project Team and functional area informed of project status and progress.
 - Partners:** Informed, Provides support to Project Team as needed, Receives interim project updates and progress to stay informed.
- Project Management in Business:** A slide showing a flow from Creativity and New Ideas through Experiments and Breakthrough Results to Innovation. It also lists Un-manageable Proportions, Unclear Change, and Confusion as challenges.
- Project Management Lifecycle:** A detailed diagram showing the lifecycle from Pre Project to Post Project Assessment. The phases are:
 - Initiation: 1. Pre Project, 2. Starting the Project
 - Planning: 3. Organising and Preparing
 - Executing: 4. Carrying out the Work
 - Closing: 5. Completing the Project, 6. Post Project Assessment
 Below the phases are circular icons for Idea Generation, Scoping, Build Business Case, Doing & Validating Work, Launch, and Improve. The entire process is supported by the Project Team, Sponsor, Stakeholders and Partners.

Marketing 101

Overview

Learn the fundamentals of marketing as a core function of any company, whether it's evaluating and planning for key factors as an organization works toward commercialization, or for a company already out in market. Forward planning and alignment with strategy are key tenets of what marketing functions do, so it's never too early to learn about these processes and practices. You also don't need to be in a marketing or market-facing function to benefit from this program, as all functions deliver a product or service and therefore market their deliverables - whether to internal or external customers.



Learn about:

- The fundamental constructs of the marketing discipline
- The different marketing levers that are used in organizations and their purpose
- How organizations generally market their product / services and how you can leverage this learning for your role



Key topics covered:

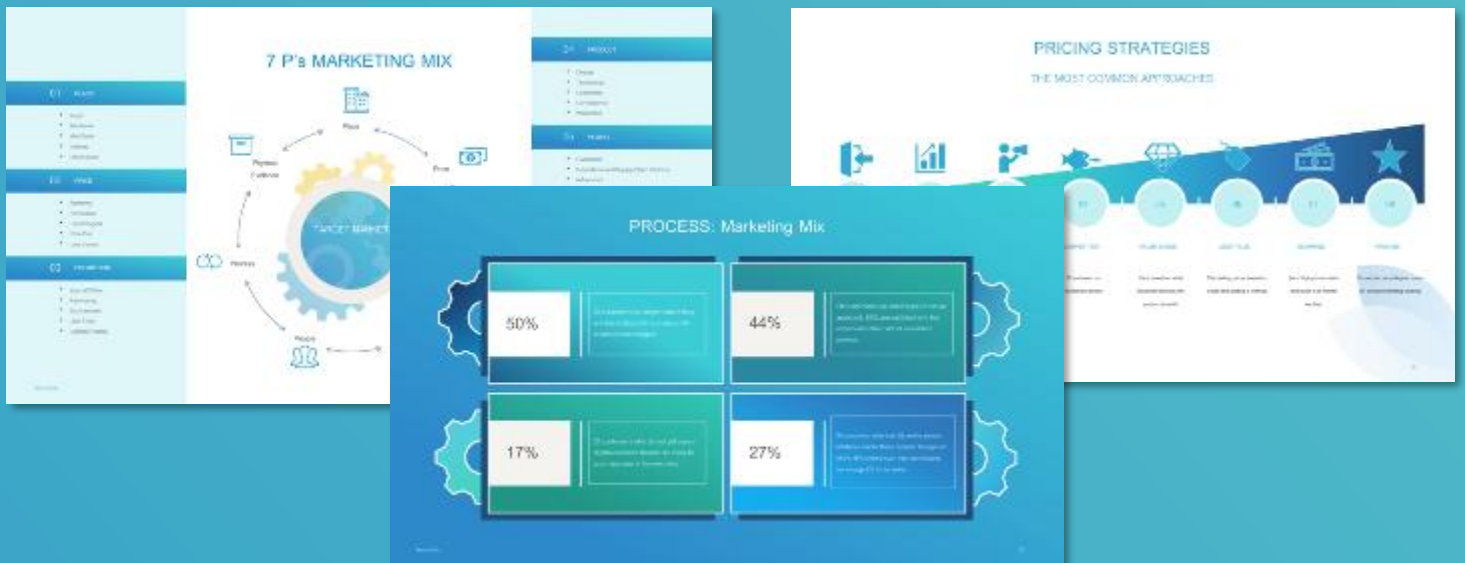
- Overview of marketing as an organizational discipline and key business function
- Different marketing strategy and execution models
- Practical applications of marketing methodologies and concepts



Why this matters?

As a core function in any business, understanding how marketing works and its role in the broader organization can benefit every leader and other team members because the work done in all parts of the organization culminates in showcasing the organization's work to its customers. Understanding how this endpoint works can help product, service, and support teams improve the outcomes of their work.

Example Content:



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Marketing 201



Overview

This program is recommended if you have either attended our Marketing 101 program and want to learn more or are just generally interested in advancing your knowledge of the role, practices, and techniques of marketing.



Learn about:

- The role, importance, and techniques used in environmental analysis, market segmentation, and market analysis
- How to create SMART marketing objectives that form the basis the core marketing strategy
- How to leverage marketing and promotional mixes to achieve marketing objectives
- The role of pricing in marketing strategy
- How to manage execution of the marketing strategy

Key topics covered:

- Environmental analysis
- Market segmentation, market share, and market analysis
- Marketing objectives
- Marketing and promotional mixes
- Pricing strategy
- Marketing management



Why this matters?

Marketing is the way that organizations communicate their unique brand and competitive positioning by establishing and reinforcing their value proposition. Every function ultimately touches how an organization is able to market its brand and products. Cross-functional leaders and future marketers can benefit from understanding the role they can play in communicating and positioning the brand and the product portfolio.

Example Content:

Environmental Analysis

Economic State

- Robust economic growth heightens purchase power
- More open economic policies facilitate imports
- Tax reform more beneficial to our kind of business

Legal State

- Legal regulations have become more relaxed
- New regulations in favor of sustainable innovations
- New employment law more beneficial to our business

Ecological State

Political State

Hands On

Our Market Base & Customers

Total Available Market 5M

We currently limit our Total Available Market to the Greater Los Angeles area, as we're testing newly rebranded products and prefer to start at our HQ.

Market 90K

With our sales and marketing channel, we have historically been able to reach ninety thousand people about our products in available market.

Market 30K

Of those reached, about thirty thousand would be our most likely buyers according to our analysis of this particular demographic.

Market 5K

As it is, we currently have five thousand active users of our products. We hope to triple this number in the upcoming year with our marketing efforts.

6

Market Share and Competition

16% Our biggest competitor, XYZ Company, has acquired 16% of the market share so far. But this is largely due to the age of its brand name and its abundant resources.

14% For the short number of years, we currently hold a stellar 14% of the total market share.

8



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Marketing Communications

Overview

Learn the principles, practices, and techniques of one of the most important marketing disciplines for building and evolving brand awareness, adoption, and advocacy – marketing communications – and how you can leverage this for your role and responsibilities.



Learn about:

- The fundamental components of marketing communications
- How to use key analyses to discover the conditions surrounding an organization
- Models that help organizations predict customer perceptions and behaviors
- How to construct and optimize a marketing communications plan and budget

Key topics covered:



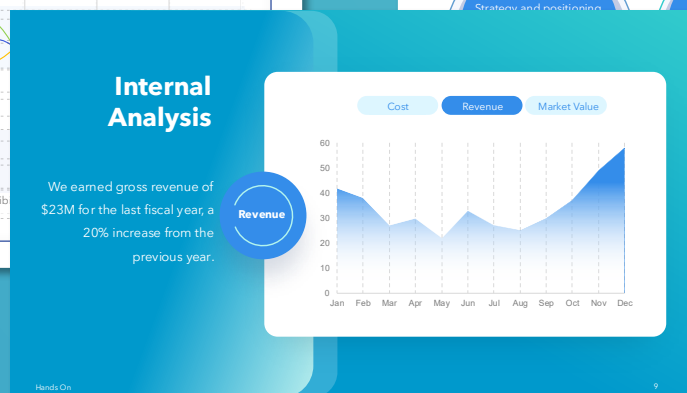
- Marketing Communications roadmap
- Environmental influences
- Key analyses
- Elaboration-Likelihood Model
- Brand Positioning Model
- Hierarchy of Effect Model
- Push / Pull strategy
- Marcom Framework

Marketing is the way that organizations communicate their unique brand and competitive positioning by establishing and reinforcing their value proposition. Every function ultimately touches how an organization is able to market its brand and products. Cross-functional leaders and future marketers can benefit from understanding the role they can play in communicating and positioning the brand and the product portfolio.

Why this matters?



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Personal Time Mastery

Overview

Learn practices and techniques that advance your time management, organization, productivity, and fulfillment.



Learn about:

- How the *7 Habits of Highly Effective People* contribute to effective time management
- How the emotional bank account deposit and withdrawals impact relationships
- What and how to effectively delegate and the different forms of delegation
- How to implement time management best practices and teach them to your team

Key topics covered:



- Habits of highly effective people
- The emotional bank account of relationships
- Time management best practices for people leaders
- Effective delegation
- Healthy time management habits
- Time management tips to teach your team



Why this matters?

Advancing one's ability to optimize time, organization, productivity, and fulfillment is a highly worthwhile activity that will pay significant dividends in both individual and team results.

Example Content:

Circle of Concern

Circle of Influence

Proactive Focus
Positive energy enlarges
Circle of Influence

Time Management Matrix

URGENT	NOT URGENT
I. Activities <ul style="list-style-type: none"> • Crises • Pressing problems 	II. Activities: <ul style="list-style-type: none"> • Prevention, PC activities • Relationship building • Recognizing new opportunities • Planning, recreation
III. Activities <ul style="list-style-type: none"> • Trivial, busywork • Some mail, some calls 	IV. Activities <ul style="list-style-type: none"> • Trivial, busywork • Some mail, some calls • Time wasters • Pleasant activities

Sharpen the Saw: 4 Dimensions of Renewal

Physical Dimension	Spiritual Dimension	Mental Dimension	Social / Emotional Dimension
<p>The goal of continuous physical improvement is to exercise our body in a way that will enhance our capacity to work, adapt, and enjoy.</p> <p>To renew ourselves physically, we must:</p> <ul style="list-style-type: none"> • Eat well • Get sufficient rest and relaxation • Exercise on a regular basis to build endurance, flexibility, and strength 	<p>The goal of renewing our spiritual self is to provide leadership to our life and reinforce your commitment to your value system.</p> <p>To renew yourself spiritually, you can:</p> <ul style="list-style-type: none"> • Practice daily meditation • Communicate with nature • Immerse yourself in great literature or music 	<p>The goal of renewing our mental health is to continue expanding our mind.</p> <p>To renew yourself mentally, you can:</p> <ul style="list-style-type: none"> • Read good literature • Keep a journal of your thoughts, experiences, and insights • Limit television watching to only those programs that enrich your life and mind 	<p>The goal of renewing ourselves socially is to develop meaningful relationships.</p> <p>To renew yourself emotionally, you can:</p> <ul style="list-style-type: none"> • Seek to deeply understand other people • Make contributions to meaningful projects that improve the lives of others • Maintain an abundance mentality, and seek to help others find success



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Presentation Skills



Overview

Learn how to better structure information, data, your message, your call- to-action and more by developing and delivering more impactful and effective presentations.



Learn about:

- The principles for creating and delivering meaningful and impactful presentations
- Various techniques to enable you to create and deliver effective presentations
- How to turn your story into an effective presentation

Key topics covered:

- Presentation dos and don'ts
- Presentation practices and techniques
- Turning stories into presentations
- Optimizing your delivery, audio, visual, and audience impact

We're constantly delivering or attending presentations at work. Presentations have the potential to move the audience to the action needed and in a way that motivates them. Presentations often fall flat or simply fail to achieve the desired outcome. Improving presentation skills is a must for ensuring communications and required actions [of the audience] are understood, meaningful, actionable, and something your audience wants to commit to.

Why this matters?

Example Content:

Presentation Do's and Don'ts

- ❑ Believe that giving a great presentation is a learnable skill
- ❑ Prepare for your presentations
- ❑ Know your audience
- ❑ Use stories to transform your communication
- ❑ Develop a good pre-presentation ritual
- ❑ Follow the structure of great presentations
- ❑ Use repetition, familiar phrases, imagery, and metaphors to transport the audience
- ❑ Have the right emotional appeal to fit your audience
- ❑ Use data to support your presentation
- ❑ Conduct a "dry-run" with a peer, family or friends

- ❑ Don't be the hero in your story
- ❑ Don't be afraid to speak "off the cuff" occasionally
- ❑ Don't just read the slides
- ❑ Don't use the podium or any other device as a crutch

Repetition and Audience Connection

Source: Nancy Duarte, Author and Communication expert

Determining Your Storytelling Strategy

<p>L</p> <p>Logos = Logic</p> <p>The use of logic, rationality, and critical reasoning to persuade. Logos appeals to the mind. Logos seeks to persuade the audience intellectually.</p> <p>Some Examples of Logos:</p> <ul style="list-style-type: none"> ❑ Appeal to the heart/emotion ❑ Science or testimonials ❑ Personal anecdotes or stories ❑ Personal connections ❑ Imagery and figurative language that provokes an emotional response ❑ Visual images or words that inspire you to empathize or have compassion towards the idea/topic ❑ Powerful words, phrases, or images that stir up emotion ❑ Details that come from subjective reporting 	<p>P</p> <p>Pathos = Emotion</p> <p>The use of emotion and affect to persuade. Pathos appeals to the heart and to one's emotions. Pathos seeks to persuade the audience emotionally.</p> <p>Some Examples of Pathos:</p> <ul style="list-style-type: none"> ❑ Appeal to the heart/emotion ❑ Science or testimonials ❑ Personal anecdotes or stories ❑ Personal connections ❑ Imagery and figurative language that provokes an emotional response ❑ Visual images or words that inspire you to empathize or have compassion towards the idea/topic ❑ Powerful words, phrases, or images that stir up emotion ❑ Details that come from subjective reporting 	<p>E</p> <p>Ethos = Ethics and Credibility</p> <p>The ongoing establishment of a speaker's authority, credibility, and believability as they speak or write. Ethos appeals to ethics and character. Ethos seeks to persuade the audience that the speaker can be trusted and believed.</p> <p>Some Examples of Ethos:</p> <ul style="list-style-type: none"> ❑ Appeal to the writer's/speaker's believability, qualifications, character, relevant biographical information ❑ Use of credible sources (experts, scholars) - and accurate citation ❑ Experience and authority: person knows the issues and has experience in the field ❑ Appropriate tone: knows the audience and context of situation ❑ Uses tentative yet authoritative language; avoids sweeping statements like "Everyone is doing this," "This is the only way," Instead says, "The research suggests that," "Some experts believe," "In my experience," etc.
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Portfolio Management



Overview

Expand your project management skills by understanding what it takes to effectively manage a portfolio of projects.



Learn about:

- Using criteria for portfolio selection
- Planning for portfolio success
- Structuring and involving others for maximum success
- Effectively and efficiently managing your portfolio
- Measuring and reporting portfolio success

Key topics covered:



- Projects vs. portfolios
- Requirements and challenges in planning and managing a portfolio of work
- Structuring your portfolio approach
- Involving and engaging others
- Managing your portfolio
- Measuring and reporting portfolio results



Why this matters?

Understanding how to effectively manage a project and all of its components, team members, partners, and stakeholders is one thing. Translating this knowledge into effectively managing a portfolio of projects and understanding what is different and what else is required helps portfolio or multi-project leaders to be successful, which in turn translates into success for the organization for multiple projects.

Example Content:

Portfolio Management Lifecycle

RACI Chart Definition Guide

	Definition	Number of Team Members to Assign
Responsible	Does the work to complete the task	At least 1 per task
Accountable	Delegates the work and is ultimately the last one to review the task or deliverable if its deemed complete	Limit to 1 per task
Consulted	Provides input based on how the variables impact their future work or provides input based on their domain of expertise	No max or minimum
Kept Informed	Needs to be kept in the loop on project progress rather than roped into the details of every deliverable	No max or minimum

More on Stakeholders

Who's a Stakeholder?
Anyone impacted by the Portfolio's outcomes.

How to Work with Stakeholders:

- Agree and confirm agreement upfront on desired project outcomes, timing and quality, any watch-outs
- Agree cadence and format for interim project updates and progress reporting
- Agree project metrics for success
- Solicit input on project team members and project approach
- Absolutely adhere to cadence and format for interim project updates and progress reporting
- Solicit other input along the way to enhance their engagement and commitment



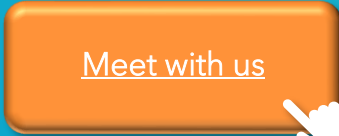
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Product Lifecycle Management



Overview

Whatever your product (which may be a service, such as HR or IT) and whatever your role, understanding the end-to-end process of how products are developed, matured, retired and/or reinvented is a useful skill to have in developing, protecting, and evolving whatever you deliver as part of your role at work.



Learn about:

- The general nature of product lifecycle management (PLM)
- How PLM works
- How PLM contributes to both short- and long-term strategy
- How to activate PLM in an organization



Key topics covered:

- Product Lifecycle Management (PLM) Overview
- Phases / Stages of PLM
- Product Management Functions and Roles
- PLM Techniques



Why this matters?

Understanding end-to-end product lifecycle management concepts, practices, techniques, and tools can help you to ensure that, whatever your product, it is designed and delivered for optimized conditions, while establishing good product health and hygiene through key downstream activities, such as key performance metrics, analysis, reporting, and product iterations.

Example Content:



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Risk Management

Overview

Participants will learn how to assess areas of business risk and how to mitigate these through best-practice risk management methodologies and processes.



Learn about:

- What is Risk Management, why it matters, and how it works
- How to identify, evaluate, and mitigate risks
- How to ensure appropriate involvement of all relevant parties
- How to mitigate and manage risk through effective planning



Key topics covered:

- Overview of Risk Management
- Key Risk Management Components
- Identifying and Assessing Risk
- Planning for Risk Mitigation
- Implementing Risk Management Plans



Why this matters?

Proactively assessing and managing risk can be the difference between a successful operation versus an unsuccessful one. Equipping your team members with key methodologies, practices, techniques, and tools to effectively manage risk is an important investment in the success of your business.


Example Content:

Why Risk Management is Important?

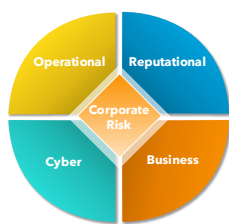
- It's easier to spot projects in trouble.
- There are fewer surprises.
- There's better quality data for decisionmaking.
- Communication is elevated.
- Budgets / resource plans rely less on guesswork.
- The expectation of success is set.
- The team remains focused.
- Escalations are clearer and easier.

What is Risk Management?

Risk management is the identification, evaluation, and prioritization of risks followed by coordinated



New Composition of Corporate Threats



Operational

- Health & Safety
- Asset protection
- Executive protection
- Physical security
- Traveling personnel
- Delivery logistics

Cyber

- Data breaches
- Leaked credentials
- Phishing
- Ransomware
- Advanced persistent threats
- Illicit sales

Reputational

- Delivery disruption
- Brand attacks
- Company controversy
- Media & commentary
- Social responsibility
- Public figure activity
- Conferences & events

Business

- International events
- Site selection
- Market activity
- Political environment
- Competitive activity
- Supply chains



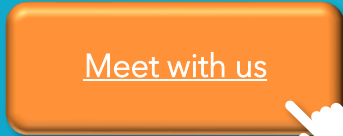
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Root Cause Analysis & RCA Mapping

Overview

Learn the importance of root cause analysis and how it is used in organizations for more robust problem-solving. Learn how to map problems to arrive at root cause issues and determine solutions to address challenges, risks, and opportunities.



Learn about:

- What is Root Cause Analysis (RCA) and RCA mapping
- How RCA can be used to improve business processes, efficiencies and overall business results
- Different ways you can approach RCA in your organization

Key topics covered:



- Defining RCA and RCA Mapping
- Why RCA matters and how it's used in organizations
- Different models for RCA
- Practicing RCA and RCA Mapping

Why this matters?

Root Cause Analysis is one of the core building blocks in an organization's continuous improvement efforts. RCA gives us a better structure to evaluate problems and ensure that the subsequent actions we take not only resolve the core issue, but also address potential risk, as well as enable us to better capitalize on opportunities.

Example Content:



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Selling Excellence

Shadi Bucklin has been a Sales Enablement practitioner and leader at multiple high growth companies and most recently served as an Operating VP at a San Francisco based Private Equity firm where she helped portfolio companies improve their operational execution in sales and customer retention to maximize investor returns. She has built this **Hands On Sales Excellence** series to share her proven framework in applying EQ to get the best deals done. This training is highly relevant for anyone who works in sales and business development as well as those who want to develop their sales acumen. The program consists of three interactive Zoom Workshops that address critical techniques in consultative selling and provide adequate opportunity for skill practice and coaching.



Module One: Mastering Discovery

To sell your product or service, you must identify a clear set of problems that your customers are facing and incite them to go on the journey to solve those problems. By the end of this module, you will:

Learn how to ask probing and clarifying questions to uncover macro problems and their root causes.

Learn and practice the flow between asking questions and offering insights to enhance credibility and engagement.

Understand the MEDDIC methodology and how it is best applied in various stages of a deal to improve your success rate.



Module Two: Positioning Value

Once you have uncovered a customer's problem, you must demonstrate how your product or service can deliver the desired value to help them achieve their goals. By the end of this module, you will:

Know how to frame a problem and its negative ramifications.

Learn how to map your capabilities directly to your customers' pain points.

Explore how to use pain relief messaging to emphasize loss aversion.

Practice making firm recommendations and aligning on next steps.



Module 3: The Art & Science of Negotiations

Effective negotiation relies on a systemized approach that enables you to get the terms you want on a deal in a relationship-affirming way. Your success in your career and life hinges on your ability to negotiate. By the end of this module, you will:

Practice mirroring and labeling techniques to generate feelings of safety and trust in others.

Learn how to ask calibrated questions to help your counterparts feel in control and receptive to your position.

Experiment using anchors and other proven tools to gain leverage over your counterparts and achieve the best terms on your deals.

Receive a Negotiations Cheat Sheet with a list of approaches and tactics to closing a deal.

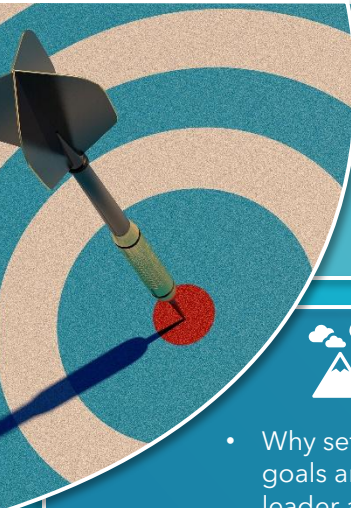
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Setting Goals & Expectations



Overview

If you are a people or team leader, one of the key things you do all the time is set goals and expectations with your team. Learning how to optimize these activities for maximum effectiveness, performance, productivity, and engagement will only enhance your results for both your team and you as their leader.



Learn about:

- Why setting clear, aligned, and elevated goals and expectations is so important as a leader and to your team
- Your role and your team members' roles
- Best practices tips and techniques to increase engagement while holding others accountable



Key topics covered:

- Importance of Clear, Aligned, and Elevating goals and Expectations
- Roles and Responsibilities in Setting and Meeting Goals and Expectations
- Relevant / Related Processes
- Leader tips and techniques



Why this matters?

Setting clear goals and expectations is how leaders set the direction for their teams. Helping leaders understand ways – approaches, techniques, tips, and tools – to optimize their effectiveness in setting goals and expectations can only lead to better business results and higher employee engagement and satisfaction.

Example Content:

Interesting Facts ~ Clear Goals & Expectations

- 01** Setting goals and expectations and reflecting on them improves success.
- 02** Goals are good for motivation and vice versa.
- 03** Setting clear goals and expectations that are challenging yet within one's skill level are a powerful contributor to finding one's path.
- 04** Hope and optimism have significant importance on how one manages their goals.
- 05** Goals that are specific and difficult lead to overall performance improvement.
- 06** People with high efficacy are more likely to set challenging goals and commit to them.

Hands On

Leadership Competencies & Expectations

-  Growth mindset
-  Take initiative
-  Humble
-  Flexible
-  Continuous learner
-  Develop self and others
-  Coach and provide feedback
-  Contribute to an inclusive environment

Hands On

Set Clear Goals and Direction

- Do each of your team members know what they're working on now and why?
- Do they understand the purpose of their work?

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Scaling the Organization



Overview

Participants will learn key techniques to forward plan the growth and evolution of the parts of the business for which they are responsible.

Learn about:

- What scaling really is and what's required
- Why scaling the organization is so important, and yet challenging to achieve
- Steps you can take over and over again to scale your organization and build in scaling to product/ service design

Key topics covered:



- Growth vs. Scaling
- Importance of Scaling
- Challenges of Scaling
- How to Scale



Why this matters?

Understanding how to design and scale your business is critical for all leaders in that it ensures that you don't oversize your organization nor undersize and therefore adversely affect your readiness for growth. Equipping your business leaders with skills to plan and design the infrastructure they manage is an investment not only in their leadership capabilities but also in the future readiness of your organization to continue to grow and capitalize on future opportunities.

Example Content:

Infrastructure Considerations

Actions an organization plans to differentiate from others

Formal and informal procedures that support the strategy and structure

Organizational Culture: The dominant values, beliefs and norms which develop over time

Leadership Style: More a matter of what leaders do than what they say, how do leaders act and spend their time

Guiding concept around which an organization is built - must be simple, usually stated at abstract level

STRATEGY | STRUCTURE | SYSTEMS | SKILLS

Basis of specialization and coordination influenced primarily by strategy, size, and diversity of the organization

The distinctive competencies - what the organization does best

Hands On

When designing your organization, consider the following:

- What is the aggregate / overall responsibility of your team?
- How are these responsibilities currently managed by your team? Who does what currently?

What structure do we need to execute the strategy?

What technology, processes or practices do we need to use to implement, execute and measure our strategy?

How should we help our leaders grow? How do we attract the talent we need?

What leadership style and cultural qualities will help us achieve our strategic objectives?

What are the specific skills that will help us? What skills do we need to develop?

How should we differentiate our organization? What problems might we also need to solve?

Shared Values: Which of our principles helps us? Why do we do what we do in the way we do it?

STAFF, STRATEGY, STYLE, STRUCTURE, SKILLS, SYSTEMS

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Strategic Planning



Overview

Learn the difference between strategic thinking and strategic planning as well as key models to consider when building strategy. Learn how to translate strategy into a strategic plan that enables your strategy to be achieved.



Learn about:

- The difference between strategic thinking vs. strategic plans
- Different models and concepts you can use when developing a strategy and strategic plan
- How to translate your ideas into a strategic roadmap
- Systemic considerations to better enable strategy achievement



Key topics covered:

- Strategy vs. strategic planning
- Developing strategy and strategic plans
- Systemic factors and considerations
- Developing a strategic roadmap
- Translating strategic roadmaps into executable plans



Why this matters?

Whatever the level of position, everyone can benefit from understanding how to think more strategically and create more achievable strategies and strategic plans to realize strategic goals and objectives. Trying to identify and execute strategy without a structured approach is likely to generate lackluster results at best.

Example Content:

Zoom Out on Strategy
Porter's Five Forces Analysis

- Number of suppliers
- Size of suppliers
- Uniqueness of service
- Ability to substitute
- Cost of change

Supplier Power

Threat of New Entry

- Time and cost of entry
- Specialist knowledge
- Economies of scale
- Cost advantages
- Technology protection
- Barriers to entry

Competitive Rivalries

Threat of Substitution

- Substitute performance
- Cost of change

Hands On

Why Strategic Planning is Important

Strategic planning is important to an organization because it provides a sense of direction and outlines measurable goals.

Strategic planning is a tool that is useful for guiding day-to-day decisions and also for evaluating progress and changing approaches when moving forward.

In order to make the most of strategic planning, careful thought should be given to the strategic objectives being sought, and then the realistic actions that can be taken to support achievement of such objectives.

Hands On

Strategy & Strategic Planning Process

ARE WE GETTING THERE ?

WHERE ARE WE ?

WHERE COULD WE BE ?

WHERE DO WE WANT TO GO ?

ENHANCED FUTURE IN 520 YRS

DESIGN SOLUTION VALUES

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Time Management & Organization



Overview

Learn different tips, techniques, and practices that optimize your time management and organization, enabling you to realize greater effectiveness and efficiencies at work and likely beyond.



Learn about:

- How to optimize your time through certain practices and organizational skills
- How to prioritize your work to optimize effectiveness and efficiencies
- Tips and techniques that you can apply immediately to get more out of your time

Key topics covered:



- Benefits and impact of time management and organization
- Tracking and analyzing your time
- Prioritizing tasks by urgency and importance
- The important role of goal setting
- Scheduling your time
- Good time management and organizational practices



Why this matters?

Time is a precious commodity and, once used, something we can't get back. Learning how to optimize your time, your organization, and increase your effectiveness and efficiencies will garner significant return on investment by creating better work results with better work-life balance.

Example Content:

How You'll Benefit From Better Time Management

- Accomplish More**
Accomplish More in Less Time
 Using your time effectively means that you're able to accomplish more in a shorter period. Time management skills can reduce the cognitive load or effort involved in completing tasks. So, you can work smarter – not harder.
- Reduce Stress**
 Planning and organizing your day effectively can reduce your anxiety and stress. Time management skills can reduce the cognitive load or effort involved in completing tasks. So, you can work smarter – not harder.
- Free Time**
Create More Free Time
 Time management can also give you more free time. By managing your time well, you can improve your work-life balance. There's more time to spend with family and friends, and more time to relax and recharge.
- Life and Career Goals**
More Opportunities to Reach Your Life and Career Goals
 Managing time well leads to more opportunities. By prioritizing and scheduling work, you're better able to achieve goals and objectives. This means more time to focus on your career and personal life.
- Your Values**
Live Your Values
 Being in control of your time also allows you to live your values. You can spend more time with family and friends, and more time on activities that matter most to you. Live your values and at work.

Hands On

The Four D's of Time Management

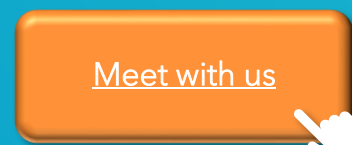
- Delete**
 Learn to say "no" and carefully filter your to-do list. You should delete clutter work – such as junk mails and non-vital meetings – to make room for core matters.
- Delegate**
 Delegate tasks to others when appropriate. Reassigning work is one of the most effective ways of time management if the new person-in-charge has the skills and resources to complete the task.
- Do**
 Focus on the most important tasks first. Prioritize your work based on urgency and importance. Start with the most time-sensitive tasks. Whether it's a new request or a project, work that can be postponed in favor of immediate tasks.
- Defocus**
 Focus on one task at a time. Avoid multitasking. Focus your attention on one task at a time and complete it before moving on to the next.

Hands On

SMART Goals

S Specific <ul style="list-style-type: none"> • State what will be accomplished • Use action words 	M Measurable <ul style="list-style-type: none"> • Provide a way to evaluate • Use metrics or data targets 	A Attainable <ul style="list-style-type: none"> • Within reasonable scope • Relevant to my role, capabilities, and values 	R Resources <ul style="list-style-type: none"> • Time, budget, or other resources needed • People I need help or other support from 	T Time-bound <ul style="list-style-type: none"> • State when the goal should be completed • Be specific on date or timeframe
------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Hands On



Working in Hybrid Teams



Overview

Hybrid teams are becoming the norm in the post-COVID and ever-increasing digital world. Yet, there are many challenges working in teams and fulfilling our professional and career goals when we mix remote and on-site working. Learn how to better cope and manage these changes to ensure optimal team collaboration, while ensuring you're working productively toward your development and career aspirations.



Learn about:

- The nature and needs of hybrid teams
- How to best engage, communicate, and meet with others in a hybrid team environment
- How to ask for direction
- How to continue to develop your capabilities and realize your career aspirations



Key topics covered:

- What's different in the hybrid team environment
- Working most effectively in the team
- Setting productive goals and work plans
- Playing your part in effective communications and meetings
- Developing your capabilities and career



Why this matters?

While a mix of working remotely and onsite has many benefits, the mix presents certain challenges that require us to re-think how we approach our goals, schedules, workloads, and interactions and communications with the team. This is important to remain connected, engaged, achieving our goals, while balancing work / life and continuing to develop our capabilities and careers.

Example Content:

Sprints
Using Agile project management methodologies, projects are broken down into sprints or iterations. These are short repeatable phases, typically one to four weeks in length. Each sprint should result in a draft, prototype or workable version of the final project deliverable.
The purpose of sprints is to break down a project into bitesized chunks. This enables the team to plan a single sprint at a time and adapt future sprints based on the outcome of the sprints already completed.
While the planning occurs at the beginning of each sprint, the number of sprints should be determined at the beginning of the project. Sprints are typically the same length.

User Stories – Online Food Delivery

Sprint 1	User Registration	Search	Filtering Results	Required information for Registration
Sprint 2	User Login	Search Result in a List View		
Sprint 3	Profile Page			

Different Types of Teams

- Co-located Teams**
Co-located Teams work together in the same physical workspace.
Co-located Teams used to be the norm. They are now the exception.
- Virtual Teams**
Virtual Teams are close to, if not fully, made-up of remote team members. This means that coworkers routinely connect and collaborate through virtual channels, like video conferencing, messaging platforms like Slack, and virtual collaborative workspaces like Google.
- Hybrid Teams**
Hybrid Teams have a mix of co-located and remote team members.
There are also hybrid people who work partially onsite and partially offsite.

Our goal is to have hybrid people with co-located teams when appropriate, i.e., everyone onsite on Tuesdays to meet face -to-face, and virtual teams for check-ins.

What's Different?

Before:

- ❑ Extemporaneous check-ins
- ❑ Better understanding of nonverbal communication

Now:

- ❑ The need to schedule everything
- ❑ Missed understanding via Zoom
- ❑ Delays due to technology or power
- ❑ Background noises and disruptions
- ❑ We're in mixed situations - some at the office, some remote
- ❑ Blurred lines between work and non-work hours



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Communication Skills

How we communicate with others at work is foundational to our effectiveness in both work results and relationships. Given the fundamental and enduring nature of communication - something we do every day and all day long - it's critical to continually explore and expand how you approach communications with others, whatever the format.

Conversational Intelligence



Overview

Learn about the neuroscience behind the communications we have with others as a way to significantly up-level your approach to all forms of communication - written, verbal, presentations, and more - and the results you're able to achieve with a more advanced approach.



Learn about:

- What Conversational Intelligence is and why it matters
- Why conversations often fail to achieve desired results and relationships
- Why we converse and interact with others the way we do - the science behind this
- How to build trust with others as a foundation for higher-level conversations
- How to up-level our communications, results, and relationships

Key topics covered:

- The purpose and nature of conversational intelligence
- Different levels of conversations
- The neuroscience behind our conversations
- Trust as a basis for conversational intelligence
- Resolving conflict
- Getting to higher-level conversations



Why this matters?

Everything we do is based on the quality and effectiveness of the conversations we have at work and elsewhere. Yet very little attention is paid to this fundamental activity that often dictates whether we're successful in achieving goals, working well with others, and many other outcomes.

Example Content:

The example content consists of three slides:

- How The Brain Really Works:** A diagram titled 'THE FIVE BRAINS' showing the Neocortex (regulates cortisol, excludes, judging, limiting, withholding, dictating, criticizing), Prefrontal Cortex (regulates oxytocin, including, appreciating), Executive Brain (regulates), Limbic Brain (emotional center), and Primitive Brain (heart). It also mentions 'Knowledge in Center' and 'Emotional Control'.
- 3 Levels of Conversational Intelligence:** A diagram showing three levels: LEVEL I (Wait & See), LEVEL II (Inquire-Experiment), and LEVEL III (Share-Discover). It also includes 'Co-Creator' and 'TRUST'.
- Distrust & Trust:** A diagram showing the relationship between brain regions and trust levels. Neocortex and Prefrontal Cortex are associated with Trust, while Limbic Brain and Amygdala are associated with Distrust. It also shows 'Heart Brain' and 'PARTNER'.



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Effective Communication



Overview

Learn how to improve your capabilities to have more constructive and productive communications with others at work. Learn how to leverage different platforms to tailor your communication needs to best fit the needs of your audience - your team members, your manager, partners, stakeholders, and more.



Learn about:

- Why effective communication is critical to your success and the success of your organization
- How to structure your communications for better impact
- How to tailor your communications to best meet the needs of your audience
- How to effectively incorporate audio and visual aides



Key topics covered:

- The business imperative for effective communications
- Common pitfalls in workplace communications
- Determining your message
- Understanding your audience
- Structuring your communication for maximum impact



Why this matters?

How we communicate with others at work is critical to our effectiveness in both work results and relationships. Increasing the effectiveness of our communications helps us ensure clarity of the message, requests of others, and expectations for the role we and others play, as well as increases the likelihood of mutual commitment and better understanding among the parties.

Example Content:

Common Pitfalls

- We adopt a one-size fits all approach
- We don't pay enough attention to tone
- We speak more and listen less
- We need to be heard versus understood
- We avoid difficult conversations
- We react instead of respond
- We assume we have been understood and that we understand the other person
- We need to be right and the other person wrong

Hands On



Communicating with Impact

- 1**  **Effective Communication**
- 2**  **Storytelling**
- 3**  **Presentation Skills**

Hands On

Fine-Tuning Your Communication

- 1** Return to the Communication you prepared earlier
- 2** Test your work so far against the 7Cs of Effective Workplace Communication
- 3** Where can you fine-tune?

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Giving & Receiving Feedback



Overview

Learn how to improve your abilities to give good feedback as well as receive feedback in a constructive and productive manner. Feedback is constant; it's how we give it, receive it, and process it, that makes all the difference.



Learn about:

- The importance of giving and receiving feedback effectively
- When and how to give feedback effectively
- How to receive feedback in a constructive and productive manner

Key topics covered:



- Importance of feedback
- Roles and responsibilities in feedback
- IDEA Feedback Model
- Examples and practice sessions



Why this matters?

Feedback is how we learn and grow as individuals, teams, and an organization overall. Feedback that is structured well, given timeously and frequently, increases our engagement and collaboration, develops our capabilities, and helps drive and motivate us to achieve our individual, team, and organizational goals.

Example Content:

The example content includes three main slides:

- When to Ask for or Give Feedback:** A slide with a list of bullet points and a photo of two people in a meeting.
- Practicing Feedback:** A flowchart showing a cycle of giving and receiving feedback. The steps are: 1. Pick a partner, 2. Pick 3 scenarios, 3. Understand giving and who's receiving the feedback, 4. Make the feedback feedback noticeable, 5. Give the feedback to your partner (2 mins), 6. Define 3 items, 7. Pick a different scenario, 8. Give's role. A 'Repeat Above' arrow loops back to step 1.
- Effective vs. Ineffective Feedback:** A comparison slide. **Effective Feedback** includes: given in private and discreet, doesn't take the feedback as a personal attack, focuses on the right behaviors, skills and outcomes, starts with a specific example, and has an eye on improvement for capability and knowledge. **Ineffective Feedback** includes: given in private and discreet (marked with a red X), doesn't take the feedback as a personal attack (marked with a red X), focuses on the wrong behaviors, skills and outcomes (marked with a red X), starts with a specific example (marked with a red X), has an eye on improvement for capability and knowledge (marked with a red X), and doesn't focus on following feedback (marked with a red X).



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Presenting Technical Information



Overview

Learn how to better structure information, data, your message, your call-to-action and more by developing and delivering more impactful and effective presentations.



Learn about:

- The principles for creating and delivering meaningful and impactful presentations
- Various techniques to enable you to create and deliver effective presentations
- How to turn your story into an effective presentation

Key topics covered:



- Presentation dos and don'ts
- Presentation practices and techniques
- Turning stories into presentations
- Optimizing your delivery, audio, visual, and audience impact

Why this matters?

We're constantly delivering or attending presentations at work. Presentations have the potential to move the audience to the action needed and in a way that motivates them. Improving presentation skills is a must for ensuring communications and required actions [of the audience] are understood, meaningful, actionable, and something your audience wants to commit to.

Example Content:

Structure for Presenting Technical Information

- What was the goal of the work?
- Who was involved? (keep it light)
- Why is this important to achieve?
- Why should the audience care about this? What's the relevance to them?

Beginning

- What has been achieved so far? Actual c date.
- How have things been accomplished?

Middle

Power of Stories in Presentations

Determining Your Storytelling Strategy

Logos = Logic

The use of logic, rationality, and critical reasoning to persuade. Logos appeals to the mind. Logos seeks to persuade the audience intellectually.

Pathos = Emotion

The use of emotion and affect to persuade. Pathos appeals to the heart and to one's emotions. Pathos seeks to persuade the audience emotionally.

Ethos = Ethics and Credibility

The ongoing establishment of a speaker's authority, credibility, and believability. Ethos appeals to ethics and character. Ethos seeks to persuade the audience that the speaker can be trusted and believed.

What Could Be vs. New Bliss (New Form)

at Is vs. What Is

Source: Nancy Duarte, Author and Communication expert

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Storytelling

Overview

Learn how to use storytelling as a powerful technique in communicating with others, including using storytelling in presentations.



Learn about:

- How storytelling can advance our business, performance, engagement, and satisfaction
- How to create your own stories
- Techniques that help you deliver stories with impact

Key topics covered:



- What is Storytelling
- Why storytelling matters
- Elements of a story
- Structure for stories
- Preparing your story
- Techniques to deliver your story

Why this matters?

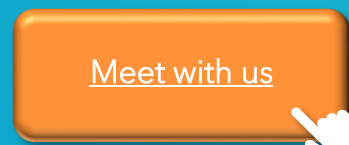
Business decisions are not solely based on logic. Data is often not memorable, but when you tell a story with your data, you create a shared human experience. Storytelling can translate dry and abstract data into a compelling picture. Stories engage your audience beyond facts, which activates more parts of the brain and makes them easier to remember.

Example Content:

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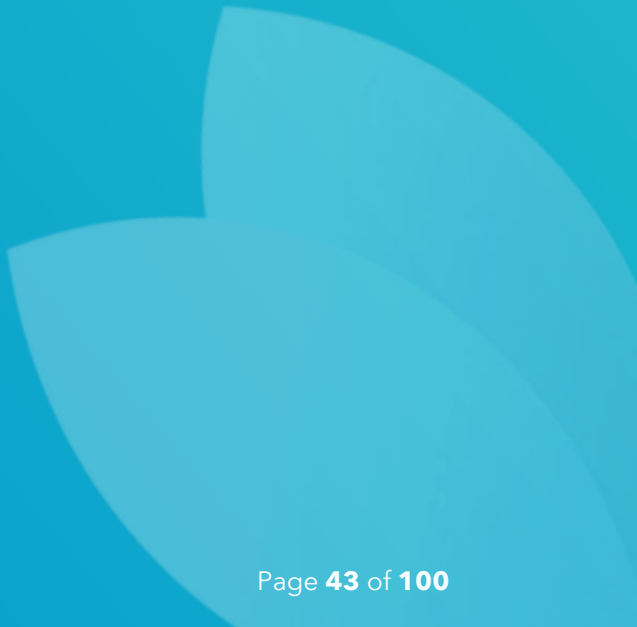
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Culture

Culture is often defined as “how we do things around here.” Culture is also often pointed to as the “glue” that binds the people in the organization together to achieve shared goals and objectives. Learning about key tenets that form and bolster the culture of your organization will help you play your important role in building and sustaining your organization’s culture.



Diversity, Equity & Inclusion



Overview

Learn key insights into the nature and evolution of diversity, equity, inclusion, and belonging in organizations. You'll also learn more about unconscious bias, how to combat this, and how to be an ally to others.



Learn about:

- What DE&I is
- Why DE&I is a business imperative
- How organizations have evolved DE&I over the years
- What you can do to support DE&I in your organization



Key topics covered:

- Defining DE&I and its importance
- DE&I historical progression
- Generational diversity
- Combating unconscious bias
- Being an ally



Why this matters?

Diversity, equity, inclusion, and belonging, when embraced with the commitment to do the right thing and the very best thing for others every day, are hallmarks of a great work environment where all can thrive and bring their best selves to work. We all play a key role in creating an environment that embraces these important organizational tenets.

Example Content:



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Mastering Civility



Overview

Learn the principles of workplace civility and how these form the basis of a diverse, equitable, and inclusive workplace. Learn the role that you can play, such as sharing resources, recognizing the contributions of others, expressing gratitude, and providing timely, specific, fair, balanced, and actionable feedback.



Learn about:

- Why effective relationships at work matter
- Practical ways to enhance your relationships at work
- How you can influence effective work relationships in your organization

Key topics covered:



- Why relationships matter
- The benefits and impact of good relationships at work
- How to build workplace relationships
- Addressing incivility



Why this matters?

Workplace conflict can have significant costs for organizations in the form of lost productivity, lower engagement and commitment, absenteeism, and turnover. Understanding and playing our role to create a positive, productive, fair, and inclusive work environment ultimately makes us a better overall team and organization.

Example Content:

Lift the Team Up

- Understand that the goal of civility begins with modeling and being
- During interviews, pay attention to how candidates behave
- Ask them to describe their past behavior and give you examples
- Discuss how they handle difficult situations or conversations
- Observe how they speak about their current or former employers
- Follow up with employees who are social with your potential hire, each with their personal info provided for candidates
- Research how candidates behaved in previous jobs

Addressing Incivility

If you decide to address an issue at work, it's best to not react in the moment, take a pause, and plan the time you will address the matter. Don't come right after the other.

Model Email and Conversational Etiquette

Look at the items below and decide whether they are in the "do" or "don't" list.

Do	or	Don't
• Send an email when you're angry, stressed, upset or frustrated		• Do concise, use proper grammar, punctuation and spelling
• Be easily distracted in the meeting		• Copy only those who need to be copied
• Send an email when the conversation is better addressed face-to-face or over the phone		• Hit Reply All unnecessarily
• Use cell-phones, texting in a respectful time and talking to other party's face		• Fail to respond to your emails
• Include a clear subject line		• Include something in an email that you wouldn't see in person
		• Use humor and sarcasm



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Understanding Unconscious Bias & Allyship



Overview

Learn the different types of workplace bias and how these can creep in, how to combat biases, and be an ally to others. Recommended as a follow-up to Diversity, Equity & Inclusion.



Learn about:

- How to recognize unconscious bias
- Proactive ways to combat unconscious bias
- What is allyship and how to increase your allyship of others

Key topics covered:



- What is unconscious bias
- What creates unconscious bias
- How to combat unconscious biases
- Increasing your allyship

Why this matters?

To truly combat unconscious bias, we must consider not just the different causes and manifestations of bias, but also the systemic and structural issues that allow biases to be perpetuated. Beyond combatting biases, acting as an ally to others is equally critical to creating and sustaining a great work environment for everyone.

Example Content:

Systemic and Structural Issues (SSIs)

- **Exclusive and Hostile Work Environments**- creates conditions for structural oppression
- **Network Gap**- our networks further drive inequality
- **Structural Racism**- policies and procedures could perpetuate inequalities

How Does Bias Affect

- **Our Perception** – how we see people and perceive reality.
- **Our Attitude** – how we react towards certain people.
- **Our Behaviors** – how receptive/friendly we are towards certain people.
- **Our Attention** – which aspects of a person we pay most attention to.
- **Our Listening Skills** – how much we actively listen to what certain people say.
- **Our Micro-affirmations** – how much or how little we comfort certain people in certain situations.

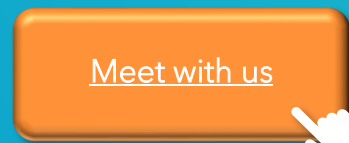
Being an Ally

Do's	Don'ts
<ul style="list-style-type: none"> • Express listening • Be open to your ally's biases • Focus on the history of the struggle in which you are participating • Follow to figure out a way to acknowledge how structural oppression and/or things oppressive systems • Use your privilege to amplify (digitally) and/or personally (historically) suppressed voices • Learn how to listen and accept criticism with grace, even if it's uncomfortable • Reflect every day to learn how to be a better ally 	<ul style="list-style-type: none"> • Equal to the struggle in action. Take it slow, you're not alone, the work is hard, you're here and answer your questions • Advocate for the good over the "Depression Division" (you can't read to compare how your people in "I" as well as "us" is marginalized overall) • Believe as though you know best • Take credit for the labor of those whose responsibilities and/or the most critical resources go to the others • Act as a "let's try" member of an under-represented community or group

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Influencing Skills

The ability to influence without authority has been consistently shown through research to be among the key attributes of successful professionals. If you want to enhance your abilities to influence others at work, there are a variety of skill-building programs you can explore.

Conflict Resolution



Overview

Learn the different conflict styles and strategies to handle conflict to determine the best route for each situation you may encounter. If we accept that conflict is a natural part of being in interaction with others, and we adopt an approach that says we can come out of this stronger together, then conflict will lead to good, and we'll be able to deal with it with less stress and anxiety



Learn about:

- What conflict really is and why it occurs
- Different styles and preferences for resolving conflict
- Risks and benefits of different conflict resolution styles
- How to apply a collaborative approach to resolve conflict



Key topics covered:

- Understanding conflict
- Conflict styles
- Six C's of collaboration
- Coping and resolving techniques



Why this matters?

Conflict shouldn't be avoided, as it invariably happens. Whatever your natural reaction to conflict is, we can find ways to alter our reaction for better relationships and results. Conflict can lead to good when it produces change or promotes unity and collaboration.

Example Content:

A Model of Influence

ABUNDANCE

Attitudes Beliefs

Shared Goals

Hands On

Competing

Uses:

- When quick, decisive action is vital, e.g., emergencies
- On important issues where unpopular courses of action need implementing, e.g., cost-cutting, enforcing unpopular rules, discipline
- To protect yourself against people who take advantage of noncompetitive behavior

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Six C's of Collaboration

- Clarify
- Communicate
- Common Interest
- Create
- Cooperate
- Conclude

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Emotional Intelligence



Overview

Emotional intelligence is consistently rated as highly important to one's professional success, if not more important than IQ. Learn the fundamentals of emotional intelligence and how you can increase this to enhance your work results and relationships.



Learn about:

- Why emotional intelligence matters
- The pillars of emotional intelligence and how these can show-up at work
- How to enhance your emotional intelligence

Key topics covered:



- What is emotional intelligence
- How EQ is different to IQ
- How emotional intelligence plays a critical role in your success
- How to interpret emotional intelligence in the work environment
- Strengthening your emotional intelligence

Why this matters?

EQ has been consistently rated as more important than IQ, and yet so few people understand how to truly build their emotional intelligence as a key capability. Emotional intelligence is often the difference between being understood, understanding others, and working collaboratively in a way that we all succeed as a team and organization, or not.

Example Content:

5 Pillars of Emotional Intelligence

- Self-awareness**
 - Understands own strengths, weaknesses and how actions affect others. Wishes others to benefit and learn from constructive criticism
- Self-regulation**
 - Can naturally sense emotions and handle them when needed. Expresses needs, feelings, but instead opt to act with rational and control.
- Social awareness**
 - Understands others' emotions and needs. Empathetic and able to support others.

Engaging With Others

- Self-Awareness**
 - Know your emotions
- Self-Management**
 - Manage your emotions
 - Motivate yourself
- Social Awareness**
 - Recognize and understand other people's emotions
- Manage Relationships**
 - Manage others' emotions

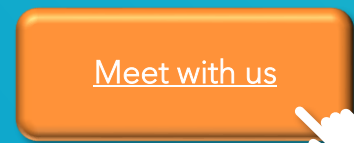
Adjust Your Listening

- 8 Awareness**
 - Are listening to understand?
 - Are listening just to respond or understand?
 - Are listening to react, defend and win?
 - Are listening to help or to help others?
 - Are listening to understand?
 - Are listening to help or to help others?
 - Are listening to understand?
 - Are listening to help or to help others?

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Executive Presence



Overview

Learn different ways to enhance your capabilities and confidence when interacting, communicating with, or presenting to senior management.



Learn about:

- What executive presence is and why it matters
- The key attributes that influence executive presence
- Specific tips to enhance your executive presence
- How you can develop an action plan to implement your learning

Key topics covered:



- Defining executive presence
- Key components of executive presence
- Steps to build and enhance effectiveness when interacting and communicating with senior management



Why this matters?

Communicating, collaborating, and influencing at different organizational levels can require different approaches, which may in turn require slight adaptations in how we tailor our communications, deliver presentations, and conduct meetings. Understanding what's typically different at senior management levels can help you increase your effectiveness.

Example Content:



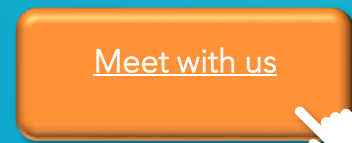
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Influencing & Stakeholder Management



Overview

Learn how to improve your influencing skills with others at work – whether your peers, manager, partners, or stakeholders. Beyond influencing, learn how to structure your approach to different stakeholders, increase stakeholder engagement, and effectively manage your stakeholder relationships.

Learn about:

- How influence differs from persuasion and when to use
- How to enhance your influencing skills
- How to analyze your stakeholders’ needs and interests
- How to better engage and sustain engagement of your stakeholders
- How to effectively manage your stakeholders

Key topics covered:

- Influence vs. persuasion
- Behaviors of great influencers
- The role of emotional intelligence
- Stakeholder analysis and mapping
- Stakeholder engagement
- Stakeholder relationship management

Why this matters?

Our ability to influence others without authority is critical to getting things done well at work while building and sustaining important relationships. Equally, most of our work involves stakeholders – those who are highly invested in the outcomes of our work. Ensuring that we know who our stakeholders are, how to best engage and manage the relationship with them, greatly determines whether our work is ultimately successful.

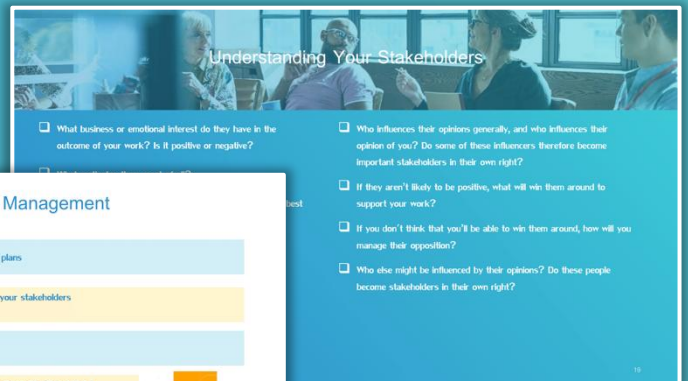
Example Content:



Attributes of Great Influencers

- ✓ They know their topic
- ✓ They know themselves – how they best interact with others
- ✓ They know their audience – who they are, what they need and what they care about
- ✓ They do what they said they would do
- ✓ They are consistent
- ✓ They are honest and trustworthy
- ✓ They care about their audience – delivering what they need when they need it
- ✓ They routinely remind their audience of their stated needs and interests

Hands On



Understanding Your Stakeholders

- What business or emotional interest do they have in the outcome of your work? Is it positive or negative?
- Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers therefore become important stakeholders in their own right?
- If they aren't likely to be positive, what will win them around to support your work?
- If you don't think that you'll be able to win them around, how will you manage their opposition?
- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?

Hands On



Best Practice Stakeholder Management

- 1 Embed the agreed communication / update cadence and format into your project plans
- 2 Create a template for sharing information and updates and see if that works for your stakeholders
- 3 Stick to the agreements for progress updates and status
- 4 Keep stakeholders lightly informed of key events or milestones outside of formal communication cadence
- 5 Ask for advice, help or input well before deadlines are due

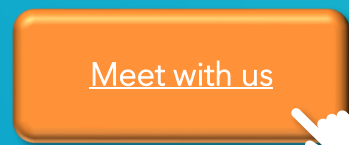
6 Create an environment where your stakeholders feel invested in the process; not just recipients of information

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Navigating Difficult Conversations



Overview

This program will help you learn how to approach more challenging conversations with greater ease, comfort, and confidence, and generate better overall outcomes from your communications and interactions with others.



Learn about:

- The importance of effective conversations
- How neuroscience plays a big role in how we converse and relate to others
- How to navigate difficult conversations and increase your effectiveness and satisfaction

Key topics covered:



- Importance of effective conversations
- Neuroscience of conversations
- Navigating difficult conversations for better outcomes

Why this matters?

Conversing with others at work is something we're constantly doing. These conversations are foundational to building trust, connecting with others, growing our capabilities, and ensuring shared meaning and direction. Understanding how to improve the conversations we have with others at work can significantly up-level our confidence, comfort, and the results we hope to achieve.

Example Content:


The example content includes several diagrams and tables:

- Working with Others ...**: A table with four rows: Build (Build trust), Connect (Connect with others' hearts and minds), Grow (Grow our organization by developing others), and Create (Create shared direction).
- Crucial Conversations Model**: A circular diagram with 'FOCUS OF SHARED MEANING' at the center, surrounded by 'SAFETY' and 'SPEECH'. It is divided into 'BEFORE' (WORK ON ME FIRST), 'DURING' (STATE My Path, STATE My Path, STATE My Path), and 'AFTER' (MOVE TO ACTION, Who does What by When, Follow up).
- Transformational Level**: A diagram of a human head profile with 'AMYGDALA' in the center, surrounded by various brain regions and a 'Smart Brain' label.

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Leading Others

Leading others requires its own skill set. Learn different ways, practices, and techniques to enhance your leadership capabilities, while increasing team member engagement, performance, productivity, and satisfaction.

Advanced Coaching

Overview

Learn advanced techniques and best practices for coaching employees and teams, including coaching capabilities and practices used by expert executive coaches.

Learn about:

- Learn the core competencies, skills, and techniques used by executive coaches
- Learn approaches to more effectively diagnose team and individual coaching needs
- Learn techniques to significantly advance your coaching capabilities

Key topics covered:

- Revisit the COACH Model
- Core Competencies for Coaches
- Diagnosing Coaching Needs
- Advanced Coaching Best Practices
- Advanced Coaching Techniques

Why this matters?

Coaching is consistently rated among the most important and most effective techniques of engaging employees and developing their capabilities and careers. Investing in advanced coaching skills will pay dividends in improved employee engagement and performance.

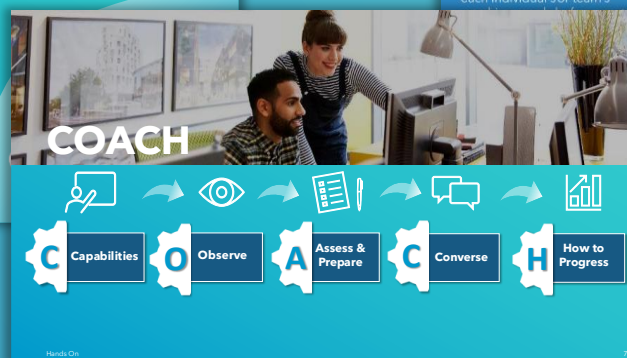
Example Content:

Core Competencies of Great Coaches

- 1 Foundation:**
 - Demonstrates ethical practice
 - Embodies a coaching mindset
- 2 Co-creating the relationship:**
 - Establishes and maintains agreements
 - Cultivates trust and safety
 - Maintains presence
- 3 Communicating effectively:**
 - Listens actively
 - Evokes awareness
- 4 Cultivating learning and growth:**
 - Facilitates growth

Hands On

COACH



C Capabilities **O** Observe **A** Assess & Prepare **C** Converse **H** How to Progress

Hands On

Diagnosing Different Coaching Needs

As Coaches, we should consider each individual's or team's

SKILLS	High	New to role or Low motivation	Top performer Solid performer
	Low	New to role or Low performer	New to role or Great attitude
		Low	High


WILL

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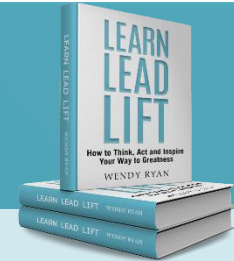
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Advanced Leadership Skills

Leadership is a journey without a fixed endpoint. While everyone has the potential to lead, it takes ongoing and deliberate practice for us to become and continue being great leaders. The truth is, we don't ever reach a point in our careers where we can't benefit from additional learning and growth.

In this new interactive course, Wendy Ryan, best-selling author of [Learn Lead Lift: How to Think, Act, and Inspire Your Way to Greatness](#), will guide you in upleveling your leadership. Rise to meet the demands of tomorrow's workplace today through The Learn Lead Lift Framework®.



Module 1

Introduction to The Learn Lead Lift Framework® (pre-recorded)

Through the lens of putting people first, adapting to VUCA-style change, and anchoring to authenticity, you will:

- Be introduced to the mindsets, skillsets and behaviors that define great leadership.
- Identify the barriers or derailleurs that are holding you back from being a great leader and learn how to overcome them.
- Create an action plan to elevate your leadership and identify the resources you will need to execute it.

Module 2

Learn Lead Lift: Required Mindsets (Live via Zoom)

Mindsets are "how you think" as a leader. Because they are one of the most difficult elements to shift on your own, this module will help you harness the collective wisdom of the group to realize a step change in your current thinking.

Module 3

Learn Lead Lift: Developing Leadership Skill Sets (Live via Zoom)

Skill sets - what you know or know how to do - matter in leadership. Especially the types of skills that we often describe as "soft". Join us as we take a deep dive into a few of the more challenging skill sets in the Learn Lead Lift Framework.

Module 4

Learn Lead Lift: Fine-tuning FIDAH aka Leadership Behaviors (Live via Zoom)

We will wrap up our course with some challenging intra- and interpersonal work to transform your FIDAH Behaviors, or how you show up to others as a leader.



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Being a Leader



Overview

Learn the fundamental practices and techniques of leadership, including ways to better engage, motivate, and retain diverse top talent.



Learn about:

- The importance of effective leadership
- The role and qualities of effective leaders
- Key steps you can take immediately to enhance your leadership effectiveness

Key topics covered:



- What it means to be a leader
- Qualities of effective leaders
- Role of effective leaders
- What's next in your leadership journey



Why this matters?

Great leaders are critical to the success of any team. Leadership is a journey, not a destination. The best leaders understand that they are constantly evolving their leadership skills and must model humility, vulnerability, continuous learning, and personal growth for their teams to follow.

Example Content:

The example content includes three slides:

- Key Actions You Can Take:** A flowchart with four main points:
 1. Know how you want to lead as a leader
 2. Know your team members: ongoing development, strengths and talents
 3. Set clear goals and direction
 4. Engage with your team frequently and create a supportive and respectful environment
- Steps Toward Building Trust:** A process flow starting with 'Trustworthy' (Transparency, Reinforce the positive, Use the input of others) leading to 'Have updates frequently', 'Make yourself available', and 'Do what you say you will do', which all lead to 'Establish clear goals and responsibilities' and 'Communicate often and honestly'.
- A Simple Model for Development and Delegation:** A circular diagram divided into three segments: Strengths, Development Areas, and Potential. Each segment has associated text boxes describing key concepts like 'Current assignments to build on', 'Stretch assignments', 'Mentorship', 'Clear assignments to develop', 'Challenges', 'Lots of coaching', and 'When you are assigned, clear and honest communication is essential'.



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Being an Inclusive Leader

Overview

Learn how create and sustain an inclusive work environment and how this benefits you, your team, and your overall organization.



Learn about:

- The many imperatives that call for a strong organizational, team and individual commitment to diversity, equity and inclusion
- How bias and discrimination have led to a broad system of inequality
- How vast and varied biases can be and how we must challenge our own thinking to effect change
- The role that you can play to create a more diverse, equitable and inclusive environment

Key topics covered:



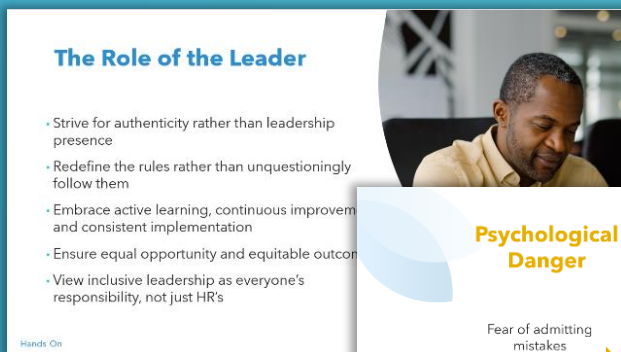
- The Imperative for Diversity, Equity and Inclusion
- Bias and Systemic Discrimination
- The Leader's Role
- Combatting Unconscious Bias
- Creating Psychological Safety for All



Why this matters?

Inclusion and belonging are key to creating a safe and engaging work environment and building and sustaining high-performing teams. Leaders play a pivotal role in creating and sustaining an inclusive work environment where diversity is embraced and leveraged, and all team members have a strong sense of belonging where they can bring their whole selves to work.

Example Content:



The Role of the Leader

- Strive for authenticity rather than leadership presence
- Redefine the rules rather than unquestioningly follow them
- Embrace active learning, continuous improvement and consistent implementation
- Ensure equal opportunity and equitable outcomes
- View inclusive leadership as everyone's responsibility, not just HR's

Hands On



Actions for Leaders

- Deepen your self-awareness
- Foster social connections
- Invest resources in inclusion
- Lead with courageous vulnerability
- Create connections
- Listen to understand

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Psychological Danger

Fear of admitting mistakes

Common knowledge effect

Blaming others

Less likely to share

Psychological Safety

Comfort admitting mistakes

Better innovation and decision-making

Learning from failure

Everyone is open

Hands On

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Being a Resilient Leader



Overview

In this program, you'll learn the skills and practices of resilient leaders. Resilient leaders lead



Learn about:

- People Leader Roles through times of Change
- How Leaders Navigate through Change
- Leading Your Team through Change
- Increasing Yours and Your Team's Resiliency



Key topics covered:

- Revisit expectations of people leaders
- Understand emotions and reactions to change
- Learn how to best navigate change and help your team do the same
- Learn how to increase yours and your team's resiliency



Why this matters?

For leaders and employees, resiliency continues to be rated among the most important skills for effective personal, team, and organizational management. Learning how to increase your own resiliency as a leader, while advancing your ability to increase your team's resiliency, are critical to leader and organizational success, particularly in the realms of navigating through change.

Example Content:

Stages of Change

To increase our resiliency, it's important to understand how we respond to change. Our response to change will vary given the change itself and our personal views on how the change may impact us or others.

7 Stages of Emotion

- Premonition, anxiety
- Shock, fear
- Defense, anger

Understanding How We React to Change

Integration, self-confidence

What Builds Resiliency?

The 6 Domains of Resilience

- Collaboration**
 - Persistence
 - Support networks
 - Social context
 - Manage perceptions
- Tenacity**
 - Persistence
 - Realistic optimism
 - Bounce back
- Health**
 - Nutrition
 - Sleep
 - Exercise
- Reasoning**
 - Problem-solving
 - Resourcefulness
 - Anticipate and plan
- Composure**
 - Regulate emotions
 - Interpretation bias
 - Calm and in control
- Vision**
 - Purpose, goals and congruence

A Simple Way to Think About Resiliency

ADVANCING → ADVERSITY

proactive

wait for adversity

Practice

use both large and small everyday challenges



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Creating Culture as a Leader



Overview

Learn how to enhance the culture of your team, which in turn increases team member engagement, commitment, and satisfaction, while getting the whole team moving in a shared direction.



Learn about:

- The definition and principles of a healthy company culture
- The impact of company culture on business performance
- Your role as a leader in creating and sustaining a healthy company culture
- How to create change when needed

Key topics covered:



- What is company culture
- Culture as the organization's immune system
- Leadership and culture change
- Engaging your team



Why this matters?

Culture is often defined as "the way we do things around here," or "the glue that holds us together." Culture is often misunderstood and often assumed. Yet a strong and purposeful culture is one of the most important defining characteristics of successful organizations and teams.

Example Content:

What is company culture and why is it important?



91% of respondents to a recent Deloitte survey say companies with a strong sense of purpose and culture also have strong financial performance.

Hands On

Company culture and business performance



A CLEAR MISSION AND FOCUS		
Vision	Strategy	Goals and Objectives
AN ABILITY TO QUICKLY ADAPT		
Customer and Market Focus	Organizational Learning	Creating Change
A CONSISTENT APPROACH		
Core Values	Cross Functional Coordination + Integration	Agreement
EVERYONE IS INVOLVED		
Empowerment	Team Orientation	Focus on Capability Development

21

6 Signs of a Toxic Culture

 <p>Bad or unclear communication Projects lack clarity and cohesion, so those involved end-up misguided. There's zero accountability within the team and the company over poor results.</p>	 <p>High employee turnover Replacing lost talent costs a lot of money for the company, it also affects employee morale. High and rapid turnover means there's something wrong in the workplace.</p>
 <p>Gossipy behavior Colleagues usually team -up and form cliquish groups. They gossip about those excluded from their circle, creating an atmosphere of passive -aggression or downright resentment.</p>	 <p>Micromanagement Bosses breathing down employees' necks can cause stress instead of inspiring productivity.</p>
 <p>Poor leadership and management Bad bosses are groomed by their bad superiors and, in turn, will groom equally incompetent managers. The cycle goes on unless thoroughly addressed.</p>	 <p>Minimal trust Management leaves no room for uninterrupted work and closely monitors their employees. Employees, in return, neither trust their superiors nor their colleagues, and even HR.</p>

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Creating Strategic Vision & Aligning Your Team



Overview

This program is great for any leader who can benefit from learning how to develop a well-structured, elevating, and compelling vision, including learning how to communicate shared vision, meaning, and purpose to align your team and stakeholders.



Learn about:

- Understand why creating an elevating and inspirational strategy and aligning your team are critical to yours and your organization's success
- Learn how to create an elevating, inspirational, and actionable 'Why, What, How, and When' for your strategy
- Learn how to co-create strategy with others and align their commitment, passion, and enthusiasm

Key topics covered:



- Defining strategic vision and its key components
- Incorporating both leadership and management
- The importance and mechanisms of co-creation
- How to start with your 'Why'
- How to define and align your 'What, How, and When'
- Communicating your vision



Why this matters?

Key to effective and compelling leadership is the ability to communicate an elevating and inspiring vision: one where your team and others clearly understand their purpose, how the vision aligns with their values and interests, and the role they will play in this. Without this capability, leaders will struggle to align, motivate, and mobilize others to join them in realizing the vision.

Example Content:



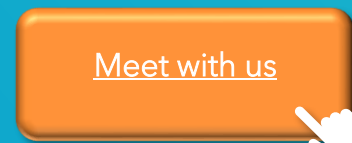
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Coaching



Overview

Whether you formally or informally lead others, coaching is a skill that you want to develop, practice, and use on a daily basis. Through effective coaching, your team members advance their capabilities, strengthen their engagement, motivation and satisfaction. Coaching continues to be rated among the most important people and team leadership skills.



Learn about:

- Why coaching is so important to your role as a leader
- Learn and apply a best-practice coaching model
- When to coach and for what purposes
- The required skills, behaviors, and beliefs to coach others effectively

Key topics covered:



- What is coaching and why it's important
- When to coach
- How to coach
- Practical and immediate ways to start coaching your team members



Why this matters?

Coaching team members is rated among the top leadership competencies that employees say they need but rarely get. Learning a simple methodology, while changing our own mindsets on the importance and high-value impact of effective coaching, is critical to your success in leading, developing, and motivating others.

Example Content:

Coaching for Different Things

- Aptitude:** Capabilities, Results, Career
- Attitude:** Engagement, Behavior, Relationships
- Outside Factors:** Organizational Change, Personal Change, Natural Disaster, Pandemic, Recession, etc.

Coaching Roles & Responsibilities

Coach Facilitator and Advisor <small>members learn and grow</small>	Coachee Learner
<ul style="list-style-type: none"> • Establish coaching cadences • Prepare for coaching conversations • Clearly define the situation and where help is needed • Listen and clarify as needed • Co-create action plans with clear outcomes and timing • Ask for help when resources are needed or advise to overcome obstacles 	<ul style="list-style-type: none"> • Commit and be open to learn and be coached • Ask for coaching when needed • Prepare for coaching conversations • Clearly define the situation and where help is needed • Clearly define desired outcome • Listen and clarify as needed • Co-create action plans with clear outcomes and timing • Ask for help when resources are needed or advise to overcome obstacles

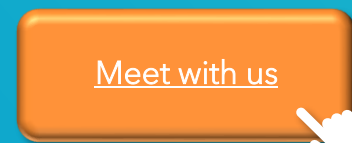
From GROW to COACH



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Communicating as a Leader



Overview

Learn how to advance your communication skills as a leader of others. Communication underpins all that we do in organizations, and the need for more effective communications from leaders is never more prevalent in work environments today, where things change and evolve rapidly.

Learn about:

- The Leader's Role in Communications
- Establishing a Cadence and Channels for Communications
- Optimizing your Communications

Key topics covered:

- Understand where, when and how you need to communicate as a people leader
- Learn best practice tips and techniques for communicating as a leader

Why this matters?

Much of how leaders lead teams in organizations is predicated on how effectively they communicate with their teams, partners, and stakeholders. It's not just how they communicate, but when, what, and why. Helping leaders optimize their communication skills ultimately helps them, their teams, and their organization overall operate at optimal levels with optimal engagement.

Example Content:

The example content includes three slides:

- Employment Lifecycle:** A circular diagram with stages: Recruit & Hire, On-board, Progress & Retain, Reward & Recognize, and Manage Performance.
- Communicating Vision and Strategy:** A slide with a central 'What-How-Why' diagram. 'What' (Your Product) leads to 'How' (Your Process) and 'Why' (Your Purpose). A blue arrow points upwards with the text 'Start here and build out from here'.
- Team:** A slide with a 'Team' icon and text: '→ Quarterly team meetings (updates) focused on strategy, goals and progress and topline information', '→ Monthly 1:1s focused on individual performance, development, and career interests', and 'Weekly team meetings focused on the week's key activities, challenges, and information or other resources needed'. It also mentions 'MIT as information unfolds and the team needs to know this'.

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Delegation & Empowering Others



Overview

Whether you're a formal or informal people leader, such as leading project teams, learn foundational leadership skills to improve how you delegate, motivate, and empower others.



Learn about:

- The benefits of effective delegation
- Best practices to delegate effectively
- Opportunities to delegate for development
- How to build empowerment through delegation

Key topics covered:



- Importance of effective delegation
- Key steps, techniques, and practices of effective delegation
- Key steps, techniques, and practices of empowerment



Why this matters?

Whether we're formal or informal leaders, we're often delegating tasks. This is also true in peer-to-peer scenarios as well. For most of us, delegation is something that we're doing on a regular basis. It's imperative that we delegate effectively to ensure clarity of tasks, standards and timelines expected, while seeking to increase the other person's commitment to complete the task as needed.

Example Content:



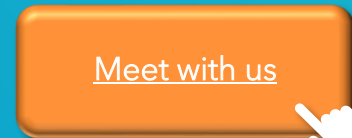
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Establishing and Maintaining Trust



Overview

Learn how to enhance your effectiveness, speed, and sustainability in gaining and maintaining trust with others - whether your team, partners, stakeholders, or customers. Understand where blind spots may exist and how to address these.

Learn about:

- The enduring importance of trust, whether in a work environment or elsewhere
- Key skills, behaviors, and approaches that build and sustain trust
- How to create an environment that ensures and reinforces trust, which leads to better engagement and better results

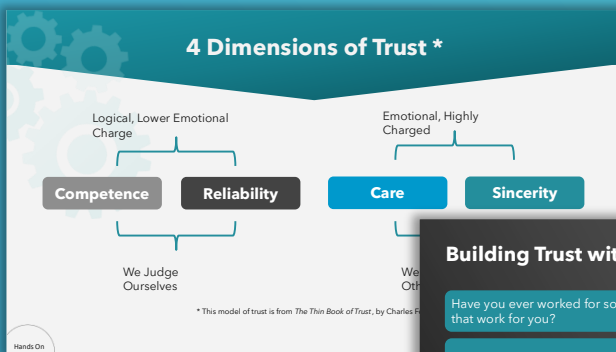
Key topics covered:

- Hallmarks of Trust
- Behaviors and Skills Required
- Psychological Safety
- Creating and Sustaining an Environment of Trust

Why this matters?

Trust among your colleagues, direct reports, partners, stakeholders and customers is an underpinning requirement for effective relationships and results. Behaviors and actions that impede trust are often done inadvertently. Understanding where these blind spots exist and how to address them makes you, the team, and overall organization that much more effective.

Example Content:



Building Trust with Your Team

- Have you ever worked for someone you didn't trust? How did that work for you?
- Does everyone on your team trust you to do the right thing?
- If someone else asked your team members if they trust you, what do you think they would say?
- What have you done recently to demonstrate your trustworthiness?
- What have you done recently that may have called your trustworthiness into question with the team?

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EXPLICIT EXPECTATIONS: THE DEFINITIVE COURSE ON MANAGEMENT FUNDAMENTALS



"I've been promoted to a people management position and don't know what to do first or next!"

"You expect me to do WHAT?"

"What are the secrets to successfully managing and motivating my team?"

"What am I responsible for now?"

Program Overview:

Organizations place a significant amount of trust in the people they select to manage their most valuable resources – their people. And managers are primarily responsible for the success, motivation, and retention of their people; 70% of the variability of whether an employee is engaged and will remain with an organization is dependent on their managers. And with 70% of employees reporting that they are disengaged – some even actively disengaged – from their work, and their likelihood to quit a job because of their manager, and not necessarily the organization, managers' roles are even more important and impactful.

This comprehensive training program is designed to equip new and experienced leaders with the essential knowledge, skills, tips, best practices, tools, insights, and models to effectively manage and lead teams. It makes the, oftentimes, implicit expectations of organizations, explicit. Drawing on the insights from R. Karl Hebenstreit's *Explicit Expectations: The Essential Guide & Toolkit of Management Fundamentals*, this program will cover key leadership concepts and best practices.



Format

3 Hours

Engaging and Dynamic

Online via Zoom

Format: The training will be delivered virtually via Zoom, allowing for flexibility and accessibility. Each of the four modules is three hours long, providing a focused and engaging learning experience.

Modules

LEVEL 1: General Foundations For Successful Management - Meeting the Organization's Needs

Module 1: Adopting a Leadership Mindset of Growth & Inclusivity

- Unlearning unhelpful and unhealthy perspectives and replacing them with a growth mindset
- The 7 Cs of Explicit Expectations and the 5 Practices that ensure effective leadership
- Strategic Planning and Organizational Design
- Justice, Equity, Diversity, and Inclusion, Creating a Psychologically Safe Environment, Identifying and Challenging our Implicit Biases, and Overcoming Stumbles
- Values-Based Interviewing, Recruiting, and Hiring

Module 2: Setting up your Team for Success with Clarity & Communication

- Creating and Supporting Effective On-Boarding Plans, including Clear Accountabilities
- Goal-Setting
- Check-Ins and One-on-Ones
- Prioritization, Delegation, and Empowerment

EXPLICIT EXPECTATIONS: THE DEFINITIVE COURSE ON MANAGEMENT FUNDAMENTALS

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LEVEL 2: Adapting & personalizing your leadership to meet your team's needs

Module 3: Supporting & Managing Your Team for Present & Future Success with All 7 Cs

- Coaching and Other Leadership Styles
- Feedback and Critical Conversations
- Performance Management
- Engaging and Motivating Your Team
- Employee and Career Development

Module 4: Final Fundamental & Foundational Factors

- Conducting Effective Team Meetings
- Change Management
- Terminations
- Managing Up
- Bringing it all Together with The Explicit Expectations Engagement & Alignment Guide

Learning Objectives:

By the end of this program, participants will be able to:

- Adopt a new mindset of growth and inclusivity
- Create a psychologically-safe environment for their teams to flourish and innovate
- Set clear and explicit expectations for their team members, as well as determine others' explicit expectations of them
- Build strong relationships and trust within their teams
- Empower and delegate effectively to maximize productivity
- Lead and manage change successfully
- Foster a positive and innovative work environment
- Implement proven best practices in each of the areas in which they are expected to excel

Target Audience:

This program is suitable for individuals in leadership roles, including:

- New managers
- Experienced leaders seeking to enhance their skills
- Team leads
- Supervisors

Benefits:

- Improved leadership effectiveness
- Enhanced team performance
- Increased employee engagement and satisfaction
- Stronger organizational culture
- Better decision-making and problem-solving
- Optimized innovation through inclusive and psychologically safe work environments



Karl is a certified Executive Coach, Leadership/Team/Organization Development Consultant, and international speaker who has over 25 years of experience coaching leaders and their teams (from Individual Contributors to CEOs in myriad industries and sectors) to work better together and consistently exceed their organizations' goals. He holds a PhD in Organizational Psychology (where this thesis was on "Using the Enneagram to Help Organizations Attract, Retain, and Motivate their Employees") and has authored three books: *The How & Why: Taking Care of Business with the Enneagram* (now in its 3rd Edition), *Nina and the Really, Really Tough Decision* (now available in English, Spanish, French, and Greek), and the newly-released *Explicit Expectations: The Essential Guide & Toolkit of Management Fundamentals*.

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Leading Hybrid Teams



Overview

Hybrid teams are becoming more of the norm in this post-COVID and ever-increasing digital world. Despite the proliferation of hybrid teams many teams are still finding the transition from in-person, or fully remote, to come with certain challenges. These challenges trigger the need to re-think and potentially re-design how our teams work together and how we best support our teams as their leader.



Learn about:

- The nature and needs of hybrid teams
- How to best engage, communicate, and meet with others in a hybrid team environment
- How to give direction to and develop your team members



Key topics covered:

- Key differences in a hybrid team environment
- Engaging with others
- Setting goals and work plans
- Team communications and meetings
- Developing your team



Why this matters?

Hybrid team leaders must master many areas including team moral, communication, engagement, goal setting, coaching, and scheduling to blur the distinction between in-person and remote team members. Establishing co-created team norms will build a positive culture of productivity, efficiency, and belonging.

Example Content:

Team Meetings

First, consider if $\leq 50\%$ of your team are in the office, just have a virtual team meeting so that everyone feels on the same footing.

Structure

Open

- Check-in with people
- Share something that is happening for you right now outside of work
- Agree the agenda together

Body

- Follow the agenda
- Give everyone an opportunity to ask questions, give feedback
- Check-in with those who don't speak-up

Close

- Celebrate successes and progress
- Agree next steps
- Check-in for anything else

Hands On

Different Types of Teams

Co-located Teams

Virtual Teams

Virtual Teams are close to if not up of remote team. This means that routinely connect collaborate through virtual meeting, video conferencing, messaging like Slack and virtual workspaces like

Hybrid Teams

Hybrid Teams have a mix of co-located and remote team members.

There are also hybrid people who work partially onsite and partially offsite.

hybrid people with co-located teams when appropriate, on Tuesdays to meet face-to-face, and virtual teams for

Hands On

User Stories & Team Backlog

User Need

Get up → Get Ready → Get To Work

User Steps

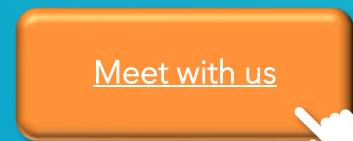
Turn off alarm	Collect clothes	Do morning hygiene	Make breakfast	Choose vehicle	Park vehicle
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User Sub-Steps

Turn off immediately	Get dressed immediately	Take a shower	Make coffee	Drive car	Park in garage
10 minutes 'snooze'	Take clothes to bathroom	Brush teeth	Eat cereal	Ride bike	Park in blue rack

User Stories

Hands On



Leading through Others



Overview

Learn best practice tips and techniques to manage larger teams, typically with both direct and indirect reports. Understand what's different and, therefore, what's required of you as you lead larger teams and increase your scope and range of influence in your organization.



Learn about:

- What's different, as we shift from leading others to leading through others
- What's required to be successful as a leader of other leaders
- How to develop other leaders



Key topics covered:

- Shift to Leading through Others
- Indirect Leadership
- Differing Roles / Responsibilities for Different Levels of Leaders
- Developing Other Leaders



Why this matters?

Leading larger teams with both direct and indirect reports is not an easy transition, nor one that we necessarily understand how to best manage. Yet, as we lead larger teams, we have increased organizational responsibilities. Equipping senior leaders with the skills required is imperative for their success, the success of their teams, and the organizations they lead.

Example Content:

The Fundamental 4 Core Leadership Skills

Applied at the senior level



SELF AWARENESS
Understand your behavior's impact on organizational outcomes.



COMMUNICATION
Effectively communicate goals and inspire trust.

Source: Center for Creative Leadership

Why Important?

Functional Ambassador

- Educating other leaders and groups cross-functionally as to your function's contribution to the enterprise, and your specific mission, vision, strategic objectives and plans, and metrics for success.

abilities, and
nd needs
ant the rest of

for your team to
unctions and
omote



Start with Your Why

Example

While working as an engineer for the Edison Illuminating Company in Detroit, Henry Ford (1863-1947) built his first gasoline-powered horseless carriage, the Quadricycle, in the shed behind his home.

In 1903, he established the Ford Motor Company, and five years later the company rolled out the first Model T car to meet overwhelming demand for the revolutionary vehicle, Ford introduced revolutionary new mass production methods, including large production plants, the use of standardized, interchangeable parts and, in 1913, the world's first moving assembly line for cars.



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Managing Others



Overview

If you're new to managing other people, this is a great foundational leadership program where you'll learn a number of practices for effective management of other colleagues. This program is also great for experienced people managers who were never trained in foundational leadership practices or would simply like a refresh on these practices.



Learn about:

- Key people processes and your role as leader
- Your role and expectations as a people leader and manager
- How to identify your team members' strengths, developmental areas and interests
- How to cascade and set SMART goals
- How to better prioritize and delegate work to your team
- How to better manage team member performance and development

Key topics covered:



- Leading vs. managing
- Leadership expectations
- People processes and your role
- Setting goals
- Skill vs. Will to delegate work and develop your team



Why this matters?

Effective leadership of teams is not something organizations want to leave to chance. Setting clear expectations, communicating, and training people leaders on best practices and techniques for setting team direction, motivating, and developing their team members leads to team and organizational success.

Example Content:



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Servant Leadership



Overview

Learn a different, albeit tried and true, way of approaching leadership from the vantage point of others-being in servitude. Learn this shift in mindset and approach from traditional, hierarchical type orientation to an approach that is more humble, caring, and proven to be more successful.



Learn about:

- What is Servant Leadership and why it matters
- How servant leaders approach their leadership responsibilities
- The competencies that servant leaders focus on and continuously develop
- How you can apply Servant Leadership in leading your team and others

Key topics covered:



- Overview of Servant Leadership
- Key Principles and Practices of Servant Leaders
- Key Competencies to Develop
- Applying Servant Leadership at Work



Why this matters?

Effective leadership is critical to any organization, both in setting the right direction as well as engaging employees and teams. It is now well-known that command-and-control type leadership is highly ineffective, and often very demotivating to employees and teams. Being in servitude to your organization and your people has been shown time and again to be a highly effective approach to leading others and the organization. Some of the best brands are consistent adopters of Servant Leadership.

Example Content:

1. Being an example - humility, authenticity, and trust

2. Showing why the work is essential - awareness and purpose

3. Encouraging collaboration - community-building and commitment

4. Supporting the team's growth and development - foresight and resourcefulness

5. Caring for members of the team - empathy and compassion

6. Asking for feedback - listening skills

Traditional Leader

- Sees leadership as a rank to obtain.
- Uses power and control to drive performance.
- Measures success through output.
- Speaks.
- Believes it's about them.

Servant Leader

- Sees leadership as an opportunity to serve others.
- Shares power and control to drive engagement.
- Measures success through growth and development.
- Listens.
- Understands it's not about them.

Stewardship

- Take responsibility and

Do you actively lead by example?

Do you look for barriers or roadblocks and remove these for your team?

Do you consider the obstacles your team faces and actively try to remove these?



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Setting up Your Team for Success



Overview

For most industries and organizations, much of the work that is done is through teams, whether you're a formal or matrix team leader. Learn key tips and techniques to ensure your team is setup for maximum success.



Learn about:

- Requirements for setting-up your team for maximum success
- Specific practices for team recruitment, onboarding, and team forming
- Setting effective individual and team member goals and aligning with partners and stakeholders
- Tips and techniques to form and elevate your team

Key topics covered:



- Successful Team Requirements
- Team On-boarding
- Team Goal-setting
- Partner / Stakeholder Alignment
- Team Alignment

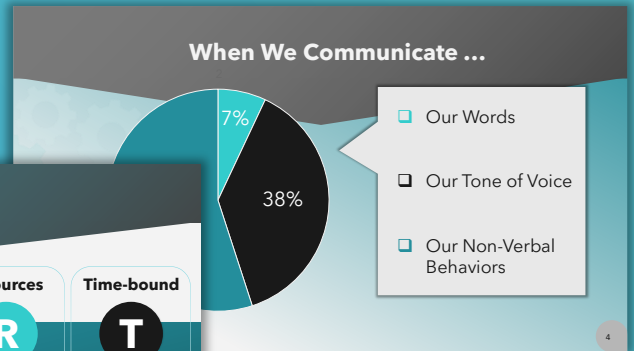


Why this matters?

Teams are challenged with often critically important goals and objectives. Understanding how to set-up your team for success to ensure goals and objectives are met, within-budget, and on-time, while ensuring their engagement and satisfaction is of critical importance to your success as a team leader and the overall success of your team and the organization.

Example Content:

Foundational Leadership Development			
Purpose: Ensure our people leaders have a consistent foundation of people leadership skills to enhance their effectiveness and efficiencies when leading others			
Learning Topic	Time	Learning Objectives	Target Participants
Establishing and Maintaining Trust	60 mins	<ul style="list-style-type: none"> • Importance of trust as a leader • How to build and sustain trust 	People leaders under VP-level
Setting-up Your Team for Success	60 mins	<ul style="list-style-type: none"> • Clear roles and responsibilities • Communicating as a leader • Setting clear goals and expectations 	
Giving Feedback and Managing Performance	60 mins	<ul style="list-style-type: none"> • Giving effective, fair, and balanced and timely feedback • Proactively managing performance • Having challenging 1:1 conversations 	



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Team Optimization



Overview

Whether you lead or work in teams, learn the traits and practices of high-performing teams, and what role you can play to optimize your team's effectiveness. (You do not need to be a team or people leader to attend this program, since we can all benefit from learning ways to optimize our team's performance.)



Learn about:

- What makes a high-performing team
- How you can set-up your team for success
- How to enhance team engagement, performance and satisfaction through coaching and creating a safe environment to innovate

Key topics covered:



- Characteristics of high-performing teams
- Different team types
- Diagnosing team health
- Setting teams up for success
- Coaching teams
- Creating psychological safety



Why this matters?

So much of our work is accomplished through teams. Taking the time and effort to learn ways to optimize team structure, set-up, communications, meetings, work assignments, collaboration, and more will pay dividends in the up-leveling of team alignment, engagement, satisfaction, and results.

Example Content:

What's the Impact?

Cost of Poor Teamwork:

- Lost revenue and higher overhead
- Increased time-to-market
- Increased costs of products or services
- Decreased quality of products or services
- Decreased innovation
- Increased employee turnover
- Decreased employee engagement

Measuring Psychological

- Decrease in the team's confidence, what's expected of them?
- Poor communication and poor collaboration, which leads to "back door" communication
- An increase in the team's conflict, it is more hard against them
- Poor meeting performance, no task, no time to find the answer
- All members of the team feel able to raise problems and find issues
- Members of the team come up with ideas but others often dismiss it with a "no"
- It is easy for all team members to be heard
- It is easy for us to ask each other for help
- Members of the team would collaborate in a new, but sometimes often team member's effort
- Everyone's input, ideas and skills are effectively used in the team

The 'Trust Equation' – 4 Key Elements

Trustworthiness = $\frac{\text{Credibility} + \text{Reliability} + \text{Integrity}}{\text{Self-Orientation}}$

- **Credibility** – Can I trust the technical expertise of this person? Experience, confidence, know-how, can they do the work, is my interest possible?
- **Reliability** – Can I trust this person to deliver what they committed to on time? Revealed by keeping our promises and consistency.
- **Integrity** – Is this person open, and I trust there to be confidential? Related to openness, psychological safety, visible transparency.
- **Self-Orientation** – Does this person always operate in their own best interest, not with a sense of reciprocity? Sense of self-interest, fulfillment, individualistic, etc.



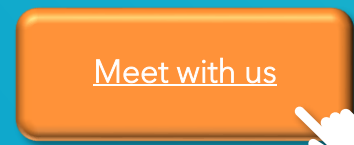
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The Neuroscience of Leadership

Overview

Learn the latest research in neuroscience and its link to effective leadership. Learn practical things you can do to significantly increase your leadership effectiveness.



Learn about:

- What is neuroscience
- How neuroscience can be leveraged to increase your leadership effectiveness
- Key steps you can take now to increase your leadership effectiveness
- How to continue to learn, evolve, and build your leadership agility

Key topics covered:



- Neuroscience overview
- Neuroscience and the brain - a deeper look
- Linking leadership and neuroscience
- Increasing leadership effectiveness
- Increasing leadership agility



Why this matters?

The quality and effectiveness of leadership drives everything that's done in an organization - from strategy, to team alignment and mobilization, to execution. Increasing leadership effectiveness should be a primary goal of any organization.

Example Content:

Trust as the Starting Point

Although humans are capable of transmitting ideas and adopting innovations faster than any other species, the human brain is still shaped by evolutionary development that adapts structures rather than destroying them to build new ones.

Tomorrow looks uncertain and risky and hence brain reacts as if the future is a physical threat.

The ambiguity inherent in decisions about the future can lead to "safe" decisions, or more worryingly delay them.

Creativity is constrained by fear of uncertainty.

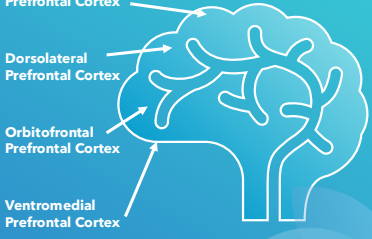
Hands On

Leadership Can Be Learned

The prefrontal cortex can be developed, and its capacities enhanced through focused attention and practice.

Developing an increased ability for self-management and consistently practicing the self-discipline required to interject the "free won't" between impulse and action, or instinctive thought and spoken word, depends on tremendous motivation and will, and years of practice, reflection and feedback.


Hands On



- Prefrontal Cortex
- Dorsolateral Prefrontal Cortex
- Orbitofrontal Prefrontal Cortex
- Ventromedial Prefrontal Cortex

Theory of Mind - TOM

Having a Theory of Mind (TOM)



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Transitioning into Management



Overview

Learn what's required in the shift from individual contributor to leading others, including best practices, dos, and don'ts, and more. Set yourself and your new team up for success by investing the time to learn new tools and approaches to optimize your team leadership.



Learn about:

- What's different [in the shift from IC to manager]
- Core expectations of people managers
- Foundational / employee lifecycle activities
- How to develop your leadership skills



Key topics covered:

- Shifting from IC to Manager
- Expectations & Role of People Managers
- Foundational People Management
- Employment Law
- Hiring
- On-boarding
- Setting Development Goals & Plans
- Managing Performance



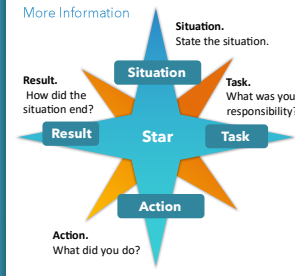
Why this matters?

Shifting from individual contributor and peer to team leader is a significant transition and one where most new managers struggle without the full set of skills and foundational knowledge to be successful. When team leaders are not successful, their teams are likely to be unsuccessful as well. Preparing new leaders for their roles is an investment well worth making.

Example Content:

STAR Technique

Use STAR to Garner More Information



Situation. State the situation.

Task. What was your responsibility?

Result. How did the situation end?

Action. What did you do?

Hands On

STAR

Use STAR to discover talent, potential and determine whether the candidate will thrive here

How have you done in the past?

- ✓ Situation
- ✓ Task
- ✓ Action
- ✓ Result

What's different - shifting from IC to Manager

- You can no longer be "friends" with your direct reports
- Your team will look to you to model behavior and accountability
- Your team will expect you to do the "work" at a superior level!
- Your team will expect you to routinely praise or correct their work
- Your team will expect you to set their direction and support their development
- Your team will expect you to develop their capabilities
- You are now accountable for setting the right direction, holding your team accountable, consistently complying with all laws and company policies

Hands On



1. Remain open to learning
2. Connect with your team
3. Meet with other managers
4. Listen to your team's feedback
5. Enhance your leadership skills
6. Be visible

Clear goals
Evaluate your department's operations
Give employees in changes
Schedule team-building
Establish communication best practices
Acknowledge your mistakes
Understand the difference between an email and a meeting
Engage your team

4



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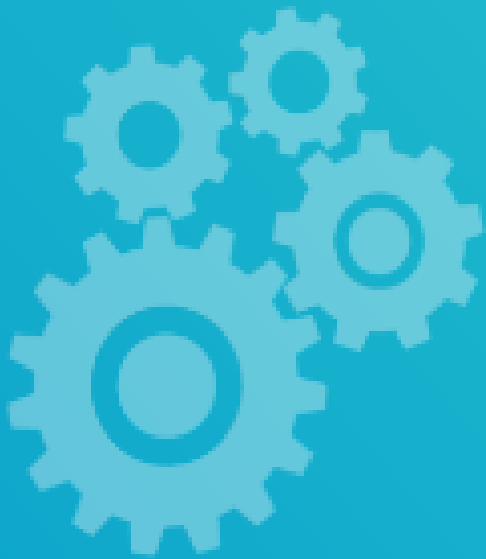
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Personal & Professional Development

Putting focus on your own personal and professional development can significantly enhance your professional capabilities, resilience, and overall fulfillment and satisfaction at work and beyond.

Career Development

Overview

Learn tips and techniques to identify your career interests, strengths, and developmental areas, while creating more robust career and development plans for your career advancement.



Learn about:

- Identify your strengths, developmental areas, and career interests
- Find development and career opportunities that best fit you and your needs
- Obtain and align the resources you need
- Create plans to work toward your goals

Key topics covered:



- Understanding and defining career interests
- Personal SWOT analysis
- Finding and aligning support
- Creating robust development and career plans

Why this matters?

We each own our careers and career growth. Others can help us on this journey, but no one other than you can own your development and career growth. Understanding your career interests, your strengths, and developmental areas is a critical starting point. From there, building an actionable and achievable plan, with support from others, is what enables you to work toward your career goals and aspirations. Without a plan, it's unlikely that you'll reach your goals.

Example Content:


The example content includes several key elements:

- Career Development Principles:** A slide listing principles such as 'Development is a learning curve you can't skip', 'No one gets an education (or a degree) at work', and 'Your manager facilitates and supports - but you are responsible'.
- Develop Your Plan:** A slide with steps: 'Check EEP form', 'Identify your Career Goals', and 'Create your Career Plan'.
- Being Opportunity-Minded:** A circular diagram with a globe in the center, surrounded by categories like 'Business & Operations', 'People & Culture', 'Skills', 'Service Excellence', 'Innovation', and 'Sustainability'.
- Individual Development Plan:** A screenshot of a form with sections for 'Development Objectives', 'Development Activities', and 'Development Resources'.

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Growth Mindset

Overview

Growth Mindset is a way of thinking and being in the world. It's a way that we approach both opportunities and challenges and how we continuously grow our capabilities and network and seize the opportunities that present themselves to us. Learn how to "re-frame" how you approach issues, challenges, setbacks, failures, and stress.



Learn about:

- What is a Growth vs. Fixed mindset
- How to combat your Fixed Mindset
- How to build your Growth Mindset
- How you can help others build their Growth Mindset

Key topics covered:



- What is Growth Mindset
- Why a Growth Mindset Matters
- Combating Fixed Mindset
- Building Your Growth Mindset

Why this matters?

People with a Growth Mindset view their failures and setbacks as an opportunity to grow and as a sign that they should continue to develop their skills. By changing the way you think, you can change the way you learn. Knowing that your capabilities can always be developed allows you to explore, experience, and achieve more in life.

Example Content:

Growth vs. Fixed Mindset

GROWTH MINDSET
 "Failure is an opportunity to grow"
 "I can learn to do anything I want."
 "Challenges help me to grow."
 "My effort and attitude determine my abilities."
 "Feedback is constructive."
 "I am grateful for the success of others."
 "I like to try new things."

FIXED MINDSET
 "Failure is the limit of my abilities."
 "I'm either good or I'm not."
 "I don't like to be challenged."
 "My potential is pre-determined."
 "When I'm frustrated, I give up."
 "I stay away from people who are better than I am."

Things You Can Do

Recognize that a growth mindset is not just good, but is also supported by science. In other words, you need to be committed to developing a growth mindset.

You can learn and teach others about how to develop and improve their abilities through adopting a growth mindset. This will help you to take control of your life, which is hugely empowering. Research shows that people who feel in control tend to perform better.

Listen out for your fixed mindset voice. When you hear that little critical voice in your head telling you that you can't do something, reply with a growth mindset approach and tell it that you can learn.


Instead of ...	Try thinking ...
I've just got it this time.	What am I missing?
I've got this one down.	Can we try it a different way?
I can't do this.	It's not about the challenge, it's about learning.
This is too hard.	This may take some time and effort.
I can't remember the way to do this.	Even though it's important, we'll keep trying.
I just can't do it.	I'm going to learn my lesson in it.
I need a bit more time.	mistakes help us to learn better.
This is so hard, I'll never be able to do it.	Can you be like the Space and Team-Building, or I can try it with some more effort.
It's good enough.	Is it really me that's not good?
Man, it didn't work.	Good thing the algorithm has 20 more letters.

Try This ...

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Increasing Resiliency



Overview

Resiliency continues to be rated among the most important skills we can have in both professional and personal realms. Learn how to strengthen your resiliency and enjoy the benefits of increased resiliency in both work and beyond. As science has shown, resiliency is not something we're born with; it is a learnable and incredibly valuable skill.



Learn about:

- Why strengthening resiliency is important
- How to strengthen your resiliency
- The role a positive mindset plays
- How we can help others strengthen their resiliency

Key topics covered:



- Importance of resiliency
- How to increase your resiliency
- How to bolster your resiliency through mindset
- The benefits and ways to build resiliency in others



Why this matters?

Resiliency better equips us to respond to the pressure and demands of daily life. Strengthening resiliency helps develop grit, mental toughness, flexibility, develop high quality connections, manage stress effectively, and avoid burnout. Increased resilience leads to more successful business and personal outcomes.

Example Content:

The example content includes three main slides:

- Why Resiliency Matters:** A slide with a list of 7 points: 1. Develop high-quality connections, 2. Manage stress effectively and avoid burnout, 3. Act authentically and in accordance with their strengths and values, 4. Develop grit (the passion and perseverance to pursue long-term goals), 5. Stay hopeful and find meaning, 6. Stay flexible and remain healthy, 7. Actively manage change and setbacks.
- Increasing Resiliency at Work:** A slide with a list of 3 points: 1. Develop a positive mindset, 2. Practice self-care, 3. Build a support network.
- Understanding the Neurology of Resiliency:** A diagram showing the brain and its connection to various resiliency traits:
 - Composure:** Emotion regulation, patience, calm and in control. Hypothalamic-Pituitary-Adrenal axis.
 - Health:** Exercise frequency, sleep hygiene, healthy nutrition. Neurogenesis through BDNF from Hippocampus.
 - Reasoning:** Problem-solving, resourcefulness, anticipate and plan. LAMP Prefrontal cortex, Anterior cingulate cortex.
 - Tenacity:** Persistence, optimism through adversity. Prefrontal cortex, Regulate HPA activation.
 - Collaboration:** Support networks, working in teams, managing perceptions. Right Prefrontal cortex, Fusiform gyrus.
 - Vision:** Purpose, meaning, goal-orientation, self-worth, personal values. Hippocampus, Prefrontal cortex, Ventral striatum.



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Managing Stress and Burnout & Using Learned Optimism



Overview

Stress is something we all encounter and have to pay attention to. This program discusses ways to catch stressors before they become too great and ways to better cope with and manage stress productively.



Learn about:

- Why proactive and purposeful management of stress is important
- The difference between stress and burnout
- Signs and symptoms of stress and burnout
- Better ways to cope with stress

Key topics covered:



- Understanding stress and burnout
- How stress affects our brains
- Obvious and unobvious signs of stress and burnout
- Using learned optimism
- 3Rs for better stress management

Why this matters?


Certain levels of stress are to be expected in our lives both inside and outside of work. Keeping an eye on our stress levels and managing these in healthy and productive ways increases our resiliency, performance, and satisfaction. Understanding how to stop stress from becoming a state of burnout is equally critical. Learning how to adopt learned optimism as a mindset is highly beneficial.

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Personal Branding



Overview

This program will help you understand how to build and strengthen your professional brand - how you want others to regard you. Personal branding, when done well, is key to influencing others and strengthening your career opportunities.



Learn about:

- How to define your personal brand
- How to create a marketing plan for the brand of you
- How to refine your brand over time



Key topics covered:

- Defining personal branding
- Creating your personal brand
- Developing and refining your brand



Why this matters?

Your brand is what you want people to remember about you and how they think about you for opportunities at work. Cultivating your brand is an investment you're making in your future career opportunities and personal leadership.

Example Content:

What Is a Personal Brand and Why It's Important

Your personal brand is a clear and succinct way of communicating who you are, and what you're all about. It is being transparent about what value you have to offer. A personal brand isn't that much different from a business brand, but you are starting with you.

It is about knowing who you are, what you offer, what value you can add in an authentic way.

Branding and reputation go hand in hand.

Personal Brand Pyramid

There are many ways to build a brand.

My principles are **Values**

I'm motivated by **Drivers**

I'm known for **Reputation**

My personality is **Behavior**

My strengths are **Skills**

My goal is **Image**

Bringing Your Brand to Life

Think whether all the different channels are aligned. Do they complement each other? Are they consistent?

Are there any channels that you are not using, or not using as fully as you could?

Find someone you think uses that channel well and get some advice.



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Technical Skills

If you are working in Life Sciences, there are many technical areas of the business where you can develop your awareness, knowledge, and capabilities. Developing technical skills can significantly enhance your contributions, performance, and overall satisfaction.

Clinical Operations



Overview

Learn the fundamentals of Clinical Operations and their role and responsibilities in managing clinical trials and clinical studies. This is useful if you are in Clinical Operations and want more guidance on the full cycle of this group and its work. This is also useful if you work with Clinical Operations and/or just want to learn more about this group's role in steering clinical trials and clinical studies to successful conclusion.



Learn about:

- The purpose and responsibility of Clinical Operations
- Clinical trial phases and Clinical Operations responsibilities during trials
- Essential tools used
- Common problems Clinical Operations experiences

Key topics covered:



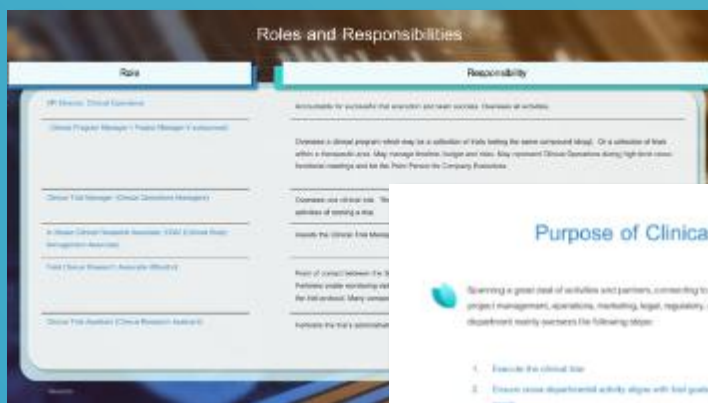
- Overview of clinical trials and operations
- Clinical Operations roles and responsibilities
- Clinical Operations trial phases
- Clinical Operations tools



Why this matters?

Clinical Operations plays a pivotal role in a Life Sciences organization's ability to move its product pipeline from early development to late development and ultimately to commercialization. It is, therefore, great context for other functions to understand how Clinical Operations works and its key tools and processes.

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Drug Discovery & Development 101



Overview

This program will help you understand the broader context of Life Sciences drug discovery and development, which is important context for all colleagues who work in Life Sciences, as it will help you understand some of the primary functions of your business.



Learn about:

- The overall drug discovery and development process and key milestones
- Key steps to reach the end goal: commercialization
- R&D team roles and responsibilities
- What being a patient-centric organization requires
- Current trends and evolutions in the industry

Key topics covered:



- Target Goal: Label
- R&D phases and regulatory milestones
- R&D team roles, responsibilities, and optimization
- Patient centricity
- Drug development trends and evolutions



Why this matters?

Life Sciences is a highly technical business. It's not always easy for colleagues outside of R&D to understand what we do, why we do it, how it matters, and how all the different roles fit together. And yet, colleagues outside of R&D play a key role in your overall success. In addition, R&D colleagues may not understand the full breadth of what's involved.

Example Content:



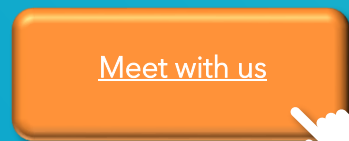
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Drug Discovery & Development 201



Overview

Learn advanced concepts and principles in drug discovery and development, including key stakeholders across the biopharma ecosystem, latest trends, and evolutions in biopharma, and more.



Learn about:

- The different players and stakeholders in life sciences
- The different activities per phase in R&D
- The different internal team roles and responsibilities
- The latest trends in the biopharma industry

Key topics covered:



- Life Sciences industry overview
- Activities per phase
- Team roles and responsibilities
- Latest trends in biopharma



Why this matters?

Advancing knowledge of the biopharma industry is critical to advancing the capabilities of internal teams involved in both R&D and other functions, whether the organization is commercial or yet to have a marketed product. Understanding the full range of activities and different players at different stages will accelerate and improve your team's results.

Example Content:



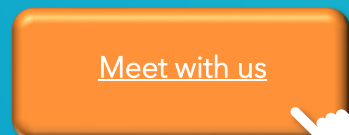
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GxP



Overview

The Life Sciences and adjacent industries are governed by good, consistent practices. Learn what these are – the full range, organizational requirements, and some of the key regulatory reporting requirements.



Learn about:

- What is GxP and its various sublines
- Why GxP matters and how organizations use these practices for better quality and compliance
- Different GxP requirements, including reporting
- GxP best practices and how these can benefit your organization

Key topics covered:



- Defining GxP
- Defining sublines of GxP
- Different GxP requirements
- GxP best practices



Why this matters?

Good Practices (GxP) govern a wide range of activities performed in Life Sciences and adjacent industries. The range of governance is very broad and involves many different functions and team members. Understanding the range of requirements across functions will help to ensure each function takes accountability for their part.

Example Content:



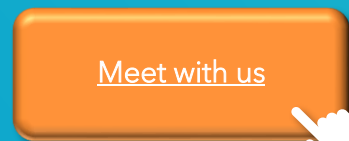
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Healthcare Compliance

Overview

Learn the fundamentals of healthcare compliance pertinent to the biopharma industry and what organizations must do to remain compliant.



Learn about:

- The importance of healthcare compliance
- Major governing bodies and their role in healthcare compliance regulations
- Major laws governing the pharmaceutical / biotech industry
- Healthcare compliance approaches, roles, and responsibilities within organizations

Key topics covered:



- Defining healthcare compliance
- Roles and oversight
- Key regulations that govern healthcare compliance
- Organizational considerations and designs for healthcare compliance
- Achieving healthcare compliance



Why this matters?

All employees and contractors play a role in helping to ensure an organization's compliance with healthcare and related regulations. Most programs on this topic are geared toward healthcare compliance experts, leaving a large gap for non-specialist team members. This program addresses that need for your organization.

Example Content:

The example content includes several slides:

- Organizational Approaches to Compliance:** A slide with a dark background and white text, discussing organizational approaches to compliance.
- Purpose of Healthcare Compliance:** A central white slide with a blue header. It lists two main purposes:
 - Patients:**
 - Protect patients and patient rights.
 - It may involve the difference between life and death situations.
 - Institutions and organizations:**
 - Direct process and procedures for adherence and support for dynamic and complicated regulations through communication and training.
- US Roles and Oversight:** A slide with a blue header and a table. The table has two columns: 'Agency' and 'Responsibility'.

Agency	Responsibility
Food and Drug Administration (FDA)	Regulates the safety and effectiveness of drugs, biologics, medical devices, food, and cosmetics.
Centers for Medicare and Medicaid Services (CMS)	Regulates the Medicare and Medicaid programs for pharmaceuticals, medical devices, and health care services.
Department of Justice (DOJ)	Enforces the federal criminal laws, including those related to health care fraud.
Department of Health and Human Services (HHS)	Oversees the overall health care system and implements various health care programs.



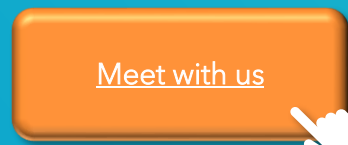
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Healthcare Economics



Overview

Learn the fundamentals of health economics and the role this field / function play in the biopharma industry.



Learn about:

- Key terms and concepts used in healthcare economics
- The role healthcare economics plays in society and our organizations
- Considerations needed to manage the disease burden and patient outcomes
- Influencers on healthcare economics



Key topics covered:

- Foundations of healthcare economics
- Components of healthcare economics
- Pharmaceutical considerations and influence on healthcare economics
- Launch products as considerations for healthcare economics



Why this matters?

Understanding how the organization generates revenue and profit is helpful for all team members, as this gives greater context to the nature of the business. It also helps all team members understand how pricing works in Life Sciences and the requirements of the organization to demonstrate value of its products.

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Intro to CMC

Overview

Learn about the function and field of Chemistry, Manufacturing and Controls (CMC), and the role this function and team plays throughout the medicinal product lifecycle.

Learn about:

- CMC Overview
- Relevant CMC Regulations
- CMC Across the Product Lifecycle
- Deep Dive on CTD
- Facilities, GMP & Compliance
- CMC Roles & Responsibilities
- CMC Emerging Trends

Key topics covered:

- Understand general CMC principles and practices
- Understand relevant regulations
- Learn CMC activities across the product lifecycle
- Understand the detailed nature of CTD
- Understand the integration of CMC with GMP and Compliance
- Learn about different CMC roles and responsibilities and interface with other functions
- Learn about CMC emerging trends

Why this matters?

Timely, efficient, safe, reliable, consistent and high quality manufacturing of medicinal products is at the heart of medicinal product development, and therefore key to medicinal product development and sustainability. Understanding the critical role that CMC plays throughout the product lifecycle is foundational for any function in the life sciences industry.

Example Content:

History & Evolution of CMC

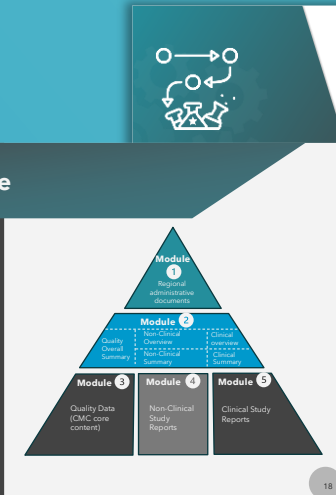
- Establishing the foundation for drug safety
- Adding effectiveness and manufacturing standards
- Global harmonization and lifecycle approach
- Adapting to innovation and complexity

Hands On






CTD Format at a Glance

- Module 1: Regional administrative documents
- Module 2: High-level summary of Modules 3-5
- Module 3: Quality (CMC core content)
- Module 4: Non-Clinical study reports
- Module 5: Clinical study reports

Hands On



18

-  Develop early analytical methods for identity and purity
-  Define basic specifications for raw materials and process inputs
-  Design initial manufacturing process and prepare laboratory-scale batches
-  Begin stability studies to assess product shelf life
-  Regulatory Link: Included in IND (Investigational New Drug Application) submissions to support first-in-human trials

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Market Access

Overview

This program will help you understand the critical role that market access plays in the biopharma industry and how efforts to build market access typically start years before commercialization. This program will significantly advance your knowledge of the business of biopharma.



Learn about:

- The purpose and mission of market access
- Organizational roles and responsibilities for market access
- Payer needs and segmentation
- The design and importance of values-based healthcare
- The purpose and importance of integrated evidence plans

Key topics covered:

- Evolution and fundamentals of market access
- Patient considerations
- Organizational considerations
- Other ecosystem players and their considerations
- Digital considerations
- Integrated Evidence Plans (IEPs)

Why this matters?

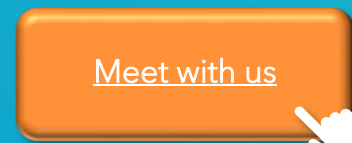
Beyond meeting patient needs, the goal of any biopharma organization is ultimately to bring their product to market. Bringing a product to market and sustaining it requires a strategic approach to market access that begins years before commercialization. Understanding how to build toward this approach early on is often the deciding factor between successful product launch and sustained product lifecycle management.

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Patient Centricity



Overview

Learn the latest trends and evolutions in patient centricity and how organizations are adopting and adapting certain practices to enhance their patient focus and patient-centric strategies



Learn about:

- Patient centricity and what’s required
- Patient expectations and industry’s role
- Steps your organization can take to strengthen patient centricity
- Future evolutions that influence an organization’s patient focus

Key topics covered:



- What is patient centricity
- How patient centricity has evolved
- Patient expectations
- Industry’s role
- How to activate patient centricity
- Future evolutions



Why this matters?

Most life sciences organizations exist to serve patients. Understanding how to best meet patient needs and align business strategy, infrastructure, processes, and your organization’s overall approach can significantly advance the overall effectiveness and success of your organization.

Example Content:

What is Patient Centricity

Patient centricity is “Putting the patient first in an open and sustained engagement of the patient to respectfully and compassionately achieve the best experience and outcome for that person and their family”.

Uniquely - this definition comes not solely from industry but is driven by the end-user - the patient. (From Patient Centricity & Engagement Conference May 2019)

Patient Engagement Roadmap

Setting research priorities <ul style="list-style-type: none"> • Gap analysis • Early horizon scanning • Matching unmet needs with research 	Protocol Synopsis <ul style="list-style-type: none"> • Design • Target population Protocol design <ul style="list-style-type: none"> • Relevant endpoints • Benefit/risk balance • In-/exclusion criteria 	Trial Steering Committee <ul style="list-style-type: none"> • Protocol follow up • Improving access • Adherence 	Data & Safety Monitoring Committee <ul style="list-style-type: none"> • Benefit/risk • Drop-out issues • Amendments
Information to participants <ul style="list-style-type: none"> • Protocol amendments • New safety information 		Regulatory Affairs <ul style="list-style-type: none"> • MAA evaluation • EPAR summaries • Lay summary of results • Package leaflets • Updated safety communication 	
Investigators meeting <ul style="list-style-type: none"> • Trial design • Recruitment • Challenges • Opportunities can trigger amendments 		Dissemination, Communication, Post-approval	
Research Conduct and Operations		Health Technology Assessment <ul style="list-style-type: none"> • Assessment of value • Patient-relevant outcomes • Patient priorities 	
Content Review <ul style="list-style-type: none"> • Content • Visual design • Readability • Language 	Study Reporting <ul style="list-style-type: none"> • Summary of interim results • Dissemination in patient community 	Medical Consent	Post-Study Communication <ul style="list-style-type: none"> • Contributions to publications • Dissemination of research results to patient community / professionals

Patient Centricity Evolutions

- Current major shift in industry. Concept is not new. What is new is **engaging patients** and understanding what is important to them including what outcomes are important.
- Look at THEIR perspectives on benefits and risks and using that to inform drug development and decision-making.
- Too often we bring it in too late. Lost opportunities defining research questions, trial design, and to NOT develop products that are not meaningful to patients.
- Move from one-off sporadic to more systematic and connected throughout development.



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Phase 0 Clinical Trials

Overview

This program will help you understand what options may exist for your organization to pursue regulatory review / approval prior to Phase 1. In addition, the mere exposure to this content helps any life sciences organization prepare for critical Phase 1 clinical trials well in advance of their occurrence.

Learn about:

- What are Phase 0 trials and how they differentiate from other phases
- The benefits and limitations of Phase 0 trials
- Key considerations when designing and conducting Phase 0 trials

Key topics covered:



- Overview on Phase 0
- Phase 0 in Detail
- Designing Phase 0 Trials
- Conducting Phase 0 Trials



Why this matters?

Phase 0 clinical trials can save organizations considerable time and money in understanding the safety and early efficacy of a medicinal product. These early trials can also help organizations understand the broader picture / landscape of what's to come in milestone Phase 1 trials.

Example Content:

Why Clinical Trials?

Does the new treatment work in people? If it does, doctors will also look at how well it works. Is it better than treatment already being used? If it's not better, is it as good and cause fewer effects? Or does it work in some people who aren't helped by current treatments?

Is the new treatment safe? No treatment or procedure – especially if already in common use – is without risk. But do the benefits of a new treatment outweigh the risks?

Is this treatment better than the standard treatment given for the disease? Clinical trials help show if a new drug or treatment, or new treatment combination, works better than what is now used.

Phase 0 Clinical Trials

- Whether the drug reaches cancer cells

Phase 0: timeline

10-14 months is the average time of a Phase 0 study

4-6 months	2-3 months	> 3 months	1-2 months	Completed Phase 0 study
------------	------------	------------	------------	-------------------------

Preparing labeled compound

- Labeling your compound

If you don't already have:

- Production of GMP material (1-2.4 months)
- Performing a single-dose extended animal toxicity study if needed (1-3 months)

Logistics and CTA approval

- Setting up eCRF and eTMF
- Audits and monitoring
- SGP documents (if needed)
- Staff training
- Patient recruitment

Analyzing data and report

- Data validation
- Writing report
- Data & Project lock
- Store data for long term

Study design and CTA submission

- Study design
- Submission of your Clinical Trial Agreement (CTA) documents to the regulatory authority

Conducting the clinical trial

- First patient-in is possible from 6 months after the Start of Your study

Source: Tracer

Good to know's

- 90% of clinical drug Development fails
- 73% increased probability of success with Phase 0 efficacy data
- Up to 12 years in lost resources can be saved by investing 10-14 months in Phase 0



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Preparing for Commercialization



Overview

Learn what to prepare for and when, including what risks may commonly exist and how to mitigate these, as your business, product, or service moves closer to the point of commercialization, and therefore, revenue-generation.



Learn about:

- Effort and skill needed to commercialize a product
- Determining strategy and tactics needed for successful launch
- How to work with launch teams and where responsibility lies
- Aligning patient and customer needs to business success



Key topics covered:

- Steps needed for Commercialization
- Roles involved in Commercialization
- Risks and barriers to successful Commercialization



Why this matters?

One of the most important milestones for a life sciences organization is to reach the point of commercialization, where your product or service is ready for marketing and sales. This may be the first time that your organization becomes revenue-generating. With such a critical milestone at hand, it's important to understand what you prepare for and how to mitigate risks to ensure your organization meets its financial, strategic, and operational goals and objectives.

Example Content:

1 Strategy 1: Making Data-Driven decisions

Data-driven decisions gathered from patients, customers, and customer-facing roles on greatest needs

- Positive Phase 3 results
- Health Economics and Outcomes Research (HEOR) strategy
- Value proposition

Timing is of the Essence

Pfizer's approach was appropriately named "project light speed" because of the need to move so quickly.

Phase	Drug Discovery	Preclinical	Clinical Trials	FDA Review	LG Scale MFG
Compounds	5,000 - 10,000	250			
IND: Submitted					
Phase 1			PHASE 1		
Phase 2			PHASE 2		
Phase 3			PHASE 3		
Number of patients			20-100	100-500	1,000- 5,000
Duration	3-6 Years		6-7 years		0.5 - 2 Years
NDA: Submitted					
ONE FDA-APPROVED DRUG					
Phase 4: Post-Marketing Surveillance					

Typical pharmaceutical product development timeline and number of compounds needed in the different phases to obtain one FDA-approved drug

Building Customer Advocacy

Customer advocacy was far easier to establish given two factors:

1. Front-line HCPs were the center of attention and

Building some awareness of usual customer advocacy is necessary and usually entails:

- Peer-to-peer engagements
- Encouraging brand awareness and brand acceptance among HCPs
- Clarity and transparency on market access and reimbursement

Remembered that advocacy development and usage are not just a one-time activity; rather, they should be valued throughout the life cycle of the product and used appropriately and within the scope of their own life cycle



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Preparing for IND

Overview

Learn what will be different and what is required of organizations as they shift from research into clinical development—from a science /medical, regulatory, and business perspective. This includes understanding all elements of the IND, surrounding elements that regulatory agencies need to consider, and different functional roles and responsibilities.



Learn about:

- Transitioning from pre-clinical to phased clinical trials
- Role of the FDA in reviewing readiness for first inhuman trials
- Tools and processes used to prepare a successful IND
- Common challenges in IND preparation



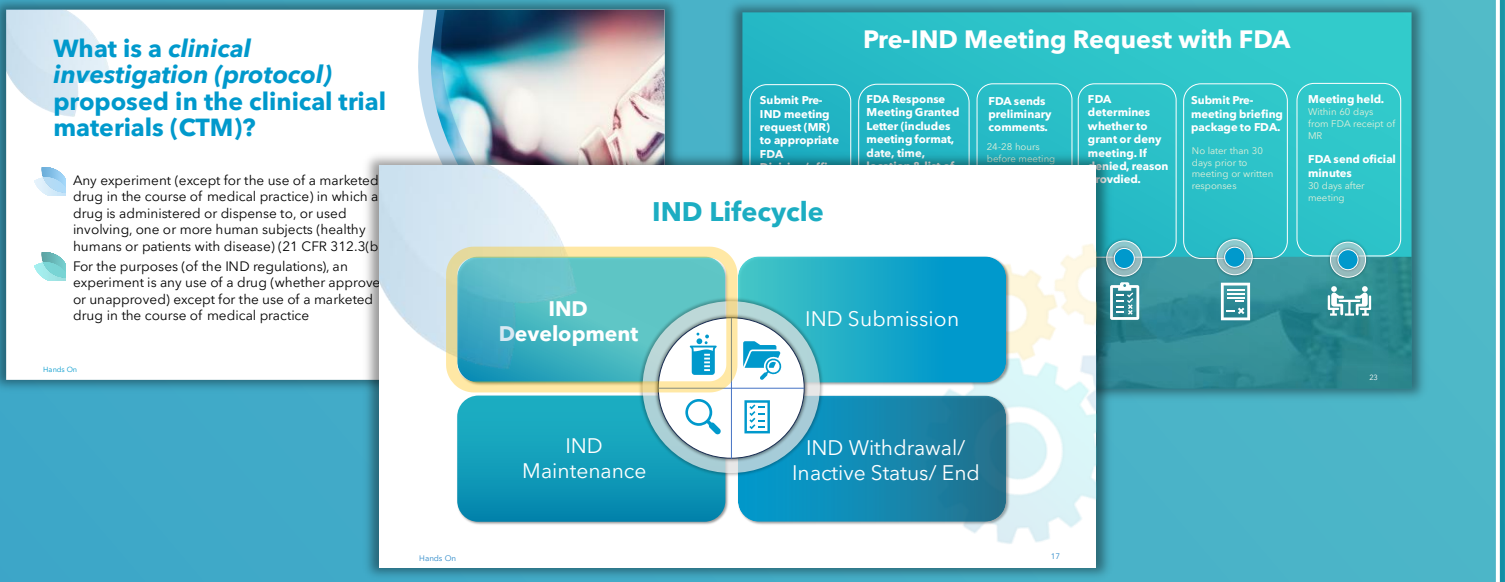
Key topics covered:

- Overview of Investigational New Drug (IND) process
- Components of an IND
- Roles involved in IND process
- Best practices for IND preparation

Why this matters?

One of the most important milestones and pivotal points a biopharma organization reaches is first-in-human clinical trials. Preparing your organization to obtain status to conduct IND and manage this pivotal transition from research into clinical development is an investment well worth the time to ensure your teams have increased awareness of what to expect and what to prepare for.

Example Content:



What is a *clinical investigation (protocol) proposed in the clinical trial materials (CTM)?*

Any experiment (except for the use of a marketed drug in the course of medical practice) in which a drug is administered or dispense to, or used involving, one or more human subjects (healthy humans or patients with disease) (21 CFR 312.3(b))

For the purposes (of the IND regulations), an experiment is any use of a drug (whether approved or unapproved) except for the use of a marketed drug in the course of medical practice

IND Lifecycle

- IND Development
- IND Submission
- IND Maintenance
- IND Withdrawal/ Inactive Status/ End

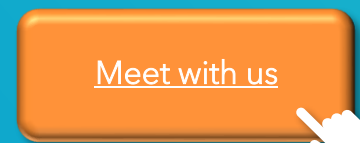
Pre-IND Meeting Request with FDA

- Submit Pre-IND meeting request (MR) to appropriate FDA
- FDA Response Meeting Granted Letter (includes meeting format, date, time, location)
- FDA sends preliminary comments. 24-28 hours before meeting
- FDA determines whether to grant or deny meeting. If denied, reason provided.
- Submit Pre-meeting briefing package to FDA. No later than 30 days prior to meeting or written responses
- Meeting held. Within 60 days from FDA receipt of MR
- FDA send official minutes 30 days after meeting

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Preparing for Phase 2

Overview

Learn how to shift from Phase 1 to Phase 2 clinical trials-how to plan and prepare for this and who to involve. Beyond the fundamentals, also learn common challenges and pitfalls that organizations face in Phase 2, as well as best practices.

Learn about:

- Phase 1 vs Phase 2 / common areas and differentiating points
- What to consider to reach a successful conclusion of Phase 1
- How to prepare for Phase 2-regulatory, clinical development, and business considerations
- The different functions involved in Phase 2
- Common challenges / pitfalls in Phase 2
- Requirements for successful conclusion of Phase 2

Key topics covered:



- Overview of Clinical Trial process
- Review of Phase 1 and 2 key elements
- Identification of Phase 1 and 2 critical success factors
- Challenges to Phase 1
- Phase 2 design considerations
- Phase 2 roles and responsibilities
- Best practices / lessons learned for Phase 2

Why this matters?

When organizations are moving into Phase 2 clinical trials, the stakes increase exponentially, not only with larger patient groups, but also more complex clinical trial requirements. Helping your organization plan and prepare for Phase 2, or even optimize your in-flight Phase 2, is a great investment toward securing your success.

Example Content:

Biopharma R&D Team Composition

- Pre-clinical:** Team Lead, Project Manager, Research, Pharmacology, Toxicology, Clinical Data Science, Quality, Regulatory, Production
- Clinical:** Team Lead, Project Manager, Medical, Clinical Operations, Drug Safety
- Post-Marketing:** Team Lead, Project Manager, Medical, Clinical, Drug Safety

Clinical Trials Summary

- Phase 1: Safety
- Phase 2: Safety and
- Phase 3: Safety and effectiveness (5 years)
- NDA/BLA Review-1 year
- Phase 4: Post-market review (Rare adverse Reactions)

FDA REVIEW

P3 to NDA/BLA success rate: 58%

PI to approval success rate: 10%

Source: BiotechPrimer

Why Patient Centricity?

In terms of research and development, many pharma companies are working hard to incorporate strategies to achieve patient centricity. The term 'patient centricity' has a different meaning than it had about ten years back. Today, patients are well aware of their health conditions, and they prefer to receive clear and transparent healthcare services. Healthcare service providers, pharma companies, and medical practitioners are looking towards patient centricity as a solution to bridge the gap between patient demands and the available healthcare options.

Ramping-up to Phase 3

Overview

Learn about the key steps and requirements to successfully enter Phase III clinical trials and conduct other, related business activities, such as cross-functional roles and responsibilities, that support this transition. Learn how to improve chances of Phase III success by learning lessons from other case studies.



Learn about:

- The elements that contribute to Phase 2 success
- Pulling through Phase 2 elements to lead to Phase 3 success
- Addressing challenges anticipated in Phase 3 through study design
- Leading and integrating teams and processes at the needed junctures for Phase 3 success
- Other key considerations for Phase 3 success

Key topics covered:



- Review of Phase 2 and 3 key elements
- Identification of Phase 2 and 3 critical success factors
- Challenges to Phase 3
- Phase 3 design considerations
- Phase 3 roles and responsibilities
- Other Phase 3 considerations

Why this matters?

While getting to Phase III in life sciences product development is an achievement in and of itself, there's no assurance of Phase III success. Additionally, Phase III presents a number of challenges and complexities that are not encountered in earlier stages. Spending time understanding the different requirements of Phase III and how to prepare for these while learning from the successes and challenges of other organizations is a great investment in time and your organization's potential Phase III success.

Example Content:



Preparing for NDA / BLA

A New Drug Application (NDA) tells the full story of a drug. Its purpose is to demonstrate that a drug is safe and effective for its intended use in the population studied.

A drug developer must include everything about a drug—from preclinical data to Phase 3 trial data—in an NDA. Developers must include reports on all studies, data, and analyses. Along with clinical results, developers must include:

- Proposed labeling
- Safety updates
- Drug abuse information
- Patent information
- Any data from studies that may have been conducted outside the United States
- Institutional review board compliance information
- Directions for use



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Regulatory Affairs



Overview

Learn about the role of Regulatory Affairs throughout the life sciences product development and post-marketing processes. Learn the phases, requirements, and regulatory submissions in which they play a role or lead.



Learn about:

- The role of the U.S. FDA in evaluating, approving, and regulating medicinal and other products
- The different types of regulatory filings and submissions
- The different types of regulatory approvals and requirements for each
- The requirements for drug advertising, promotion, and labeling
- The role of internal Regulatory Affairs functions

Key topics covered:



- FDA regulatory framework
- FDA regulations and authority
- Regulatory phases in drug development and product lifecycle management
- Regulatory approval pathways
- Drug advertising, promotion and labeling
- Role of industry Regulatory Affairs functions



Why this matters?

Regulatory Affairs plays a critical role in product development in life sciences. Without this function and their specialization, life sciences products would not make it to market and sustain their licensure. Whatever your role, you touch product development in some way, shape, or form in your organization. It's important that all functions understand this critical linchpin in licensing and sustaining licensure of your products.

Example Content:

From idea to market to clinical practice

The path to a marketed drug involves a long journey through basic research, discovery of the medicine, preclinical development tests, increasingly complicated clinical trials with humans, and regulatory approval by the Food and Drug Administration (FDA).

Hands On

Who oversees the FDA?

There are various oversight entities - Government and Congressional:

- Institute of Medicine (IOM)
- Government Accountability Office (GAO)
- Office of Inspector General (OIG)
- Congressional committees

FDA regulation is subject to periodic review and reform by Congress and regulators, with input or challenges from other stakeholders.

In addition, FDA regulation increasingly expands beyond US borders in light of the globalization of the supply chain for FDA-regulated products.

Hands On

The FDA's mission is protecting and promoting public health as both:

- A consumer protection agency

Mission of the FDA

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HANDS ON

Learning & Organizational Development

Transitioning into Industry

What?

Short, curated and targeted learning modules to help you best transition into industry, whether your prior experience was in academia, healthcare, or another non-industry field.

Why important?

This series will help you optimize **your early and ongoing successes** in your career in industry by helping you understand how to navigate a myriad of scenarios in industry that are likely different than what you've experienced in your prior roles.

This is also important to your organization, as this series will help you **lessen your learning curve** into industry, which will in turn **increase your early contributions** to your new organization and future organizations.

How?

This series will be **delivered by former life sciences business leaders** who themselves made the transition from academia into industry. While in industry, your facilitators held several cross-functional roles. Through expert facilitation and first-hand knowledge of the transition into industry, you will gain invaluable insights into what's different, what's expected of you, and lessons learned

Details / An Overview of Each Module

2.5 - 3-hour modules, delivered over 12 weeks for greater flexibility, with added benefit of increasing peer networks, learning through others, and establishing enduring network relationships.





Modules and Key Learnings

Module #	Topic	Key Learning
1	Welcome, Kick-Off Series, and Explore What's Different	Understand what's different in industry and what's expected of you
2	Business Acumen	Understand the broader business landscape of the life sciences industry, different roles, stakeholders, influences, and evolutions
3	Project Management	Learn best practices and techniques for participating in and/or leading projects, since projects are the prevalent format in which work is done in industry
4	Cross-functional Collaboration	Learn about the different functions and their roles in the life sciences industry and best practices for working cross-functionally, since cross-functional work is the primary modality in which work is done in industry
5	Influencing & Stakeholder Management	Learn the importance of emotional intelligence, how to influence without authority, and ensure full engagement and alignment with stakeholders, since most work in industry is done within a matrix construct
6	Effective Communications	Learn best practice tips and techniques for structuring any communication within the work environment, as expectations for a more advanced level of communication skills are high in industry environments
7	Presenting Technical Information	Build on your learning from foundational communications by advancing your skills to synthesize and democratize voluminous technical information in a manner that your audience can assimilate and action
8	Effective Meetings	Learn how to structure your meetings, whether you're the meeting leader or participant, for maximum value and return on time invested, since you will spend a significant portion of your time in meetings
9	Career Development	This module is optional, but you may find it incredibly helpful in understanding how industry organizations typically view career development and growth, so that you can plan your industry career



Please contact us to learn how we can help your organization, leaders, and teams build their capabilities and grow their contribution to your organization's success.



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