

ASSESS • DEVELOP • OPTIMIZE • MITIGATE RISK • INSPIRE

2023-24 Solutions Catalog



The TALENTTM
AUTHORITY

**Talent Development Solutions
Delivered Globally**

www.TheTalentAuthority.com

TALENT ACADEMY OBJECTIVES



- Create greater leader self-awareness so that leaders have a roadmap for success.
- Adapt natural leadership tendencies to better lead, motivate, direct, and develop direct reports.
- Communicate more effectively and provide feedback for greater impact and action in others.
- Coach to proactively boost the productivity of performers and build competence in those that may be falling short.
- Deal with conflict by having employees take ownership of their conflict and providing support for overcoming conflict.
- Engage and retain talent by identifying what matters most to each and then responding appropriately.
- Drive change by identifying those that are resisting and tailoring an approach to gain their buy in.
- Diagnose the root causes of team conflict and non-collaboration. Apply concepts learned in a capstone case study.

Delivered one half-day (8:30 AM to 12:30 PM Pacific) every week comprising 8 total sessions.

2023-24 Open Enrollment Fee & Registration Details

\$275 per registrant state subsidized (CA employees)*

\$950 per registrant non-subsidized (1 or 2 registrants)

Save 10% when registering 3 or more in one cohort (non-subsidized registrations only)

* **State Subsidized:** Pre-authorized to use Talent Authority's CA state funding. Contact Training@TheTalentAuthority.com for details. Once materials are sent, employers will be invoiced for missed sessions / ineligible trainees at \$100 per session (max \$800). \$275 enrollment fee, once invoiced, is non-refundable. Trainees must earn at least \$22.66 or more per hour (see registration details).

Registration Details

Facilitation via Zoom. Trainees need to be in a private space **with (1) a computer, (2) webcam on and (3) connected audio** (phone or computer).

Binders with materials, planners, resources will be sent via USPS one week before program starts.

To Register and Find More Dates:
www.TalentAcademyForLeaders.com

2023-24 Virtual Cohort Dates | 8:30a-12:30p (Pacific)

| | 2023 Wednesdays | 2023 Tuesdays | 2024 Thursdays | 2024 Tuesdays | 2024 Wednesdays |
|---------------------------------|--------------------|------------------|-------------------|------------------|--------------------|
| 1 Competencies Developed | | | | | |
| 1 Leading Behaviors | Sep 6 | Oct 31 | Jan 25 | Mar 19 | May 15 |
| 2 Everything DiSC Style | Sep 13 | Nov 7 | Feb 1 | Mar 26 | May 22 |
| 3 Communications | Sep 20 | Nov 14 | Feb 8 | Apr 2 | May 29 |
| 4 Coaching | Sep 27 | Nov 21 | Feb 15 | Apr 9 | Jun 5 |
| 5 Conflict | Oct 4 | Nov 28 | Feb 22 | Apr 16 | Jun 12 |
| 6 Engagement Retention | Oct 11 | Dec 5 | Feb 29 | Apr 23 | Jun 19 |
| 7 Change | Oct 18 | Dec 12 | Mar 7 | Apr 30 | Jun 26 |
| 8 Teamwork | Oct 25 | Dec 19 | Mar 14 | May 7 | Jul 3 |

*In Person, Instructor-Led Customized Training Available contact **Jeffrey Hull** (jeff@TheTalentAuthority.com)*

Organizational success is based on its TALENT. Using research-based experiential learning methodologies, Talent Authority specializes in talent development and management solutions. Talent Authority engages individuals to actively apply the skills, practices, and core competencies they have acquired to achieve the success their organization requires. Talent Authority has targeted development and coursework for:

Mid-to-Senior Level Leaders | Leadership | Team Members

Multi-Day Competency Development.

Available in half or full-day format in-person and virtual these multi-day experiences are customizable to best meet organizational and group needs. Our highly popular Talent Academy for Leaders is available as an open enrollment / public program where a small group of individuals can be enrolled.

- [Mid-Level Leader Development](#) 4-20 hours Page 4 Private Only
- [Talent Academy for Leaders](#) 32 hours Page 2 & 4 Open Enrollment or Private
- Talent Academy for Supervisors 16 hours Page 4 Private Only
- [Dare to Lead™](#) 16 hours Page 14 Private Only
- [Performance Academy for Talent](#) 28 hours Page 4 Private Only

Competency Development by Module.

Available in half or full-day format in person and virtual. These topics are delivered on demand and customizable to meet organizational and group needs. **Select two or more modules to create a custom program or allow our specialists help you select.**

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Talent Academies

16 - 32 Hours

English

Mid-to-Senior

Leadership

Team Member

Development for Mid-Level Leaders

Specifically designed for busy mid-level leaders that are tasked to produce results through teams of individuals, Talent Authority offers two customized approaches, which blend organizational requirements with individual leader needs. Participants receive situational self-awareness regarding everyday leadership tendencies, leadership in stressful situations and the environment they will foster as a leader. This insight is then applied to mid-level leadership competencies, which are customized according to individual and organizational needs. Learn more at: <https://www.thetalentauthority.com/mid-level-leader-development> We also offer development options for [senior and executive-level leaders](#).

- Leadership Forecast Assessment/Debrief
- Styles and Communicating
- Coaching as a Leader of a Leader
- Implementing Change
- Mastering Decisions
- Influencing Stakeholders
- Instilling Team Innovation
- Making Strategy a Reality.

Talent Academy for Leaders. Our most popular program!

Core leadership skills packaged in an 8-module, 8-week program that is available to be customized and delivered in-person on-site OR available as an open enrollment virtual public program. See page two and learn more at: <https://www.thetalentauthority.com/talentacademyforleaders>

Talent Academy Bootcamp for Supervisors, Leads and Team Members

Individual contributors are often promoted into supervisory positions based primarily on technical abilities. This transition from “peer to boss” is challenging and without the proper training, these newly promoted supervisors are likely to struggle with their new teams. Supervisors require insight to help them identify what type of leader they are and/or would like to be, how to better communicate across organizational levels, coach, and handle conflict productively. This bootcamp style program includes the first four modules of the Talent Academy for Leaders. **Available in Spanish.** Contact us for in person or virtual delivery for a group(s) of supervisors or leads.

- Leadership Behaviors / Self-Awareness
- DISC Styles
- Communications
- Coaching

Performance Academy for Talent.

Elevate the performance of individuals, teams and departments with the Performance Academy for Talent. This program is geared toward any high-potential employee or leader that needs to have more impact. Impact on people. Impact on profitability. Impact on productivity. In this program, they gain greater understanding of themselves, the way they influence, innovate, make decisions, interview, build trust, execute on key priorities. Learn more at:

<https://www.thetalentauthority.com/performanceacademyfortalent>

We sell and implement the most popular employer assessments. Schedule time to speak to our experts and choose the assessment that will best meet your organization's needs. Email us at training@TheTalentAuthority.com so that we can provide deeper insight into why you should implement any of these assessments using Talent Authority's expertise. Brief highlights include



The gold standard for personality assessments. Used by Fortune 100 companies in hiring, developing and selecting high-potential talent. Talent Authority is excited to offer this to our clients and prospects. See page 6 or visit:

www.TheTalentAuthority.com/HoganLeadershipForecastSeries



Licensed at an organizational or facility-level. As a standard implementation, includes unlimited job targeting, behavioral and cognitive assessments along with associated reports and solutions. All Talent Authority training modules have the option to include PI methodologies. Our training is not available through PI or a certified partner. <https://TheTalentAuthority.com/PredictiveIndex>



Talent Authority utilizes EverythingDiSC as the central philosophy in our leadership development programs. It is licensed at an individual level. Includes access to individuals results online, including comparison reports to others who have taken the assessment. Perfect addition to kick-off a leadership development program or as a standalone module by itself. See page 18 or

<https://www.TheTalentAuthority.com/disc>



The EQ-I 2.0 and companion 360 feedback is licensed at an individual level. We recommend pairing the results with the Emotionally Effective Leader Workshop. Visit the site below.

<https://www.TheTalentAuthority.com/eq>



Licensed at an individual level. Includes individual results and can also be deployed to an intact team of individuals on a regular basis to see trend data over time. Pair with a Five Behaviors workshop (page 36). <https://www.TheTalentAuthority.com/5behaviors>



A low-cost productivity tool that integrates the likes and dislikes of team members. Receive key insight into why people gravitate to certain aspects of a project. Learn more here:

<https://www.TheTalentAuthority.com/WorkingGenius>

Employee Engagement
Surveys by Talent Authority

Our employee engagement survey measures employee perceptions in four dimensions: Job, Manager, Organization and People/Team. Learn more at <https://www.TheTalentAuthority.com/Engagement>



Behavior | Personality

1-4 Hours

English

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior Level Course: Leadership Forecast Series

Hogan's Leadership Forecast Series is the gold standard for personality assessments, specifically designed for the business community. Unlike other assessments that measure how an individual sees themselves, the assessment measures how others' view the individual. It accounts for the adjustment individuals make (or do not make) in their personality to accomplish a task or interaction. This is the missing piece in other assessments. And, why other assessments don't resonate with individuals like this assessment Series does. We incorporate this solution into our mid-level leader development, executive coaching and senior team building.

We will deploy an assessment for a mid-level or senior-level leader and conduct a 90-minute one-on-one debrief with them. If a senior team of leaders would benefit from better understanding one another, we can supplement the one-on-one debriefs with a collective group debrief (2 to 4 hours) so they can better understand one another and increase the effectiveness of the team (and organization).

Leadership Course

Is the workplace behavior of some inconsistent and causing confusion for others? Is revenue generation hitting a slump? Could sales be better? Are some team members performing to goal and others failing to hit baseline? Are new hires meeting expectations or are some falling short in their performance? Does it take some business units longer to bond and become a cohesive team? Do some leaders hesitate to delegate and others delegate too much? Are there noticeable engagement gaps? Is the threat of high performing employees leaving an ever-present concern? Have you hired individuals for what they know and terminate them because of who they are?

If any of these issues resonate with you, reevaluate how behavior impacts workplace performance. Self-awareness is a trait 95% of people feel they possess. Shockingly only 15% of the population is self-aware. Leaders need to embrace this critical insight prior to building their competencies.

Let us work with you to select the assessment that will best meet organizational or individual needs and deploy that to an individual or group / team. We will supplement the assessment with a 2-4 hour workshop.

Team Member Course

Is the workplace behavior of some team members inconsistent and causing confusion for others? Are team members aware of their behavioral tendencies while others are not? Behavior dictates individual responses and as a result, their interactions within the workplace. It is crucial that team members understand their tendencies and their peers so that teams become even more effective. We'd recommend the DISC Workplace assessment and a 2-4 hour workshop for this level.



Business Grammar | Writing

4 hours

English

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior | Leadership | Team Member Courses

Grammar and Mechanics of Writing (2-4 hours)

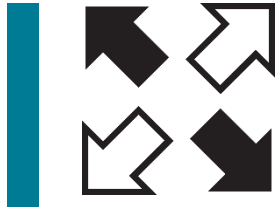
If you write for your job, you know that you need to create the best impression possible with your written work. But if you don't understand the basics of English grammar, putting sentences together correctly can be a challenge. And without understanding grammar terms, you may not be able to find the answers you need to fix your mistakes. In this course, we will cover everything you need to know to write grammatically correct sentences. If you are not sure where to put the commas, what the right verb tense to use, or how to use pronouns and prepositions, this class is for you.

Business Writing Essentials (2-4 hours)

As more people interact directly with customers and colleagues, we rely heavily on writing. Writing is a skill that every business professional needs to master for effective communication. In this class, we will cover the principles of business communication. You will learn simple steps to make writing easier and help you overcome your fear of writing. We will discuss how to get the results you want from your writing through clear, concise communication.

Bias Free Writing (2 hours)

Unknowingly a writer may use language that implies bias or a judgmental attitude. When that happens, the audience may disregard the message or even take offense. Sensitivities with language may include gender, ethnicity, disability, sexual orientation, social status and ageism. In this course, we explore the writer's audience, past writing samples and plan more effective, bias-free writing and presentations going forward. Content of this session can be incorporated into any other writing course.



Change

4 Hours

English | Spanish

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior Level Course

Leaders at the mid and senior level are expected to implement and support change to drive the business forward, despite all the business challenges they face daily. And with increasing competition and the struggle to align goals, these leaders are placed in a difficult position of trying to understand the change they are handed, the change they created themselves, and the change they need to communicate to their team. But how can they lead change if they are not ready? Here, leaders learn the importance and the ability to skillfully drive change by understanding the role stakeholders, biases, differing viewpoints, communication, and buy-in plays.

This course will enable mid-to-senior level leaders to . . .

- Reduce employee feeling overwhelmed and de-motivated due to constant shifts in strategies, organizational structures, and fewer resources.
- Create capacity, focus, and competency to drive change in demanding conditions.
- Have greater awareness of their own personal preference and their team's preference toward change and how that preference may shift at each step of the change process.

Leadership Course (this is the 7th of 8 courses included in the Talent Academy for Leaders)

Most workplace change initiatives are not successful. For a change initiative to be successful, organizations need leaders who can turn resistance into support and inspire team members to take ownership. With change, it's not necessarily about "the what", but "the how." Leaders in this course learn the skills needed to get direct reports on-board more quickly with the change process, from implementation within the team to creating an agile business environment where people are more receptive to change and more committed to its success.

This course will enable leaders to . . .

- Hold team members accountable and avoid them sliding back into past, unproductive behaviors.
- Identify aspects of change within their control and sphere of influence.
- Move direct reports away from aspects of change that they have a tendency to dwell on.
- Gain support of team members to implement change.
- Be viewed as positive models who embrace change or resist it.

Team Member Course

Change is the expectation not exception in every organization. Change can be highly effective if employees embrace it. When leaders are unable to effectively set the expectations of change, then this course is the answer. Please request the course description: training@TheTalentAuthority.com.



Coaching

4 Hours

English | Spanish

Mid-to-Senior

Leadership

Mid-to-Senior Level Course

Not all coaching is created equal. Coaching as a leader of a leader is significantly different from coaching at the frontline. Senior-level leaders are expected to successfully lead across varying organizational structures, including generational and cross functional individuals while simultaneously continuing to grow the business. Tasked with so many different factors, these leaders need to develop multi-directional coaching skills because one size does not fit all for team members. Most often, coaching deal with behavior versus tasks. For more effective team interactions, leaders learn a proactive and introspective approach.

This course will enable mid-to-senior level leaders to . . .

- Create confidence to coach leaders of leaders.
- Empowered other leaders to confidently coach resulting in a coaching culture from top to bottom.
- Reduce their need to share their expertise and, instead, engage in active listening and asking agile questions to identify underlying issues and guiding the coachee choose the best course of action.
- Focus on behaviors that impact performance, engagement, and retention versus the task at hand.

Leadership Course (this is the 4th of 8 courses included in the Talent Academy for Leaders)

Organizations can no longer settle for just decent coaching from their leaders. In today's faced paced workplace, leaders must possess the ability to quickly assess business priorities, the capabilities of internal talent, and expertly navigate the coaching necessary to build successful teams. Leaders must inherently know when to optimize each coaching opportunity because the excuse of not having time is no longer acceptable. Leaders must recognize both high and under-performing individual contributors; and have the skills to coach for improvement. Here, leaders learn four critical coaching techniques that will assist them in challenging situations and conversations. Guidance is provided to leaders on how to ask those effective and insightful questions, how to increase employee engagement, and how to acknowledge and/or demonstrate appreciation.

This course will enable leaders to . . .

- Coach purposefully by seeking versus telling.
- Seek feedback from others to see the whole picture versus directing actions.
- Appreciate direct reports and team members for their contributions.
- Utilize different coaching techniques for top performers versus average performers.

Talent Tip. We offer one-one-one coaching for all organization levels. Coaching typically includes a variety of assessments and a 3, 6, 9 or 12-month engagement.



Collaboration

4 Hours

English | Spanish

Leadership

Team Member

Leadership Course | Team Member Course

Organizations today require individual contributors to be adept at handling workplace demands such as increased productivity, improved work quality, reduced turn time, decreased costs, and excellent customer service experiences. These business objectives require everyone at all levels of the organization to be expert communicators. Not everyone is an effective communicator. Leaders and team members alike must be able to communicate across all levels, while collaborating towards success. Using the right words, body language, and listening skills must be the standards and best practices that everyone within an organization must have and use.

In this course, individuals learn practical tools that may be applied on a daily basis to ensure a collaborative and respectful environment that will build more cohesive teams that will impact the bottom line through more positive employee and customer interactions.

This course will enable participants to. . .

- Intentionally send the right message verbally or visually.
- Creating helpful relationships that boost morale.
- Become more aware of how body language and non-verbal cues affect their interactions and the results they receive.
- Become better listeners.
- Have better workplace interactions and relationships because small differences are avoided so they do not become larger issues that impact more than two individuals.
- Have more respectful and collaborative interactions.
- Create clear and uncomplicated emails eliminating confusion, conflict and lost productivity.



Communication

4 Hours

English | Spanish

Leadership

Team Member

Leadership Course (this is the 3rd of 8 courses included in the Talent Academy for Leaders)

Do more and be more. Leaders hear this within their organization; however, are not given tools to make this happen. The foundational tool is a set of strong interpersonal skills giving leaders the ability to inspire action in others. Leaders who possess these tools can better accomplish goals by mobilizing and engaging organizational talent. In this course, leaders learn the best practices in how to establish rapport, build trust, include others, foster accountability, and motivate talent. They also learn the fundamentals of providing feedback and documenting conversations to ensure tasks are successfully completed.

This course will enable leaders to . . .

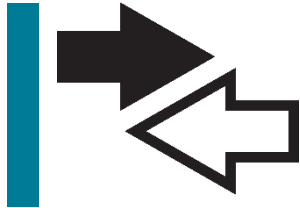
- Connect effectively and inspire action in others.
- Be more supportive and approachable by demonstrating empathy.
- Provide ongoing and effective feedback for team members so that they can be successful.
- See their role as a developer of talent versus a “commander and controller.”
- Inspire team members to be more result oriented because they feel valued and appreciated.

Team Member Course

Technical skills have been viewed as being more valuable than good people skills. By overly emphasizing technical skill success, organizations fail to fully optimize the role teamwork and interpersonal skills plays. Without effective interpersonal skills to transform an individual contributor from a good to exceptional performer, organizations are doing themselves a disservice. This course provides individual contributors with skills to communicate more effectively with peers, customers, and leaders while building rapport, strengthening relationships, and achieving results through collaboration across all levels of the organization.

This course will enable team members to . . .

- Communicate in clear and effective ways with peers, customers, and senior leaders.
- Create more trust and cooperation amongst team members and colleagues.
- Provide more satisfaction to internal and external because of their treatment.
- Build stronger business relationships with others.
- Provide and be receptive to more frequent feedback.



Conflict

4 Hours

English | Spanish

Leadership

Team Member

Leadership Course (this is the 5th of 8 courses included in the Talent Academy for Leaders)

Organizations today require individual contributors to be adept at handling workplace demands such as increased productivity, improved work quality, reduced turn time, decreased costs, and excellent customer service experiences. A natural and unfortunate byproduct of these challenges is conflict. Many people fear conflict or avoid conflict. Productive conflict is good. Unproductive conflict, if allowed to escalate, may lead to poor results and damaged working relationships. Productive conflict will lead to new discoveries, innovative breakthroughs and new business developments.

Leaders learn how to recognize the early signs of destructive conflict and how to de-escalate situations by taking appropriate and timely action to minimize damage amongst team members. They will also be introduced and have ample opportunity to practice using the key interpersonal skills that focus on resolutions tactics that will resolve conflict before it impacts performance, profitability, or productivity.

This course will enable leaders to . . .

- Recognize the signs before conflict arises and escalates.
- Provide more attention to conflict before it escalates out of control and impacts performance, profitability, or productivity.
- Address conflict when it is affecting productivity and/or morale.
- Mediating a conflict between two or more individuals.
- Hold individuals accountable for their role in conflict.

Team Member Course

Given increasing work demands, team members must be able to communicate effectively, collaborate with others, and deal with inherent and frequent conflicts that arise in a positive manner. When this does not happen and leaders are unable to handle the conflict or the conflict is too overwhelming for them to act upon, this course is the answer. Please contact us at training@TheTalentAuthority.com for a course description.

Talent Tip. Consider a training course that includes an assessment! See Productive Conflict on page 18.



Customer Service

4 Hours

English

Leadership

Team Member

Leadership Course

To “fix” poor customer experiences, organizations may implement three-month, one-year, or three-year service initiatives to return to a more customer-service focused approach. However, creating and maintaining a service culture is not a one-time, skills-training event but rather an ongoing organization-wide commitment. It likely is part of a long-term strategic plan. Without service leaders and team members to drive excellence in the customer experience, the success of any service initiative will hit roadblocks. Once strategic focus is defined and friction points identified, service leaders need to surgically make service vision a reality and empower the team to enact solutions. In this course, leaders learn how to identify roadblocks and utilize five key practices to drive excellence in customer experience.

This course will enable leaders to . . .

- Understand friction points that are preventing achieving excellent customer experiences
- Address the obstacles within the service culture
- Empower team members to drive customer excellence
- Increase customer loyalty through an actionable plan

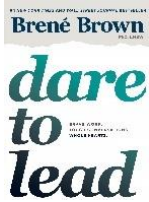
Team Member Course

Brand loyalty is difficult to maintain. It’s critical for every organization to provide superior customer service to stay in pace with or ahead of the competition. Gaining, building, and keeping customers engaged is an ongoing challenge and is a top priority; however, it is often left with entry-level service providers. Often, they know how to have a friendly, positive customer interaction but lack the skills to handle conflict, dissatisfied customers, and service requests that are beyond their control. They also lack the understanding of how poor interactions exponentially impact the organization’s bottom line when a dissatisfied customer feels their needs have not been met. This course equips frontline service providers with the critical skills that are necessary to provide high-quality customer service experiences, including how to turn dissatisfied, upset customers into satisfied, long term loyal customers.

This course will enable team members to . . .

- Respond effectively to dissatisfied customers
- Recognize when a situation is worsening and how to mitigate the conflict with the customer
- Identify opportunities to engage customers in a meaningful way that encourages team members to provide honest feedback without blaming others
- Truly listen to the customer, respond appropriately and take action to handle the service issue

Talent Tip. We strongly suggest starting a Customer Service training initiative with the Customer Service / Sales assessment and training course (page 18). This will supersize your training results!



Dare to Lead™

1, 2 or 3 full days

English

Mid-to-Senior

Leadership

Mid-to-Senior | Leadership Course

The one thing 150 C-suite leaders agree on is that we need braver leaders!

The good news is that these skills can be learned. Join us on a six-week journey to learn what it means to be a Brave Leader and how to bring these skill sets to your organization. Upon completion, attendees will gain the distinction of being [Dare to Lead™ Trained](#).

Brave leaders model the skill sets necessary for courage and create a culture that allows for innovation, growth, and creativity while constructively addressing challenges along the way.

The four skill sets that courageous leaders need include:

- (1) the ability to rumble with vulnerability
- (2) an understanding of trust and its characteristics
- (3) how to rise in the face of adversity, and
- (4) an understanding of their personal values.

Each skill set is teachable, observable, measurable and require self-awareness. This workshop, based on 20 years of Dr. Brené Brown's research, 400,000 pieces of data, and exclusive videos, will lead participants through exercises to increase self-awareness, build these courage skill sets, and utilize practical tools with teams.

This course will enable mid-to-senior level leaders and leaders to . . .

- Create a safe and meaningful culture
- Create teams that take risks based on courage and trust
- Apply the key components of brave leadership
- Commit to bringing your whole heart to work each day
- Be equipped to operationalize core values
- Give more meaningful feedback to teams



Decision Making

4 hours

English | Spanish

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior Level Course

Mid-to-senior level leaders routinely face complex situations and are forced to make high-impact decisions that require timely and effective resolutions impacting many individuals. Perhaps most challenging is that those decisions come with its own intricacies and dynamics that may pull a leader toward less-than-optimal and sometimes unexpected outcomes due to their own biases. Leaders learn this core leadership competency by recognizing, managing, and overcoming internal and external pressures that compromise their decision-making ability or worse, lead to undesirable and rushed decisions.

This course will enable mid-to-senior level leaders to . . .

- Understand how their own biases may impact how they make complex decisions, especially when pressed for time and when the stakes are high.
- Receive an assessment that indicates the intensity of their objectivity or subjectivity when making decisions.
- Minimize organizational biases that impacting a leaders' ability to make effective and objective decisions.
- Take long-term strategic intent and all key stakeholders into account, including the frontline.

Leadership Course | Team Member Course

Good decision making requires more than just picking the best option. It requires individuals to analyze the potential strengths and weaknesses of certain situations or opportunities, and based on the information available, make a decision that is best suited for their organization. Individuals will learn a methodical decision-making process by understanding the critical elements in achieving high-quality and effective decisions, and how to create the positive results they are aiming for. Individuals will hone their skills and confidence by reviewing options, examining criteria, and identifying which options are critical to success, and selecting the best course of action. Utilizing results-driven practices, learners avoid the common pitfalls that frequently undermine decisions.

This course will enable leaders to . . .

- Avoid automatically jumping to the most obvious alternative rather than creatively considering alternatives.
- Recognize signs of risks and possible roadblocks early in the decision making process.
- Gauge the potential gains and losses before arriving at a final decision.
- Make decisions based on objective and careful analysis versus intuition.
- Avoid taking action on one "great idea" without exploring different approaches and stakeholder input.



Delegation

4 hours

English

Leadership

Leadership Course

Delegation is a critical skill in today's challenging "do more with less" workplace environment. Leaders face countless workplace challenges while striving to meet ever-increasing business demands: changing motivators, fewer resources, varying engagement levels, remote employees, and global workforces to name a few.

Leaders learn how to prioritize the tasks that requires delegation, identify appropriate individual contributors, assess individual abilities and capacity, and engage in discussions to gain commitment levels from team members and stakeholders alike. A leader's success in tackling these business challenges is predicated on those critical discussions, authority for decision-making, amount of support, and measurable results. Leaders who effectively foster individual abilities and team member commitment successfully enhances the overall performance of both their teams and that of the organization. Leaders will plan for and apply the Interaction Essentials tools when having delegation discussions with their team members, to become effective delegators.

This course will enable leaders to . . .

- Spend less time on tasks that others can perform by utilizing appropriate tools to support them.
- Identify individuals to handle tasks and responsibilities that are part of their core strengths.
- Understand the difference between handling out a task versus being purposeful with delegation.
- Effectively monitor progress without becoming a roadblock to their team members.
- Build trust in their team member's ability to achieve critical business unit goals.

Talent Tip. Oftentimes, individuals are hard-wired to micromanage. Consider pairing this course with self-awareness.



Development of Talent

4 hours

English

Mid-to-Senior

Leadership

Mid-to-Senior Level Leadership Course

There is no question that mid-to-senior level leaders play a key role in driving the growth of their department and teams. Each day, these leaders are required to act on critical business initiatives through their talent. These leaders must then possess a strong understanding of the strengths and challenges of their team members and teams overall. They must possess a keen ability to define the current and future development needs to continue to grow their teams and address skill gaps. In conjunction, it is crucial to spot and develop high potential talent for future leadership role and to provide consistent feedback to all team members and executive management.

This course will enable mid-to-senior level leaders to . . .

- Recognize their role as a developer of talent and understand the pivotal role high-caliber talent plays for the organization's long-term success.
- Utilize a methodology to identify high potential talent.
- Provide development opportunities to leaders with strategic intent.
- Accurately assess the challenges preventing teams from achieving organizational goals and priorities.
- Develop talent for long term success.

Leadership Course

Talent development is critical in so many ways, whether it is attracting and retaining talent, driving employee engagement, or preparing future leaders. An organization's talent fuels success; however, there has been lackluster fuel for talent in most organizations. Development opportunities are crucial at all levels, from all leadership levels to those on the frontline. In this course, individuals will be introduced to key actions they can take to guide their own development along with the development of direct reports. They will be able to create meaningful development plans that support the organization's short and long-term needs, while fulfilling the development needs of individuals.

This course will enable leader to . . .

- Develop their talent as a priority rather than a time filler.
- Continue progress on development plans long after the plan was created.
- See their role as a developer of talent rather than a task master.
- Guide and support their team's development goals.
- Measure, monitor, and adjust development plans as needs shift.



Everything DiSC Courses

4 hours

English

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior | Leadership | Team Member Assessments and Courses

MANAGEMENT

This assessment and course is the 2nd of 8 courses included in the Talent Academy for Leaders.

Encourages managers and leaders to successfully engage, motivate, and develop their people. This assessment and course enable leaders to...

- Discover their personal management style.
- Receive insight into directing, delegating, and motivating.
- Implement strategies to support long-term development.

AGILE EQ

Develop the emotional intelligence necessary to support a thriving agile culture. This assessment and course enable individuals to...

- Discover their EQ strengths.
- Recognize their EQ potential.
- Commit to a customized strategy to build agility.

WORKPLACE

Engage every individual in building more effective relationships at work. This assessment and course will enable team members to...

- Become self-aware through in-depth self-discovery.
- Appreciate differences in work styles.
- Implement proven strategies for successful interactions.

PRODUCTIVE CONFLICT

Harness the power of conflict by transforming destructive behavior into productive responses. This assessment and course will enable individuals to...

- Increase their self-awareness around reactions to conflict.
- Recognize the impact different conflict responses have on others.
- Take the steps to change responses from destructive to productive.

SALES CUSTOMER SERVICE

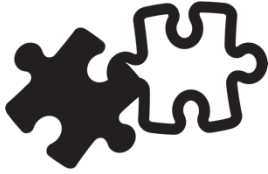
This assessment and course will enable sales and customer service professionals to...

- Discover their personal sales and customer service style
- Recognize the differences of customers and utilize a customized strategy for each of their unique needs.
- Adapt their approach to meet customer needs.

WORK OF LEADERS

Create impactful leaders through the process of Vision, Alignment, and Execution. This assessment and course will enable individuals to...

- Implement a simple, compelling model of leadership
- Receive personalized insights to leverage their strengths and overcome challenges.
- Create a clear path for improvement.



Diversity | DEI

4 hours

English

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior | Leadership | Team Member Course

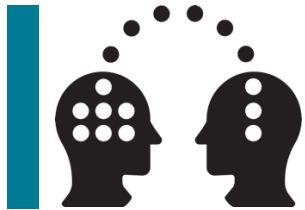
Recognizing bias is critical in diversity and inclusion efforts. This program gives participants an opportunity to gain more self-awareness, knowledge and skills about workplace diversity and inclusion. From recognizing the positive impact diversity and inclusion has on the bottom line to challenging our everyday assumptions and unknown biases, participants will be on a journey to embrace our differences and utilize these differences in a positive manner. Individuals who are more self-aware are able to propel an organizations diversity and inclusion efforts. A famous quote from diversity and inclusion expert, Verna Myers, sums up the philosophy of this course: "Diversity is being invited to the party; inclusion is being asked to dance."

This course will enable participants to . . .

- Recognize the positive impact of diversity and inclusion.
- Encourage and maintain a respectful workplace.
- Identify behaviors that may devalue another individual.
- Become self-aware of individual assumptions and biases.
- Encouraged individuals to learn about others' differences.

Talent Tip

We suggest that the above course be delivered to leaders first so that they are able to support and have a dialogue with team members after they complete their course. We customize the course accordingly and recommend that leaders receive approximately 3 hours and team members receive approximately 2 hours. Courses can be lengthened or shortened given organizational objectives.



Emotional Intelligence

4 hours

English

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior | Leadership | Team Member Course

Individuals need their teams. And, to effectively lead them and work in them, they must have the emotional intelligence to handle the challenges that come with it. Individuals need to understand how developing and growing their own emotional intelligence (EQ) significantly impacts and improves the overall performance, performance of their teams, their partnerships with external and internal stakeholders, and the success of the organization. Knowing how to assess their own EQ prevents emotional hijackings within the workplace, providing individuals with the tools needed to minimize daily interferences, improve individual performance, advance team priorities and achieve organizational objectives.

This course will enable participants to . . .

- Prioritize people over operations, especially when faced with intense pressure, since people handle the operational aspects.
- Read the tone of the workplace, its people, and overall impression the organization has.
- Reduce or eliminate being emotionally hijacked because of its impact on others' performance.
- Meet expectations in creating and fostering a high-performance on a daily basis that will create a high-trust work environment.
- Understand the impact that their behavior has on others' as well as organizational and departmental performance.

Talent Tip:

This course includes a self-assessment. As a course and assessment offering, you may also want to compare the EQ-I 2.0 or IQ-I 360. Learn more here: <https://www.thetalentauthority.com/eq>



Employment Law

4 hours

English | Spanish

Mid-to-Senior

Leadership

Mid-to-Senior | Leadership Course

Today's workplace is a minefield of unintended offences, especially for newer leaders who are now agents of the company. All it takes is to make an unintended comment, ask the wrong question, fail to speak up, or fail to take action and a legally-charged situation may be created, which costs the organization time, money and resources. This course provides legal preventative maintenance that every leader needs. Leaders learn the top practices of employment laws, including California specific examples. Through case studies, "what would you do scenarios," and real-life examples of what not to do, leaders are better equipped to be complaint, minimizing legal risk. This course can be tailored for state or organization-specific policies and laws.

This course will enable leaders to . . .

- Become keenly aware of their role as "agent of the company" and understand what their actions means for the organization.
- Say and do things that are not problematic because they are aware of the legal rationale behind policies and procedures.
- Stop trying to "fix" an employment-related issue that they become aware of or may have caused.
- Interact with team members as a leader and not as a peer.
- Recognize the increasing complexity of labor and employment laws and practices.

Talent Tip

Our HR and Compliance Training Specialists have a wide variety of compliance-related training content. If you have a training need around a compliance topic like reasonable suspicion, leaves, wage/hour law, terminations, or even a need for compliance training for your HR or executive team, please contact us.



Engagement | Retention

4 hours

English

Leadership

Leadership Course (this is the 6th of 8 courses included in the Talent Academy for Leaders)

Without question employee engagement is the primary driver behind successful business strategy execution. Research has proven that satisfied and motivated employees equate to higher organizational performance. No one directly affects engagement more than the employee's immediate leader. These leaders set the tone for engagement and retention so everyday actions matter. The cost of a disengaged employee is extraordinary since those disengaged impact those that are engaged. Leaders learn how to conduct insightful discussions that help them better understand what drives a team member's engagement and ultimately, how to use that information to proactively engage and retain their team members.

This course will enable leaders to . . .

- Understand what their team members value most in the workplace and how to provide that value.
- Reduce losing top talent by some of the best and brightest talent may be seeking other opportunities.
- Make sure team members feel appreciated and utilized.
- Recognizing the early signs of disengaged employees and proactively address.

Talent Tip

If Engagement and Retention are top concerns for you and your organization, the Talent Authority can implement an Employee Engagement Survey, which allows you to benchmark your organization year over year or period over period. If desired, individual leader reports can be generated.

The survey can be deployed quarterly, semi-annually or annually and is available in English and Spanish.



Harassment Prevention

2 hours leaders
1 hour team members

English | Spanish
In-Person or Virtual

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior | Leadership Course

Every employer, regardless of where their operation(s) is located, should provide harassment prevention training to supervisors and leaders -at minimum- to mitigate potential risks within the workplace. It is imperative for businesses to identify and address inappropriate behaviors early on, and to create a respectful and safe environment for all employees. Leaders and supervisors will learn and be reminded of California's AB1825 requirements, along with the potential risks an employer and individual faces when confronted with inappropriate workplace behavior, abusive conduct and/or illegal discrimination. Leaders and supervisors are provided with the core understanding needed to change and/or modify workplace behaviors that contribute to harassment, illegal discrimination, and retaliation, including sex definitions, diversity, disability / religious accommodations. **This course complies with California AB1825.** (California State AB1825 requires a 2-hour minimum training every 2 years.)

Team Member Course

Employers are strongly encouraged to provide ALL EMPLOYEES (not just leaders/supervisors) with harassment prevention awareness training. It is important for employees to be aware and diligent in recognizing and ultimately reporting inappropriate behavior when observed. This employee-level course focuses on the basics of harassment prevention and abusive conduct; and provides guidance on how to respond to and report inappropriate and offensive behavior. **This course complies with California SB1343.** (California State SB1343 requires a 60-minute minimum training every 2 years.)

These courses will enable mid-to-senior, leaders, and team members to . . .

- Define unlawful harassment, discrimination, and retaliation defined under State and Federal laws.
- Understand what constitutes retaliation and how can it be prevented.
- Identify abusive behavior and list some examples of this type of behavior.
- Learn CA and US protected characteristics exist.
- Take the steps necessary when harassing behavior occurs in the workplace.
- Report harassment complaints.
- Respond to a harassment complaint.
- Respond when subjected to inappropriate behavior and how to respond as a bystander.
- Understand the employer's obligation to conduct a workplace investigation post-complaint.
- Know the essential elements of an anti-harassment policy.
- Recognize the impact harassment has on an organization.



Influence

4 hours

English

Leadership

Team Member

Leadership Course | Team Member Course

Everyone has their own “go-to” style to try to influence others. Some may exhibit an unrelenting style to persuade others to see their point of view. Others may shy away from an influence opportunity altogether because they view it as burdensome. Influence needs to occur within every organization so that the biggest breakthroughs and simplest of process changes can be made. Influencing starts with understanding all the stakeholders and the needs of each. This course introduces packaging ideas that will win over stakeholders and skeptics alike. They will harness different strategies to capture attention, provide different perspectives and get the commitment needed from others to take action.

This course will enable leaders and team members to . . .

- Gain commitment for ideas to improve business products, procedures, and outcomes.
- Act on ideas because commitment is needed by others outside their team or at a higher-level within the organization.
- Plan to implement ideas because others understand the benefit it will have to the organization.
- Leverage personal power to gain commitment to take action on promising ideas and alternatives that achieve business results.



Innovation

4 hours

English

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior Level Course

Without innovation, an organization runs the risk of becoming stale. In today's competitive environment, it is highly necessary to be and remain innovative in one's business practices. One of the highest and most common business drivers we hear from clients is the need for innovative solutions as it often serves to define and differentiate their brand. And while we believe leaders do not have to be highly creative to drive a culture of innovation, it is clear leaders must strive to meet these critical business requirements in both their thinking and business approach. As leaders engage and practice using these tools and techniques provided through this course, they also gain invaluable experience and confidence, creating and fostering a stronger innovative culture which in turn inspires and rewards their teams for achieving the same.

This course will enable mid-to-senior level leaders to . . .

- Create the conditions for -- and instill the discipline of -- executing innovation.
- Equip leaders with the confidence, knowledge, and resources needed to drive innovation.
- Overcome challenges to innovation (e.g., risk aversion, fear of failure, inability to produce quality ideas)?
- Behave in a consistent and impactful way to drive a culture of innovation.

Leadership Course | Team Member Course

Leaders and talented team members are the major influencers of innovation for every organization. They manage individual contributors, are current on business challenges, are most informed about customers' needs, and are the primary conduit for all things business related. With additional tools and techniques that provide a practical approach that can be executed within the workplace, leaders and their teams can stretch themselves and their thinking to allow innovation to be a driving factor. Organizations need to encourage frontline leaders to think differently about how they work, encourage them to generate new value-added ideas, and give them the opportunity to execute those innovative concepts. This in turn will allow frontline leaders to grow and learn what they can SAY and DO to foster innovation within their teams.

This course will enable leaders and team members to . . .

- Generate new and creative ideas within the organization that meet customer and business needs.
- Cultivate promising ideas from others without damaging their self-confidence.
- Utilize practical tools, techniques, and resources they can apply immediately for results.
- Encourage individuals to generate, test, and implement innovative ideas and solutions without fear of failure.



Interviewing

4 to 6 hours

English

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior | Leadership | Team Member Courses

All Individuals Involved in Hiring

Effective interviewers have a significant impact on an organization. Whether in terms of its reputation and the quality of hires, there is a direct correlation with the interviewer and the interviewing process. We've all had first-hand experience with both an excellent and a poor interview experience. And both experiences stay with an individual and determines whether that qualified hire moves forward with your organization or your competitor. Interviewers must be skilled to use new tools and resources to minimize the use of legacy questions, mis-informed advice from others, and lack of adequate training. By not providing interviewers with interviewing skills, the organization misses opportunities to hire the most qualified individuals. Interviewers have a tendency to ask the wrong questions, subjectively assessing the candidates' responses, failing to connect questions to job requirements, and viewing the interview as a task rather than a critical business objective.

This course focuses on the interviewer's responsibility to provide the candidate with a quality experience and explores the consequences of an interviewer's behavior. It raises the interviewer's awareness of the important role they play, equips them with the skills to run an effective interview, and the ability to actively collect the right data to make an objective, results-oriented hiring decision. Interviewers create the first impression candidates have of the organization and it is critical they are a true representation of the brand.

This course will enable interviewers to . . .

- Utilize objective hiring techniques and avoid making subjective or "gut-feel" decisions.
- Determine candidate fit versus just trying to fill a vacant position.
- Recognize the most critical job requirements and ask questions that reveal job readiness.
- Link job description to the individual they are interviewing.
- Ask relevant questions that are directly related to the most important requirements of the position.
- Be 100% certain the interview questions asked do not pose any legal risk.
- Follow a structured interview process that provides a guide to all stakeholders and provide consistency in the interview process.
- Look at the hiring and selection process holistically.
- Identify aspects of the position the candidate will be motivated and demotivated to do.
- Consider the candidate as a person with experience and tailor the experience to the candidate.
- Create a 100-day development plan that recognizes key development opportunities for the new hire to be successful.

If you utilize assessments or are interested in using assessments in the hiring process, please speak to us first. We offer these and can incorporate any methodology into the course framework.



Leading

4 hours

English

Leadership

Team Member

Leadership Course (this is the 1st of 8 courses included in the Talent Academy for Leaders)

What does it mean to have a “Leadership Mindset”? It means to be a leader an individual must have the ability to inspire, motivate and empower those around them. In today’s business environment, leaders must possess self-awareness and skills needed to create, foster and manage teams of individual contributors encouraged to be independent thinkers who are willing and eager to assume greater responsibilities. That “Leadership Mindset” must be aligned with the organization’s values and must be grounded by the core competencies (skills, behaviors and motivations) that reflect those values.

This course will enable leaders to. . .

- Understand the important role the leader plays in others’ lives.
- Act like a leader than a peer by having an understanding of the “Leadership Mindset.”
- Empower others rather than assuming individual contributor responsibilities.
- Create a roadmap for the behaviors they must lead by to get results from others.
- Develop their “leadership legacy” by identifying the skills they must possess to get results.

New Leader Course | High Potentials | Team Member

Making the transition from individual contributor to leader is both exciting and challenging. Unfortunately, oftentimes high performing individuals are promoted based on their hard work and/or technical skills and find that they are struggling to become great leaders in their new roles. This course arms new and/or prospective leaders with the knowledge and skills they need to tackle and resolve the daily challenges they will face early on as a leader as they transition. Leaders will be introduced to three leadership differentiators that are critical in building a positive leadership reputation and contribute to theirs and the organization’s success during this transition period.

This course will enable newer leaders and high potential team members to. . .

- Priorities what is important for themselves and their team.
- Recognize and understand the impact by drawing out the best in their team members.
- Understand the transition from being a peer to the new “boss.”
- Be more receptive with feedback by viewing feedback as a development opportunity that must be embraced by all levels.



Lean | Processes

4 to 40 hours

English | Spanish

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior | Leadership | Team Member Courses

Waste has a direct impact on every organization's bottom line and eliminating it seems like an easy and simple task. Or is it? Studies have shown that organizations add 5% value only within its operations. The other 95% is waste! Imagine if that 95% waste could be transformed into 95% value and what that would mean for an organization's operation, not to mention the bottom line. How? The answer is Lean / Process Improvement! With over 5 Lean / Process improvement related solutions, our Lean Specialists can help reveal and eliminate inefficiencies, pinpointing the solution to not only meet operational objectives but to achieve organizational initiatives.

This program enables participants to . . .

- Recognize the concerns that customers or clients may feel that result in dissatisfaction.
- Create efficient and resilient processes that exceed operational requirements.
- Rectify operational problems, including delivery, turn time, inventory, lost productivity, scrap, and limited space by surfacing issues early and addressing them.
- See continuous improvement as a daily organizational and individual goal.
- Have confidence in their knowledge that results in achieving expectation in their actions.

Process Mapping

The facilitator actively engages with individuals to map processes and workflows to streamline operations by identifying and removing waste. This topic can be expanded depending on the complexity and detail needed. Course Length: One full day (8 hours).

Lean 5S / 5C: Workplace Organization

Individuals are selected from specific work areas or business units to enhance and streamline production, including but not limited to product, tool, and equipment identification. In a **Production Environment, 5S (Sort, Stabilize, Shine, Standardize, Sustain)** empowers team members to make changes that will improve their everyday responsibilities and reduce waste of two major resources: money and productivity. In a **Service/Office Environment, 5C (Clear Out, Configure, Clean/Check, Conformity, Custom/Practice)** empowers team members to make changes that will reduce clutter, improve processes and bring more value to administrative functions. Both 5S and 5C programs engage the teams through the use of a simulation activity to

demonstrate the benefits of lean and concludes with a process/project management review so that efforts can be maintained as part of the new continuous improvement culture. Course Length: 16 - 24 hours.

Lean Kaizen Event

A Kaizen Event is an immersive process involving a select group(s) of individuals tasked with optimizing a production line or process. Individuals have typically gone through a Lean Sigma, Six Sigma, or 5S Project to be equipped to enact possible solutions. After team members are adequately prepared, a Kaizen Event is deployed to optimize the production line and/or process. Course Length: 24 to 40 hours (3-5 consecutive days).

Six Sigma

A Six Sigma program is a long-term solution delivered to select individuals over a period of time. Six Sigma consists of several stages: **Define, Measure, Analyze, Improve, Control**. Team members explore, learn and engage in hands-on skill application using resources of actual organizational statistics, tools and techniques provided by the lean specialist. Course Length: 80 hours (20 four-hour sessions).



Performance Management

4 hours

English | Spanish

Leadership

Team Member

Leadership Course

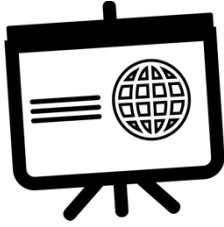
Lack of ownership and accountability is a common complaint within most organizations. And unfortunately, most individuals fall short in this area. When people are truly engaged, they strive for better results and are more willing to take ownership of their work, of processes and outcomes, and modify their behavior accordingly. Leaders are shown the positive impact of shifting ownership from themselves to their team members. This shift in mindset not only builds individual ownership, it also allows the individual to grow in their role and for the leader to focus on other priorities - coaching and developing team members throughout the performance cycle. Leaders receive hands on skill applications on how to effectively use SMART goals to help them establish metrics, monitor progress, and fairly evaluate performance results. Note: If chronic performance issues exist, please contact training@TheTalentAuthority.com for recommended courses.

This course enables leaders to . . .

- Hold employees accountable for carrying the bulk of responsibility for managing and analyzing their own performance and collecting data to document their performance.
- Gain commitment from the team members on the performance goals that are set while also holding them accountable when results are to be reviewed.
- Recognize that adjustments may need to be made to performance plans based on individual and business needs through the performance cycle.
- Regularly check-in on performance versus viewing performance management as a once-a-year activity.
- Prioritize and shift to team members.
- Review a team member's performance with the team member being apprehensive.

Team Member Course

The above course can be abbreviated and shortened to better prepare team members with the role in performance management.



Presentation Skills

4- 20 hours

English

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior | Leadership | Team Member Courses

Individuals at every level of an organization will benefit from better presentations skills. However, each individual's comfort level and effectiveness varies widely. Organizations need effective presenters to deliver key organizational messages - from providing a sales or even board presentation to speaking to a group of team members. To effectively present requires planning, creativity, clear and concise delivery, and measurable results. Our specialists work directly with individuals to better understand their presentation objectives, requirements, and skill-level to design a program to meet their individual needs and style.

Program delivery consists of four to twenty hours of content may or may not include the following depending on objectives. Below is a 20-hour program delivered in five 4-hour sessions.

- **Communications** (see competency description). Course Length: 4 hours.
- **Collaboration** (see competency description). Course Length: 4 hours.
- **Presentation Skills Focus.** Includes content organization, maximizing audience engagement, delivery strategies, PowerPoint tips, hands-on review of past presentations with constructive feedback, and discussions on the identified challenges when delivering a presentation. Course Length: 4 hours.
- **Improvisational Presentation Skills.** Includes building confidence in front of an audience (mentally, physically and vocally), improving stage presence through body language and tone of voice, being more present, engaging with the audience and building excitement, handling interruptions, and recognizing verbal and non-verbal cues. Course Length: 4 hours.
- **Sample Presentation Delivery.** Throughout the program, individuals prepare 10-minute presentations and receive feedback from themselves (self-assessment), the facilitator, and their class peers. These sample presentations are done within a safe learning environment to apply practice skills and tools learned, to build comfort and confidence in their delivery. Individuals are encouraged to record their own presentations for self-reflection. Course Length: 4 hours.

This course will enable individuals to . . .

- Realize expected results from their presentations.
- Deliver exceptional presentations that are memorable for the right reasons.
- Impact the organization's brand by being seen as a top-notch presenter.
- Impress customers by your products and services.



Project Management

4 – 16 hours

English

Leadership

Team Member

[Leadership Course](#) | [Team Member Course](#)

Project management can be applied to small and large enterprises. All organizations have had some sort of project at one time or another. Individuals who are tasked with managing a project -- of whatever scale -- needs to possess several core competency skills such as interpersonal communication, delegation, team collaboration, ownership, and strategic initiative, to name a few. Individuals often learned through trial and error at the great expense of the organization. To mitigate costly rework and wasted resources, failed implementations, or underutilized 3rd party solutions, individuals need to understand how to adequately plan for, set milestones, and utilize the appropriate tools to effectively manage a project to completion. By doing so will result in greater ROIs for stakeholders, the business unit and the organization as a whole. Here, The Talent Authority will tailor the content and timeframe to meet the needs of the individual and the organization goals.

Here, individuals are provided with the essential tools and interpersonal skills required to successfully manage projects. These include work breakdowns, Gantt charts, PERT, managing resources (staff, time), gaining commitment from stakeholders, managing accountability to meet milestones, leading effective meetings, and dealing with unexpected challenges as they arise. Individuals experience hands on skills application through the extensive interaction with both the instructor and their class peers through simulations, exercises, and practice sessions. Individuals will learn how to translate these practices to their own daily operations. They will also gain an understanding of project management and how to successfully apply the templates, forms, tools and guidelines to grow themselves in their role and that of the organization.

This course will enable participants to . . .

- Understand what a Project Charter and Project Scope Document is and how to draft one
- Understand how projects may impact multiple enterprises and/or business unit operations
- Identify stakeholders
- Establish project milestones; create project roles and responsibilities
- Create a budget
- Identify, manage, and mitigate potential risks
- Manage scope changes and change orders
- Track the project lifecycle
- Map a workflow process and work breakdown structure; validate each task as they are completed
- Lessons learned: Post project check in of what work, what did not, what can be improved upon

Talent Tip. Customize this program with your organization's procedures, policies, case studies, and terminology. MS Project-related tools are not included in the delivery of this training; however, MS Project training can be provided in conjunction with this program. Contact us for details.



Self-Awareness

1-2 hours

English

Mid-to-Senior

Leadership

Team Member

[Mid-to-Senior Level Course](#) | [Leadership Course](#) | [Team Member Course](#)

Talent Authority is thrilled to provide Hogan's Leadership Forecast Series (LFS), which is the gold standard for personality assessments, specifically designed for the business community. Unlike other assessments that measure how an individual sees themselves, the assessment measures how others' view the individual. It accounts for the adjustment individuals make (or do not make) in their personality to accomplish a task or interaction. This is the missing piece in other assessments. And, why other assessments don't resonate with individuals like this assessment Series does. The Series is broken down into three distinct aspects that measure behavior and values:

- Potential Report describes strengths and development needs as a manager and executive. It is based on the Hogan Personality Inventory (HPI) and is organized into seven dimensions, each addressing a different component of performance. Answers the question: **Can someone do the job with the characteristics needed to perform the job?**
- Challenge Report is designed to help develop a leader by providing insight into behaviors that could potentially undermine or inhibit performance during stress, boredom, complacency or lack of engagement. The results are based on the Hogan Development Survey (HDS) and offers suggestions for leading more effectively. Answers the question: **What will get in someone's way in getting results?**
- Values Report describes core values, motivations and goals that affect careers. The items measured are an essential part of someone's identity and shape the choices that are made about work, play, and relationships. The assessment uncovers drives, fit, style/culture and unconscious biases through the Motivations, Values, Preferences Inventory (MVPI). Answers the questions: Will someone enjoy their work environment? **What type of work environment will they want to create or be part of?**

The reports individuals receive are the basis for this workshop and are used to facilitate better self-awareness and team functioning.



 **HOGAN**



Software Skills

4 hours

English

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior | Leadership | Team Member Courses

Software skills is a core competency for most organizations. Naturally, as software and applications are upgraded and/or updated as part of business operations, employees are left feeling inadequately prepared to navigate the changes. To alleviate some of the frustrations, providing helpful training and quick tips so they may effectively maximize the new programs and tools would optimize their productivity and minimize any undue stress. Select from Level 1 (beginner), Level 2 (intermediate), and Level 3 (advanced): **Microsoft Access, Excel, Outlook, PowerPoint, and Word**. Course Length: Each level is typically a full day course (6-8 hours); however, each course can be customized to meet the needs of the group.

Access

Level 1: Introductory beginner course on the basics of how to design and create new databases.

Level 2: Intermediate course covering how to perform data structuring, write advanced queries, simplify tasks with macros, create effective reports, and maintain an Access database.

Level 3: Advanced course covering how to integrate access into your organization utilizing export features, automate with VBA, manage switchboards, secure databases, and file sharing via SharePoint.

Excel

Level 1: Introductory beginner course that provides basic of excel, how to perform calculations, modify worksheets, manage workbooks and print.

Level 2: Intermediate course covering how to perform advanced formula calculations, organize worksheet and table data, present using data charts, analyze using pivot tables/slicers/pivot charts, insert graphics, and customize the environment.

Level 3: Advanced course covering how to streamline workflow, collaborate with others, audit worksheets, analyze data, work with multiple workbooks, import/export, integrate data with the Web and structure workbooks with XML.

Outlook

Level 1: Introductory beginner course that covers the basics of how to compose/send emails, receive emails, email features, calendar functions and how to collaborate with others.

Level 2: Intermediate course covering how to work with contacts, use tasks function, how to use journal and notes, organize/find data, automate commands, manage data, customize Outlook, and other topics.

PowerPoint

Level 1: Introductory beginner course that covers the basics of how to create a presentation, how to format text, add and modify graphics, work with tables and charts, and prepare presentation delivery.

Level 2: Intermediate course covering how to customize the environment, design templates, add SmartArt, special effects, customize slide shows, collaborate on a presentation, secure and distribute presentations.

Word

Level 1: Introductory beginner course that cover the basics of how to edit and modify text appearance, insert graphics and special characters, tables, proofing, appearance and printing.

Level 2: Intermediate course covering how to create lists, tables/charts, format with styles/themes, modify pictures, create customized graphics, insert content with Quick Parts, control text flow, use templates, automate mail merge, and use macros.

Level 3: Advanced course that covers how to collaborate on documents, manage document versions, add reference marks, simplify long documents, secure documents, and create forms.



Strategy

4 to 8 hours

English

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior Level Leadership Course

Leaders with the ability to implement strategy is a critical asset for any organization. Part of that core skill set that leaders must possess is the ability to identify priorities, manage their time and resources, execute the vision and ensure long term sustainability. Leaders learn to strategically plan and act to engage themselves and their teams to successfully execute objectives and KPIs while overcoming the challenges that may interfere or prevent them from realizing organizational initiatives. (4-8 hours)

This course will enable mid-to-senior level leaders to . . .

- Confidently produce results while still engaging others.
- Translate strategic initiatives into specific and sustainable action plans.
- Focus and prioritize their time, energy, and resources to drive team performance.
- Implement, lead and calculate ROIs and, most importantly, how to measure progress and/or outcome against KPIs.

Leadership Course

Organizations rely heavily on leaders to realize business strategies. And frontline leaders are dependent on their teams to execute the top priorities. Here, leaders will learn three critical components of strategy that they can act upon to get results. Leaders learn how to focus on the most critical and impactful priorities, how to measure progress against KPIs, and to how hold themselves and their team members accountable against agreed upon metrics. Individuals explore best practices for accountability, ownership, and the subsequent consequences for failure to perform and for poor communication. Leaders will receive tools on how to overcome distraction and to ensure their teams results-driven to achieve strategic goals. (4 hours)

This course will enable leaders to . . .

- Spend significantly less time, energy, and resources on non-priority tasks.
- Ensure that team members understand how their work contributes toward business goals
- Measure progress toward goals.
- Impose consequences and hold individuals accountable for failing to perform to expectation.
- Execute on strategy by understanding what is expected of them and utilizing specific actions so that results can be produced.

Talent Tip. Consider beginning your Strategy training initiative with the Work of Leaders assessment and training (page 18).



Teams

4 hours

English

Mid-to-Senior

Leadership

Team Member

Leadership Course (this is the 7th and final of 8 courses included in the Talent Academy for Leaders)

A leader's misdiagnosis of the root causes of non-collaboration by team members or team conflict may lead to more-strained working dynamics and poor performance within the team. Leaders must consider the capabilities, styles, and motivators of individuals, and the teams' overall ability to work together. Often, there are more systemic conditions that undermine a team's cohesiveness, collaboration, or ability to achieve goals. An emphasis is placed on leaders and how they can focus their energy to drive their teams to build the infrastructure that enables and encourages maximum performance.

This course will enable leaders to . . .

- Create teams that are strong and continuously perform.
- Confidently communicate team purpose and the role each team member plays.
- Build trust with team members.
- Proactively engage team members to build a more cohesive unit.

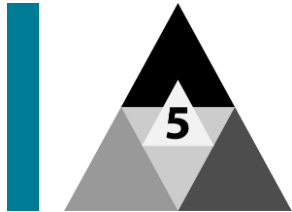
Team Member Course

Individuals making up a team must support, trust, and collaborate with each other. To simply be a high performing individual contributor is no longer enough. They must be invested in the team and the team's goals. Its critical for team members to share information and commit to an agreed process that will lead to team success. Otherwise, the team is setting themselves up for failure. Here, team members will learn how to enhance their team's effectiveness and maximize performance to be the most impactful. Team members learn the personal, interpersonal, and business advantages of working together as a collaborative unit and are introduced to a set of best practices for achieving optimal results for themselves, their team, and the organization as a whole.

This course will enable team members to . . .

- Meet their goals.
- Take ownership for their individual role in creating a team environment.
- Reduce inefficiencies.
- Understand the responsibilities of being a team member.
- Operating methodically without utilizing trial and error or wasting resources.
- Build trust and confidence so fellow team members will support each other.

Talent Tip: If team success is critical to business success, consider **The 5 Behaviors** program on page 36.



Teams: The 5 Behaviors

4, 8 or 16 hours

English

Mid-to-Senior

Leadership

Team Member

Mid-to-Senior | Leadership | Team Member Course

As the workplace evolves, so do team dynamics. Give your team the skills they need to work together effectively, regardless of where they are working, is more important than ever.

[The Five Behaviors®](#) solutions can help you activate your team’s ability to drive results through cohesive teamwork, whether it is with our Personal Development solution which helps individuals learn the skills they need to “team” effectively, or our Team Development solution which helps intact teams gain the know-how to work better together.

Both solutions use the framework of best-selling author Patrick Lencioni’s model for teamwork which focuses on Trust, Conflict, Commitment, Accountability, and Results. This framework is combined with personalized insights to create powerful, customized, and authentic team development solutions that empowers both teams and individuals to make lasting change.

Each participant will take 1 of 2 assessments and receive customized results, which will serve as materials and the basis for the training.

[The Five Behaviors© of Personal Development](#) course will enable participants to . . .

- Understand the foundational principles for building a cohesive team based on The Five Behaviors model: Trust, Conflict, Commitment, Accountability, and Results.
- Overcome barriers caused by natural tendencies that make effective teamwork so elusive by creating greater self-awareness of the impact of their behaviors and then having the discipline to overcome these barriers.
- Identify the critical behaviors and interpersonal skills needed to be effective team players on any team.
- Understand how individual styles contribute to a team’s overall success.

[The Five Behaviors© of Team Development](#) course will enable team members to . . .

- Utilize the critical behaviors and interpersonal skills needed to work effectively with each other.
- Interpret their team’s overall scores on the key behaviors in The Five Behaviors model: Trust, Conflict, Commitment, Accountability, and Results.
- Gain insight into their individual personality style and the styles of their team members—based on the Everything DiSC® model—and how these contribute to the team’s overall success.

Talent Tip. Contact us to . . .

- Become certified to deliver this course for your company!
- Deploy assessments yourself. [Purchase any DiSC assessment](#) at TheTalentAuthority.com



Trust

4 hours

English

Leadership

Leadership Course

What is trust? And what does trust have to do with a business being successful? Everything. Trust is directly linked to employee engagement, retention, productivity, and innovation. Without trust, leaders are seldom considered great leaders. Individuals who demonstrate and inspire trust generate a higher level of performance and commitment from others: both their teams and senior management. A leader who has established their trustworthiness are more likely to be successful in driving organizational goals and initiatives.

Leaders are introduced to ways to enhance trust. They learn which actions they may take to build and sustain relationships with trust as its core foundation, along with the common barriers that can prevent, erode and/or destroy trust. It allows the leader to practice recognizing the signs so they can take steps to minimize the risk of losing trust. Leaders will also learn how to apply these skills to build trust, to grow relationships based on trust, to use trust to encourage team members to take risks, identify and solve problems independently, and to collaborate to achieve the desired business results through trust.

This course will enable leaders to . . .

- Provide tools so that employees are more trustful of their leaders.
- Surface and deal with issues that negatively affect teamwork and productivity among team members, across departments.
- Become aware of untrustworthy behaviors that they may be exhibiting.
- Know how to build or repair trust and understand how critical it is to do so.

Talent Tip.

If trust is an individual, group or organizational development need, consider our Five Behaviors solution on page 36. The solution includes a personalized assessment and training course. If you only have one individual or a few individuals, we can also provide customized coaching!



Vocational English

4 hours

English

Leadership

Team Member

Leadership | Team Member Courses

There is no doubt that interpersonal communication is key to both professional and organizational success. Simple miscommunication or misinterpretation amongst individuals and team members due to accents, grammar mistakes, and choosing the wrong words can lead to unintentional workplace errors, distrust, and stereotypes. Consequently, organizational productivity and revenue suffer as a result. Beyond that, individuals who struggle to accurately convey their needs within the workplace may also find it frustrating because they are unable to express their thoughts, feelings, and opinions in a clear and concise manner. This leads to further frustration by not achieving individual and/or team goals. This impact may also be seen and felt in the individual's work performance.

Facilitators will work with individuals (whose first language is not English) to strengthen their core language skills and build their confidence. Individuals will see results as they practice and develop stronger pronunciation skills, build a more robust workplace vocabulary, improve their active listening skill, write more effective emails, and improve their overall interpersonal communications skills.

This course will enable individuals to . . .

- Be more clearly understood by accentuating important details correctly.
- Not feel overwhelmed and struggle with the English grammar rules.
- Improve communication amongst team members causing better productivity, less frequent mistakes, and improved quality of services and/or products.
- Reduce errors due to English not being used consistently as the main method of communication in the workplace.
- Lessen the feeling of frustration because they cannot communicate freely.

5 Reasons to Make Us Your Authority on Talent

REASON 1: Assess

- Leadership Development Needs Assessments to understand what knowledge gaps exist
- Behavioral Assessments to improve communication and relationships along with job fit and organization fit. We utilize Everything DiSC, Hogan, The Five Behaviors, Working Genius, EQ-I 2.0 and Predictive Index
- Assessment Certifications to become certified to deploy assessments and deliver training

REASON 2: Develop

- Competency-based instructor-led leadership and team member development courses
- Results-driven skills application coursework that minimizes time away from the job
- Boost team performance with team building activities and workshops
- State subsidies available in some states to off-set the cost of development
- License eLearning content to use on your Learning Management System (LMS) or deploy with ours

REASON 3: Optimize Talent

- Advisory services to optimize talent needs to meet organizational requirements
- Coaching at an individual level to help executives, leaders or team members reach their potential
- Incorporate Talent Authority as part of your next strategic or team off-site session
- Employee engagement surveys, workshops, and retention solutions
- Implement a meaningful competency-based performance management system that begins with defining job requirements through providing results-driven end of cycle reviews

REASON 4: Mitigate Risk

- Instructor-led Harassment Prevention, Employment Law and Compliance Training
- Customize our compliance content to meet location, organizational objectives and policy requirements
- Utilize our core compliance content and then customize and deliver it yourself
- Tap into our partners to assist you with EEO/AAP along with compensation planning

REASON 5: Inspire Talent

- Allow Talent Authority to be your “behind the scenes” development support unit
- Pinpoint engagement gaps by leader, department, or other criteria with our engagement survey
- Integrate behaviors and competencies into all facets of your talent management practices
- Onboard individuals who will be successful within the first 90 days of employment
- Create leaders that are ready for tomorrow’s talent-related challenges

Purchase many of our solutions at www.TheTalentAuthority.com

The **TALENT** **AUTHORITY**



Talent Authority, Inc.
Offices in California and Florida
Solutions Delivered Globally

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833.People1 (833.736.7531) Option #1