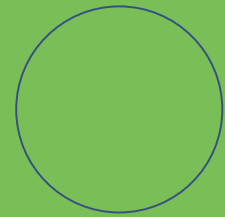
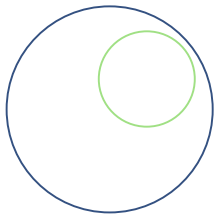
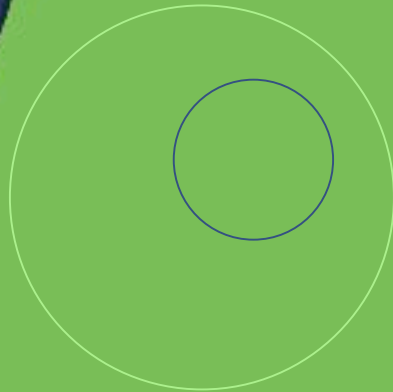


Leadership Development



Relevant • Flexible • Results • Value



Learning
For business and life

Designed to address the recurring management challenges of today.

Leadership is unlocking people's potential to become better."

Bill Bradley
Former US Senator and Championship Basketball Player

Ask yourself, do leaders in your organization

- Struggle to resolve conflict among employees?
- Inefficiently hold power rather than delegate to others on their team?
- Give employee feedback that doesn't seem to improve performance?
- Lead special project teams ineffectively and miss deadlines?
- Frequently hire people who do not succeed at the job, or stay?
- Throw change at people rather than lead them effectively through it?
- Consistently get the best out of their team?

If the answer to any or all of these questions is yes, Vital Learning's Leadership Development Curriculum will help. The curriculum is relevant, flexible, results-oriented, and value-driven.

Relevant

For nearly a quarter century, organizations around the world have trusted the Vital Learning Leadership Curriculum to enhance the performance and productivity of leaders from team leaders, to supervisors, to managers. These leaders are at the very center of an organization, holding the strategy and management direction from above, in alignment with the staff and frontline employees' operations below. They are the glue that determines how well any organization succeeds.

Vital Learning's Leadership Curriculum focuses on the core skills and strategies that mid-level leaders require to successfully address the wide range of "recurring management challenges" they face. From hiring, to leading projects, to resolving conflict, to setting goals and standards and providing effective feedback, the Leadership Curriculum helps leaders successfully address these challenges, and more.



The curriculum reflects the growing range of responsibilities for which mid-level leadership is accountable. We offer 17 different programs that cover these critical challenges.

Leadership Essentials

Learning solutions that are core to addressing the essential challenges every leader confronts on a weekly basis.

- Essential Skills of Leadership
- Essential Skills of Communicating
- Coaching Job Skills
- Communicating Up
- Delegating
- Developing Performance Goals and Standards
- Effective Discipline
- Improving Work Habits
- Managing Complaints
- Providing Performance Feedback
- Resolving Conflicts
- Supporting Change

Leadership Plus

Learning solutions designed to build the personal capabilities every leader needs to perform at the highest level.

- Developing and Coaching Others
- Hiring Winning Talent
- Retaining Winning Talent
- Motivating Team Members
- Solving Workplace Problems
- Leading Successful Projects

Flexible

The Leadership Curriculum offers many different kinds of flexibility:

- Modules that are available as Classroom Workshops, Online E-Learning Modules, or as a powerful and effective Blended Learning Solution that combines both elements in an extremely rich and personal learning experience
- Modules that are tightly focused to maximize time and impact
- Module order that may be customized to fit organizational needs
- Modules that are highly interactive to enhance learning
- Modules that may be successfully delivered by organizations with no certification

Delivery Methods

The Leadership Curriculum is a solution to develop managers, supervisors, and team leaders even in the face of the constraints of the organization. Solutions are offered in several ways to best meet the needs of the organization and, perhaps, of the different departments within the organization.



Solutions are available as Classroom Workshops, Online E-learning Modules, and Blended Learning—a powerful combination of Classroom and Online.

Modules are designed to be flexible. Organizations may choose the training sequence and delivery method that best fits, makes the training work efficiently given current circumstances, or suits a given group or location. Modules may also be customized to any industry or organization.

Classroom Workshops

New ideas, on target videos, relevant exercises—all provide participants the opportunity to learn not only “what” to do to be an effective leader and “why” to do it but also, most importantly, “how” to do it. The core methodology behind each Vital Learning classroom workshop is to enable each participant to become fully competent and highly confident as he/she completes a classroom workshop.

Throughout the workshop, leaders review case studies, participate in team learning and teach-back sessions, practice new skills, and receive solid coaching in a safe learning environment. Participants then simulate an actual work situation, which provides an opportunity for them to use the skills learned in a workplace-type environment.

Additionally, each Participant Workbook contains extensive resources and a troubleshooting guide designed to reinforce continued learning as participants apply the skills learned when they return to the job—where it matters most.

All this is accomplished in a 4-hour per module classroom setting.

Online E-Learning Modules

Online learning modules offer the same cognitive learning information as the classroom workshop. The material is highly interactive, utilizing multiple methods of learning designed to keep online participants engaged and challenged.

Online participants are able to complete the learning on their schedule and at times that least interrupt their workflow.



Complete video, the same as in the classroom workshop, provides online participants traditional and positive examples of the skill points and ways to apply them.

Each online module takes 1 to 2 hours to complete satisfactorily. Pre- and Post-Testing is available, as well as complete online reporting information.

Blended Learning Opportunities

Blended learning is an artful combination of Classroom Workshop with Online E-learning. It provides learners the most powerful and personal learning experience possible.

By combining Classroom and Online, participants are able to learn at their own pace, practice in a safe coaching environment, and utilize Vital Learning's extensive resources and troubleshooting guide designed to reinforce continued learning.

Training Support

Each facilitator guide includes a Facilitator Resource CD that contains forms, a PowerPoint, a Pre- and Post-Test, as well as additional materials to help instruct the programs and enable users to have a more powerful learning experience.



Support is also provided to both facilitator and participant alike through our exclusive website. This site contains downloadable, interactive forms, assessments, trainer tips, certificates of completion, and much more, all designed to enhance and reinforce the learning experience.

Results-Oriented

Vital Learning has delivered Leadership Development for more than a quarter century with one thought in mind—to make each participant fully competent and highly confident.

Much of our development energy has been spent creating learning both in Classrooms and Online that informs participants about the “why and what” and, most importantly, enables them with the “how”—the confidence and competence to perform a skill.

As much as 50 percent of “learning” comes after the class—back on the job. Vital Learning provides an extensive array of resources and tools designed to help participants apply the skills after they leave the learning environment. Resources and tools include online information websites, interactive forms for implementation, troubleshooting guides to use in solving workplace difficulties, and ongoing access to online modules filled with videos and interactive tools to reinforce learning.

Value-Driven

Bottom line—the Leadership Curriculum offers relevant learning across a wide range of challenges, ultimate flexibility with implementation to fit any organizational situation, and results based on competent leaders who are enabled with tools for reinforcement—all at the industry’s most competitive price/value proposition.



Try the Leadership Curriculum. We believe if you try the Leadership Curriculum, you will join our ever-increasing army of satisfied customers who have experienced real and meaningful behavior change.

Essential Skills of Leadership

Building a foundation to achieve the organization's strategic goal

Essential Skills of Leadership enables your team leaders to direct their team toward a shared goal and to achieve the organization's strategic objectives. Team leaders will learn how to maintain and enhance the self-esteem of their team members while including them in decisions and basing discussions on behavior and not on attitude.

This program establishes a methodology for productive interactions by focusing on the basics—the skills required to manage individuals while also leading the team.



Objectives

Participants completing **Essential Skills of Leadership** will be able to

- Deal with team members on a day-to-day basis in ways that maintains and enhances their self-esteem.

- Base discussions about performance and work habits on team members' behavior rather than their personalities or attitudes.
- Involve team members in goal setting, solving problems, and making decisions.

Offered in Classroom, Online, or Blended Formats.

Classroom Time: 4 hours

Online Time: 2 hours

Solution

Managing team members effectively.

Essential Skills of Communicating

Using Communication—a two-way process

Essential Skills of Communicating enables managers to develop effective communication skills, improve performance, and increase the productivity of the team by using clear, well-organized messages aimed at the needs and interests of the listener.

The relationship between managers and team members is critical to the success of an



organization, and a strong relationship, built on mutual trust and respect, begins with effective communication. By developing essential skills of communicating, managers improve relations with their team members and increase productivity.

Objectives

Participants completing **Essential Skills of Communication** 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 their message.
- Listen actively to improve communication.
- Create a climate of open communication, which increases team members' motivation and commitment.

*Offered in Classroom, Online, or Blended Formats.
Classroom Time: 4 hours
Online Time: 2 hours*

Solution

Developing clear, concise messages.

Coaching Job Skills

Using a positive approach for delivering positive results

Coaching Job Skills must go beyond showing how to do a job correctly. It involves observing, analyzing, demonstrating, and giving feedback. It is a process of developing relationships with team members—relationships that build the trust and respect that is the foundation of successful organizations.

This program trains managers to both help and train their team members, elicit cooperation, win team member confidence, create more successful business units, and, ultimately, impact an entire organization's success.

Objectives

Participants completing **Coaching Job Skills** will be able to

- Understand the special nature of coaching; a one-on-one activity that involves showing a team member how to perform a task.
- Distinguish between performance problems that require coaching and those that can best be handled by clearer instructions or by other means.
- Understand 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.



- Involve the team member in the coaching process by asking questions and encouraging feedback.
- Increase team member accountability by setting up a review. Most often, more than one coaching session is needed to improve performance.

*Offered in Classroom, Online, or Blended Formats.
Classroom Time: 4 hours
Online Time: 1.5 hours*

Solution

Successfully coaching individuals to perform a skill.

Communicating Up

Understanding the manager's style and environment

Communicating Up is important because today managers are busier than ever before and more in need of good advice and information. Team Leaders can help their manager make good decisions through good communication skills— alerting their managers to any problems or opportunities as soon as possible and taking full responsibility to make sure that communication takes place.

Managers live with the same time pressures team leaders do, so any time spent with managers must be focused on giving them the information they need to support problem solving and decision-making.



Objectives

Participants completing **Communicating Up** will be able to

- Understand the importance of framing all communication with managers in terms of their self-interest.

- Enter meetings with managers armed with a well-thought-out and clearly stated objective.
- Work with their managers to uncover any questions or reservations they may have concerning the message.
- Move conversations toward agreement using questions that focus on benefits to be gained when the objective is reached.
- Clearly and concisely restate the decisions that result from communicating with their managers and insure that those decisions are mutually understood.

*Offered in Classroom, Online, or Blended Formats.
Classroom Time: 4 hours
Online Time: 1.5 hours*

Solution

Offering communication that is important to productivity and performance.

Delegating

Delegating

Ensuring the team member understands what is expected

Delegating by ensuring that individuals understand what is required helps facilitate a successful result: the work is done correctly, and the individuals gain the benefits of a new experience and increased confidence and responsibility.

This program develops the skills and abilities in team members by clearly communicating



expectations and encouraging participation and involvement. It establishes a team member's responsibility and authority for a delegated task—creating a framework for accountability and personal growth.

Objectives

Participants completing **Delegating** 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 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.

Offered in Classroom, Online, or Blended Formats.

Classroom Time: 4 hours

Online Time: 2 hours

Solution

Communicating the “what” and the “why” of every delegated task.

Developing Performance Goals and Standards

Setting smart goals helps people shape smart plans

Developing Performance Goals and Standards enables your team leaders is the key to developing an effective team, and the key to an effective team is participation. When people participate in setting goals and developing a plan, they buy into that plan, and the plan then becomes their own.



An important part of a manager's role is to encourage team members to develop effective performance goals and to commit to those goals on a daily basis.

This program provides the tools to align the individual with the performance requirements of the organization. It will help managers build a more effective process for goal creation, clear work standards, and better job performance.

Objectives

Participants completing *Developing Performance Goals and Standards* will be able to

- Deal with team members on a day-to-day basis in way that maintains and enhances their self-esteem.

- Define goals, objectives and performance standards
- Identify and set performance standards that are specific, measurable, attainable, results-oriented, and time-framed, using concrete active language.
- Establish time limits for all performance standards.
- Involve team members in creating their own individual performance standards.
- Negotiate with team members to develop effective S.M.A.R.T.-based performance standards.
- Monitor team members' progress toward their goals by holding individual review meetings.

*Offered in Classroom, Online, or Blended Formats.
Classroom Time: 4 hours
Online Time: 2 hours*

Solution

Settings definite goals that is specific, measurable, attainable, results-oriented, and time-framed.

Effective Discipline

Effective Discipline

Building a foundation to achieve the organization's strategic goal

Effective Discipline used by managers who involve team members in performance discussions and gain their commitment to behavioral change, can turn a potentially negative interaction into a positive developmental step.

This program 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.

Objectives

Participants completing **Effective Discipline** will be able to

- Use techniques of effective discipline to eliminate problem behavior.
- Communicate in terms of behavior rather than perception or opinions.
- Recognize the importance of team member participation in defining the problems and their solutions.
- Manage the discussion to diminish defensiveness and focus on solutions.

- Issue appropriate warnings consistent with the organization's policies.
- Review performance to make sure the problem is solved.



*Offered in Classroom, Online,
or Blended Formats.
Classroom Time: 4 hours
Online Time: 2 hours*

Solution

Dramatically reducing problem behaviors.

Improving Work Habits

Effectively addressing issues before they develop into disciplinary problems

Improving Work Habits shows managers how to clearly and specifically communicate the nature of the problem. It provides a process for working with the individual to develop a plan for addressing the issue while maintaining self-esteem.

Discussing such concerns as absenteeism, language issues, and dress and grooming habits can be a difficult but necessary part of leading a team. Just like other aspects of team leadership, correcting work habits that need improvement require careful attention and skill.



Objectives

Participants completing *Improving Work Habits* 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 encouraging team member commitment to a clear plan of action and by reviewing progress regularly.

*Offered in Classroom, Online, or Blended Formats.
Classroom Time: 4 hours
Online Time: 2 hours*

Solution

Recognizing and addressing poor work habits.

Managing Complaints

Dealing with the issues to solve the problem

Managing Complaints shows managers and team leaders, often the first to hear team member complaints, that although the complaint may seem unimportant, each should be addressed and resolved.

This program describes how to resolve simple complaints and identify the hidden agendas that so often underlie the chronic grievances.



Objectives

Participants completing **Managing Complaints** will be able to

- Understand why all team member complaints must be dealt with rather than ignored or dismissed.
- Be more sensitive to all the problems—major or trivial, real or imagined—that can lie behind complaints.
- Understand techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties.

- Use various techniques to solve such problems while maintaining a positive relationship with the team member.

*Offered in Classroom, Online, or Blended Formats.
Classroom Time: 4 hours
Online Time: 2 hours*

Solution

Seeing complaints as chances to enhance relationships with team members.

Providing Performance Feedback

Providing Performance assessment to be objective and fair

Providing Performance Feedback places the focus on logical processes and reasonable commitments. Managers develop the steps required to adjust individual performance: establish performance standards, solicit team member's individual performance evaluation, and establish a summary evaluation that will be clear and credible to the team member.

This program teaches managers a systematic, fact-based approach to performance improvement through quality feedback.

Objectives

Participants completing **Providing Performance Feedback** will be able to

- Base assessments on facts and behavior.
- Assess performance.
- Use positive performance feedback to encourage self-motivation of team members.
- Encourage team member participation in assessment.
- Gain team member commitment to the change needed to improve performance.

- Gain team member agreement with the assessment.

*Offered in Classroom, Online, or Blended Formats.
Classroom Time: 4 hours
Online Time: 2 hours*



Solution

Reinforcing the good things an individual has done and identifying problem areas.

Resolving Conflicts

**Building a foundation
to achieve the
organization's
strategic goal**

Resolving Conflicts shows that although conflicts in the workplace may be unavoidable, their effect on business can be controlled. By understanding the signs of conflict and by getting to the root cause, managers can eliminate the issue and minimize the impact, preserving the integrity of the team and demonstrating a commitment to individual performance and growth.

This program develops the 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.

Objectives

Participants completing **Resolving Conflicts** will be able to

- Distinguish between the two major sources of team member conflicts: personality clashes and work structure problems.
- Be aware of the positive and negative impacts of conflicts.



- Accept conflict as an inevitable part of all work situations, one that must be dealt with, not ignored.
- Establish a cooperative atmosphere to resolve conflicts when they arise.
- Help individuals involved in conflicts understand each other's point of view.
- Lead them to agree on the facts and a solution.

*Offered in Classroom, Online,
or Blended Formats.*

Classroom Time: 4 hours

Online Time: 2 hours

Solution

**Recognizing conflict and dealing with it quickly
and effectively.**

Supporting Change

Facilitating acceptance of a new way of doing things

Supporting Change helps managers learn to understand and to interpret change. By understanding it, managers can more clearly communicate change to their team. This clear communication helps to reduce misunderstanding and anxiety. It also helps the change initiative gain



acceptance more quickly—minimizing lost productivity and decreased performance. This program provides the tools managers need to understand and interpret change and to successfully manage their team through it. By working to support change while addressing the team's comfort level with that change, the manager can more effectively facilitate acceptance of a new way to handling issues.

Objectives

Participants completing **Resolving Conflicts** will be able to

- Understand and interpret change and the impact on team members.

- View change and the anxiety it can cause team members as natural and inevitable.
- Assist team members as they adjust to change.
- Involve team members in the process of change.
- Help team members make the change.
- Follow up on the initial meeting to make sure adjustment to the change is going as planned.

Offered in Classroom, Online, or Blended Formats.

*Classroom Time: 4 hours
Online Time: 2 hours*

Solution

Understanding and interpreting change in order to more successfully manage team members through it.

Developing and Coaching Others

Essential Skills of Leadership

Ensure development occurs and becomes improved on-the-job performance

Developing and Coaching Others enables your team leaders to direct their team toward a shared goal and to achieve the organization's strategic objectives. Team leaders will learn how to maintain and enhance the self-esteem of their team members while including them in decisions and basing discussions on behavior and not on attitude.

This program establishes a methodology for productive interactions by focusing on the basics—the skills required to manage ways that change behavior, and impact on performance of their team members by coaching and supporting learners effectively

before, during, and after learning experiences.

Objectives

Participants completing ***Developing and Coaching Others*** will be able to

- Effectively lead the ongoing development of their team in order to continuously build the capability of each member,
- Successfully handle “coaching moments” in a manner that ensures improved performance on-the-job.

- Significantly impact on the job performance by being committed and knowing how to coach and support team members through and beyond a learning process.



*Offered in Classroom, Format.
Classroom Time: 4 hours*

Solution

Embracing responsibility for developing others, plus how to ensure training transfers into observable on the job performance.

Hiring Winning Talent

Tools for structuring a hiring process with a direct impact on business results

Hiring Winning Talent implements a structured process to streamline and empower successful hiring. The program focuses on key skills required to interview candidates and ways to build team cohesion by involving team members in the hiring initiative.

This program provides the processes and tools required to master the art and science of identifying and winning great new team members—those that will perform in the top 20 percent.

Objectives

Participants completing **Hiring Winning Talent** will be able to

- Establish an efficient process that will reduce the time required to interview and select a qualified candidate.



- Maximize new hires' productivity once they join the team by ensuring that candidates are a good fit for the job (both technical and organizational fit).
- Ensure team cohesion and support for new hires by involving team members in the process.
- Increase the retention of all new hires, and, in particular, reduce turnover during new hires' first year on the job.

Offered in Classroom, Online, or Blended Formats.

Classroom Time: 8 hours

Online Time: 2 hours

Solution

Defining capabilities a good candidate must have to be successful.

Retaining Winning Talent

Taking productive steps to retain team members



Retaining Winning Talent provides managers with skills, tools, and a research-based approach to surface individual team members' retention needs, increase the level of commitment from team members, and, most

importantly, develop and implement a Retention Action Plan designed to increase retention for the entire team.

This program focuses on one of the most important assets of any organization—its team leaders and their impact on retaining key team members.

Objectives

Participants completing ***Retaining Winning Talent*** will be able to

- Describe the severity of the talent shortage and calculate the costs of attrition.
- Identify attrition risks in their own team.

- Identify what motivates team members and how to build their commitment.
- Use the STARS Model to identify specific retention practices they can personally apply with their team members.
- Conduct a discussion with team members to surface retention needs.
- Intervene when they see “early warning signals” exhibited by team members.

Offered in Classroom, Online Formats.

*Classroom Time: 8 hours
Online Time: 2 hours*

Solution

Assessing the risks of losing a valued team member.

Solving Workplace Problems

Determining the best solution requires a problem-solving process

Solving Workplace Problems develops a five-step process that combines a variety of methods to provide an effective approach to solving simple to complex organizational problems. Each step of the process is explained in detail.

This program provides an effective approach and the tools necessary for improving current processes that organizations use to solve organizational problems. Participants will learn how to identify the problem, identify the cause, select the best solution,



implement the solution, and determine what feedback and follow-up will be required.

Objectives

Participants completing ***Solving Workplace Problems*** will be able to

- Follow an orderly, step-by-step, problem-solving process.

- Write problem statements that clearly define problems encountered in work situations.
- Assess the contexts of problems.
- Analyze the likely root causes of problems.
- Involve team members in evaluating root causes and possible solutions.
- Create plans to implement solutions to problems.
- Agree and support implementation.

*Offered in Classroom, Format.
Classroom Time: 4 hours*

Solution

Identifying the problem and the cause, selecting and implementing the best solution, and determining feedback and follow-up.

Motivating Team Members

Understanding Motivation is different for each team member

Motivating Team Members explores what motivation is, how it works, and how it can be different for each individual. Team leaders learn the four stages to influence a team member to perform a task, while creating a work environment that will motivate higher performance.

This program helps team leaders understand the complex idea of motivation. It is practical and helps team leaders know what to do about motivating team members. By demonstrating to leaders what they can do to influence individual and team performance, it provides a clear, specific, and

actionable plan of action for what to do once participants return to their job.

Objectives

Participants completing ***Motivating Team Leaders*** will be able to

- Improve their team members' performance.
- Understand the factors that motivate team members to perform effectively.
- Understand how motivation varies from team member to team member.
- Distinguish between motivators and dissatisfiers.



- Learn how to create a work environment for each team member that will motivate higher performance.

*Offered in Classroom, Online, or Blended Formats.
Classroom Time: 4 hours
Online Time: 2 hours*

Solution

Creating an improved work environment to motivate team members.

Leading Successful Projects

Acquiring skills for project management

Leading Successful Projects enables managers to identify and work with the key variables that impact how projects are defined, planned, and implemented. The program focuses on the interpersonal skills managers must use to win and maintain the commitment, enthusiasm, and support of the project team.

Objectives

Participants completing **Leading Successful Projects** will be able to

- Determine the impact of a project on the organization and its stakeholders.

- Build and retain stakeholder commitment to the project deliverables.
- Understand and use the project life cycle concept.
- Determine project documentation needs.
- Develop a Work Breakdown Structure (WBS) and create work packages.
- Estimate the resources required to complete the project.
- Assign project roles plus responsibility for each task.
- Schedule the tasks to determine when each task will start and stop.
- Identify and assess project risk and take the appropriate actions to avoid and/or mitigate the risk.
- Lock in project resources to ensure that they are available when required.
- Monitor and control the project (scope, time, and cost).
- Evaluate project performance to determine what has been learned.



*Offered in Classroom, Format.
Classroom Time: 16 hours*

Solution

Mastering a structured process for project management.



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