



# *E-LEARNING CATALOG*

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# *The Bridges Network*

## **E-Learning Course Catalog**

*Managing Difficult Conversations*

*Managing Pressure and Maintaining Balance*

*The ABC's of Supervising Others*

*Giving and Receiving Feedback*

*Conflict Resolution: Getting Along in the Workplace*

*Leadership Skills For Supervisors: Communication, Coaching & Conflict*

*Stress Management*

*Goal Setting*

*Self Leadership*

*Building Your Self Esteem and Assertiveness Skills*

*Business Etiquette: Gaining That Extra Edge*

*Getting Stuff Done: Personal Development Bootcamp*

*Time Management: Get Organized for Peak Performance*

*Change Management*

*Active Listening*

*Communications Strategies*

*Anger Management*

*Business Leadership*

*Strategic Planning*

*Budget and Managing Money*

*Emotional Intelligence*

*Conquering Your fear of Public Speaking*

*Coaching and Mentoring*

*Public Speaking Survival School*

*Meeting Management*

*Building Better Teams*

*Facilitation Skills*

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*Anger is a universal experience. Dogs get angry, bees get angry, and so do humans. You don't have to be a psychologist to know that managing anger productively is something few individuals, organizations, and societies do well. Yet research tells us that those who do manage their anger at work are much more successful than those who don't.*

*The co-worker who can productively confront his teammate about his negative attitude increases his team's chance of success as well as minimizes destructive conflicts. The customer service agent who can defuse the angry customer not only keeps her customers loyal but makes her own day less troublesome. This course is designed to help give you and your organization that edge.*

### Learning Objectives

- ✓ *Recognize how anger affects your body, your mind, and your behavior*
- ✓ *Use the five-step method to break old patterns and replace them with a model for assertive anger*
- ✓ *Use an anger log to identify your hot buttons and triggers*
- ✓ *Control your own emotions when faced with other people's anger*
- ✓ *Identify ways to help other people safely manage some of their repressed or expressed anger*
- ✓ *Communicate with others in a constructive, assertive manner*



## Managing Difficult Conversations

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*We have so many interactions in the run of a day, it's reasonable to expect that some of them are going to be difficult. Whether these are conversations that you have in person, or you manage a virtual team and need to speak with someone in another city, there are things that you can do to make these conversations go smoothly. This course will give you the tools to manage difficult conversations and get the best results possible out of them.*

### Learning Objectives

- ✓ *Define frame of reference*
- ✓ *Establish a positive intent and a desired outcome*
- ✓ *Use good communication skills during a conversation*
- ✓ *Draft a script for a difficult conversation*
- ✓ *Use specific steps to carry out a difficult conversation*
- ✓ *Access additional resources as required*
- ✓ *Maintain safety in a conversation*

## Managing Pressure and Maintaining Balance

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*When things are extremely busy at work and you have your hands full with many tasks and dealing with difficult people, having skills you can draw on are essential for peace of mind and growth. This course will help participants understand the causes and costs of workplace pressure, the benefits of creating balance, and how to identify pressure points. They will also learn how to apply emotional intelligence, increase optimism and resilience, and develop strategies for getting ahead.*

### Learning Objectives

- ✓ *Apply a direct understanding of pressure points and their costs and payoffs*
- ✓ *Speak in terms related to emotional intelligence, optimism, and resilience*
- ✓ *Create a personalized toolkit for managing stressors and anger*
- ✓ *Work on priorities and achieve defined goal*

*Recommended Prerequisites*

*No prerequisites are required for this course.*

*Course Overview*

*This course is for people who are new supervisors or who are interested in a supervisory position, as well as those who are team leads or part-time supervisors without a great deal of authority. This course is designed to help students overcome many of the supervisory problems that they will encounter as a workplace leader. Dealing with the problems that a new supervisor encounters isn't easy, but it doesn't have to lead to discouragement.*

*Learning Objectives*

- ✓ *Adjust to the supervisor's role with confidence*
- ✓ *Develop your skills in listening, asking questions, resolving conflict, and giving feedback to employees*
- ✓ *Identify key attitudes that you can develop to enhance your supervisory skills*
- ✓ *Use time management and planning techniques to maximize your success*
- ✓ *Develop a technique for giving instructions that are clear and understood*
- ✓ *Understand the importance of developing good relationships with employees and peers, so you are seen as fair and consistent*

## Giving Effective Feedback

### Recommended Prerequisites

No prerequisites are required for this course.

### Course Overview

As human beings, we often hunger for feedback. However, many people will tell you that when they do get feedback, it's often because of something they have done wrong. This course is designed to help workplace leaders learn how to provide feedback any time that the message is due. Whether feedback is formal or informal, and whether it is provided to employees, peers, or someone else, there are ways that it can be structured to be effective and lasting.

*This course will help students learn why the way we deliver feedback is important, how to deliver a message so that people accept it and make changes that may be needed, and how to accept feedback that we are offered.*

### Learning Objectives

- ✓ Explain why feedback is essential
- ✓ Apply a framework for providing formal or informal feedback
- ✓ Use descriptive language in delivering feedback
- ✓ Describe six characteristics of effective feedback

Provide feedback in real situations

## Conflict Resolution—Getting Along In The Workplace

### Recommended Prerequisites

No prerequisites are required for this course.

### Course Overview

Many people see conflict as a negative experience. In fact, conflict is a necessary part of our personal growth and development. Think of when you were trying to choose your major in college, for example, or trying to decide between two jobs. However, conflict becomes an issue when the people involved cannot work through it. They become engaged in a battle that does not result in growth. When this type of conflict arises, negative energy can result, causing hurt feelings and damaged relationships. This course will give you the tools that will help you resolve conflict successfully and produce a win-win outcome.

### Learning Objectives

- ✓ Understand what conflict is and how it can escalate
- ✓ Understand the types of conflict and the stages of conflict
- ✓ Recognize the five most common conflict resolution styles and when to use them
- ✓ Increase positive information flow through non-verbal and verbal communication skills
- ✓ Develop effective techniques for intervention strategies
- ✓ Become more confident of your ability to manage conflicts to enhance productivity and performance

*Recommended Prerequisites*

*No prerequisites are required for this course.*

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*Course Overview*

*Supervisors represent an important force in the economy. You have the power to turn on or turn off the productivity of the people who report to you. You are the crucial interface between the employee on the shop floor or the service desk and the managers of the organization. Although you usually have more technical experience than the employees you supervise, you may not have had a lot of leadership experience. This course will give you the skills in communication, coaching, and conflict that you need to be successful.*

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*Learning Objectives*

- ✓ *Learn ways to prioritize, plan, and manage your time*
  - ✓ *Identify your primary leadership style*
  - ✓ *Develop some flexibility to use other leadership styles*
  - ✓ *Determine ways you can meet the needs of employees and co-workers through communication and coaching*
- Explore ways to make conflict a powerful force for creative, well-rounded solutions to problems*

## Stress Management

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*Today's workforce is experiencing job burnout and stress in epidemic proportions. Workers at all levels feel stressed out, insecure, and misunderstood. Many people feel the demands of the workplace, combined with the demands of home, have become too much to handle. This course explores the causes of such stress, and suggests general and specific stress management strategies that people can use every day.*

### Learning Objectives

- ✓ *Understand that stress is an unavoidable part of everybody's life*
- ✓ *Recognize the symptoms that tell you when you have chronic stress overload*
- ✓ *Change the situations and actions that can be changed*
- ✓ *Deal better with situations and actions that can't be changed*
- ✓ *Create an action plan for work, home, and play to help reduce and manage stress*

## Goal Setting

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*We all have things we want in life. The route to success is to take the things that we dream about and wish for, and turn them into reality. This course will lead students through thinking, planning, and taking action on the things they really want. They will learn ways to ensure that they get where they want to go in life.*

### Learning Objectives

- ✓ *Identify what's important to you in your life*
- ✓ *Use goal setting activities and appropriate language to articulate what you want in your life*
- ✓ *Explain what your dreams and goals are for both the short and long term*
- ✓ *Use motivating techniques to help you reach your goals*
- ✓ *Understand how to deal with setbacks*

## Self-Leadership

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*Self-leadership puts together taking responsibility for our outcomes, setting direction for our lives, and having tools to manage priorities. Self-leaders work at all levels of an organization. They are front-line workers in every possible role, middle managers, and CEOs. Self-leaders like Walt Disney and Wayne Gretzky worked hard to achieve their dreams without using the term self-leadership. However, they have clearly demonstrated that being in control of their behavior and results, focus, practice, and learning were necessary to achieve their goals.*

*Self-leadership requires a commitment from individuals to decide what they want from life and to do what's necessary to get the results they want. This course will help participants internalize the four pillars of self-leadership and to make meaningful, empowered choices while taking action to get where they want to go.*

### Learning Objectives

- ✓ *Define self-leadership and what it means on an individual level*
- ✓ *Assume responsibility for your results by understanding who you are, what you want, and how to reach your goals*
- ✓ *Describe the four pillars of self-leadership*
- ✓ *Use techniques related to adjusting to change, cultivating optimism, and developing good habits to build your self-leadership*

## *Building Your Self Esteem and Assertiveness Skills*

### *Recommended Prerequisites*

*No prerequisites are required for this course.*

### *Course Overview*

*A healthy self-esteem is essential for growth and achieving success. Of all the judgments you make in life, none is as important as the one you make about yourself. Without some measure of self-worth, life can be painful and unrelenting. In this course, you will discover some techniques that can dramatically change how you feel about yourself, and how you approach the world to get the things that you want.*

### *Learning Objectives*

- ✓ *Recognize that you have worth and are worthy of happiness*
- ✓ *Develop techniques for eliminating unhealthy thought patterns and replacing them with supportive patterns*
- ✓ *Learn how to turn negative thoughts into positive thoughts*
- ✓ *Learn how to make requests so that you get what you want*
- ✓ *Set goals that reflect your dreams and desires and reinforce healthy patterns*

## *Business Etiquette – Gaining That Extra Edge*

### *Recommended Prerequisites*

*No prerequisites are required for this course.*

### *Course Overview*

*If you've ever had an awkward moment where:*

- ✓ *You aren't sure which fork to use,*
- ✓ *You don't know which side plate is yours,*
- ✓ *You've ever had to make small talk with a Very Important Person and been lost for words...*

*Then you know just how agonizing such moments can be. Even worse (and what can be even more damaging to your career) are the social gaffes you aren't even aware you make. This course will help you handle most of those socially difficult moments. You'll have an extra edge in areas you may not have given a lot of thought to before.*

### *Learning Objectives*

- ✓ *Network effectively, including making introductions, shaking hands, and using business cards appropriately*
- ✓ *Dress appropriately for every business occasion*
- ✓ *Feel comfortable when dining in business and formal situations*
- ✓ *Feel more confident about your business communication in every situation*
- ✓ *Develop that extra edge to establish trust and credibility*

Recommended Prerequisites

No prerequisites are required for this course.

Course Overview

Why are there so many different organizational systems and time management methods out there? The answer is simple: it's like any other personal challenge, like weight loss or money management. There is no simple, one size fits all answer. You must build a solution that works for you.

Over the course of this program, we will explore various time management and organizational tools and techniques so that you can build a customized productivity plan for your personal and professional lives. At the end of the course, you will emerge with a plan that works for you, so that you can start regaining control of your life!

Learning Objectives

- ✓ Identify what personal efficiency is, what skill sets can improve your personal productivity, and what attitudes we should cultivate
- ✓ Explain why multi-tasking is a myth
- ✓ Describe what role long-term goals play in short-term efficiency
- ✓ Share a personal vision and develop dreams and goals from it
- ✓ Apply the 80/20 rule and learn how it should affect planning
- ✓ Identify the characteristics of a good organizational system
- ✓ Develop a plan for an efficient workspace, including a customized information center and a filing system
- ✓ Apply a system that will allow you to process any type of information that crosses your desk, including e-mail, electronic files, paper files, voice mail, text messages, and drop-in visitors
- ✓ Use the Eisenhower principle to prioritize work
- ✓ Say no
- ✓ Use routines to simplify your life
- ✓ Understand why you procrastinate and develop methods for tackling tasks
- ✓ Apply ideas and tools to make your household more productive and efficient

## *Time Management –Get Organized for Peak Performance*

### *Recommended Prerequisites*

*No prerequisites are required for this course.*

### *Course Overview*

*Time is money, the saying goes, and lots of it gets lost in disorganization and disruption. We also deal with a constant barrage of technology, people, and tasks that can contribute to that disorganization. Many people find that they flit from one task to another, trying to get everything done.*

*In this course you will learn how to make the most of your time by getting a grip on your workflow and office space, using your planner effectively, and delegating some of your work to other people.*

### *Learning Objectives*

- ✓ *Better organize yourself and your workspace for peak efficiency*
- ✓ *Understand the importance of, and the most useful techniques for, setting and achieving goals*
- ✓ *Identify the right things to be doing and develop plans for doing them*
- ✓ *Learn what to delegate and how to delegate well*
- ✓ *Take control of things that can derail your workplace productivity*

*Recommended Prerequisites*

*No prerequisites are required for this course.*

*Course Overview*

*Change is something that excites people who love opportunities for growth, to see and learn about new things, or who like to shift the status quo. Some changes, however, are harder to adjust to and lead to expressions of resistance and anger. We can take concrete steps to make change more palatable by understanding people's hesitation, enlisting the help of others, setting up plans, and managing stressors. These steps can also ensure that desired changes are implemented successfully. In this course, you will learn how to manage and cope with change and how to help those around you too.*

*Learning Objectives*

- ✓ *Accept there are no normal or abnormal ways of reacting to change, but that we must start from where we are*
- ✓ *See change not as something to be feared and resisted but as an essential element of the world to be accepted*
- ✓ *Understand that adapting to change is not technical but attitudinal. Change is not an intellectual issue but one that strikes at who you are*
- ✓ *Recognize that before we can embrace the way things will be, we may go through a process of grieving, and of letting go of the way things used to be*
- ✓ *See change as an opportunity for self-motivation and innovation*
- ✓ *Identify strategies for helping change be accepted and implemented in the workplace*

## Active Listening

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*Communication skills are at the heart of everything we do each day, whether at home, at work, or at play. Active listening encompasses the best of communication, including listening to what others are saying, processing the information, and responding to it in order to clarify and elicit more information. This course will help participants develop and practice their active listening skills.*

### Learning Objectives

- ✓ *Define active listening and its key components*
- ✓ *Identify ways to become a better listener*
- ✓ *Use body language to reflect a positive listening attitude*
- ✓ *Understand the difference between sympathy and empathy, and when each is appropriate*
- ✓ *Create a listening mindset using framing, positive intent, and focus*
- ✓ *Be genuine in your communications*
- ✓ *Understand the communication process*
- ✓ *Ask questions, probe for information, and use paraphrasing techniques*
- ✓ *Build relationships to create an authentic communication experience*
- ✓ *Identify common listening problems and solutions*

*Recommended Prerequisites*

*No prerequisites are required for this course.*

*Course Overview*

*Have you ever wondered why it seems so difficult to talk with some people, yet so easy to talk with others? Can you recall an occasion where you met someone for the first time and immediately liked that person? Something about the individual made you feel comfortable.*

*A major goal of this course is to help you understand the impact your communication skills have on other people. You will also explore how improving these skills can make it easier for you to get along in the workplace, and in life.*

*Learning Objectives*

- ✓ *Identify common communication problems that may be holding you back*
- ✓ *Develop skills to ask questions that give you information you need*
- ✓ *Learn what your non-verbal messages are telling others*
- ✓ *Develop skills to listen actively and empathetically to others*
- ✓ *Enhance your ability to handle difficult situations*
- ✓ *Deal with situations assertively*

### Recommended Prerequisites

No prerequisites are required for this course.

### Course Overview

Anger is a universal experience. Dogs get angry, bees get angry, and so do humans. You don't have to be a psychologist to know that managing anger productively is something few individuals, organizations, and societies do well. Yet research tells us that those who do manage their anger at work are much more successful than those who don't.

The co-worker who can productively confront his teammate about his negative attitude increases his team's chance of success as well as minimizes destructive conflicts. The customer service agent who can defuse the angry customer not only keeps her customers loyal but makes her own day less troublesome. This course is designed to help give you and your organization that edge.

### Learning Objectives

- ✓ Recognize how anger affects your body, your mind, and your behavior
- ✓ Use the five-step method to break old patterns and replace them with a model for assertive anger
- ✓ Use an anger log to identify your hot buttons and triggers
- ✓ Control your own emotions when faced with other people's anger
- ✓ Identify ways to help other people safely manage some of their repressed or expressed anger
- ✓ Communicate with others in a constructive, assertive manner

*Recommended Prerequisites*

*No prerequisites are required for this course.*

*Course Overview*

*This course is a tool for your leadership development. It is designed to help you create and accomplish your personal best, and to help you lead others to get extraordinary things done.*

*At its core, leadership means setting goals, lighting a path, and persuading others to follow. But the responsibility entails much more. Leaders must get their message out in a way that inspires, make the most of their limited time, and build roads to precious resources. They must negotiate alliances, improve their colleagues, and align the ambitions of the many with the needs of the organization.*

*What makes for a great leader? Is it something to do with inward characteristics, such as confidence and focus? Is it more about outward presence, including charm and compassion? Or is it about the ability to create a vision and get others to commit to it?*

*The answer is all of the above. By accepting the challenge to lead, you come to realize that the only limits are those you place on yourself.*

*Learning Objectives*

- ✓ *Define your role as a manager and identify how that role differs from other roles you have had*
- ✓ *Understand the management challenge and the new functions of management*
- ✓ *Discover how you can prepare for and embrace the forces of change*
- ✓ *Identify ways to get you and your workspace organized and get a jump on the next crisis*
- ✓ *Identify your leadership profile and explore ways to use this knowledge to improve your success as a manager*
- ✓ *Enhance your ability to communicate with others in meetings and through presentations*
- ✓ *Create an action plan for managing your career success*

### Course Overview

*For managers in today's business world, it's essential to have a working knowledge of finance. We all play a role in our organization's financial health, whether we realize it or not. If you don't have training or a background in finance, you may be at a disadvantage as you sit around the management table.*

*Understanding the cycle of finance will help you figure out where you fit into your company's financial structure, and how to keep your department out of the red. This course will help you prepare budgets and make decisions with confidence.*

### Learning Objectives

- ✓ *Define basic financial terminology*
- ✓ *Prepare a budget of any type or size*
- ✓ *Get your budget approved*
- ✓ *Perform basic ratio analysis*
- ✓ *Make better financial decisions*

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*If you and the people who work with you don't understand where the company is going, they may all develop their own priorities and actually prevent you from getting where you need to be. Part of getting everyone on board is creating a strategic plan complete with the organization's values, vision, and mission. Then, there's the challenge of bringing these principles to life in a meaningful way that people can relate to. This course will help you describe what you want to do and get people where you want to go.*

### Learning Objectives

- ✓ *Identify the values that support the company*
- ✓ *Define the vision for the company*
- ✓ *Write a mission statement that explains what the company's purpose is*
- ✓ *Complete meaningful SWOT analyses*
- ✓ *Apply tools and techniques to create a strategic plan that directs the organization from the executive to the front line*
- ✓ *Implement, evaluate, and review a strategic plan*
- ✓ *Identify how related tools, such as the strategy map and balanced scorecard, can help you develop a strategic plan*

Anger Management – Understanding Anger

Recommended Prerequisites

No prerequisites are required for this course.

Course Overview

Anger is a universal experience. Dogs get angry, bees get angry, and so do humans. You don't have to be a psychologist to know that managing anger productively is something few individuals, organizations, and societies do well. Yet research tells us that those who do manage their anger at work are much more successful than those who don't.

*The co-worker who can productively confront his teammate about his negative attitude increases his team's chance of success as well as minimizes destructive conflicts. The customer service agent who can defuse the angry customer not only keeps her customers loyal but makes her own day less troublesome. This course is designed to help give you and your organization that edge.*

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- ✓ Communicate with others in a constructive, assertive manner

## Coaching and Mentoring

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*Coach, Mentor, Role Model, Supporter, Guide... do these words ring a bell? Being a coach involves being able to draw from several disciplines. Coaching is based on a partnership that involves giving both support and challenging opportunities to employees. Mentorship is a related skill that is often a part of coaching. It's about being a guide, offering wisdom and advice when it is needed.*

*Knowing how and when to coach (and when to use other tools, like mentoring) is an essential skill that can benefit both you and your organization.*

### Learning Objectives

- ✓ *Understand how coaching can be used to develop your team*
- ✓ *Develop the coaching and mentoring skills that help improve individual performance*
- ✓ *Demonstrate the behaviors and practices of an effective coach*
- ✓ *Recognize employees' strengths and give them the feedback they need to succeed*
- ✓ *Identify employee problems and ways you can help to correct them*

## Conquering Your Fear of Speaking in Public

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*Do you get nervous when presenting at company meetings? Do you find it hard to make conversation at gatherings and social events? Do you lock up in awkward social situations? If so, this course is just for you! It's aimed at anybody who wants to improve their speaking skills in informal situations. We'll give you the confidence and the skills to interact with others, to speak in informal situations, and to present in front of small groups.*

### Learning Objectives

- ✓ *Speak with more confidence in one-on-one conversations*
- ✓ *Feel more confident speaking socially or small groups such as meetings*
- ✓ *Practice developing these skills*

Recommended Prerequisites

*No prerequisites are required for this course.*

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Course Overview

*A great presenter has two notable qualities: appropriate skills and personal confidence. Confidence comes from knowing what you want to say and being comfortable with your communication skills. In this course, you will master the skills that will make you a better speaker and presenter.*

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Learning Objectives

- ✓ *Establish rapport with your audience*
- ✓ *Learn techniques to reduce nervousness and fear*
- ✓ *Understand your strengths as a presenter and how to appeal to different types of people*
- ✓ *Recognize how visual aids can create impact and attention*
- ✓ *Develop techniques to create a professional presence*
- ✓ *Learn some different ways to prepare and organize information*
- ✓ *Prepare, practice, and deliver a short presentation*

Recommended Prerequisites

*No prerequisites are required for this course.*

Course Overview

*Meetings come in all shapes and sizes, from the convention to a quick huddle in an office hallway. This course will be concerned with small working meetings; with groups that have a job to do requiring the energy, commitment, and talents of those who participate.*

*Members of such a group want to get some kind of result out of their time together: solving problems, brainstorming, or simply sharing information. At its best, such a group knows what it is about, and knows and utilizes the strengths of individual members.*

Learning Objectives

- ✓ *Understand the value of meetings as a management tool*
- ✓ *Recognize the critical planning step that makes meeting time more effective*
- ✓ *Identify process tools that can help create an open and safe forum for discussion*
- ✓ *Develop and practice techniques for handling counterproductive behaviors*

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*Teams are an important building block of successful organizations. Whether the focus is on service, quality, cost, value, speed, efficiency, performance, or other similar goals, teams are the basic unit that supports most organizations.*

*With teams at the core of corporate strategy, your success as an organization can often depend on how well you and other team members operate together. How are your problem-solving skills? Is the team enthusiastic and motivated to do its best? Do you work well together? This course can help you get there!*

### Learning Objectives

- ✓ *Understand the value of working as a team*
- ✓ *Develop team norms, ground rules, and team contracts*
- ✓ *Identify your team player style and how it can be used effectively with your own team*
- ✓ *Build team trust*
- ✓ *Identify the stages of team development and how to help a team move through them*
- ✓ *Recognize the critical role communication skills will play in building and maintaining a team atmosphere*
- ✓ *Identify ways that team members can be involved and grow in a team setting*

## Facilitation Skills

### Recommended Prerequisites

*No prerequisites are required for this course.*

### Course Overview

*It is impossible to be part of an organization today and not attend meetings. Staff meetings, project meetings, and planning and coordinating meetings all take time.*

*There has been a growing realization that we have to pay attention to the process elements of meetings if we want them to be effective. With its focus on asking rather than telling, and listening to build consensus, facilitation is the new leadership ideal, the core competency everybody needs. Managers and supervisors are often asked to facilitate rather than instruct or manage their meetings and training sessions.*

*How can you facilitate, rather than control, group decision-making and team interaction? With no formal training, people may find it difficult to make the transition from instructors or managers to facilitators.*

*This course has been created to make core facilitation skills better understood and readily available for your organization. It represents materials and ideas that have been tested and refined over twenty years of active facilitation in all types of settings.*

### Learning Objectives

- ✓ *Distinguish facilitation from instruction and training*
- ✓ *Identify the competencies linked to effective small group facilitation*
- ✓ *Understand the difference between content and process*
- ✓ *Identify the stages of team development and ways to help teams through each stage*
- ✓ *Use common process tools to make meetings easier and more productive*

