

ESSENTIAL SKILLS COURSES

VITAL LEARNING MATRIX

Vital Learning offers targeted programs to help organizations improve the relationships between managers, team leaders and supervisors and their team members. Our results-driven programs help improve productivity, enhance employee motivation and retention, and develop employees' work habits and potential.



MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Essential Skills of Leadership:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Deal with team members on a day-to-day basis in such a way as to maintain and enhance their self-esteem • Base discussions about performance and work habits on behavior rather than on personalities and attitudes • Involve team members in goal setting, problem-solving and decision-making 	<ul style="list-style-type: none"> • Maintain or enhance team member self-esteem • Focus on behavior • Encourage team member participation
<p>Essential Skills of Communicating:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand that communication is a two-way process • Construct clear, concise messages in the interest of the listener • Manage nonverbal behaviors to reinforce the intent of messages • Listen actively to improve communication • Create a climate of open communication, which increases team members' motivation and commitment 	<ul style="list-style-type: none"> • Create a climate of open communication • Design clear, concise messages • Manage nonverbal behaviors effectively • Listen to communicate
<p>Coaching Job Skills:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand what coaching is, why it is important, and how it supports individual and company goals • Prepare for a coaching session by using observation and analysis to build a plan for a successful dialog • Hold a coaching conversation that improves an individual's performance and increases productivity • Use coaching as a way to build a sense of teamwork between the team leader and team member through communication, shared goals and collaboration 	<ul style="list-style-type: none"> • Observe and analyze performance • Identify area of performance that needs improvement • Demonstrate how task should be performed and ask team member for questions • Have team member demonstrate and give team member feedback on performance • Set up time for review



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<p>Communicating Up:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand the importance of framing all communication with the manager in terms of his/her self-interest • Enter meetings with the manager armed with a well planned and clearly stated objective • Clearly link the objective with facts that support the plans and goals • Work with the manager to uncover any questions or reservations he/she may have concerning the message • Move conversations toward agreement with questions that focus on the benefits to be gained when the objective is reached • Clearly and concisely restate the decisions that result and ensure that those decisions are mutually understood 	<ul style="list-style-type: none"> • State the objective concisely in terms of the needs and interests of the manager • Detail the objective and support it with facts • Ask for and/or respond to questions • Probe for agreement • Summarize and confirm the conclusion
<p>Delegating:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand the role of delegation in time management, resource utilization, job satisfaction and overall team productivity • Use a delegation process that ensures team member participation, involvement and success so that what needs to be done gets done — properly and on time • Establish a team member’s responsibility and authority for a delegated task, creating a framework for accountability and personal growth 	<ul style="list-style-type: none"> • Explain the need for delegation • Use delegation of a task to motivate • Explain the task and ask the team member’s view • Specify responsibility and authority • Confirm the team member’s understanding and set up a time for review



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<p>Developing Performance Goals and Standards:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • 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 to develop performance standards for team members that address both desired results and team members' capabilities • Monitor team members' progress toward their goals by holding individual review meetings 	<ul style="list-style-type: none"> • State the broad goal of the plan • Ask the team member's view of what his/her performance standards should be within the plan • Negotiate by modifying unrealistically high or low performance standards • Agree on a set of performance standards that are clear, specific and measurable • Confirm the team member's commitment and set up a review
<p>Effective Discipline:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Use the techniques of effective discipline to eliminate problem behavior • Communicate concerns in terms of behavior rather than perception or opinion • Minimize defensiveness and focus on solutions • Reduce conflict avoidance behaviors that undermine team morale, affect perceived fairness and impede overall productivity • Review performance to ensure that the problem is resolved • Recognize the importance of team member participation in defining problems and solutions 	<ul style="list-style-type: none"> • State the performance problem • Ask the team member's view • Ask the team member for a solution • Agree on a plan



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<p>Improving Work Habits:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Recognize the difference between job performance and work habits • Understand that unsatisfactory work habits must be dealt with quickly before requiring disciplinary action • Explain clearly and specifically the nature of the team member's unsatisfactory work habit while focusing on behaviors rather than attitude • Use an action plan and ongoing reviews to help team members improve work habits and demonstrate personal accountability 	<ul style="list-style-type: none"> • State the problem clearly and specifically • Ask the team member's view • Ask the team member for solution • Agree on a plan • Set up a time for review
<p>Managing Complaints:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand why all team member complaints must be dealt with rather than ignored or dismissed • Become more sensitive to all the problems — minor or trivial, real or imagined — 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 problems while maintaining a positive relationship with the team member 	<ul style="list-style-type: none"> • Ask the team member to detail the complaint • Obtain agreement on the substance of the complaint • Ask the team member for a solution • Schedule time for investigation and agree on an action plan • Set a date for a follow-up meeting



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<p>Providing Performance Feedback:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Base assessments on facts and behavior • Assess performance • Use positive feedback to motivate team members • Gain team member participation in assessment • Gain team member agreement with the assessment • Gain team member commitment to the change needed to improve performance 	<ul style="list-style-type: none"> • Ask for the team member's evaluation and give your evaluation of performance • Identify what would help maintain or improve performance • Ask the team member to identify how improvement can be achieved • Agree on a plan • Obtain commitment and set up a review
<p>Resolving Conflicts:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Accept conflict as an inevitable part of all work situations and deal with it in order to maintain individual and team focus and productivity • Recognize the positive and negative effects of conflicts and leverage conflict to everyone's advantage • Distinguish between the two major sources of conflict so that they can be resolved fairly and effectively • Establish a cooperative atmosphere to resolve conflicts when they arise 	<ul style="list-style-type: none"> • State the performance problem • Ask the team member's view • Ask the team member for a solution • Agree on a plan
<p>Supporting Change</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand why change happens, how people react to it, and how to support team member's struggles with change • Involve team members in a change initiative by promoting their understanding and ownership of the change and its benefits • Plan for individual or group follow-up sessions that support the change process and reinforce personal and organizational goals 	<ul style="list-style-type: none"> • Detail the coming change and explain the reason for it • Let the team member ask questions, express opinions and concerns • Respond to the team member's questions and concerns • Obtain commitment and set up a time for review

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