



Leadership and Management Courses

As a supervisor, you must complete a total of .3 CEUs annually in Management/Supervision techniques.

Achieving Communication Effectiveness *Approved for .1 CEU*

Administrative and support personnel will learn effective communication techniques thereby opening the door to dialogue, negotiation, and compromise. Participants will also be trained to function more productively through improved communication skills. More accomplished communicators will work well with others to get tasks done faster and with fewer mistakes. Support staff who are skilled communicators will be respected within the organization, because they understand instruction, get their thoughts across, influence others, and stimulate new ideas. As a result, organizational productivity will increase. After successful completion of this course, participants will be able to:

- Understand the elements of communication.
- Recognize and begin to overcome barriers to effective listening.
- Improve your ability to listen.
- Improve your ability to interpret messages.

Coaching Job Skills *Approved for .1 CEU*

Coaching Job Skills is one of the courses included in Vital Learning's Leadership Essentials Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating* prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers. *Coaching Job Skills* provides the tools necessary to successfully coach individuals to perform a job, a task, or a skill. In order to achieve results, coaching must go beyond just showing how to do something. Coaching involves observing, analyzing demonstrating, and giving feedback. It's a process of developing relationships with team members - relationships that ultimately can build the trust and respect that are the foundation of successful organizations. When you have completed the Coaching Job Skills course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Understanding the special nature of coaching; a one-on-one activity that involves showing a team member how to perform a task.
- Distinguishing between performance problems that require coaching and those that can best be handled by clearer instructions or by other means.
- Understanding the importance of observation and analysis before coaching a team member, since coaching, like all effective training activities, must be well thought-out and carefully planned.
- Involving the team member in the coaching process by asking questions and encouraging feedback.

Communicating Up *Approved for .1 CEU*

Communicating Up is one of the courses included in Vital Learning's Leadership Essentials Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating* prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers. Most managers and team leaders realize the importance of upward communication, but few accept the responsibility for the quality and effectiveness of communicating with their own managers. Managers and team leaders will learn how to frame communication so that a desired result is achieved. When you have completed the Communicating Up course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Understanding the importance of framing all communication with your manager in terms of his/her self-interest.
- Entering meetings with your manager armed with a well-thought-out and clearly stated objective
- Clearly linking your objective with facts that support plans and goals.
- Working with your manager to uncover any questions or reservation he/she may have concerning your message.
- Moving conversations toward agreement using questions that focus on benefits to be gained when your objective is reached.
- Clearly and concisely restating the decisions that result from communicating with our manager and insure that those decisions are mutually understood.

Delegating Approved for .1 CEU

Delegating is one of the courses included in Vital Learning's Leadership Essentials Series. It focuses on interpersonal skills emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating*, prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers. *Delegating* provides the tools necessary to develop messages that communicate the "what" and the "why" of every delegated task. Focusing on ensuring that the individual understands what is required helps facilitate a successful result - the work is done correctly, and the individual gains the benefits of a new experience and increased confidence and responsibility. When you have completed this workshop on Delegating, you will be able to:

- Understand the importance of effective delegation as well as the problems associated with the lack of delegating or delegating poorly.
- Communicate both the need for and the "why" of every delegated assignment and task.
- Use delegation as a powerful motivational tool. Use delegation to improve your team members' skills.
- Encourage team member participation and involvement through proper delegating methods.
- Establish a team member's responsibility and authority for a delegated task.
- Regularly monitor progress through feedback and review.

Developing and Coaching Others Approved for .1 CEU

Developing and Coaching Others educates managers to effectively and successfully develop and coach their team leaders to become better and more consistent performers. The program will help your managers learn the specifics of how they can effectively impact the learning process and coaching moments of their teams to make a marked difference and quicker performance development.

- Ensure Training Changes Behavior - Successfully motivate, direct, and coach your team members through a learning process to ensure they transfer learning into improved on-the-job performance.
- Coach Effectively – Effectively handle “coaching moments” to improve team members’ performance on the job.

Developing Performance Goals and Standards Approved for .1 CEU

Developing Performance Goals and Standards is one of the courses included in Vital Learning's Leadership Essentials Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating* prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers. Unless managers and team leaders are successful in spelling out the organization's specific goals, their team members are not going to know how to meet those objectives. This module shows trainees how to establish specific, measurable, attainable, results-oriented, and time-framed performance goals. It then illustrates the steps that gain team member agreement and commitment to those performance goals. When you have completed the Developing Performance Goals and Standards course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Defining goals, objectives and performance standards.
- Identifying and set performance standards that are specific, measurable, attainable, results-oriented, and time-framed, using concrete active language.
- Establishing time limits for all performance standards.

- Involving team members in creating their own individual performance standards.
- Negotiating with team members to develop effective S.M.A.R.T.-based performance standards.
- Monitoring team members' progress toward their goals by holding individual review meetings.

Diversity Awareness Approved for .1 CEU

This interactive online skill builder will assist in understanding, recognizing and appreciating that cultural diversity means being different from others and learning how to celebrate those differences once they are identified. The opportunity will be provided to learn and then do something about personal understandings of other cultures. This course will show how to interact with different kinds of people and recognize the benefits that multi-culturalism can bring to our lives. *Diversity Awareness* is a source of enrichment which can bring a wealth of benefits to every organization. After successful completion of this course, participants will be able to:

- Create an environment in which individual differences are evident, valued and respected.
- Gain a clearer understanding of various terms and definitions directed to diversity.
- Create a culture where diversity is a driving force, making you more aware of others and your environment.
- Identify your own discomforts with the complex and diverse population that exists within the world.
- Increase your appreciation of differences and enhance your ability to utilize these differences to increase problem solving and innovation.
- Practice skills and principles that will allow you to position yourself proactively in a changing environment.

Effective Discipline Approved for .1 CEU

Effective Discipline is one of the courses included in Vital Learning's Leadership Essentials Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating* prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers. *Effective Discipline* helps managers learn effective techniques for addressing problem behavior. Using communication skills, the manager works to preserve the individual's self-respect and encourage the best kind of discipline - self-discipline. When you have completed the Effective Discipline course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Using techniques of effective discipline to eliminate problem behavior.
- Communicating in terms of behavior rather than perception or opinions.
- Recognizing the importance of team member participation in defining the problems and their solutions.
- Managing the discussion to diminish defensiveness and focus on solutions.
- Issuing appropriate warning consistent with your organization's policies.
- Reviewing performance to make sure the problem is solved.

Essential Skills of Communicating Approved for .1 CEU

Essential Skills of Communicating is one of two foundation courses in the Vital Learning's Leadership Essentials Series, which help to develop skills that are basic to all the other courses in the series. Learners acquire these skills through a variety of exercises and skill building techniques. The audience for this course consists of team leaders, supervisors, and first-line managers. *Essential Skills of Communicating* provides the tools necessary to develop clear, concise messages. Focusing on communication as a two-way process, the program can help even experienced managers improve their messages by making them clear, well organized and aimed at the needs and interests of the listener. By developing the essential skills of communicating, managers improve relations with their team members and increase productivity. Like the team leader in the video, when you have completed the *Essential Skills of Communicating* course, you will be able to:

- See that communication is a two-way process.
- Construct clear, concise messages in the interest of the receiver.
- Manage nonverbal behaviors to reinforce the intent of your message.
- Listen actively to improve communication.
- Create a climate of open communication which increases your team members' motivation and commitment.

Essential Skills of Leadership Approved for .1 CEU

Essential Skills of Leadership is one of two foundation courses in the Vital Learning's Leadership Essentials Series, which help to develop skills that are basic to all the other courses in the series. Learners acquire these skills through a variety of exercises and skill building techniques. The audience for this course consists of team leaders, supervisors, and first-line managers. *Essential Skills of Leadership* is the first step to developing successful managers. By focusing on three critical management skills, the program establishes a methodology for productive interactions between team members and team leaders. *Essential Skills of Leadership* helps experienced managers, new managers, and aspiring managers refocus on the basics - the skills required to manage the individual while also leading the team. Like the team leader in the video, when you have completed the Essential Skills of Leadership course, you will be able to:

- Deal with your team members on a day-to-day basis in such a way as to maintain and enhance their self-esteem.
- Base your discussions about performance and work habits on your team member's behaviors rather than on their personalities or attitudes.
- Involve your team members in goal setting, solving problems, and making decisions.

Improving Work Habits Approved for .1 CEU

Improving Work Habits is one of the courses included in Vital Learning's Leadership Essentials Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating* prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers. *Improving Work Habits* provides the tools necessary to recognize and to address poor work habits - even those of a team member who may be successful in his or her job. By focusing on the negative behavior and gaining the individual's acceptance and commitment to change, the manager effectively addresses the issue before it develops into a disciplinary problem for everyone on the team. When you have completed this workshop on Improving Work Habits, you will be able to:

- Distinguish between job performance and work habits.
- Understand the importance of dealing with unsatisfactory work habits early, before they require disciplinary action.
- Explain clearly and specifically to a team member the nature of his/her unsatisfactory work habits, focusing on behavior rather than personality or attitude.
- Involve the team member in the process of correcting the unsatisfactory behavior through an interactive process which maintains the team member's self-esteem.
- Increase team member accountability by getting team member commitment to a clear plan of action and by reviewing progress regularly.

Managing Complaints Approved for .1 CEU

Managing Complaints is one of the courses included in Vital Learning's Leadership Essentials Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating* prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers. As the leaders on the front line, managers and team leaders are often the first to hear team member complaints. And though sometimes they may seem unimportant, each complaint should be addressed and resolved. This module shows how to resolve simple complaints and identify the hidden agendas that so often underlie the chronic grievances. When you have completed the Managing Complaints course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Understanding why all team member complaints must be dealt with rather than ignored or dismissed.
- Being more sensitive to all the problems—major or trivial, real or imagined—that can lie behind complaints.
- Understanding techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties.
- Using various techniques to solve such problems while maintaining a positive relationship with the team member.

Motivating Team Members **Approved for .1 CEU**

Can one directly motivate another individual, or do we motivate ourselves? Can a leader influence the surroundings to create a motivating atmosphere? Is what motivates one person the same as what motivates another? *Motivating Team Members* opens each leader's thinking about the answers to those, and other questions. It explores what motivation truly is and how it works and explores how motivation is different for each individual. It helps leaders understand what they can do to create an improved work environment that will motivate members of their team. *Motivating Team Members* helps managers learn the four stages to influence a team member to perform a task, while creating a work environment that will motivate higher performance. When you have completed the *Motivating Team Members* course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Improving your team member's performance.
- Understanding the factors that motivate team members to perform effectively.
- Understanding how motivation varies from team member to team member.
- Distinguishing between motivators and dis-satisfiers.
- Learning how to create a work environment for each team member that will motivate higher performance.

Professionalism in the Office **Approved for .1 CEU**

Professionalism in the Office is designed to teach support staff members the skills needed to be more professional on the job. This self-study will emphasize the positive results when an employee possesses courtesy, work organization, time management skills, effective interpersonal communication skills, knowledge of the organizational culture, and flexibility for change. This course gives the opportunity to assess personal performance, participate in learning experiences not available in the day-to-day work environment, and define and evaluate personal goals/objectives related to career growth. After successful completion of this course, participants will be able to:

- Recognize the qualities that help you to be more professional on the job.
- Develop an awareness of the standards and abilities required for professional job performance.
- Learn how to develop an understanding of your organization's policies, procedures, and philosophy.
- Improve your outlook and motivation.
- Improve behavior related to interpersonal communication and courtesy.
- Stimulate teamwork through learning how to communicate with peers, supervisors, and other co-workers
- Learn how to increase your productivity by organizing work, setting priorities, and managing your time effectively.
- Learn how to accept organizational changes and how to benefit from new opportunities.
- Understand that all professional skills and behaviors can be learned, perfected, and used successfully in both the business and world and in your personal life.

Providing Performance Feedback **Approved for .1 CEU**

Providing Performance Feedback is one of the courses included in Vital Learning's Leadership Essentials Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating* prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers. *Providing Performance Feedback* shows the way evaluation is done by the experts. First, relevant performance standards are established. Then the team member's own performance evaluation is solicited. This accomplished, the stage is set for a summary evaluation that will be clear and credible to the team member. When you have completed the *Providing Performance Feedback* course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Basing assessments on facts and behavior.
- Assessing performance.
- Using positive performance feedback to encourage self-motivation of team members.
- Gaining team member participation in assessment.
- Gaining team member agreement with the assessment.
- Gaining team member commitment to the change needed to improve the performance.

Resolving Conflicts **Approved for .1 CEU**

Resolving Conflicts is one of the courses included in Vital Learning's Leadership Essentials Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating* prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers. *Resolving Conflicts* helps managers develop skills to identify the source of team member conflicts. Using effective communication and management techniques, managers can help individuals understand another point of view and move beyond the conflict. When you have completed the Managing Complaints course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Distinguishing between the two major sources of team member conflicts: personality clashes and work structure problems.
- Being aware of the positive and negative impacts of conflicts.
- Accepting conflict as an inevitable part of all work situations, one that must be dealt with, not ignored.
- Establishing a cooperative atmosphere to resolve conflicts when they arise.
- Helping individuals involved in conflicts understand each other's point of view.
- Leading them to agree on the facts and a solution.

Solving Workplace Problems **Approved for .1 CEU**

This course presents a step-by-step process that combines a variety of methods to provide an effective approach for improving the current process being done and to solve complex organizational problems. Each step of the process will be explained in detail. Course Objectives

- Follow an orderly, step-by-step, problem-solving process.
- Write problem statements that clearly define problems encountered in work situations.
- Access the contexts of problems.
- Involve team members in evaluation root causes and possible solutions.
- Create plans to implement solutions to problems.
- Agree and support implementation.

Supporting Change **Approved for .1 CEU**

Supporting Change is one of the courses included in Vital Learning's Leadership Essentials Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating* prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers. Supporting Change helps managers learn how to understand and interpret change. By understanding change, managers can more clearly communicate what is changing to their team. This clear communication helps to reduce misunderstanding and anxiety. It also helps the change initiative gain acceptance more quickly – thereby minimizing stress, anxiety, and decreased productivity. When you have completed the Supporting Change course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Understanding and interpreting change and the impact it will have on your team members.
- Viewing change and the anxiety it can cause team members as natural and inevitable.
- Assisting your team members as they adjust to change.
- Involving team members in the process of change.
- Helping your team members make the change.
- Following up on initial meeting to make sure adjustment to the change is going as planned.