

PROFESSIONAL DEVELOPMENT TRAINING SERVICES

HR Solutions by Design offers training that is both practical and interactive. Attendees learn by doing, not by lecture. Sessions are usually limited to a maximum of 25 people in order to ensure that everyone participates and can ask questions about specific work situations.

Organizations may select any combination of courses to be taught as a Leadership Academy or individual courses to target immediate needs. Courses also can be customized according to the needs of the organization.

BUSINESS TOPICS

- The Chick-fil-A Effect- Creating a Compelling Culture
- Leaders Lead - the Critical Difference between Managing and Leading
- Managerial Courage – How to Develop the Stealth of a Lion & the tact of a mentor
- Not the Cowardly Lion – Doing the right thing, even when it’s not popular (Non-Managers)
- Back When I Was Your Age – Managing a Multi-Generational Workforce
- Surviving in the Political Jungle – Navigating Workplace Politics with Personal Power
- The New Workplace Trends – Tactics to Keep your Team Sharp
- There Once was a Kingdom... – Leveraging Story Telling to Inspire Your Team
- You Might be a Bad Boss if... Learning to Lead with Distinction
- Developing Others – Inspiring Others to Achieve Extraordinary Results
- DNA – Yours, Mine & Ours – Celebrating different communication & collaboration styles
- Interviewing – How to Avoid Bad Hires
- Corrective Action is NOT a Four-Letter Word - Counseling vs. Discipline
- Effective Performance Management – It’s More than an Annual Performance Appraisal
- Developing Performance & Behavior Competencies to Measure the Unmeasurable
- Workplace Legal Issues – Don’t Feed the Lawyers
- Teamwork – Finding the Diamond in the Rough
- Workplace Harassment Training – Creating a high-performance workplace in a #MeToo age
- Problem Solving and Decision-Making – Being a Decisive Leader
- Managing Change – Demonstrating Your Chameleon through Adaptability
- Stress Management – I Can’t Take Anymore!
- Self-Management – Helping employee manage themselves – Time stops for no man.
- Motivation – You Can’t Make Me!

- Delegation – How to Excel through Others
- Presentation Prowess – How to WOW your audience
- Creative Business Thinking for Success – Which Hat are You Wearing
- Customer Service – If Only These Customers Weren't So Demanding, We Could Get Our Job Done!
- Communication in the Workplace – Learning to Hear with More than Your Ears
- Advanced Communication – They Will Only Ask 3 Times
- Workplace Violence/Active Shooter – Listening to the Follicular Erection
- Effective Business Writing – Influencing Others through Effective Writing
- Effective Business Communication – Say What You Mean and Mean What You Say
- Leveraging Good Conflict to Get Results & Build Relationships
- Stiletto Leaders – Becoming an Effective Leader in a Man's World
- Succession Planning – Who's Your #2 and Are They Ready for YOUR Promotion?
- The Team Reimagined – Leading a Virtual Team
- The Buck Stops HERE! Using Accountability to Create Results

HUMAN RESOURCES TOPICS

- Strategic HR – The Normal Playbook Won't Get You There
- Making the Horse Drink – How to Get Supervisors to Document without Beating Them
- How to Build the Perfect Performance Management System – It's More than Results
- HR Means Business – Developing an HR Strategic Plan that Impacts
- Workplace Bullies – How to Build a Respectful Workplace
- Guidelines vs. Policies – Innovations and Changes to Consider
- If You Can't Run with the Big Dogs – Stay on the Porch - How HR Can be Seen as a Strategic Player
- HR is More than Making People Happy – How to Gain Respect for HR
- Managing the Whims of Congress – Navigating the FFCRA (Emergency Paid Sick Leave and Expanded FMLA), COVID-19 and the PPP

Building Effective Leaders

Effectively Managing Employees (Managers/Supervisors)

Managers may contribute to employee retention by improving overall job satisfaction. Losing good employees can

affect both productivity and morale. By effectively managing your employees, you can make a positive difference in the organization. This course can assist you by:

- Identifying your management style
- Determining expectations and work styles
- Assessing how management style impacts employees
- Learning effective communication skills
- Identifying tools employees need to be successful
- Providing tips for effective management

Introduction to Management (Managers/Supervisors)

The course helps new managers become familiar with management and leadership concepts. The seminar promotes awareness and provides high-level information complemented by reinforcement activities as determined in advance by you and your HR Professional.

Managing Effective Teams (Managers/Supervisors)

Managing a team of employees requires a different set of skills than managing individual employees. This seminar is designed to help you better direct your work groups. During this highly interactive session, you will:

- Identify teams
- Assess individual team members
- Assess your team as a whole
- Learn skills for managing your team
- Identify additional resources

Retaining Top Performers (Managers/Supervisors)

The lessons in this seminar are designed to increase your knowledge about top performers so that you can better retain them. Included in each lesson is an activity to help you apply the knowledge and achieve the final objective. Lesson topics include:

- Characteristics of a top performer
- Impact top performers have on a business
- Reasons top performers might leave
- Retention value of reward strategies
- Links between employee motivation and engagement

- Tangible and intangible rewards

Riding the Wave... Change Management for Your Organization (Managers/Supervisors)

This seminar defines change and the process for managing it, including analyzing the current situation, defining the desired state, creating and implementing a plan for change, addressing the impact of the change, and identifying ways to provide ongoing support. The “Riding the Wave” metaphor describes how the process of change management can feel... with proper planning and implementation, it can be a smooth ride. The goal of this seminar is to help you look at the changes that affect you in a different light and begin to understand how to “ride the wave of change.”

Managing a Remote Workforce

Remote employees are part of the “new norm” and can enhance the workforce through powerful synergies. But it is not without considerable challenges, particularly for traditional organizations led by older managers who are accustomed to operating by proven standards and procedures.

To get the most from your team, you’ve got to change your thinking, management style and adapt training to accommodate these unique challenges. This course provides exactly what you need to manage remote workers and remain the effective management force you’ve always been.

- Communicate effectively with remote workers
- Coach and support team members from a distance
- Track remote workers’ progress and performance
- Use effective communication skills with remote workers
- Understand the job from a remote worker’s perspective
- Recognize how to effectively manage virtual meetings
- Strategic Planning (Managers/Supervisors)

Businesses that want to grow and survive need to have a plan in place. Knowing where your organization is today, and where you want to be in the future, as well as how you plan to get there, is key to success. This seminar includes:

- Life cycles of organizations
- Functions of a small business

- The definition of strategic planning
- Writing mission and vision statements
- The role of owners, managers, and employees in the strategic planning process

Business is More than Just Numbers

Don't Let Your Workplace be a Statistic: Workplace Violence and Active Shooter Preparedness

A workplace violence takes many forms, from a simple disagreement that escalates into a perceived threat, to an active shooter. An active shooter is an individual actively engaged in killing or attempting to kill people in a confined location and/or other populated area. In most cases, active shooters use firearms and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly.

All employees can help prevent and prepare for potential workplace violence and active shooter situations. This course provides guidance to individuals, including managers and employees, so that they can prepare to respond to a workplace violence or active shooter situation.

This course is for non-law enforcement employees, supervisors and managers.

Course Objectives: Participants will learn:

- What they can do to prevent workplace violence
- The warning signs for workplace violence
- Is workplace violence and active shooters now an epidemic
- A gunman walks through the door...now what??
- How to protect yourself and your employees
- Developing and implementing a workplace violence prevention program

Making the Utility Industry Great Again with Organizational Culture

Traditionally, the utility industry could count on high wages, great benefits and lifelong employment, to attract and retain the best employees. But, what worked in the past is less attractive to today's workforce because today's employees are more interested in the employment "experience" than tangible rewards. During this session, you will learn how to create a rewarding and fulfilling work experience that connects with employees using principles that made Southwest airlines, Chick-fil-A, Disney, Google, and many others great.

During this session you will learn:

- Why the Secret Sauce at McDonalds doesn't make them great
- How Chick-fil-A & other great companies attract & retain the cream of the candidate crop in their dog-eat-dog markets
- What makes Organizational Culture your ONLY competitive advantage with today's workforce
- How you can apply similar principles to continue to be an employer of choice in your industry

Being an Effective Team Member (Managers/Supervisors and Employees)

A company's work teams are comprised of a number of individuals. The team's main purpose directs the members of the team toward a common goal, but each individual may play a different role in reaching the goal. This seminar teaches that being an effective team member may require each employee to consider external factors, such as company policies, work culture, and the work of other departments. They may also need to consider internal factors, such as their personal abilities and tendencies, and the combined synergy of the team.

Business Ethics (Managers/Supervisors and Employees)

The purpose of this seminar is to educate managers, supervisors, and employees on the basics of ethics in the workplace. The goal is to help organizations increase productivity, reduce expenses due to employee theft (of materials and time), and to help protect the company's reputation in the community.

Upon completion of this seminar, participants will be better able to:

- Define ethics
- Recognize unethical behavior
- Understand an employer's responsibility to create and maintain an ethical workplace
- Understand an employee's responsibility to act ethically in the workplace
- Be familiar with the company's Business Ethics and Code of Conduct policy (if applicable)
- Identify unethical business practices

Communication Skills (Managers/Supervisors and Employees)

The purpose of this seminar is to help managers, supervisors, and employees communicate more effectively with each other. The seminar:

- Defines communication
- Reviews common styles of communication
- Helps you identify your own communication style
- Describes barriers to effective communication and ways to overcome them
- Provides tips for improving communication to allow you to effectively communicate using several
- delivery methods
- Teaches you ways to move from conflict to problem resolution

Conflict Resolution (Managers/Supervisors and Employees)

This seminar can help employers raise awareness about workplace conflict and help managers deal with conflict on their teams. The training can also be delivered to employees to help them understand conflict in the workplace and how to better overcome conflicts they are likely to encounter on a day-to-day basis.

Customer Service (Managers/Supervisors and Employees)

This seminar focuses on key elements of providing great customer service that can help improve performance, create a more enjoyable work environment, and improve your company's reputation. All of these factors can help lead to increased profits and customer loyalty.

E-mail Etiquette (Managers/Supervisors and Employees)

This seminar reminds you that the goal of every email should be to present you and your company in a positive way. Whether you are sending a notification to a client, a request for information to a co-worker, or a proposal to a manager, think of every line you write as representing the business.

Facilitating Effective Meetings (Managers/Supervisors and Employees)

This course provides an overview for facilitating effective meetings. Topics include evaluating the need for a meeting, delivering an effective meeting, and being a valuable meeting participant.

Social Media in the Workplace – Protecting the Business and Your Employees

This training discusses how to use social media in the workplace while considering compliance with applicable laws. The video primarily focuses on “The Never List,” detailing activities one should never do on social media.

Listening Effectively (Managers/Supervisors and Employees)

This seminar discusses how to improve your listening skills by developing better habits to aid in understanding, verifying, and retaining information. A self-analysis and an exercise are included.

Professionalism in the Workplace (Managers/Supervisors and Employees)

Professionalism in the workplace means different things to different people. But in the American workplace there are formal and informal standards for what professionalism “looks like” and expectations for how a professional employee behaves while at work. This seminar gives examples of both professional and unprofessional behaviors.

It provides tips for employees on how to behave professionally at work and tips for managers on how to address unprofessional behaviors.

Protecting Confidential Information (Managers/Supervisors and Employees)

The way confidentiality is handled in a business depends on the type of information that needs to be protected and who has access to it. The purpose of this training is to deliver the knowledge needed to understand the importance of protecting confidential information in the workplace. As a normal part of the job, you may regularly handle confidential information. When placed in the wrong hands, this information could cause harm to your customers and company.

This seminar provides strategies for identifying and handling confidential information.

Stress Management (Managers/Supervisors and Employees)

This seminar defines the various sources of stress, provides tools to help you track stress, and suggests some effective stress management techniques.

Telephone Customer Service Techniques (Managers/Supervisors and Employees)

In this training, you will learn specific telephone techniques that will help you provide better customer service and improve the internal and external customer experience. We will show you basic techniques and call structure. Our scenarios help reinforce these concepts and put the theory into practice. This training will help you gain confidence handling all types of calls and understand the impact you have on your customers' impressions of your company.

Time and Task Management (Managers/Supervisors and Employees)

The seminar is an introduction to the concepts of time and task management, and explains how you can maximize the efficiency of your workday. This information can help you and your employees develop a personal approach to managing tasks in the time allotted. It's important to recognize when assistance is needed, and how tools and techniques can help you schedule each day. The ultimate goal should be to take control of your work day.

Winning Partnerships: Managing Up (Managers/Supervisors and Employees)

This training illustrates managing up and stresses the importance of communication and taking responsibility for one's own success. You will review various situations for communication and have an opportunity to document your skills and strengths and create an action plan to begin a winning partnership with your manager.

Human Resources Focus

Addressing Common Employee Relations Issues: Introduction

Employee relations issues can consume a considerable amount of HR and management's time and attention, which can prevent people from being as productive as they could be. Such issues could also pose a threat to the safety or stability of your work environment. The following modules will walk you through some of these common issues. Each module includes real-world scenarios, discussion questions, possible causes and effect, and ways to eliminate or minimize the impact on your organization.

Addressing Common Employee Relations Issues: Negative Attitudes in the Workplace

People with negative attitudes are everywhere. It's not always easy to spot them, but over time, their attitudes can cause performance to deteriorate – ultimately affecting the bottom line. Every manager needs a strategy to deal with this potential strain on employee performance.

Addressing Common Employee Relations Issues: Attendance Issues

Attendance can sometimes cause issues in the workplace that must be addressed by management. It's important to let employees know when they are expected to be at work – some may need to be at work at a specific time each day; while others may work a more flexible schedule. Schedules often depend on job responsibilities and the rules you implement as an organization or as a manager.

Addressing Common Employee Relations Issues: Personal Issues that May Impact Performance

It can sometimes be difficult to keep our work and our personal lives separate. Life events, both big and small, can have a positive, morale-boosting effect on individuals or they can have a negative impact on one's job performance, working relationships, and productivity.

Addressing Common Employee Relations Issues: Inappropriate Use of Company Property

As you look around your workplace, do you notice any of your company's property or resources being inappropriately used? Do you see employees surfing non-business websites or using phones, printers, or copiers for personal use? Activities of this nature could result in decreased productivity and negatively affect your bottom line.

Addressing Common Employee Relations Issues: Time Wasting Issues

It's unrealistic to expect employees to function at 100% efficiency throughout the day. The key is to find an ideal balance of work and non-work activity to help keep employees energized and engaged throughout the day.

Behavioral Interviewing (Managers/Supervisors)

This course provides an overview of what behavioral interviewing is, and how to prepare for and conduct a behavioral interview to ensure you make the RIGHT hires the first time.

Compensation Planning, Part I (Managers/Supervisors)

This course provides an overview of what to consider when developing a compensation plan, and can help you understand how an effective compensation plan can add value to your organization and help control the bottom line.

We will discuss the history of compensation, the concept of Total Rewards, the objectives of compensation, how to develop an overall compensation strategy, the key elements of a compensation plan, and other requirements—including wage and hour laws, benefits, and tax laws.

Compensation Planning, Part II (Managers/Supervisors)

This course provides an overview of the key elements that make up a compensation plan.

Compensation Planning, Part III (Managers/Supervisors)

This course provides an overview of issues, pitfalls, and other requirements of a compensation plan.

Conducting Workplace Investigations (Managers/Supervisors)

It is the employer's responsibility to ensure employee complaints are reviewed and thoroughly investigated. This seminar will assist you with the details of conducting workplace investigations. The following topics are discussed:

- The purpose of investigation
- Planning and techniques of investigation
- Interviewing parties
- Analysis and determination
- Action and follow up
- Summary report

Effective Employee Discipline and Termination (Managers/Supervisors)

Progressive discipline is a common method employers use to deal with employee performance issues and

violations of company policy. Using progressive discipline effectively requires that you take the appropriate disciplinary steps with employees, where the consequences increase in

severity if performance issues or violations continue. This course covers the following topics:

- Disciplinary procedures
- Documentation
- Potential issues
- Termination meetings
- Exit interviews
- References

Employee Handbooks (Managers/Supervisors)

This training describes the value an employee handbook can add to your business, reviews the legislative foundation for developing an employee handbook, identifies the policies that you should consider including in your employee handbook, and reviews employee handbook development best practices.

Generational Differences in Today's Workplace (Managers/Supervisors)

This course is designed to educate and increase self-awareness of the characteristics and values of multigenerational employees in today's workplace. It is important not to stereotype people based on their age —by assuming their values and abilities are consistent with their generational cohorts. Many individuals have characteristics or

tendencies from more than one generation. This course covers the following:

- Identifies the different generations in today's workplace and lists possible characteristics of each
- Discusses the benefits of understanding generational differences
- Describes ways to communicate across generations
- Discusses possible pitfalls of managing a multi-generational work team, and suggests ways to resolve
- conflicts when they arise
- Describes ways to retain top employees and make a positive difference

Health Insurance Portability and Accountability Act (HIPAA) (Managers/Supervisors)

This course will give you an overall understanding of the laws and provisions of the Health Insurance Portability and Accountability Act (HIPAA), and provide you with resources you can use to determine how HIPAA affects your business.

Hiring Practices (Managers/Supervisors)

The Hiring Practices course will walk you through the entire hiring process. This seminar discusses:

- Potential impact of federal regulations
- Steps for implementing the hiring process
- Interviewing dos and don'ts
- Sample interview questions
- Making a hiring decision
- Pre-employment testing

Managing Virtual Work Teams (Managers/Supervisors)

This training series, grouped into one booklet, offers multiple programs that can be conducted together or independently from each other.

The Introduction to Virtual Work Teams program is best suited for organizations who are interested in receiving an overview of virtual work teams with the goal of determining if and how to use them.

The HR Considerations for Remote Employees program is designed for organizations who want to learn more about the application of employment laws and other human resources considerations for remote workers or workers in alternate locations.

The Building a Virtual Work Team program is designed to help organizations develop the competencies and skills required to build and effectively manage virtual work teams. You are encouraged to share your apprehensions, challenges, success stories, and working examples in this session.

Performance Management – Goals Setting to Appraisals and Beyond (Managers/Supervisors)

Comprehensive and honest performance appraisals can provide an objective and consistent basis for employment decisions, help employers defend themselves against claims of negligent retention, discrimination, or wrongful discharge, strengthen relationships with employees, and improve productivity. This seminar includes:

- Potential litigation concerns
- Communicating performance standards

- Preparation and common errors
- Conducting a performance appraisal

Preventing Bullying and Violence in the Workplace (Managers/Supervisors)

What is bullying? And, how could it potentially impact the workplace? We'll discuss ways to prevent and manage workplace bullying, while promoting a healthy work environment.

We will identify some of the similarities and differences between workplace bullying, unlawful harassment, and workplace violence. We will also discuss some potential warning signs of workplace violence and common components of a workplace violence prevention program.

Preventing Bullying and Violence in the Workplace (Employees)

Workplace bullying, once an issue dealt with in silence, has received widespread attention in recent years. Although it is more commonly talked about among our youth in schools across the nation, it is also prevalent in the workplace. Employees should be aware of workplace bullying, as it can have a serious negative impact on other employees and on companies. Employees have an obligation to support their company's policies and programs on workplace bullying and violence prevention.

Requirements and Best Practices for Managing Employee Files (Managers/Supervisors)

When it comes to managing employee information and the records that contain this information, there are many areas to consider. This seminar highlights aspects to consider when creating and maintaining employee files, developing policies and practices that ensure privacy and confidentiality, controlling access, guarding against discrimination, and minimizing the potential for identity theft.

Social Media in the Workplace (Managers/Supervisors)

This training will help identify a workable definition for social media and review some practical uses for social media in the workplace. We will discuss the potential internal and external risks associated with the use of social media in the workplace, and review ways to help mitigate such risks.

Top 10 HR Issues (Managers/Supervisors)

The Top 10 HR Issues seminar provides you with a high-level overview of top human resource-related issues experienced by our clients. This seminar includes discussions around:

- Hiring practices
- Fair Labor Standards Act
- Employee handbooks
- Harassment
- Family and Medical Leave Act
- Workers' compensation
- Employee discipline and termination
- Protected activities

Valuing Diversity in the Workplace: Information for Employees

When many people think of diversity, they think first of ethnicity, race, or gender. Diversity is much broader. In the context of the workplace, valuing diversity means creating a workplace that respects and includes differences, recognizing the unique contributions that people with differences can make, and creating a work environment that maximizes the potential of all employees.

Valuing Diversity in the Workplace: Information for Managers and Supervisors

When many people think of diversity, they think first of ethnicity, race, or gender. Diversity is much broader. In the context of the workplace, valuing diversity means creating a workplace that respects and includes differences, recognizing the unique contributions that people with differences can make, and creating a work environment that maximizes the potential of all employees.

Compliance Concerns for Leaders

Americans With Disabilities Act (ADA) (Managers/Supervisors)

This seminar will review the basic requirements of this federal law, and may help you to better understand your role in the employment of workers with disabilities in compliance with the Act.

Avoiding Employment Discrimination (Managers/Supervisors)

This seminar explains what federal anti-discrimination laws may apply to your company and the provisions of each. Information that will be discussed includes:

- Federal employment discrimination laws
- Common law tort theories
- Affirmative action plan requirements
- EEOC requirements
- Record retention guidelines

Fair Labor Standards Act (FLSA) (Managers/Supervisors)

The Fair Labor Standards Act seminar discusses:

- Who is covered under the Act
- Exempt vs. non-exempt
- Hours worked, minimum wage, and overtime
- Deductions from wages
- Child labor
- Posting/recordkeeping requirements
- Penalties for non-compliance
- Preventative measures

Family and Medical Leave Act (FMLA) (Managers/Supervisors)

The Family and Medical Leave Act seminar will provide a discussion of the provisions of the FMLA. This seminar discusses:

- Who is covered
- Leave entitlement
- Return to work
- Notice requirements and medical certification
- Coordination of FMLA and other leaves
- Recordkeeping requirements

Form I-9: Employment Eligibility Verification (Managers/Supervisors)

This course will educate you about when and how to complete the Form I-9, the employer's review and verification of acceptable documents, the process of updating and reverification of the Form I-9, and filing and storage of the company's Forms I-9.

Independent Contractor or Employee: Classifying Your Workers (Managers/Supervisors)

The Independent Contractor vs. Employee seminar will educate you on the importance of correctly classifying workers. The topics include:

- Employer responsibilities for employees
- Responsibilities for independent contractors
- Tests used by enforcing agencies for making the determination
- Potential consequences of misclassification

Ensuring you never experience your #MeToo Moment - The Harassment-Free Workplace (Employees)

Harassment, based on a protected class, is prohibited by federal, state, and possibly local law. It affects not only the victim, but also the workplace environment, and can potentially lead to group conflict, damaged careers, and public embarrassment for the company.

Topics for the employee seminar include:

- Types of harassment
- Recognizing harassment
- Employee responsibilities
- Steps to take if harassment occurs
- No retaliation policy

Ensuring you never experience your #MeToo Moment - The Harassment-Free Workplace (Managers/Supervisors)

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Topics for the management course include:

- Types of harassment
- Examples of conduct that may be unlawful
- Employer liability
- Key elements of a non-harassment program
- Complaint procedures

- No retaliation policy