Course Catalog

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EARLY LEADERSHIP DEVELOPMENT COURSES

CRITICAL THINKING

TOPICS –

- Risk analysis models for measuring risk and impact on performance
- Questioning assumptions and measuring how they generate perceptions and behaviors in organizations
- Applying systems thinking to resolve organizational challenges
- Methods to build consensus and alignment
- Effective communication tips and techniques

DESCRIPTION – Accelerated change, constant reorganization, and downsizing are trends that place new demands on our ability to quickly judge and to make decisions. This course consists of highly interactive learning focused on the real-world skill of critical thinking. Critical thinking skills are focused on the organizational and individual challenges of your professional world. One of the elements of critical thinking is that "one size fits all" does not work.

OBJECTIVES –

1. Analyze and contrast three different risk analysis models, emphasizing their utility in assessing risk and impact on performance in entry-level leadership roles.
2. Identify and question underlying assumptions in the workplace, evaluating how these assumptions shape perceptions and behaviors, particularly for emerging leaders.
3. Apply basic critical thinking principles to analyze problems and identify solutions
4. Develop action plans for building consensus and alignment, focusing on team dynamics and leadership roles at the early career stage.
5. Practice effective communication techniques, ensuring clarity and effectiveness in conveying ideas and instructions in a leadership context.
6. Apply strategies to overcome cognitive biases

COURSE LENGTH – 2 days

DELIVERY METHOD – Virtual or In Person ILT Delivery

INTRODUCTION TO ANALYTICS

TOPICS –

- Fundamentals of Data Analysis Using Excel
- Best Practices in Data Management
- Probability and Outcome Prediction
- Basics of Graphical Data Representation

DESCRIPTION – "Introduction to Analytics for Emerging Leaders" is a dynamic course tailored for early leadership professionals, offering a practical and engaging introduction to the world of analytics. This course demystifies data analysis through hands-on learning, using Excel as a primary tool. Participants will delve into effective data management techniques, explore the use of probability in predicting outcomes, and develop skills in creating graphical data representations. Emphasizing real-world

applications, the course aims to equip emerging leaders with analytical skills crucial for data-driven decision-making in their professional journey.

OBJECTIVES –
1. Apply Excel tools and functions to analyze and summarize data, demonstrating proficiency through practical exercises and presentations.
2. Evaluate and adopt best practices in data management, evidenced by the ability to organize and handle data efficiently and securely.
3. Utilize basic probability concepts to predict outcomes, showcasing understanding through scenario analysis and prediction exercises.
4. Create and interpret basic graphical representations of data, demonstrating skill in visual data communication and analysis.

COURSE LENGTH – 2 days

DELIVERY METHOD – Virtual or In Person ILT Delivery

BRIEFING AND PRESENTATION SKILLS

TOPICS –

- Characteristics of effective presentations and successful presenters
- Different communication styles, techniques, and tools and how to use them effectively
- Strategies for engaging audiences and adapting to the needs of the audience
- Strategies for dealing with a disruptive audience
- Strategies for avoiding the most common presentation mistakes

DESCRIPTION – Enhance your verbal and platform skills to excel in effective communication as a leader, manager, or technical expert. This course focuses on designing, developing, and delivering impactful presentations that convey intricate ideas to a diverse audience. Irrespective of your career level, you'll hone your presentation abilities, receiving constructive feedback from peers and instructors for refinement.

OBJECTIVES –
1. Define the characteristics of effective presentations and successful presenters, focusing on the skills essential for early career leaders.
2. Identify and practice diverse communication styles, techniques, and tools, including how to utilize them effectively in leadership-oriented presentations.
3. Develop and apply strategies to engage audiences, including adapting presentation content and style to meet the specific needs of different audience groups.
4. Formulate and rehearse methods for managing disruptive audience behavior, ensuring maintenance of control and professionalism during presentations.
5. Recognize and avoid common presentation mistakes, particularly those pertinent to emerging leaders, and learn to correct these errors in real-time.
6. Design and deliver a concise, impactful briefing or presentation using appropriate visual aids.
7. Demonstrate a confident speaking presence and clear message delivery.

COURSE LENGTH – 3 days

DELIVERY METHOD – Virtual ILT Delivery

TIME MANAGEMENT

Topics –
- Traditional time management as a structural approach to the completion of tasks
- Non-traditional time management styles

DESCRIPTION – During the workweek, the calendar fills up fast. After cleaning out inboxes, tending to personal responsibilities, attending meetings, getting unexpected calls and processing administrative clutter, your window of productivity can slowly disappear. Add to that a tendency to procrastinate, get distracted or lose track of time chit-chatting, and time management can become a real problem. According to a Harris Poll which surveyed over 3,000 private sector workers in 2014, one in four workers spend at least one hour a day using technology for personal use.

Although these mini-breaks might seem relieving, they actually contribute to workday stress. In fact, employees who can prevent interruptions experience less stress than those who seek them. A study in the Journal of Applied Psychology found that time management behaviors, like goal setting and prioritizing, have positive effects because they make employees feel in control, leading to fewer anxieties and greater job satisfaction.

Through this course you will learn which time-management style works best for you and how to eliminate bad work habits. As a result, you will be able to increase productivity, be more dependable, handle interruptions, feel in-control of your workweek and reduce stress.

OBJECTIVES –

1. Identify your personal time management style
2. Apply strategies to improve productive use of time

COURSE LENGTH – 1 day

DELIVERY METHOD - Virtual ILT Delivery

MANAGEMENT SKILLS (NON-SUPERVISORY)

TOPICS –

- Skills, techniques, and behaviors of being a good leader
- Leading by example
- Making faster, smarter decisions
- Effective communications
- Delegating

DESCRIPTION - Federal employees who aspire to become managers and supervisors may not have received the leadership training necessary to prepare them for a promotion. It is important to groom high-potential employees for positions of leadership by training them early. To facilitate good succession planning, this course helps future managers and supervisors gain the skills they will need for effective decision-making, communication, delegation, and leadership behaviors.

OBJECTIVES –

1. Distinguish between the roles and responsibilities of leaders and managers, with an emphasis on understanding these differences in the context of non-supervisory positions.
2. Identify key skills, techniques, and behaviors that characterize effective leaders, applying these concepts to scenarios relevant to aspiring leaders.
3. Practice and enhance decision-making skills, focusing on making faster and smarter decisions suitable for early leadership roles.
4. Develop and demonstrate effective communication strategies tailored for interactions with peers and higher-level leadership.
5. Describe the principles of delegation, and its importance and techniques in a non-supervisory leadership context.
6. Discuss and analyze real-world situations that present opportunities for demonstrating leadership without a formal title, emphasizing how to capitalize on these opportunities.

COURSE LENGTH – 2 days

DELIVERY METHOD - Virtual or In Person ILT Delivery

Intermediate Leadership Development Courses

PROJECT LEADERSHIP

TOPICS –

- Understanding the role and responsibilities of a project team leader
- Developing strong communication skills to convey vision, goals, and expectations
- Motivating and recognizing team members' contributions
- Techniques for managing disagreements and promoting constructive resolution
- Handling project setbacks, changes, and uncertainties with resilience
- Providing constructive feedback to enhance individual and team performance
- Leading by example and promoting ethical behavior throughout the project lifecycle
- Identify and manage project stakeholders

DESCRIPTION - This comprehensive program is designed to equip participants with the essential skills and knowledge needed to effectively lead and supervise project teams. Through interactive workshops, case studies, and real-world examples, participants will learn how to inspire, guide, and manage teams to achieve project success. The course covers a range of leadership techniques, communication strategies, and team-building approaches, tailored to the dynamic needs of modern project environments.

OBJECTIVES –

1. Analyze and articulate the role and responsibilities of a project team leader, focusing on the unique challenges and opportunities encountered in mid-career leadership positions.
2. Develop and demonstrate communication skills to effectively convey project vision, goals, and expectations to a diverse team.
3. Employ motivational strategies to recognize and appreciate team members' contributions, fostering a positive and productive team environment.
4. Apply techniques for managing disagreements within the team, promoting constructive resolution and maintaining team cohesion.
5. Demonstrate adaptability and problem-solving skills in project environments through developing resilience strategies for handling project setbacks, changes, and uncertainties.
6. Provide constructive feedback to team members, aimed at enhancing both individual and team performance, and integrating feedback mechanisms into regular team interactions.
7. Given a scenario, describe ethical behavior throughout the project lifecycle.
8. Apply stakeholder management tools and techniques to encourage support for the project

COURSE LENGTH – 2 days

DELIVERY METHOD - Virtual or In Person ILT Delivery

CHANGE MANAGEMENT

TOPICS –

- Applying theoretical frameworks and practical tools on how to lead change, create a vision and climate for sustainable change and growth
- Exploring the role of leadership during change and transition efforts

- Reflecting on your own leadership style and relationship to change
- Appreciating the foundational role of trust and transparency in any change effort
- Leveraging the strengths of your team members to increase collaboration and team effectiveness during change

DESCRIPTION – For current and emerging leaders who initiate change and collaboration with those they lead, this course addresses a variety of organizational changes and examines the roles and psychological aspects of transitioning through change. You will learn how to assess change readiness and organize change efforts, taking into account the human dimensions of transition and trust in meaningful change. You will examine the role of perceptions, assumptions, resistance, beliefs, and values crucial to change initiatives. The goal is to expand awareness, strengthen skills and integrate into your experience useful concepts and practical tools so that you can initiate and lead a successful change effort for results.

OBJECTIVES -
1. Apply and evaluate various frameworks and practical tools to lead and communicate organizational change, emphasizing the creation and communication of a vision and climate for sustainable change and growth.
2. Explore and analyze the role of leadership during change and transition efforts, identifying effective strategies and approaches used in mid-career leadership roles.
3. Reflect on your own leadership style in relation to change management, developing a personalized approach to leading change based on self-awareness and feedback.
4. Develop strategies to foster trust and transparency as foundational elements in change efforts.
5. Identify individual strengths and capabilities of team members and leverage them to enhance collaboration and team effectiveness during change.
6. Assess change readiness within an organization through consideration of human dimensions of transition, including the role of perceptions, assumptions, resistance, beliefs, and values.

COURSE LENGTH – 2 days

DELIVERY METHOD - Virtual or In Person ILT Delivery

USING AND PRESENTING ANALYTICS

TOPICS –

- Advanced Techniques in Data Analysis
- Decision-Making Using Analytics
- Tools for Effective Presentation of Analytics (including Pivot Tables)
- Graphical Representation of Data for Clarity and Impact

DESCRIPTION – This intensive course is tailored for intermediate leaders, focusing on enhancing their skills in using and presenting analytics. It covers advanced data analysis techniques, emphasizing their application in informed decision-making. Participants will learn how to effectively utilize analytics tools, including creating pivot tables and graphically depicting data, to convey information clearly and persuasively. The course combines theory with practical exercises, ensuring that leaders not only understand the concepts but are also able to apply them effectively in their roles.

OBJECTIVES –
1. Defining data-driven decision-making.

2. Exploring concepts such as data categories, standards, sources, management, data types, and data sets.
3. Letting data work for you.
4. Using data to communicate with leadership and technical staff.
5. Utilizing, applying, and gaining support for data-driven strategies

COURSE LENGTH – 2 days

DELIVERY METHOD - Virtual or In Person ILT Delivery

FEDERAL BUDGET

TOPICS –

- Overview of financial management processes
- Preparing, reviewing, presenting, and defending budget submissions
- Managing authorized funding through financial accounting and reporting systems
- Establishing measurable financial success criteria for programs and projects
- Foundational skills to successfully manage a project through its financial life cycle

DESCRIPTION – This course provides individuals not directly involved in budgeting with a practical grasp of Federal financial and managerial systems essential for executing budgeting and accounting procedures. The course places a strong emphasis on harnessing the potential of these financial systems and processes to effectively fulfill the mission of the agency. Through active participation, attendees will gain insights into how the federal budget process can influence their specific roles, while also learning strategies to navigate these influences through strategic contingency planning. Participants will attain a comprehensive understanding, at a macro level, of the budget formulation process, as well as a keen awareness of the implications of the Government Performance and Results Act (GPRA). Additionally, attendees will become familiar with the primary phases and timelines inherent in the budget process and will master the application of appropriate methodologies to estimate costs related to staff salaries, benefits, travel, and contract expenses. This course serves as a valuable resource for individuals seeking to bridge the gap between their roles and the intricacies of budgeting in the federal context.

OBJECTIVES -

1. Describe the key components of the Federal financial management process, emphasizing the budget formulation, execution, and monitoring within the Federal system.
2. Present a budget, with an emphasis on budget defense and its relevance to agency mission fulfillment.
3. Describe how to use financial accounting and reporting systems for effective oversight of financial resources.
4. Develop and apply measurable financial criteria for programs and projects to assess financial performance and enhance fiscal accountability.
5. Describe how to incorporate Government Performance and Results Act (GPRA) requirements to estimate and manage costs in areas such as staffing, travel, and contracts.

COURSE LENGTH – 2 days

DELIVERY METHOD – Virtual or In Person ILT Delivery

IMPACTFUL FEDERAL LEADERSHIP

TOPICS –

- Basics of adult development theory
- Unique challenges posed in leading organizations, especially in adaptive versus technical contexts
- Importance of becoming emotionally intelligent and how it is essential to growth and performance
- Articulating your purpose and core values
- Identifying behaviors that contribute to building trust
- Providing feedback and creating conversations that build a culture of performance

DESCRIPTION – This course equips participants with the necessary skills to thrive in today's rapidly changing and competitive workplace. Focusing on innovation, self-management, and leadership at all organizational levels, it offers a fresh perspective on unleashing employee potential and adapting to evolving work dynamics. By enhancing awareness and imparting practical tools, the course aims to empower individuals to initiate and lead effectively in an environment that demands independence and adaptability.

OBJECTIVES -
1. Describe how adult development theory concepts inform leadership strategies in a federal context.
2. Analyze the unique challenges of leading organizations.
3. Describe the role of importance emotional intelligence in leadership roles.
4. Apply techniques to increase emotional awareness and regulation.
5. Demonstrate how personal purpose and core values can be integrated into leadership practices to inspire and guide teams.
6. Identify and practice behaviors that contribute to building trust within teams and organizations, focusing on trust as a foundational element of effective leadership.
7. Create and lead conversations that foster a culture of performance, using communication strategies that promote intrinsic motivation, engagement, accountability, and a shared vision for success.

COURSE LENGTH – 2 days

DELIVERY METHOD - Virtual or In Person ILT Delivery

STRATEGIC THINKING

TOPICS –

- Critical elements and best practices in strategic thinking
- Characteristics of strategic leaders
- Determine how to improve your strategic thinking skills and develop an action plan
- Moving from tactical to strategic thinking
- Application of strategic thinking in the workplace and how to build it into your team's culture
- Assess your ability to think and act strategically

DESCRIPTION – Strategic thinking is a deliberate and logical cognitive process centered on analyzing pivotal factors that shape an organization's success. Essential for effective leadership, strategic thinking skills empower leaders to guide their organizations adeptly. Engage in an interactive, hands-on workshop that pinpoints essential components of strategic thinking. Tailored for managers and leaders, this session evaluates your strategic aptitude and equips you with practical tools to seamlessly integrate strategic thinking into your daily tasks. You'll construct a personalized strategic action plan that fosters effective communication and collaboration.

OBJECTIVES -
1. Given a scenario, critically analyze and explain the key elements and best practices in strategic thinking.
2. Evaluate personal leadership traits in comparison to those of strategic leaders and develop a detailed, actionable plan for personal improvement in strategic thinking skills.
3. Apply strategic thinking skills to transition from tactical to strategic approaches in decision-making, demonstrating this skill through practical workplace examples or simulations.
4. Embed strategic thinking into your team's culture, implementing it with clear, measurable steps.
5. Describe how to evaluate the effectiveness of strategic thinking in your team's culture.
6. Conduct a thorough self-assessment of strategic thinking abilities using established criteria, setting specific, measurable goals for ongoing development in strategic leadership capabilities.

COURSE LENGTH – 2 days

DELIVERY METHOD – Virtual or In Person ILT Delivery

TEAM EXCELLENCE: THE KEY TO ACHIEVING HIGH PERFORMANCE

TOPICS –
- How to ensure team members talk and listen equally, display energy, connect with one another, converse informally, and hold productive "idea" conversations.
- Key considerations for assembling teams to create synergy and maximize performance.
- Goal-setting mistakes to avoid and techniques for setting goals that produce success and encourage member commitment to achieving those goals.
- The meaning of accountability and how to implement it within your team.
- Characteristics of ownership, integrity, connectedness, and confidence or the four elements that build esprit de corps.
- Ways to capitalize on new ideas, foster creativity, and ensure members continuously improve their skills.
- Dos and Don'ts for organizing effective team-building activities.

DESCRIPTION – According to a survey conducted by the Center for Creative Leadership, 91% of respondents agreed with the statement, "Teams are central to organizational success," and 87% said, "Our team collaborating with other teams is essential for success."

Clearly, teams are a vital part of almost every organization, which are depending on them to use resources more effectively, solve problems more creatively, and provide greater productivity than individual employees working alone.

The goal of every team is to perform at its highest level, and the secret to achieving high performance is this—having team members who CARE. Care in the literal sense, as well as in the sense of the acronym for the following traits: Communication, Ability, Results, and Esprit de corps. These four traits are the foundation of team excellence. You will find practical strategies for developing each trait throughout the remainder of the program.

OBJECTIVES -
1. Recognize the communication characteristics of high-performing teams and team members.
2. Assess individual strengths in order to ensure the best possible team performance.
3. Set goals successfully and avoid common goal-setting mistakes.
4. Foster accountability among team members to ensure all members succeed.
5. Develop esprit de corps and coordinate effective team-building activities.

COURSE LENGTH – 1 day

DELIVERY METHOD - Virtual ILT Delivery

DESIGN THINKING

TOPICS –

- Mastery of the 10-Step Design Process
- Differentiating Incremental vs. Radical Innovation

DESCRIPTION – This course delves into the dynamic and innovative world of design thinking. It equips participants with a deep understanding and application of a structured 10-Step Design Process, fostering a practical approach to problem-solving and creative thinking. The course also emphasizes the distinction between incremental and radical innovation, guiding leaders in crafting effective, groundbreaking solutions in their respective fields.

OBJECTIVES –
1. Grasp and apply the 10-Step Design Process in various leadership scenarios, demonstrating this through hands-on projects or simulations.
2. Clearly distinguish between incremental and radical innovation, showcasing this understanding in developing new solutions for organizational challenges.

COURSE LENGTH – 3 days

DELIVERY METHOD - Virtual or In Person ILT Delivery

CONFLICT MANAGEMENT

TOPICS –

- Recognize your own and others' conflict management style
- Assessing conflict situations
- How to apply conflict management techniques and strategies to make better choices in responding to conflict

- Ladder of Inference
- Direct and indirect communication styles
- Conflict facilitation techniques

DESCRIPTION – While many of us try to avoid conflicts because they can be frustrating, negative, or uncomfortable, positive conflict is constructive in nature. It produces new ideas, solves continuous problems, provides an opportunity for people and teams to expand their skills, and fosters creativity. This course covers a variety of topics specific to resolving conflicts in the workplace. Discussion includes recognizing potential conflict situations and neutralizing them before they escalate, using problem-solving and decision-making techniques to meet the needs of everyone affected, and minimizing or resolving conflict in groups and between employees using appropriate interpersonal strategies. You will take the Thomas-Kilmann® conflict mode assessment instrument (TKI) to reveal your preferred style of managing conflict and learn the advantages and disadvantages of different styles. The course emphasizes the use of facilitation techniques within the conflict resolution process.

OBJECTIVES –

1. Define conflict, conflict management and conflict resolution
2. Identify key sources of conflict
3. Identify conflict management handling modes used by self and others
4. Describe strategies for addressing conflict and provide examples of when they are best used
5. Describe steps organizations can take to manage conflict

COURSE LENGTH – 2 days

DELIVERY METHOD - Virtual or In Person ILT Delivery

TEAM CHEMISTRY: HOW TO BUILD A TEAM THAT EVERYONE WANTS TO JOIN

TOPICS –

- Identifying and correlating diverse and complementary skills, characteristics, and strengths to team roles
- Encouraging positive communication patterns and actively avoiding negative interactions
- Recognizing the symptoms of groupthink and overcoming its prevalence
- Forming a strong team commitment along with assuming individual responsibility
- Uncovering the measured outcome by telling a user story
- Being a strong team leader by acting on feedback, mediating short and long-term conflict, and combatting low morale

DESCRIPTION – You know team chemistry when you see it, but it can be hard to define. In 2012, The Today Show dismissed Ann Curry as co-anchor. Many sources attributed the cause of her dismissal to "bad chemistry" between her and Matt Lauer. Shortly after, The Today Show ratings dropped, while its competitor, Good Morning America, saw an increase. Coincidentally, the Good Morning America team seemed to be having more fun—many would say they had better chemistry. Chemistry can serve as a basis for understanding team development and performance. For this reason, people often use the word "chemistry" to describe an intangible but positive effect on team performance.

Choosing team members is like choosing elements for a chemistry experiment—they are the basic building blocks. Assembling team members together correctly—leveraging strengths—is like creating a balanced chemical equation. Monitoring how team members interact is like observing a chemical interaction, and measuring team results is like analyzing the results of a chemistry experiment.

OBJECTIVES -

1. Understand how to choose team members to create a high-performing team.
2. Leverage the strengths of team members to maximize team performance.
3. Implement strategies to promote positive interactions.
4. Evaluate team processes and team results.

COURSE LENGTH – 1 day

DELIVERY METHOD - Virtual ILT Delivery

AI AND MACHINE LEARNING

*To be developed

TOPICS –
- Distinction between AI and Machine Learning
- Understanding Predictive AI vs. Generative AI
- Incorporating AI and Machine Learning into Business Strategy

DESCRIPTION – This course provides an insightful exploration into the realms of Artificial Intelligence (AI) and Machine Learning, tailored for leaders who aim to integrate these technologies into their strategies. Participants will learn to distinguish between AI and Machine Learning, understand the nuances of Predictive and Generative AI, and explore how these technologies can be leveraged for efficiency and enhanced customer support. The course emphasizes practical applications, offering insights into the strategic incorporation of AI for transformative business solutions.

OBJECTIVES –
1. Differentiate between AI and Machine Learning through examples and applications.
2. Distinguish between Predictive AI and Generative AI, articulating their unique applications and implications.
3. Develop strategies to incorporate AI and Machine Learning into organizational planning, focusing on maximizing efficiencies and customer support opportunities.

COURSE LENGTH – 2- days

DELIVERY METHOD - Virtual or In Person ILT Delivery

SENIOR LEADERSHIP DEVELOPMENT COURSES

EXECUTIVE LEADERSHIP

TOPICS –

- Assessing your leadership style to build on your strengths and grow your team
- Advanced leadership skills including facilitating change, strategic thinking, enhancing motivation, and fostering creativity
- Different perspectives on combining leadership and management
- Communication techniques that will facilitate clarity and energize your employees
- The importance of creating alignment and effective techniques to accomplish it
- Tips for using feedback and disclosure as techniques to increase trust
- Using iteration as a process of continual improvement

DESCRIPTION – Federal managers and supervisors are faced with demands that lie outside the traditional scope of supervision: increasing diversity in the workforce; changing values among different generations of employees; the loss of large numbers of senior, experienced staff; and changing philosophy regarding mission and scope. Many agencies are embracing a model that has parallels in the private sector and are redefining themselves within a business model. In this evolving environment, the ability to be forward-looking and innovative is critical. This highly interactive course provides practical skills and techniques that apply to your workplace.

OBJECTIVES –

1. Conduct a self-assessment of your leadership style, identifying strengths and areas for growth, and develop a plan to enhance team development.
2. Provide real-life examples of advanced leadership skills performed or observed in the workplace, including facilitating change, strategic thinking, enhancing motivation, and fostering innovation.
3. Employ advanced communication techniques to facilitate clarity and energize employees, evidenced by improved team communication and engagement metrics.
4. Implement strategies for creating alignment within the team or organization, measuring the effectiveness of these techniques through team performance and goal achievement.
5. Identify strategies for enhancing organizational culture and supporting organizational transformation
6. Determine approaches for building collaborative and innovative teams with diverse stakeholders
7. Utilize feedback and disclosure to increase trust within the team, evaluating the impact of these techniques through feedback from team members.
8. Describe a process of continual improvement in leadership practices through iterative processes.

COURSE LENGTH – 3 days

DELIVERY METHOD - Virtual or In Person ILT Delivery

PORTFOLIO MANAGEMENT

TOPICS –
- Benefits and Fundamentals of Portfolio Management
- Building Effective Portfolio Reports

- Strategic Planning in Portfolio Management
- Principles of Strategic Resourcing

DESCRIPTION – This course is designed for senior leaders, focusing on the strategic aspects of portfolio management. It covers understanding the benefits of portfolio management, techniques for building comprehensive portfolio reports, and creating effective portfolio management plans. The course also delves into the principles of strategic resourcing, emphasizing how portfolio management contributes to overall organizational success. Senior leaders will gain advanced insights into aligning portfolio management with broader strategic objectives.

OBJECTIVES –
1. Comprehend and articulate the benefits of portfolio management, demonstrating this through the development of a comprehensive portfolio management plan.
2. Build and analyze effective portfolio reports, showcasing skills in synthesizing and presenting complex portfolio data.
3. Assess and explain how portfolio management practices contribute to organizational success, using case studies or organizational examples.
4. Understand and apply principles of strategic resourcing within the context of portfolio management, aligning resource allocation with strategic goals.

COURSE LENGTH – 2 days

DELIVERY METHOD Virtual or In Person ILT Delivery

STRATEGIC ORGANIZATIONAL DEVELOPMENT

TOPICS –

- How to overcome mental blocks to creative problem-solving
- Methods to create a safe environment for questioning assumptions and encouraging feedback
- How to apply systems thinking to solve problems
- Building consensus and alignment

DESCRIPTION – In a rapidly evolving world, the ability to tackle challenges with creativity is essential. This course guides you through proven methodologies to break down complex problems, think outside the box, and generate novel solutions. Through interactive exercises and real-world scenarios, you'll enhance your analytical thinking, develop a creative mindset, and collaborate effectively with diverse teams. Equip yourself with the skills to innovate, adapt, and thrive in any problem-solving scenario, elevating your impact in both professional and personal spheres.

OBJECTIVES -
1. Describe strategies to overcome mental blocks in creative problem-solving, demonstrating the ability to apply these strategies through practical problem-solving exercises or scenarios.
2. Create and maintain a safe environment for questioning assumptions and encouraging feedback, evidenced by an enhanced culture of open communication and innovation within your team or department.
3. Explain "systems thinking."
4. Apply systems thinking principles to solve complex problems through case studies or real-world problem-solving tasks.

5. Facilitate the building of consensus and alignment within diverse teams, measuring success through improved team collaboration and effectiveness in decision-making processes.

COURSE LENGTH – 2 days

DELIVERY METHOD - Virtual ILT Delivery

COMPLEX PROBLEM SOLVING

TOPICS –
- Approaches to Large and Complex Problem Solving
- Development and Execution of Large-Scale System Concepts
- Application of Axiomatic Design Methodology
- Persuasive Presentation of Innovative Ideas and Proposals

DESCRIPTION – This course tailored for senior leaders addresses the intricacies of solving large and complex problems. It is designed to enhance leaders' abilities in developing and executing large-scale system concepts and applying the Axiomatic Design methodology. Participants will learn how to present innovative ideas effectively and develop persuasive skills crucial for senior-level decision-making and influence. The course combines theoretical knowledge with practical application, preparing leaders to tackle complex challenges in their organizations.

OBJECTIVES –
1. Master techniques to approach and solve large and complex problems, demonstrating these through complex scenario analysis.
2. Develop and execute large-scale system concepts, showing proficiency in system-level thinking and planning.
3. Apply the principles of Axiomatic Design in problem-solving, illustrating this through case studies or project designs.
4. Enhance skills in presenting innovative ideas and proposals persuasively, evidenced by effective communication and influence strategies.

COURSE LENGTH – 2 days

DELIVERY METHOD - Virtual or In Person ILT Delivery

LEADING COMPLEX ORGANIZATIONAL CHANGE

TOPICS –

- Fundamentals of organizational change and transition
- Validating the need for change and building the business case
- Planning the transition and developing the action plan
- Implementing and monitoring transition activities
- Assessing the success of change and transition

DESCRIPTION – The speed of research and development, information sharing, and knowledge management requires that organizations keep in constant motion, changing processes and people incessantly. This workshop shows you how to harness the energy and excitement of the new to accelerate achievement and results. This course helps you increase your capacity to assess the outcomes of proposed changes, build organizational support, develop plans to manage transitions, and assess the

effectiveness of both transition and change. The majority of the class time is spent in discussion, reflection, and action-learning activities to help leaders envision, market, and implement changes and implement changes designed by others.

OBJECTIVES –
1. Articulate the fundamentals of organizational change and transition, demonstrating this knowledge through the analysis of case studies or current organizational challenges.
2. Validate the need for change and build a comprehensive business case to improve decision-making and clearly identify strategic priorities within budget and resource limitation.
3. Plan and develop a detailed action plan for managing transitions, including clear objectives, timelines, and resource allocations, illustrating this skill through a simulated change project or a real-world application.
4. Implement and monitor transition activities, demonstrating competency in overseeing change processes and adjusting as necessary for successful outcomes.
5. Assess the success of change and transition efforts, utilizing both qualitative and quantitative measures to evaluate the effectiveness and impact of the implemented changes.

COURSE LENGTH – 3 days

DELIVERY METHOD - Virtual or In Person ILT Delivery

SENIOR EXECUTIVE SERVICE EXECUTIVE CORE QUALIFICATIONS (SES ECQ) WRITING

TOPICS –
- Writing Effective Senior Executive Service Executive Core Qualifications (SES ECQs)
- Understanding the SES Hiring Process
- Feedback Exchange on Draft ECQs

DESCRIPTION – This workshop focuses on mastering the art of writing SES ECQs. Participants will gain in-depth knowledge of the SES hiring process and learn the nuances of crafting compelling ECQ narratives. The course emphasizes interactive learning, with opportunities to provide, receive, and implement feedback on draft ECQs, ensuring that participants leave with a polished and effective set of ECQs.

OBJECTIVES –
1. Learn and demonstrate the ability to write effective SES ECQs, reflecting a deep understanding of the requirements and standards of the SES hiring process.
2. Engage in a collaborative feedback process, providing and receiving constructive critiques on draft ECQs to refine and enhance their quality.

COURSE LENGTH – 2 days

DELIVERY METHOD – Virtual or In Person ILT Delivery