

# Korn Ferry Alliance Course Catalog & Overview



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## Modality



Instructor-Led Training



Virtual Instructor-Led Training



Micro-Lessons



# Delivering Through Others

- Building Trust Under Pressure
- Clarifying Performance Expectations
- Coaching Clinic
- Correcting Performance Problems
- Giving Needs-Based Feedback
- Offering Rewards and Recognition
- Realizing Talent in Others
- Shaping a Motivational Workplace
- Accelerating Strategic Initiatives
- Adapting to Constant Change
- Building Commitment to Results
- Building Team Pride & Purpose
- Developing Team Agility
- Dilemma Management
- First-Line Essentials
- Guiding Collaborative Discussions
- Influencing Outcomes Through Others
- Leading Change
- Leading Complex Decisions
- Leading with Influence
- Making Collaborative Decisions
- Managing Your Priorities
- Resolving Conflicts with Your Peers
- Skillful Conversations
- Storytelling in Business



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Accelerating Strategic Initiatives** introduces a fundamental principle of organization change – that the real measure of effective organization change is not how fast implement, but how quickly your efforts make an impact and how that impact is sustained and even increased over time. Leaders are introduced to a set of leadership actions that have the greatest impact on Strategic Speed -- the speed with which initiatives reduce time-to-value and increase value over time.

# Accelerating Strategic Initiatives

## Learning objectives

- Accelerate successful execution of projects and initiatives
- Communicate about their initiative in a clear and compelling way
- Involve people in dialogue about the initiative and in shaping the execution plan
- Assess progress, identify obstacles, and correct course
- Reduce the impact unanticipated events have on execution

## Behavioural Competencies

- Communicates effectively
- Courage
- Drives vision and purpose
- Instills trust
- Organizational savvy
- Persuades
- Plans and aligns
- Strategic mindset

## Modality

 1 day

 2 x 2 hours

## Languages

 American English

 American English

**Audience:** Mid-level and senior leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Adapting to Constant Change** helps people at all levels build the mindsets, skills and confidence to perform more effectively under conditions of continuous change and uncertainty. To be successful today's complex, ambiguous and volatile times, leaders and the people they lead must be highly adaptable and able to perform at high levels despite these uncomfortable circumstances. This program provides a set of techniques for building personal adaptability.

# Adapting to Constant Change

## Learning objectives

- Describe their baseline ability to absorb constant change and uncertainty while maintaining high levels of performance
- Identify the research-based practices that will improve adaptability
- Use a process to immediately manage and reduce the impact disruptions, distractions, stress, and anxiety have on their performance
- Develop an action plan for long-term improvement of their own and their team's adaptability
- Absorb more change and uncertainty while delivering high levels of performance

## Behavioural Competencies

- Being resilient
- Demonstrates self-awareness
- Manages ambiguity
- Nimble learning
- Self-development
- Situational adaptability

## Modality

 4 hours

 2 x 90 mins

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese

 American English

**Audience:** First-level, mid-level and senior leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Building Commitment to Results** provides mindsets and skills to help leaders maximize performance through engagement and empowerment vs. command-and-control. Leaders learn to support their employees' success by tapping into their internal motivational needs of competence, connection and choice.

# Building Commitment to Results

## Learning objectives

- Recognize and support three basic psychological needs in the workplace
- Explore the perspective of others to create shared ownership of the work
- Offer choices to encourage responsibility for achieving goals
- Speak without judgment to turn compliance into commitment

## Behavioural Competencies

- Drives engagement
- Drives results
- Ensures accountability
- Interpersonal savvy

## Modality

 4 hours

 2 x 90 mins

## Languages

 American English

 American English

**Audience:** Mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Building Team Pride and Purpose** develops team leaders' capabilities to increase team commitment, productivity and ability to deliver results. Leaders learn skills to ensure team members are clear and connected to the both the big picture of the team's work as well as the value everyone brings to the success of the team.

# Building Team Pride and Purpose

## Learning objectives

- Accelerate team productivity through building pride within individuals and teams
- Accelerate team productivity through building a sense of purpose within a team
- Communicate team goals in a compelling way to inspire commitment

## Behavioural Competencies

- Builds effective teams
- Collaborates
- Drives engagement
- Drives vision and purpose

## Modality

 4 hours

 2 hours

## Languages

 American English

 American English

**Audience:** First-level and mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Building Trust Under Pressure** develops foundational mindsets and skills that allow employees at all levels to increase productivity and build strong working relationships.

# Building Trust Under Pressure

## Learning objectives

- Identify six Basic Principles for building credibility and trust with others in challenging situations
- Identify and use their Basic Principle strengths under pressure
- Use the Basic Principles to address problems and take positive action in challenging situations

## Behavioural Competencies

- Being resilient
- Collaborates
- Communicates effectively
- Courage
- Instills trust
- Interpersonal savvy
- Manages conflict
- Situational adaptability

## Modality

 4 hours

 2 hours

 30 mins

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese, Turkish

 American English

 American English

**Audience:** First-level, mid-level and senior leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Clarifying Performance Expectations** provides leaders with a flexible, collaborative approach for setting performance expectations and keeping them current and aligned with organizational priorities over time. Leaders explore important mindset shifts that clarifying expectations isn't a once-and-done or even a quarterly activity, and that maintaining a constant open dialogue about expectations and priorities is critical in today's rapidly-changing business climate.

# Clarifying Performance Expectations

## Learning objectives

- Identify important opportunities to set and/or adjust performance expectations
- Conduct collaborative expectation-setting conversations with employees
- Maintain ongoing dialogue about what success looks like and the work that's most important
- Keep expectations current and aligned in response to changing conditions
- Clarify performance expectations in a way that taps into employee motivation and commitment

## Behavioural Competencies

- Directs work
- Drives engagement
- Drives vision and purpose
- Ensures accountability
- Plans and aligns
- Ensures accountability

## Modality

 4 hours

 2 x 90 mins

 30 mins

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese, Dutch (no FG)

 American English

 American English

**Audience:** First-level and mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Coaching Clinic** allows leaders maximize the impact of coaching by helping each employee build the capabilities that will contribute most to both their own development and organizational success. The program explores mindsets and skills that allow leaders to make effective, individualized coaching investments across their team members to ensure consistently high-performance.

# Coaching Clinic

## Learning objectives

- Encourage employee growth and development by providing learning opportunities through everyday work
- Help employees develop critical decision-making skills and greater self-reliance through being a thinking partner
- Provide feedback in a way that builds employee capability
- Handle challenging coaching situations
- Increase the return on their coaching investment

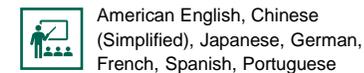
## Behavioural Competencies

- Develops talent
- Ensures accountability

## Modality



## Languages



**Audience:** First-level and mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Correcting Performance Problems** equips leaders the skill and confidence to take prompt and constructive action when faced with performance problems. Leaders learn an effective conversational approach to tap into employees' self-motivation and ownership and to respond to common roadblocks to change, such as employee defensiveness.

# Correcting Performance Problems

## Learning objectives

- Identify common reasons why leaders delay conversations to correct performance
- Describe the consequences a delay has on addressing performance issues
- Identify performance situations that warrant corrective action
- Prepare for critical components of performance-improvement conversations
- Conduct focused, collaborative performance conversations that generate improved results
- Respond constructively to defensive employee behaviors

## Behavioural Competencies

- Communicates effectively
- Courage
- Develops talent
- Drives results
- Ensures accountability
- Persuades

## Modality

 4 hours

 2 x 90 mins

 45 mins

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese, Dutch (no FG)

 American English

 American English

**Audience:** First-level and mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Developing Team Agility** helps leaders to enable their teams to act as a cohesive unit to adapt to changing conditions quickly, with ease and flexibility. Leaders learn strategies and skills to clarify how their employees will work together, to provide learning opportunities, and to keep their teams fully informed of organizational strategies and priorities.

# Developing Team Agility

## Learning objectives

- Develop team agility through day-to-day behaviors and actions
- Select and use agility tools to:
  - Focus team effort and energy
  - Help team members quickly gain new skills and knowledge
  - Help the team stay current on information needed to produce results

## Behavioural Competencies

- Being resilient
- Builds effective teams
- Builds networks
- Directs work
- Nimble learning

## Modality

 1/2 day

 2 hours

## Languages

 American English

 American English

**Audience:** First-level and mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Dilemma Management** provides leaders and teams with a strategic approach to conducting focused, collaborative discussions to analyze and take action on complex business issues where there is no "right" answer or "best" solution. The process engages stakeholders to explore each opposing position or point of view on the issue to uncover its distinct advantages and disadvantages and develop a strategy that achieves the advantages and minimizes the disadvantages of both position.

# Dilemma Management

## Learning objectives

- Understand the dynamics of leadership dilemmas and why it is so important to manage them
- Differentiate a problem from a dilemma
- Identify and analyze dilemmas
- Develop strategies for managing dilemmas
- Lead team members, work groups, and other stakeholders in using the dilemma-management process

## Behavioural Competencies

- Decision quality
- Manages ambiguity
- Manages complexity
- Nimble learning

## Modality

 4 hours

 2 x 90 mins

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese

 American English

**Audience:** Mid-level and senior leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**First-Line Essentials** increases an organization's capability to deliver results by equipping managers with the core leadership skills needed to deliver results through the people who report to them. Managers explore mindsets and learn processes and skills to help them shift from individual contributors to managers, delegate, set clear goals, provide feedback and coach, and engage their team members.

# First-Line Essentials

## Learning objectives

- Deliver results through the people who report to them Invest more effort in high-value activities
- Coach team members to higher levels of performance
- Build the team's capability to drive business results through effective goal setting and delegation
- Maximize team members' willingness to provide discretionary effort

## Behavioural Competencies

- Directs work
- Drives engagement
- Drives results
- Ensures accountability
- Plans and aligns

## Modality

 2 days

 4 x 2 hours

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese

 American English

**Audience:** First-level and mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Giving Needs-Based Feedback** provides leaders with a process and skills to give feedback in a way that motivates employees to take ownership for their own growth and development. Leaders learn how to structure and communicate feedback that internally motivates by satisfying their psychological needs for competence, relatedness and autonomy.

# Giving Needs-Based Feedback

## Learning objectives

- Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice
- Support employees' internal motivation to achieve business results
- Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions
- Receive feedback in ways that promote improved performance and maintain constructive relationships

## Behavioural Competencies

- Communicates effectively
- Courage
- Develops talent
- Drives engagement
- Ensures accountability
- Interpersonal savvy
- Persuades

## Modality

 4 hours

 2 x 90 mins

 30 mins

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese, Dutch (no FG)

 American English

 American English

**Audience:** First-level and mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Guiding Collaborative Discussion** provides an easy-to-use framework and a set of valuable techniques for conducting collaborative, productive discussions of any type. Leaders build the skills and confidence required to converse comfortably with people up, down, and across the organization.

# Guiding Collaborative Discussion

## Learning objectives

- Identify their strengths and improvement areas in conducting discussions
- Use a structured approach to move smoothly through a collaborative discussion
- Develop skills to explore other perspectives and authentically share their perspective
- Use enhanced skills and knowledge to approach challenging discussions with greater confidence and success
- Develop an action plan for improving their discussions

## Behavioural Competencies

- Collaborates
- Communicates effectively
- Courage
- Demonstrates self-awareness
- Instills trust
- Interpersonal savvy
- Manages conflict
- Values differences

## Modality

 4 hours

 2 x 90 mins

## Languages

 American English

 American English

**Audience:** First-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Influencing Outcomes through Others** helps leaders hone their ability to prepare, deliver, and discuss their ideas, proposals, and requests to get the results they need. Leaders learn a process and skills to communicate clear, concise, compelling messages that influence outcomes through active dialogue, engagement and collaboration with others.

# Influencing Outcomes Through Others

## Learning objectives

- Describe what influence is and why it's important
- Frame ideas, proposals, and requests from the listener's perspective
- Apply a range of strategies to ensure that spoken messages are compelling and easy to understand
- Build support and buy-in by encouraging an exchange of ideas, opinions, and concerns
- Develop collaborative plans to move forward
- Apply influencing skills to one-on-one, group, live, and virtual settings

## Behavioural Competencies

- Communicates effectively
- Courage
- Drives vision and purpose
- Interpersonal savvy
- Persuades

## Modality

 4 hours

 2 x 90 mins

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese

 American English

**Audience:** First-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Leading Change** develops leaders' capabilities to manage multiple aspects of organizational change including deploying strategies to help themselves and others adapt to the need for constant change, communicating authentically to engage people and build commitment to change, and planning and managing the lifecycle of a large-scale change initiative to successful completion.

# Leading Change

## Learning objectives

- Sustain high performance under turbulent conditions through improving their personal adaptability to change
- Successfully implement a change initiative through all phases of the execution life cycle
- Develop and maintain a broad base of commitment and support for new strategies, initiatives, and programs

## Behavioural Competencies

- Being resilient
- Communicates effectively
- Courage
- Drives engagement
- Drives results
- Drives vision and purpose
- Instills trust
- Interpersonal savvy
- Manages ambiguity
- Manages complexity
- Organizational savvy
- Persuades
- Plans and aligns

## Modality

 2 days

 4 x 2 hours

## Languages

 American English

 American English

**Audience:** Mid-level and senior leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Leading Complex Decisions** equips leaders with a process, strategies, skills, and tools for improving the quality and speed of making complex decisions and ensuring that those decisions stick.

# Leading Complex Decisions

## Learning objectives

- Improve both relationships and quality in decision-making processes
- Avoid hidden traps when making decisions
- Assess a decision situation, and take appropriate actions according to the situation
- Ensure clarity about the decision to be made, a shared understanding of the situation, and commitment to the decision
- Make the decision with consensus or without, as appropriate
- Check their progress in the decision-making process

## Behavioural Competencies

- Decision quality
- Manages complexity

## Modality

 1 day

 4 x 2 hours

## Languages

 American English

 American English

**Audience:** Mid-level and senior leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Leading with Influence** helps leaders achieve their priorities and objectives with and through people over whom they have no direct or positional authority. The program provides frameworks and skills to support leaders to lead effectively through influence by building strong strategic networks and collaborative relationships across organizational boundaries.

# Leading with Influence

## Learning objectives

- Improve their ability to achieve business priorities using non-positional leadership
- Create a portfolio of strategic influence relationships
- Build clarity and accountability, and limit unproductive conflict with people they rely on to achieve their objectives
- Sustain and enhance their influence relationships
- Improve their personal influence

## Behavioural Competencies

- Balances stakeholders
- Builds networks
- Collaborates
- Decision quality
- Ensures accountability
- Interpersonal savvy
- Manages conflict
- Organizational savvy
- Persuades
- Values differences

## Modality

 2 days

 4 x 2 hours

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese

 American English

**Audience:** Mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Making Collaborative Decisions** provides leaders and team leaders with an easy-to-use framework and a set of valuable techniques for managing collaborative group decision-making discussions. This program helps leaders determine if collaboration is required, assemble an effective decision-making team, apply a range of decision-making tools, and avoid the typical challenges of group decision making.

# Making Collaborative Decisions

## Learning objectives

- Identify decisions that require collaboration
- Follow a proven process for making collaborative decisions
- Identify the right people to generate options and select the best option
- Frame the decision to focus thinking and collaboration
- Use practical decision-making tools
- Manage challenging team behaviors to keep decision meetings on track

## Behavioural Competencies

- Balances stakeholders
- Builds effective teams
- Collaborates
- Communicates effectively
- Decision quality
- Interpersonal savvy
- Manages complexity
- Values differences

## Modality

 4 hours

 2 x 90 mins

## Languages

 American English

 American English

**Audience:** First-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Managing Your Priorities™**, helps managers and individual contributors master skills and strategies to maintain focus, handle requests, and achieve required results in today's climate of constantly changing priorities, and expectations of 24/7 availability. Beyond traditional time management, this program helps people sustain their energy and focus, and effectively communicate to manage and meet expectations every day.

# Managing Your Priorities™

## Learning objectives

- Identify their top priorities
- Assess their current success in sustaining focus
- Utilize practical strategies to attain focus and achieve their priorities
- Effectively manage requests from colleagues
- Gather the information they need to respond intelligently to a request
- Negotiate the terms of requests so they say “yes” more often
- Ask for help or advice
- Say “no” gracefully, when necessary

## Behavioural Competencies

- Action oriented
- Ensures accountability
- Plans and aligns

## Modality

 4 hours

 2 x 90 mins

## Languages

 American English

 American English

**Audience:** First-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Offering Rewards and Recognition™** develops leaders' capabilities to use rewards and recognition in ways that tap into employees' internal needs for competence, relatedness and autonomy. Leaders learn to avoid incentives that threaten punishment and instead to employ a simple process and skills for offering rewards and recognition that results in improved employee engagement, performance, and results.

# Offering Rewards and Recognition™

## Learning objectives

- Offer rewards that foster employee motivation
- Offer spoken and written recognition that supports employee motivation
- Sustain motivation by helping employees identify their own contributions
- Encourage collaborative effort by recognizing team performance

## Behavioural Competencies

- Communicates effectively
- Drives engagement
- Drives results
- Interpersonal savvy
- Situational adaptability

## Modality

 4 hours

 2 x 90 mins

 20 mins

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese, Dutch (no FG)

 American English

 American English

**Audience:** First-level and mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Realizing Talent in Others™** helps leaders match an employee's natural need to demonstrate competence with the organization's need to succeed. Employees have latent talents and existing skills leaders can fail to recognize and leverage. Turning these talents into capabilities by developing others to their fullest potential is a leader's most important work and a requirement for long-term organizational success.

# Realizing Talent in Others™

## Learning objectives

- Recognize the psychological needs of individuals, and incorporate leadership behaviors to support them
- Uncover high-impact development opportunities that tap into employees' internal motivation
- Link employee-development activities to business goals and objectives
- Collaborate on development plans that boost employee interest and activate productivity
- Unleash and leverage individual capabilities to achieve work-group/organizational results

## Behavioural Competencies

- Develops talent
- Drives engagement

## Modality

 4 hours

 2 x 90 mins

 15 mins

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese

 American English

 American English

**Audience:** First-level and mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Resolving Conflict with your Peers** distinguishes between constructive conflict—conflict that unleashes creativity and innovative thinking and promotes growth and learning—and unproductive conflict—a destructive force that erodes trust and undermines relationships and productivity. This program provides individuals with a process and skills to transform unproductive conflict into productive discussions.

# Resolving Conflict with Your Peers

## Learning objectives

- Reduce the impact that conflict has on productivity and work relationships
- Get a clear picture of the causes behind a conflict
- Prepare to address conflict with a resolution mindset
- Talk through a conflict situation objectively and non-defensively
- Develop first steps and trial solutions to begin to resolve a conflict
- Follow through to keep momentum toward a solution

## Behavioural Competencies

- Being resilient
- Collaborates
- Communicates effectively
- Courage
- Instills trust
- Interpersonal savvy
- Manages conflict

## Modality

 4 hours

 2 hours

## Languages

 American English

 American English

**Audience:** First-level and mid-level leaders

 **Train the Trainer certification:** TK



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Shaping a Motivational Workplace** helps leaders tailor their communication to the needs of others in ways that engage and motivate them. Based on Self-Determination Theory this program helps leaders connect with others by appealing to three fundamental psychological needs: Competence; Relatedness; and Autonomy.

# Shaping a Motivational Workplace

## Learning objectives

- Recognize and leverage three basic needs in the workplace
- Create an environment that supports need satisfaction
- Adopt the employee's perspective to build stronger working relationships
- Communicate with employees without pre-judgment, in an informational way
- Increase engagement by generating opportunities for employee choice in meeting business objectives
- Facilitate enhanced motivation and results

## Behavioural Competencies

- Communicates effectively
- Drives engagement
- Drives vision and purpose
- Instills trust
- Persuades

## Modality

 4 hours

 2 x 90 mins

 45 mins

## Languages

 American English, Chinese (Simplified), Japanese, German, French, Spanish, Portuguese

 American English

 American English

**Audience:** First-level and mid-level leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Skillful Conversations** develops mindsets and skills that dramatically increase the effectiveness of communication and understanding in organizations. Through high quality conversations organizations ensure all voices are included, perspectives are heard, and assumptions are avoided. This decreases miscommunication that can get in the way of relationships, collaboration, and innovation.

# Skillful Conversations

## Learning objectives

- Build clarity and accuracy in communicating
- Test assumptions that underlie communications in order to dismantle incorrect ones
- Use high-gain questions to enhance skillfulness of conversations
- Foster careful listening and speaking in order to ensure full understanding
- Identify their own strengths and areas for further development in skillful conversations

## Behavioural Competencies

- Communicates effectively
- Instills trust
- Interpersonal savvy
- Persuades
- Values differences

## Modality

 4 hours

 2 x 90 mins

## Languages

 American English

 American English

**Audience:** First-level, mid-level, and senior leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**Storytelling in Business** focuses on storytelling as a communication tool that enhances the meaning, impact, and energy behind ideas. Stories take typical messages and bring them to life, engaging people's minds and evoking their emotions in ways that transform traditional business communication into exchanges that capture the imagination and build commitment.

# Storytelling in Business

## Learning objectives

- Create stories for chosen business situations using four story types
- Identify the most effective story type for different business situations
- Dramatically enhance a key message, conversation, or presentation through use of a story
- Leave the session with one fully crafted story they can use to advance a critical relationship

## Behavioural Competencies

- Communicates effectively
- Persuades

## Modality

 4 hours

 2 hours

## Languages

 American English

 American English

**Audience:** First-level, mid-level, and senior leaders

 **Train the Trainer certification:** 4 days



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**In Building Customer Loyalty™** participants learn information and skills that help them make every customer's interaction with them a positive experience by leaving the customer feeling understood, appreciated, and confident in the organization. These feelings increase the customer's loyalty, bring value to both the customer and the organization, and help the participant build long-term, personalized customer connections.

# Service Ready™ Core: Building Customer Loyalty™

## Learning objectives

- Effectively describe the customer experience and its meaning for both you and the organization
- Explain customer experience metrics and the benefits of measuring customer loyalty
- Recognize your importance in building customer loyalty
- Identify key defining moments in customer interactions
- Leverage the four key customer expectations in every service interaction
- Use emotional energy to connect with customers
- Builds customer loyalty

## Behavioural Competencies

- Customer Focus

## Modality

 3.5 hours

 3.5 hours

## Languages

 American English

 American English

**Audience:** Employees supporting internal or external customers



 Instructor-Led Training

 Virtual Instructor-Led Training

 Micro-Lessons

## Program description

**In Mastering Conversation Essentials™**, participants learn how to meet their customers' professional needs by mastering the four parts of a service conversation: Open, Learn, Reply, and Close.

# Service Ready™ Core: Mastering Conversational Essentials™

## Learning objectives

- Provides a process and related skills for handling all types of customer conversations
- Defining customer's needs
- Understanding Four parts of a customer-focused conversation
- Delivering unwelcome news
- Mastering the art of high-value conversations

## Behavioural Competencies

- Customer Focus

## Modality

 3.5 hours

 3.5 hours

## Languages

 American English

 American English

**Audience:** Employees supporting internal or external customers



# 28 Project-Centric Microlearning Topics

Accelerate your team's success with microlessons that can be loaded directly onto your LMS for easy deployment to your internal stakeholders.

- Aligning Ideation, Culture and Structure
- Aligning Opportunities and Workforce in Portfolio Management
- Analyzing and Aligning your Stakeholders
- Apply a Customer-centric Approach to Elicit Customer Needs
- Build a Schedule
- Create Offerings with Design Thinking
- Creating Your Influence Power
- Developing an Influence Strategy
- Establish Goals and Objectives
- Finalize the Project Plan
- Fulfill the Role of a Project Leader
- Identify Your Business Needs
- Identifying Your Stakeholders
- Improve Decision Quality in Portfolio Management
- Leading High Performing Teams
- Leverage Your Context for Success
- Manage People During Implementation
- Manage the Optimized Portfolio
- Manage the Work During Implementation
- Managing Relationships with Key Stakeholders
- Maximize Your Influence
- Negotiating with Stakeholders for Mutual Gain
- Set Up and Manage a Project Using Lean and Agile
- Successful Stakeholder Conflict Management
- Transition to a Lean and Agile Project Environment
- Understand Complexity Using Perception
- Understand the Basics of Conflict Management
- Understand the Fundamentals of Managing Project-Based Work



# Project-Centric Microlearning Descriptions

## Aligning Ideation, Culture, and Structure (JTBD)

Designed to help you to utilize a framework model to identify domains that must be aligned to improve chances of project and program success, architect the alignment of necessary elements for strategy execution, as well as translate the organization's strategy to the work of the department, team and individual.

## Aligning Opportunities and Workforce in Portfolio Management (JTBD)

Created to teach you the process of ensuring that your project resources are balanced in terms of capacity and demand. It's important to understand the differences between traditional and Lean/Agile project management and how to effectively blend these approaches.

## Analyzing and Aligning Your Stakeholders (JTBD)

Designed to teach you how to analyze your stakeholders to understand their interest and engagement, their power to impact, and any possible risks. You must also ensure that your stakeholders are in alignment with what the program or project is trying to accomplish.

## Apply a Customer-Centric Approach to Elicit Customer Needs (JTBD)

Created to provide an important mindset in design work and innovation – a focus on the needs of users. Learn how to ask the correct questions of the correct people so that you can provide the correct solutions.

## Build a Schedule (JTBD)

Produced to teach the art and science of planning a project with a realistic timeline. Provides clear explanations of useful tools and effective strategies for proper scheduling.

## Communicating with Your Stakeholders (JTBD)

Sharing updates with stakeholders is one of the most important aspects of any project. This topic teaches the best practices for setting expectations with stakeholders, while establishing a relationship based on trust through effective communication.

## Create Offerings with Design Thinking (JTBD)

Designed to teach how to apply the design thinking process to implement a test-and-learn mentality as you create offerings, enabling you to capture more value for your organization more quickly.

## Creating Your Influence Power (JTBD)

Designed to help you master the key principles in building your ability to influence others to achieve your desired outcomes.



# Project-Centric Microlearning Descriptions

## Developing an Influence Strategy (JTBD)

Designed to help you identify and implement the proper influence strategy in any given situation to achieve your desired outcomes.

## Establish Goals and Objectives (JTBD)

Designed to provide actionable instructions on how to create realistic project goals. Proper analysis and elicitation of requirements help teams and leaders identify the objectives of a project. This teaches individuals how to set appropriate expectations for stakeholders and organizations.

## Finalize the Project Plan (JTBD)

Provides best practices for finalizing a project plan allowing you to factor in all potential issues and considerations.

## Fulfill the Role of a Project Leader (JTBD)

Designed to enhance skills including assessing team function, driving effectiveness, and other items necessary to be an effective project leader.

## Identify Your Business Needs (JTBD)

Created to help leaders identify and define the business needs that drive projects. These objects provide helpful tips that enhance a leader's ability to align strategic decisions with market opportunities – and find solutions to problems that are preventing success

## Identifying Your Stakeholders (JTBD)

Developed to provide instruction on how to create relationships with the key players and influencers in a project. Leaders need to make sure that their project aligns with the vision of the stakeholders who are impacted by a project.

## Improve Decision Quality in Portfolio Management (JTBD)

Created to teach you how to guard against decision-making pitfalls by identifying the value of work using a test and learn approach with your customers.

## Leading High-Performing Project Teams (JTBD)

Designed to teach you how to understand the key concepts in leading a highly effective team, even across distributed environments.



# Project-Centric Microlearning Descriptions

## Manage People During Implementation (JTBD)

Project leaders not only manage resources and deadlines, they manage relationships with people who do the work. This is designed to help project managers lead teams and work with vendors.

## Negotiating with Stakeholders for Mutual Gain (JTBD)

Negotiation planning is a critical step that involves researching and analyzing both your own, and the other party's, points of views. Successful negotiation preserves the relationship with the other party while achieving a favorable outcome so that you can pursue your goals and objectives.

## Set Up and Manage a Project Using Lean and Agile (JTBD)

Created to teach you the tools and processes that are key to successful Agile and Lean project management. Learn to develop an agile mindset.

## Managing Relationships with Key Stakeholders (JTBD)

Learn the principles to successfully manage relationships with key stakeholders.

## Leveraging Your Context for Success (JTBD)

Learn how to make sense of complex business context to go beyond problem-solving and into true data analysis to discover patterns and insights.

## Maximize Your Influence (JTBD)

Designed to teach the key concepts to developing influence and navigating the politics and personalities of projects successfully. Learn how to improve performance and production from the teams and leaders around you.

## Manage the Optimized Portfolio (JTBD)

Optimizing a portfolio involves organizing complex information and applying analytical and conceptual skills. Learn to address tasks like capacity planning, budgeting, evaluation, and prioritization.

## Manage the Work During Implementation (JTBD)

Created to teach the best practices in project implementation and getting work done.



# Project-Centric Microlearning Descriptions

## Transition to a Lean and Agile Project Environment (JTBD)

Developed to introduce principles in successful Lean and Agile transitions. These objects provide helpful tips that enhance a leader's ability to help their team adopt new methodologies – while identifying potential pitfalls that can cause issues.

## Successful Stakeholder Conflict Management (JTBD)

Learn how to successfully manage conflict with your stakeholders.

## Understand Complexity Using Perception (JTBD)

Master the principles of successfully using perception to understand complex situations.

## Understand the Basics of Conflict Management (JTBD)

Created to provide insights and the keys to successful conflict management including how to identify sources of conflict, effective negotiation skills, potential benefits to appropriate conflict, and strategic conflict resolution

## Understand the Fundamentals of Managing Project-Based Work (JTBD)

Learn concepts you need to understand when managing any project.



