

ASSESS • DEVELOP • OPTIMIZE • MITIGATE RISK • INSPIRE



# **The TALENT<sup>TM</sup> AUTHORITY**

**Talent Development Solutions  
Delivered Globally**

[www.TheTalentAuthority.com](http://www.TheTalentAuthority.com)

**Organizational success is based on its talent. Talent Authority's competency-based talent development solutions provide the results organization needs to achieve success. Our methodology is research based and actively engages trainees by using their experience as a reference point in learning new skills, concepts, and practices.**

**Multi-Day Program Experiences** - These certificate programs are delivered in either half or full-day increments and are delivered according to the timeframes that best meet organizational and trainee needs. We typically recommend scheduling sessions once every week, every two weeks or monthly until all of the topics are delivered.

- Talent Academy for Senior Leaders 24 hours
- Talent Academy for Leaders 40 hours
- Talent Academy for Supervisors 16 hours
- Create Your Own Talent Academy 8 or more hours

**Individual Experiences** - Target your development efforts on the competencies that are most important given your target population's needs. Most of our solutions has an experience available for

Mid-to-Senior Level  
Leadership and Supervisory Level  
Team Member Level

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## TALENT ACADEMY

Mid-to-Senior Level	24 hours (3 full or 6 half days)
Leaders	40 hours (5 full or 10 half days)
Supervisor Bootcamp	16 hours (2 full or 4 half days)

**Talent Academy for Mid-to-Senior Level Leaders** - Organizations need strong mid and senior-level executives to successfully execute strategy. As the conduit between executives and frontline employees, these leaders turn concept into reality. With more spans of control, fierce competition and challenging times, their jobs have gotten more overwhelming. This multi-day certificate program develops stronger, more engaged leaders who can deliver an organization where it needs to go. Mid-level leadership competencies developed in this Academy, include the following half-day experiences.

- Communications
- Emotional Intelligence
- Coaching
- Change
- Developing Talent
- Strategy

**Talent Academy for Leaders** - Frontline and informal leaders are those directly responsible for executing organizational strategy at the frontline. They are responsible for making everything happen -- through people -- given production demands, service requirements, endless priorities and so many other variables. This program focuses on critical leadership competencies they will need today and tomorrow to make their "leadership life" easier along with executing on the organization's strategy. Many of the topics in this program are also applicable to mid-to-senior level leaders. The certificate includes the following half-day experiences.

- Leadership
- Employment Law for Leaders
- Communications
- Conflict
- Coaching
- Performance Management
- Change
- Engagement | Retention
- Teamwork
- Mastering Leadership Competencies

**Talent Academy Bootcamp for Supervisors** - Oftentimes amazing individual contributors are promoted into supervisory positions based on technical abilities. Transitioning from "peer to boss" is quite challenging as they navigate as to what type of leader they are and the type of leader they want to become along with how they communicate, deal with conflict, and coach individuals. This bootcamp style program provides the foundation level needed to become a successful supervisor.

**Also available in Spanish.**

- Leadership
- Communications
- Conflict
- Coaching

**Create Your Own Talent Academy** - Each organization has different strategic imperatives and competency-development needs. The Talent Authority will work with you to determine what competencies map to the strategic needs of your organization. We can then deploy assessments to identify the skill gaps within populations so that a competency-based development program can be implemented providing the required results given talent needs and organizational strategy.



## BEHAVIOR

Mid-to-Senior Level Leadership Course	4 hours
Human Resources & Talent Acquisition Course	16 Hours
Leadership Course	8 hours
Team Member Course	4 hours

English

### Leadership Course

Is the workplace behavior of some co-workers confusing and causing communication and teambuilding issues? Are sales slumping or not meeting revenue projections or expectations? Are some employees performing to expectation and others floundering? Are all new hires meeting performance expectations or are some falling short? Does it take some teams or departments longer to meet expectations and become cohesive? Do some leaders never delegate and others delegate everything? Are there engagement gaps for some employees, but not others? Are you fearful that high performing employees may leave? Do some new hires meet all performance expectations quickly and others do not? Have you hired individuals for what they know and terminate them because of who they are?

Behavior dictates how individuals respond to so many interactions within the workplace. Additionally, self-awareness is the one trait many employees want for their leader. Provide this insight prior to building competencies.

### Team Member Course

Is the workplace behavior of some co-workers confusing and causing communication and teambuilding issues? Are some employees aware of their behavioral tendencies and others are not? Behavior dictates how individuals respond to so many interactions within the workplace. It is so important to understand these tendencies so that individuals are able to understand this before they attempt to build competencies.

**Mid-to-Senior Level Leadership Course.** *Please inquire.*

**Human Resources & Talent Acquisition.** *Please inquire.*



## CHANGE

Mid-to-Senior Level Leadership Course	4 hours
Leadership Course	4 hours
Team Member Course	4 hours

English

**Mid-to-Senior Level Leadership Course** - We hold leaders responsible for the "break-throughs" that will catapult the business forward despite the increasing competition. But how can leaders lead change if they're not ready for it or bought into it themselves? Leaders learn the ability to drive change by understanding the importance of stakeholders, multiple viewpoints, communication, and buy-in.

**Does your organization face any of these issues?**

- Are associates feeling de-motivated as a result of shifting strategies, shifting structures, and fewer resources?
- Do your leaders lack the strength, energy, and skills to drive change in today's environment?
- Are your leaders unaware of their personal preference toward change, and their team's preference at each step of the change process?

**Leadership Course** - In today's complex and competitive environment, it's no surprise that a large proportion of workplace change initiatives fail. For workplace change initiatives to be successful, organizations need individuals who are able to turn resistance into commitment and inspire team members to take ownership of change. This course provides the skills and resources needed to accelerate the process of implementing change with their team members and to create an agile work environment where people are more open to change. **Does your organization face any of these issues?**

- Do leaders fail to hold employees accountable and allow them to slip back into the old way of doing things?
- Are your leaders able to identify the aspects of change they can control and influence?
- Do leaders fail to gain the buy-in or support of team members to implement change?
- Are your leaders a positive model when it comes to embracing change, or do they fail to use new approaches themselves?

**Team Member Course** - If there's one thing all organizations in today's economy have in common, it's that they are undergoing change. But change can only be effective if the employees impacting your bottom line embrace it. Their ability to adapt will determine the competitiveness and success of your organization. This course focuses on the role of individual performers in implementing change in the workplace. Participants discover their Change IQ, learn about the phases of change that many people experience and are introduced to best practices that will enable them to tackle and overcome the new business challenges of today and tomorrow. **Does your organization face any of these issues?**

- Are your employees unreceptive to change?
- Does resistance to change decrease the productivity of individuals and teams?
- Are changes in the workplace or economy affecting the morale of your workforce?
- Are individual performers attempting to make changes in ineffective ways?



## COACHING

Mid-to-Senior Level Leadership Course	4 hours
Leadership Course	4 hours
Team Member Course	4 hours

Spanish | English

**Mid-to-Senior Level Leadership Course** - Coaching at the mid and senior-level is significantly different from coaching at lower organizational levels, as leaders are now expected to continue to lead across generations while also leading people from different functions and increasing productivity across the board. Leaders need to develop multidirectional coaching skills and learn the proactive inquiry method for more effective interactions with their teams. **Does your organization face any of these issues?**

- Do your leaders lack the skills to coach their direct reports, peers, or even senior leaders?
- Are leaders able to create a coaching culture in your organization?
- Do leaders spend more time sharing their expertise rather than asking provocative questions while coaching?
- Do your leaders struggle to drive performance, engagement, and retention?

**Advanced-Level Leadership** - In many organizations, good coaching is no longer enough. Today's high-performance workplace requires leaders who can quickly assess business priorities and the capabilities of deployed talent. Leaders must have the skills to take advantage of every coaching opportunity, even when they don't have time for formal coaching conversations. And leaders need to do more to recognize the unique contributions of employees. In this course, participants will learn four advanced coaching techniques that develop proficiency in using the Interaction Essentials in challenging situations. Leaders learn to ask powerful and insightful questions and how to drive higher levels of employee engagement through appreciation. **Does your organization face any of these issues?**

- Do leaders know how to coach but do not have time to do it?
- Do your leaders tell their employees how to get things done instead of seeking their insights and gaining their buy-in?
- Do employees feel like they are not appreciated by their leaders?

**Leadership Course** - Effective coaching is one of the most important drivers of team member performance. Whether leaders are guiding people toward success in new or challenging situations or helping people improve or enhance their work performance, their ability to coach and provide feedback makes the difference between mediocrity and high performance. By helping learners understand the importance of different coaching techniques and how to effectively handle two types of coaching discussions, this course helps leaders have more regularly and effective coaching interactions.

**Does your organization face any of these issues?**

- Are your leaders missing opportunities to provide individuals with coaching to ensure success or improve work performance?
- Do leaders spend their time getting individuals back on track instead of setting them up for success?
- Do leaders fail to follow up with people they have coached or set responsibility for measuring results?





# COLLABORATION

Leadership Course	4 hours
Team Member Course	4 hours

Spanish | English

## Leadership and Team Member Course

Today's business environment challenges individuals to increase productivity, improve quality, shorten cycle time, reduce costs, and improve customer satisfaction. These imperatives require everyone to communicate more effectively, collaborate with each other and deal with inherent conflicts that arise. Using the right words, body language, and listening skills are critical skills required by everyone within an organization.

This course teaches the practical tools that every individual within an organization can use - on a daily basis - to communicate more effectively and respectfully, build connection & trust, encourage collaboration, and even to deal with conflict with anyone they come into contact with from co-workers to customers.

### Does your organization face any of these issues?

- Do individuals have good intentions, but sometimes send the wrong message (verbally or visually), which causes conflict or harms relationships?
- Are individuals not aware of how body language and non-verbal cues affect interaction?
- Is listening something individuals think they do well, but - in reality - they do not?
- Are individuals not interacting in respectful and collaborative ways?
- Do emails cause confusion, conflict and lost productivity?



# COMMUNICATION

Leadership Course 4 hours  
Team Member Course 4 hours

Spanish | English

## Leadership Course

Organizations need leaders who can do more and be more in order to succeed in today's complex environment. They need leaders with strong interpersonal skills who can get things done by mobilizing and engaging others. This course helps leaders communicate effectively so they can ignite action in others. The course teaches leaders the fundamentals they need to handle the variety of challenges and opportunities they encounter every day in the workplace and beyond.

### Does your organization face any of these issues?

- Do leaders lack the essential interaction skills that are critical for leadership success?
- Are leaders seen as unsupportive because they fail to demonstrate empathy?
- Do leaders fail to provide the ongoing feedback team members need to be successful?
- Are employees less focused on results because they don't feel valued or appreciated?

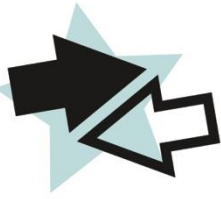
## Team Member Course

Many organizations focus on technical skills as all-important to success in the workplace; however, interpersonal skills transform individual contributors into exceptional performers who have a greater impact in their roles. This course provides individuals with a powerful set of skills that enables them to communicate more effectively with colleagues and customers and, in the process, build rapport, strengthen relationships, and achieve desired results.

### Does your organization face any of these issues?

- Do individual contributors struggle to communicate with colleagues and customers in an effective way?
- Is there a need for a higher level of trust? Greater cooperation? Stronger business relationships?
- Is effective feedback lacking as an integral part of your culture?





# CONFLICT

Leadership Course 4 hours  
Team Member Course 4 hours

Spanish | English

## Leadership Course

Today's business environment challenges organizations to increase productivity, improve quality, shorten cycle time, and reduce costs. An unfortunate but natural byproduct of these challenges is conflict. While conflict can lead to discoveries such as new ideas and innovative breakthroughs, it can, if allowed to escalate, result in damage to critical working relationships.

This course teaches leaders how to recognize the signs of escalating conflict and take appropriate action to minimize damage. Leaders are introduced to two resolution tactics—coach and mediate—and practice using the Interaction Essentials as they coach then mediate to resolve a conflict.

### Does your organization face any of these issues?

- Does conflict escalate because leaders fail to recognize the signs?
- Do leaders know what to do when a conflict is affecting productivity or morale?
- Do leaders have the skills to mediate a conflict when emotions are strong?
- Are your leaders able to help employees take accountability for their role in conflict?

## Team Member Course

Today's business environment challenges individuals to increase productivity, improve quality, shorten cycle time, reduce costs, and improve customer satisfaction. These imperatives require everyone to communicate more effectively, collaborate with each other and deal with inherent conflicts that arise. Using the right words, body language, and listening skills are critical skills required by everyone within an organization. This course teaches the practical tools that every individual within an organization can use on a daily basis to communicate more effectively and respectfully, build connection & trust, encourage collaboration, and even to deal with conflict with anyone they come into contact with from co-workers to customers.

### Does your organization face any of these issues?

- Do individuals have good intentions, but sometimes use the wrong words, which causes conflict or harms relationships?
- Are individuals not aware of how body language and non-verbal cues affect interaction?
- Is listening something individuals think they do well, but - in reality - they do not?
- Are individuals not interacting in respectful and collaborative ways?



## CUSTOMER SERVICE

Leadership Course	4 hours
Team Member Course	4 hours

English

### Leadership Course

Many service initiatives are built upon “a fix”—a three-month or one-year initiative to make the organization customer-service focused. But creating a service culture is not a one-time, skills-training event. It’s an ongoing organizational commitment driven by effective service leaders. Once the strategic focus is defined, service leaders need to know exactly how to make the service vision a reality. This course helps leaders identify barriers to service excellence and provides them with five leader practices to create a service culture.

#### **Does your organization face any of these issues?**

- Do you know what obstacles prevent a higher level of customer service?
- Do leaders know what they must do to ensure service excellence and increase customer loyalty?

### Team Member Course

Organizations need to provide superior customer service in order to build customer loyalty and stay ahead of the competition. Service providers, quite often, know how to have a friendly, positive customer interaction but lack the skills to handle an interaction that takes a turn for the worse. The potential to lose business increases when the service provider does not respond appropriately to a dissatisfied customer. This course equips learners with an important skill set that is essential to providing high-quality customer service. These essential skills will help service providers turn dissatisfied, upset customers into satisfied, loyal ones.

#### **Does your organization face any of these issues?**

- Do associates lack the skills needed to respond effectively to dissatisfied customers?
- Do your service providers miss opportunities to engage customers in a way that encourages them to talk about their issues and concerns?



# DECISION MAKING

Mid-Level Leadership Course	8 hours
Leadership Course	4 hours
Team Member Course	4 hours

Spanish | English

## Mid-Level Leadership Course

Leaders, especially those at the mid- and senior levels, are routinely faced with complex, high-impact decisions that require expedient yet effective resolutions. Perhaps most challenging is the fact that these decisions come with an intricate set of dynamics with strong forces that can pull a leader toward less-than-optimal outcomes. Leaders learn a decision-making discipline that will help them manage these dynamics and overcome the forces both within themselves and across the organization that can compromise their decision-making ability.

### Does your organization face any of these issues?

- Do leaders struggle in making complex decisions, especially when time is short and the stakes are high?
- Do biases exist within the organization that affect your leaders' ability to make effective, objective decisions?
- Are leaders unaware of how their personal biases affect their decision making?
- Do leaders fail to consider the full implications of their decisions on key stakeholders?

## Leadership & Team Member Course

Sound decision making in today's tough business environment demands much more than just coming up with or picking the best alternative or option. It requires analyzing potential problems or opportunities and making sound judgments based on analysis. Using an engaging simulation, this course teaches a logical decision-making process that addresses the critical elements that result in high-quality business decisions. Participants will develop the skills and confidence to generate options and compare them to important decision criteria, and to select the best course of action. Utilizing this process will also help individuals avoid the pitfalls that often undermine high-quality decision making.

### Does your organization face any of these issues?

- Do individuals jump to evaluating alternatives instead of using creative-thinking approaches to identify all potential alternatives?
- Is your business losing ground because associates miss the early signs of problems or opportunities?
- Do associates fail to gauge the levels of risk and reward of the alternatives they are considering before they make the decision?



# DEVELOPMENT OF TALENT

Mid-Level Leadership Course 4 hours  
Leadership Course 4 hours

English

## Mid-Level Leadership Course

Leaders play a key role in accelerating the growth of their teams, which results in more leaders and staff being prepared to deliver on critical business imperatives. Leaders learn to define the current state of team development as well as the ideal future state, pinpointing team and individual strengths and growth needs. They also need to know how to identify and develop high potentials for future leadership roles, assess the impact and effectiveness of development efforts, and provide feedback.

### Does your organization face any of these issues?

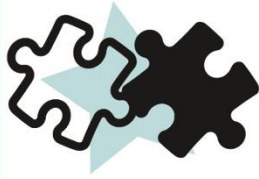
- Is the future success of your leaders limited by their abilities to build a strong team of managers?
- Are your leaders unsure of what to focus on, who to focus on, and how to develop their direct reports to impact team success?
- Do leaders accurately assess what is hindering their team and what will enable them to achieve the goals and priorities of the organization?
- Do your leaders take a strategic approach to developing talent and appropriately distribute limited resources around development?
- 

## Leadership Course

Development is critical to attracting and retaining talent, driving employee engagement, preparing future leaders, and ultimately ensuring the success of the organization. Clearly, development is just as important to leaders as it is to their direct reports. In this course, learners are introduced to a practical process to guide their own and their direct reports' development-planning efforts. The outcome is a meaningful development plan that supports the organization's current and future business needs.

### Does your organization face any of these issues?

- Are development plans something that people only do if they have time?
- Does development planning break down at key points?
- Do leaders fail to guide and support their people's development?
- Do leaders fail to measure and monitor the progress of development plans?



# DIVERSITY

Leadership Course 4 hours  
Team Member Course 4 hours

English

## Leadership Course

Everyone looks at things in a unique way. Today, the companies with the greatest competitive advantage are those that can make the most of their people's diverse abilities. Valuing Differences gives people effective tools for appreciating others' unique perspectives, understanding people's inherent differences, and collaborating in a mutually beneficial way.

### Does your organization face any of these issues?

- Do employees value the unique qualities that everyone brings to the workplace?
- Do teams know how to make the most of different styles, abilities, and motivations?
- Do employees know what their styles are and what motivates them?

## Team Member Course

Everyone looks at things in a unique way. Today, the companies with the greatest competitive advantage are those that can make the most of their people's diverse abilities. Valuing Differences gives people effective tools for appreciating others' unique perspectives, understanding people's inherent differences, and collaborating in a mutually beneficial way.

### Does your organization face any of these issues?

- Do employees value the unique qualities that everyone brings to the workplace?
- Do teams know how to make the most of different styles, abilities, and motivations?
- Do employees know what their styles are and what motivates them?



# EMOTIONAL INTELLIGENCE

Leadership Course 4 hours

English

## Leadership Course

Leaders cannot do it alone. They need to understand how building their own emotional intelligence (EQ) contributes to improved performance for their teams, their partnerships, and their organization. Leaders assess their own EQ and learn to prevent the emotional hijacking that can interfere with personal intentions and organizational outcomes.

### Does your organization face any of these issues?

- In times of intense pressure, do leaders sacrifice focusing on their people in favor of operational matters?
- Are leaders hard-pressed to read the environment, people, and others' perceptions, which reduces their full impact?
- Have leaders become emotionally hijacked?
- On a day-to-day basis, do the behaviors of your leaders fall short when it comes to building a high-performance, high-trust environment?



# EMPLOYMENT LAW

Leadership Course 4 hours

Spanish | English

## Leadership Course

All it takes is to say something wrong, ask the wrong question, fail to say something or take action. Handling a situation incorrectly can put the company and even the leader at risk. As an "agent" of the company, it is in everyone's best interest to ensure those in a supervisory role be aware of the laws that impact their jobs. This workshop teaches those in supervisory positions the TOP TEN practices of California and federal employment law. Participants learn from case studies, "what would you do scenarios," as well as through real life examples of what not to do, and how to stay out of legal trouble. A non-California version is available for out of state employers.

**\*\*4 Hour Course.** Can be modified to be AB1825 compliant.

### Does your organization face any of these issues?

- Are leaders unaware of their role as "agent of the company"?
- Do leaders say and do things that are becoming more problematic?
- Do leaders "take it on themselves" to fix an employment-related issue?
- Are leaders dealing with employees more as peers than as a leader?





# ENGAGEMENT | RETENTION

Leadership Course 4 hours

English

## Leadership Course

Research tells us that employee engagement is the primary enabler behind the successful execution of any business strategy. And, no one affects engagement more than the employee's immediate leader. This course provides leaders with a model to determine what drives an individual employee's engagement, as well as methods for proactively engaging employees and groups of employees. Participants learn how to conduct discussions that will help them gain insight into what drives an individual's engagement and how to use that information to both engage and retain employees.

### Does your organization face any of these issues?

- Do leaders provide what people most value in the workplace?
- Is your organization losing some of its best and brightest employees?
- Is turnover high because employees feel they are being underutilized and have better opportunities elsewhere?
- Are your leaders equipped to recognize disengaged employees and address the associated challenges?



# HARASSMENT PREVENTION

Leadership Course 2 hours  
Team Member Course 1 hour

Spanish | English

## Leadership & Supervisory Course

Every employer – regardless of location – is best advised to provide harassment prevention training – at minimum – to the supervisors and leaders so that risk is mitigated by identifying and dealing with inappropriate behaviors. This course complies with California AB1825 requirements and also includes the biggest risks employers face in regard to abusive conduct and illegal discrimination, including sex definitions, diversity, disability / religious accommodations. This course will provide the foundation knowledge needed to change / modify workplace behaviors that contribute to harassment, illegal discrimination and retaliation. (California State AB1825 required minimum training duration is 2 hours every 2 years.) **This course complies with California AB1825.**

## Team Member & Employee Course

Every employer is highly encouraged to provide everyone (not just supervisors) with awareness training on harassment prevention training. This employee-level course focuses on the basics of harassment prevention, abusive conduct, and how to respond to and report inappropriate, offensive or abusive conduct. The employer's policy on harassment prevention serves as the basis for the program facilitation. (California State SB1343 required minimum training duration is 60 minutes every 2 years.) **This course complies with California SB1343.**

As a result of the training either of the above courses, attendees will be able to answer the following questions in either an employee-level or supervisory-level context.

- What unlawful harassment, discrimination /retaliation is defined as under State and Federal law?
- What steps to take when harassing behavior occurs in the workplace?
- How to report harassment complaints?
- How to respond to a harassment complaint?
- What is the employer's obligation to conduct a workplace investigation of a harassment complaint?
- What constitutes retaliation and how to prevent it?
- What are the essential elements of an anti-harassment policy?
- What effect does harassment have on harassed employees, co-workers, harassers and employers?
- What is abusive conduct and what are some examples of this type of behavior?
- What protected characteristics exist within the law, including gender identity, gender expression and sexual orientation?
- How to respond to inappropriate behavior, including how to respond as a bystander?

**NOTE:** eLearning Modules are also available for this topic: Supervisory and Employee. English and Spanish. California and Non-California. Visit [TheTalentAuthority.com](http://TheTalentAuthority.com) to purchase.



# INNOVATION

Mid-to-Senior Level Leadership Course 8 hours  
Leadership Course 4 hours

English

## Mid-to-Senior Level Leadership

The need to innovate has always been important. As companies navigate through the new normal, it's one of the top business drivers we hear from clients. The pressure to find innovative solutions that result in competitive differentiation is tremendous. Leaders have to push their thinking and approach to meet these new requirements. We believe leaders do not have to be highly creative to drive a culture of innovation. We provide the tools and techniques leaders need to support innovation. By gaining experience with these techniques in an engaging classroom setting, leaders will be equipped to model ideal conditions for innovation -- and be a keeper of the culture that inspires and rewards their teams.

### Does your organization face any of these issues?

- Do leaders need to create the conditions for -- and instill the discipline of -- executing innovation?
- Is your organization looking for a way to equip leaders with the self-insight, knowledge, skills, and tools they can apply the very next day to drive innovation?
- Can your leaders overcome challenges to innovation (e.g. risk aversion, failure to produce ideas)?
- Do your leaders behave in a consistent and impactful way that drives a culture of innovation?

## Leadership

Leaders are the major influencers of innovation for every organization. Frontline leaders manage individual contributors and are the conduit for up-to-date knowledge, business challenges, and information about your customers. This course provides a practical approach, and tools and techniques, to help leaders and their teams think differently about how they work and to help them generate new ideas that add value to your organization and your customers. Leaders also learn what they can say and do to foster innovation with their teams.

### Does your organization face any of these issues?

- Does your organization lack new ideas to meet customer needs?
- Are leaders able to help team members turn flawed ideas into promising ideas...without damaging their self-esteem?
- Do leaders need tools and techniques that they can apply the very next day to generate, test, and implement innovative ideas?



# INTERVIEWING

Individuals Involved in Hiring 4 - 7 hours

English

## General Course

Research shows that how an interviewer conducts interviews has a huge impact on an organization in terms of its reputation and the quality of hires. The vast majority of resources on interviewing are aimed at the candidate. Interviewer struggle with legacy questions, mis-informed advice from others and lack of training, which is preventing results from being achieved (great candidates being hired).

This course focuses interviewers on their responsibility to provide the candidate with a quality experience and explores the consequences of interviewer behaviors. It raises learners' awareness of the important role that they play, equips them with skills to run an effective interview, and collect the right data to make an objective, results-oriented hiring decision.

### Do your interviewers know the following?

- Common interviewing problems and implications.
- How competencies define the requirements of a job.
- How specific job competencies are the basis of focused interview questions.
- How to gather and evaluate complete examples of applicant's past behavior related to the job's competencies.
- How to conduct interviews in a way that makes a positive impression on the applicant.
- Techniques to interview for motivational fit.
- How to avoid legally inappropriate questioning.
- How to write interview questions.



# LEADING

Leadership Course	4 hours
Newly or Soon-to-be-Promoted Leader Course	4 hours
Mastering Leadership Competencies (capstone)	4 hours

Spanish | English

## Leadership Course

Leaders should inspire, motivate and empower those around them. They must get into a "Leadership Mindset." Leaders must possess the awareness and skills needed to introduce, manage and perpetuate an environment where people are encouraged to think for themselves and assume greater responsibilities. This course helps leaders get aligned with the values of great leaders and to get started with the competencies (skills and behaviors) that reflect those values.

### Does your organization face any of these issues?

- Were individuals promoted to supervisory roles with little or no preparation?
- Do leaders act more like peers?
- Are leaders "doing" or "leading"?
- Are employees voicing frustration over their immediate supervisor's leadership skills?

## Newly or Soon-to-be-Promoted Leader Course

Making the transition from individual contributor to leader is both exciting and challenging. Unfortunately, we often promote individuals based on their hard work, and they struggle because being a leader is a career change, not just a slight shift in the work they do. This course arms a new or prospective leader with the knowledge and skills they need to confront the challenges they face early in their leader career. The course encourages the learner to think about the transitions that newer leaders face and how to handle those challenges. They are introduced to three leadership differentiators that are most important to building a positive reputation as well as contributing to the organization's success.

### Does your organization face any of these issues?

- Do newer leaders struggle to understand what the priorities are for themselves and the team?
- Do leaders understand the importance of bringing out the best in their team members?
- Do newer leaders struggle with the transition from being a peer of team members to being the new "boss"?
- Are leaders defensive rather than receptive to feedback from others, including their team?

## Mastering Leadership Competencies

The most successful leaders accomplish company goals with and through others. This capstone course helps individuals master the skills they have learned in four or more previously delivered modules or within one of the Talent Academies. The focus of this module is in practice and applying the skills learned to everyday situations, including how they communicate, provide feedback, coach others, monitor performance, engage staff, deal with change, manage team performance, along with any other of the competencies learned in the competency-driven training program they participated in.



## LEAN | PROCESS IMPROVEMENT

Process Mapping Courses	8+ hours
5S   5C Workplace Organization Courses	16 - 24 hours
Kaizen Events	24 - 40 hours
Six Sigma	24 - 40 hours

Spanish | English

Waste has a direct impact on every organization's bottom line and eliminating it seems like an easy task, but it isn't. Studies have shown that organizations only add value around 5% of the time within its operations. The remaining 95% is waste! Imagine if you could remove just some of this waste and what it would do for your operations? A process improvement / lean solution may be the answer! With over 5 lean-related solutions, Talent Authority lean specialists can pinpoint the solution that will meet organizational objectives.

### Does your organization face any of these issues?

- Is there a growing concern that customers or clients may become dissatisfied? Or, worse, is dissatisfaction already surfacing?
- Are processes inefficient and outdated?
- Is your organization running into problems with delivery, stock turns, productivity, scrap, and space?
- Does the organization and employees believe they should constantly strive to make improvements?
- Are your employees confident they know what they are doing and what results they should expect?

**Process Mapping:** Typically conducted in one full day (8 hours), the facilitator actively works with participants to map processes and workflows so that they can be streamlined and remove waste. This topic can be more extensive depending on the depth and detail needed.

**Lean 5S / 5C: Workplace Organization:** In this 16 - 24 hour program, employees (or the employer) select specific work areas that need to be enhanced, allowing for more streamlined production, including product, tool, and equipment identification. In a production environment, 5S (Sort, Stabilize, Shine, Standardize, Sustain) empowers attendees to make changes that will enhance their everyday work, thus creating cost efficiencies and productivity improvements. In a service/office environment, 5C (Clear Out, Configure, Clean/Check, Conformity, Custom/Practice) enables attendees to make changes that will reduce clutter, enhance processes and bring more value to administrative functions. Both 5S and 5C programs begin with a simulation to demonstrate the benefits of lean and conclude with a process/project management review so that efforts can be continuously improved.

**Lean Kaizen Event:** A Kaizen Event is an intense process involving a group or groups of employees tasked with optimizing a production line or process. Employees receive advance preparation and discuss solutions (typically learned in a Lean Sigma, Six Sigma, or 5S Project). After attendees are adequately prepared, a Kaizen Event is deployed. Participants will spend 24 to 40 hours (3-5 consecutive days) optimizing the production line or process.

**Six Sigma:** A six sigma program is typically delivered in approximately 80 hours (20 four-hour sessions) and consists of several stages, including Defining, Measuring / Analyzing, Improving / Controlling. Through these stages, participants learn through hands-on skill application using the statistics, tools, techniques, and resources provided by the lean specialist.



# PERFORMANCE MANAGEMENT

Leadership Course 4 hours  
Leadership Course Addressing Poor Performance 4 hours

Spanish | English

## Leadership Course

People are more engaged and strive for better results when they feel ownership of their work process and outcomes. Unfortunately, leaders and employees fall short because of lack of ownership. This course demonstrates the positive effect of shifting some of the ownership from the leader to the employee. This shift builds employee ownership and allows the leader to focus on coaching and developing throughout the performance period. Trainees experience how to use effective (SMART) goals to help them track progress and fairly evaluate outcomes. (when supervisors are trained separately, additional emphasis is provided on supervisory responsibilities before, during, and after performance reviews).

### Does your organization face any of these issues?

- Are leaders bearing all the responsibility for monitoring, collecting, and analyzing performance data?
- Do leaders spend too much time coaching for improvement due to employees' lack of commitment to a performance plan?
- Do employees go into performance reviews with a fear of the unknown?

## Leadership Course Addressing Poor Performance

Just one employee with chronic performance problems can drag down the productivity and morale of an entire work group. And it can dominate a leader's time and lead to frustration and stress. This course builds leaders' skills in handling chronic performance problems. They learn how to document and present a solid case for needed improvement and use effective interaction skills. Leaders identify the steps to take after the performance problem discussion to provide ongoing feedback and support, and determine if it is necessary to impose formal consequences.

### Does your organization face any of these issues?

- Are your leaders ill-prepared to conduct performance problem discussions?
- Do leaders fail to gather and document the specific and accurate performance data they need?
- Can your leaders defuse strong emotions when discussing performance problems?
- Do employees understand why their performance doesn't meet expectations and what will happen if they don't improve?





# PRESENTATION SKILLS

All Levels Course 4 - 24 hours

English

## Course for All Levels

Individuals at every level need to provide presentations; however, the effectiveness of their presentations likely vary widely. You need effective presenters to deliver key organizational messages (from providing a sales presentation to speaking to a group of employees). All require planning, creativity, effective delivery, and results. Our Talent Authority Talent Specialists will work directly with you to better understand your presentation requirements along with skill-level of attendees and will design a program to meet your objectives.

Typical delivery of this program may or may not include the following (below is a 20-hour program, which is delivered in 5 four-hour sessions).

- **Communications** (see competency description)
- **Collaboration** (see competency description)
- **Presentation Skills Focus**, including content organization, maximizing audience interest, delivery engagement strategies, PowerPoint tips, hands-on review of past presentations, and discussing challenges when delivering a presentation.
- **Improvise Presentation Skills**, including building confidence in front of a group (mentally, physically and vocally), improving stage presence through body language and tone of voice, being more present in the moment, engaging and working with the audience (getting them excited), handling interruptions, and verbal and non-verbal cues.
- **Sample Presentation Delivery**. Early on and throughout the program, participants prepare a 10-minute presentation and receive feedback from their self, the instructor, and their class peers. This sample presentation is a safe learning environment to practice the tools learned. Individuals are encouraged to record their own presentations for self-reflection.

## Does your organization face any of these issues?

- Is your organization and employees realizing results from the presentations that are delivered?
- Are customers not impressed by your products and/or services?
- Do individuals within your organization give memorable presentations?



# PROJECT MANAGEMENT

All Levels Course 4 - 24 hours

Spanish | English

## Course for All Levels

Project management requires many skills that are often learned through trial and error, which typically is at great cost to the project and the organization. The Talent Authority's project management solution assesses the current needs of both the participants and organizations. We tailor the content and timeframe to meet the needs.

Participants return to work with a powerful understanding of project management. They gain real-world experience and practice the leadership skills needed to succeed. The Talent Authority provides the templates, forms, tools and guidelines individuals need to be successful.

This course provides the essential tools and interpersonal skills required to successfully manage projects. These include work breakdown, Gantt charts, PERT, staffing, gaining commitment, managing accountability, leading meetings, and dealing with the unexpected. Participants will interact extensively with both the instructor and each other. They will experience relevant simulations, exercises, and practice sessions, and learn how to apply them meaningfully to their own everyday work situations.

- Define a project by writing a Project Charter
- Identify your stakeholders and assess their needs
- Specify objectives and scope of a project
- Project planning: balancing time, cost, and quality
- Practice some tools for project planning and control (without using sophisticated project management software)
- Manage risk and control changes to the project
- Understand the Project lifecycle
- Application to participant projects

In this program, participants will review: The Project Lifecycle, Project Roles and Responsibilities, Writing the Project Charter, Project Planning, Mind-Mapping, Work Breakdown Structures, Risk Analysis, Ishikawa Diagrams, PERT Diagrams, Gantt Charting, Monitoring and Reviewing.

This program can be customized to reflect your organization's procedures, policies, cases, examples, and terminology. MSProject-related tools are not included in the delivery of this training; however, we can provide MSProject training in conjunction with this program



## SOFTWARE SKILLS

All Levels Course 8+ hours

Whether your organization has upgraded software or employees are now needing to use a software program more effectively, you may want to consider providing the tools and training so employees are using the software effectively to maximize their and organizational productivity. Select from Access, Excel, Outlook, PowerPoint, and Word. Each course consists of Level 1 (beginner), Level 2 (intermediate), and Level 3 (advanced). Each level is typically a full day course.

- **Access:** Level 1 is a two-day course providing an introduction to designing and creating new databases. Level 2 covers structuring data, writing advanced queries, simplifying tasks with macros, creating effective reports and maintaining an Access database. Level 3 covers intergrading access into your organizations utilizing export features, automating with VBA, managing switchboards, distributing/securing databases and sharing via SharePoint.
- **Excel:** Each level is a full day course. Level 1 provides foundation-level knowledge, including performing calculations, modifying worksheets, managing workbooks and printing. Level 2 covers calculating with advanced formulas, organizing worksheet and table data, presenting using data charts, analyzing using pivot tables/slicers/pivot charts, inserting graphics, and customizing the environment. Level 3 covers streamlining workflow, collaborating with others, auditing worksheets, analyzing data, working with multiple workbooks, importing/exporting, integrating data with the Web and structuring workbooks with XML.
- **Outlook:** Delivered in just two levels of one day each. Level 1 covers the fundamentals like composing/sending emails, receiving email, email features, calendar functions and collaborating with others. Level 2 covers working with contacts, working with tasks, using the journal and notes, organizing/finding data, automating commands, managing data, customizing Outlook, and advanced topics.
- **PowerPoint:** Delivered in just two levels of one day each. Level 1 covers the fundamentals like creating basic presentations, formatting text, adding graphics, modifying graphics, working with tables, working with charts, preparing presentation delivery. Level 2 covers customizing the environment, design templates, adding SmartArt, special effects, customizing slide shows, collaborating on a presentation, securing and distributing presentations.
- **Word:** Level 1 cover the fundamentals, including editing text, modifying text appearance, inserting graphics and special characters, tables, proofing, appearance and printing. Level 2 covers lists, tables/charts, formats with styles/themes, modifying pictures, creating customized graphics, inserting content with Quick Parts, controlling text flow, using templates, automating mail merge, using macros. Level 3 includes collaborating on documents, managing document versions, adding reference marks, simplifying long documents, securing documents, and creating forms.



# STRATEGY

Mid-to-Senior Level Leadership Course 8 hours  
Leadership Course 4 hours

English

## Mid-Level Leadership Course

Organizations are looking for leaders who can implement strategy from the middle. They need to identify execution priorities and manage their time to ensure execution and sustainability. Leaders learn actions they can take to engage themselves and their teams in executing priorities and how to overcome the challenges that interfere with effective strategy realization.

### Does your organization face any of these issues?

- Are leaders unsure how to produce results while still engaging their subordinate leaders and teams?
- Are leaders unable to translate high-level strategies into specific actions for themselves and their teams in a sustainable way?
- Do leaders struggle to focus their time and energy on the right activities, at the right times, to drive team performance?
- Are leaders challenged to create the lead measures (or progress indicators) in addition to managing the lag (or outcome) measures.

## Leadership Course

In order to achieve their business strategies, organizations count on leaders to understand and execute the top priorities for their team. In this course, leaders will learn three ingredients of executing strategy at the front line. They learn how to focus on the few most critical priorities, to measure progress toward the accomplishment of these priorities, and to hold themselves and their team members accountable against the metrics. Participants explore best practices for accountability, such as determining and communicating consequences. Overcome distraction by capturing the priorities in one place and ensure teams are working on the right things.

### Does your organization face any of these issues?

- A lot of time spent on developing business strategies for them only to be a priority of senior management.
- Frontline leaders spend too much time and energy on work that doesn't support the top business priorities.
- Team members are unsure of what they are working towards because goals and how to measure progress and success are ambiguous, at best.
- Leaders have trouble imposing consequences on those accountable for getting the work done.



# TEAMS

Leadership Course	4 hours
Team Member Course	4 hours

English

## Leadership Level Course

Managers can misdiagnose the root causes of team conflict or less-than-optimal team performance when they consider only the capabilities or character of individual team members. Often there are more systemic conditions that undermine a team's cohesiveness, collaboration, or ability to achieve goals. This course focuses on how leaders can work with their teams to build the infrastructure that enables maximum performance. Leaders gain experience in diagnosing and applying the five Team Success Factors—Results, Commitment, Communication, Process, and Trust.

### Does your organization face any of these issues?

- Do leaders have a strong team that continuously underperforms?
- Are associates unsure of their team's purpose or the role they play on their team?
- Is there an underlying lack of trust amongst coworkers in your organization?

## Team Member Course

For a team to become high performing, its members must involve, support, and trust one another. And they must share information and commit to a process that will lead to success. This course enhances team effectiveness and maximizes performance and its impact on the organization as a whole. Participants learn the personal, interpersonal, and business advantages of working together as a unit and are introduced to a set of best practices for optimal results.

### Does your organization face any of these issues?

- Are the teams in your organization struggling to meet their goals?
- Do team members fail to take ownership for their particular role and responsibilities on the team?
- Are team members operating under trial and error and wasting effort?
- Do some team members lack the confidence that other team members will be there when needed?



# TRUST

Leadership Course 4 hours

English

## Leadership Level Course

What does trust have to do with business success? Everything. Trust is directly linked to employee engagement, retention, productivity, and innovation. Leaders who demonstrate trust and trustworthiness inspire higher levels of performance and commitment to team and organizational success.

This course introduces trust enhances, which are actions leaders can take to build and sustain trusting relationships, as well as common trust barriers that can erode or quickly break trust. Applying these skills to build trusting relationships enables people to take risks, identify and solve problems, and collaborate to achieve business results.

### Does your organization face any of these issues?

- Are employees distrustful of their leaders?
- Do trust issues surface across departments, negatively affecting teamwork and productivity?
- Are leaders aware of the untrustworthy behaviors they are exhibiting?
- Do your leaders know how to build or repair trust?



# VOCATIONAL ENGLISH

as a second language

Anyone Course 4 hours

English

## Language Course

Clear and accurate interpersonal communication is key to both professional and organizational success. Miscommunication due to accent, grammar mistakes, and choosing the wrong words can lead to workplace errors, distrust amongst employees, and stereotypes. Organizational productivity and revenue then suffers.

In this course, the facilitator works to strengthen core language skills of those whose first language is not English. Results include developing stronger pronunciation skills, building a stronger workplace vocabulary, improving active listening, writing more effective emails, and building stronger written communications.

### Does your organization face any of these issues?

- Are employees often misunderstood due to accents?
- Do employees feel overwhelmed and confused by English grammar rules?
- Is production and/or service and quality becoming diminished due to miscommunication or mistakes?
- Are errors occurring because English is not being used on a regular basis?
- Is there growing frustration amongst employees because they cannot communicate freely?



# 5 REASONS TO MAKE US YOUR AUTHORITY ON TALENT

## REASON 1: Assessing

- Leadership Development Needs Assessment – in person and online
- Behavioral Assessments to improve communications and job fit
- Cognitive Assessments to identify how quickly an individual can learn job requirements
- Job Targeting Assessment to identify the best candidates for behavioral position requirements

## REASON 2: Developing

- Competency-based instructor-led leadership and team member development courses
- Research-based and Results-driven coursework minimizing time away from the job
- Hundreds of eLearning modules – leadership, communications, compliance and much more
- State subsidies available in some states to off-set the cost of development
- License our eLearning content to use on your Learning Management System (LMS)

## REASON 3: Optimizing Talent

- Advisory services to streamline staffing needs to organizational requirements
- Succession planning services
- Employee engagement and retention solutions
- Recruiting and onboarding solutions

## REASON 4: Mitigating Risk

- Instructor-led Harassment Prevention, Employment Law and Compliance Training
- Over 70 of Harassment, Compliance, Safety-Related eLearning courses for all levels
- Deliver-It-Yourself (DIY) Harassment Prevention Training Kits (California and non-California)
- Customize our Compliance Content to meet Organizational Objectives and Policy Requirements
- Purchase eLearning and DIY Kits at [TheTalentAuthority.com](http://TheTalentAuthority.com), Receive Access Same Day.

## REASON 5: Inspiring Talent

- Allow our talent development specialists to be your “behind the scenes” development unit
- Utilize our extensive client and delivery expertise to get the results your organization needs
- Integrate behaviors and competencies into all facets of your talent management practices
- Create leaders that are ready now for today’s and tomorrow’s talent-related challenges

# TALENT AUTHORITY'S eLEARNING SOLUTIONS

**Buy Today. Train Today. [TheTalentAuthority.com](https://www.TheTalentAuthority.com)**

## Harassment Prevention

- California Employee (SB1343) and California Supervisor (AB1825) – English and Spanish
- Non-California Employee and Supervisor – English and Spanish
- New York Supervisor – English and Spanish
- International Courses Available: Australian and Canadian (French and English)

## Business Skills

- Custom Service, Marketing and Sales
- Finance
- General Business + **20 more courses**

## Compliance

- Drug Free Workplace
- EEO and Affirmative Action
- Preventing Workplace Violence
- Supervisory Law (CA and US) + **50 more compliance courses**

## Health & Safety

- OSHA
- Health and Safety for Small Business
- Workplace Implications of Cannabis + **30 more courses**

## Human Resources | Leadership

- Effective Leadership
- Interviewing Job Candidates
- Negotiating Skills
- Running Effective Meetings + **50 more HR and Leadership Courses**

## Personal Development

- Conquer Anxiety
- Time Management + **many more courses**

