

PACIFIC LEARNING + DEVELOPMENT

Course Catalog – eLearning – Online Courses

Adapting Your Leadership Style

Target Audience: Management

Prerequisite: None

Course Length: 1 hour 5 minutes

Objectives:

- + Identify the qualities of an effective leader
- + Make the mental shift from individual productivity to influencing others
- + Recognize style differences in others and be able to cater to their preferences
- + Build rapport using verbal and nonverbal messages
- + Conduct constructive one-on-ones
- + Give positive and negative feedback to different styles
- + Develop individual motivation approaches for employees
- + Facilitate a meeting effectively

The Art of Influencing Others

Target Audience: Management

Prerequisite: None

Course Length: 1 hour 20 minutes

Objectives:

- + Build rapport and develop genuine relationships
- + Improve communication skills, including verbal and nonverbal messages
- + Recognize common barriers to communication
- + Understand and use communication styles to tailor your communications
- + Resolve conflicts

Assertiveness Skills

Target Audience: All Staff

Prerequisite: None

Course Length: 55 minutes

Objectives:

- + Define assertiveness
- + Recognize the assertiveness continuum
- + Identify personal blocks to assertiveness
- + Demonstrate assertive language and behaviors
- + Avoid language and behaviors that aren't assertive (passive, aggressive, or passive-aggressive behaviors)
- + Use assertive behaviors in everyday situations

Balancing Priorities

Target Audience: All Staff

Prerequisite: None

Course Length: 45 minutes

Objectives:

- + Understand the importance of managing priorities
- + Determine the obstacles that undermine productivity
- + Prioritize your tasks, activities, and responsibilities
- + Employ strategies for making the best use of your time
- + Describe ways technology can keep you on track

Behavioral Interviews

Target Audience: Management

Prerequisite: None

Course Length: 1 hour 16 minutes

Objectives:

- + Identify competencies for which to screen
- + Write behavior-based questions
- + Conduct an interview effectively

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- + Avoid legal pitfalls
- + Evaluate candidates' responses objectively
- + Start new employees off on the right foot

Business Etiquette

Target Audience: All Staff

Prerequisite: None

Course Length: 1 hour 45 minutes

Objectives:

- + Use basic courtesy and manners
- + Practice common business etiquette to build and maintain relationships
- + Implement practices for respecting yourself
- + Be resilient in difficult situations
- + Interact in a respectful manner with coworkers and subordinates
- + Interact respectfully with individuals with disabilities
- + Establish positive human connections
- + Maintain relationships with strong communication skills
- + Use technology effectively
- + Incorporate the traits of successful and respected managers into daily routines
- + Balance work and personal life appropriately

Coaching Conversations

Target Audience: Management

Prerequisite: None

Course Length: 51 minutes

Objectives:

- + Identify the four steps of a coaching session and how they are applied in various contexts
- + Recognize the correct application of inquiry and advocacy in a coaching session
- + Apply basic coaching techniques to coaching for:
 - Performance improvement
 - Career development
 - Training for specific skills
 - Coaching a business team

Coaching for Development

Target Audience: Management

Prerequisite: None

Course Length: 55 minutes

Objectives:

- + Learn to discern the difference between coaching and other development strategies
- + Discover the key elements of successful coaching relationships
- + Understand the coaching process and how to apply each step in it
- + Identify common challenges to successful coaching
- + Discover effective strategies for managing challenges
- + Establish and maintain a successful coaching relationship with an employee

Creative Problem Solving

Target Audience: All Staff

Prerequisite: None

Course Length: 1 hour 16 minutes

Objectives:

- + Identify roadblocks that prevent creative thinking
- + Develop creative attitudes and learn to see that all problems have opportunities
- + Rediscover your creative ability
- + Focus and direct creative efforts
- + Overcome criticism and gain acceptance for new ideas
- + Learn creative and effective techniques to recognize and identify problems
- + Explore techniques for managing creative people
- + Realize the significance of humor and how it impacts creativity

Critical Thinking Skills

Target Audience: All Staff

Prerequisite: None

Course Length: 45 minutes

Objectives:

- + Define critical thinking
- + Identify and adopt the characteristics of critical thinking
- + Recognize and avoid critical thinking mistakes

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- + Identify assumptions
- + Evaluate information accurately and thoroughly
- + Distinguish between fact and opinion
- + Implement the critical thinking process in business situations

Cultural Competency

Target Audience: All Staff

Prerequisite: None

Course Length: 48 minutes

Objectives:

- + Identify the elements of cultural competence in the workplace
- + Increase your understanding of your own cultural background and how it affects your perceptions and interpretations of other cultures
- + Recognize the three dimensions of cultural awareness when interacting with other cultures
- + Develop the skills needed to practice respectful and caring behavior toward culturally diverse individuals and groups
- + Understand how values differ among cultures
- + Identify different communication styles among diverse cultural groups
- + Give and receive feedback in a caring, respectful way
- + Adapt behaviors that support cultural competency and minimize behaviors that undermine it

Delegating for Growth

Target Audience: Management

Prerequisite: None

Course Length: 45 minutes

Objectives:

- + Recognize delegation as a tool for employee growth (not just as a way to lighten your own workload)
- + Prepare yourself to delegate effectively

- + Assess your employees to determine their delegation needs
- + Match employees and projects appropriately
- + Identify barriers to delegation and overcome them
- + Apply the steps to delegating effectively
- + Handle mistakes, missteps, and failures as learning opportunities

Developing Positive Relationships at Work

Target Audience: All Staff

Prerequisite: None

Course Length: 45 minutes

Objectives:

- + Base every working relationship on a common purpose
- + Demonstrate actions that build trust and avoid those that erode trust
- + Model the positive relationship behaviors you seek in others
- + Manage, not manipulate, relationships
- + Implement strategies to improve or survive relationships
- + Set boundaries and stand your ground

Developing Your Direct Reports

Target Audience: Management

Prerequisite: None

Course Length: 55 minutes

Objectives:

- + Recognize the difference between performance management and development coaching
- + Implement a strengths-based approach to development

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- + Provide employees with the tools to assess their strengths and development needs
- + Conduct a positive development discussion
- + Identify a variety of paths to development
- + Create an effective individual development plan

Diversity Awareness

Target Audience: All Staff

Prerequisite: None

Course Length: 45 minutes

Objectives:

- + Understand the subtle ways that bias occurs.
- + Identify instances of devaluing others through small, subconscious behaviors and micro-inequities.
- + Establish a framework to increase inclusion at the organizational level.
- + Recognize different ways of conveying respect.
- + Address conflict productively and respectfully.
- + Lead by example and be part of the solution.

Effective Listening Skills

Target Audience: All Staff

Prerequisite: None

Course Length: 50 minutes

Objectives:

- + Describe the importance of listening
- + Identify barriers to listening well
- + Implement the steps of active listening
- + Uncover hidden messages
- + Listen in emotional situations
- + Increase information flow to enhance productivity and teamwork

Emotional Intelligence

Target Audience: Management

Prerequisite: None

Course Length: 55 minutes

Objectives:

- + Manage your emotions by recognizing how thoughts and emotions are connected

- + Improve your self-control by identifying physical cues indicating that your emotions may be taking over
- + Discover how emotional intelligence can help you develop more positive relationships at work
- + Learn how to use assertive communication to express your needs and feelings appropriately
- + Learn how to respond more quickly and positively to changing circumstances
- + Improve your ability to remain composed in stressful situations
- + Explore how to use emotional intelligence to bounce back from setbacks
- + Learn how to develop a more optimistic outlook

Ethics in the Workplace

Target Audience: All Staff

Prerequisite: None

Course Length: 50 minutes

Objectives:

- + Dispel common myths about business ethics
- + Describe the ideal ethical workplace
- + Implement ethics guidelines and policies in your organization
- + Identify and resolve typical ethical dilemmas
- + Recognize common excuses for unethical behavior, and what to do about them
- + Deal with unethical coworkers, customers, and vendors

Financial Intelligence

Target Audience: All Staff

Prerequisite: None

Course Length: 50 minutes

Objectives:

- + Identify the advantages of analyzing financial information

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- + Understand the purpose and benefits of budgets
- + Differentiate among various financial instruments
- + Conduct horizontal and vertical analyses using your organization's financial information
- + Recognize which ratios are most important to your organization

Fundamentals of Strategic Planning

Target Audience: Management

Prerequisite: None

Course Length: 45 minutes

Objectives:

- + Identify the elements of an effective strategic planning model
- + Identify a good foundation for creating a strategic team
- + Discover your strengths, weaknesses, opportunities, and threats when setting directions
- + Define strategic values
- + Participate in a strategic planning effort
- + Avoid common pitfalls that derail strategic plans

The Golden Rule

Target Audience: All Staff

Prerequisite: None

Course Length: 53 minutes

Objectives:

- + Examine the behaviors that contribute to a respectful workplace at the individual and organizational level.
- + Recognize the importance of building an organizational culture that fosters respect.
- + Implement strategies to maintain a respectful work environment when faced with stress, uncertainty, and change.
- + Maintain and rebuild respect after there has been an offense.
- + Apply positive strategies for coping with change

How to Make Yourself Indispensable

Target Audience: All Staff

Prerequisite: None

Course Length: 55 minutes

Objectives:

- + Take ownership of your responsibilities and results
- + Take initiative to go above and beyond what is expected of you
- + Expand your sphere of influence
- + Perform well under pressure
- + Adapt to changing situations
- + Be someone others want to work with
- + Help others improve their performance
- + Avoid being "irreplaceable" - locked into your role and unwilling to share your knowledge

How to Manage Your Emotions

Target Audience: All Staff

Prerequisite: None

Course Length: 55 minutes

Objectives:

- + Recognize the messages emotions send at work
- + Understand the trigger-perception-response cycle
- + Reframe our thinking to avoid emotional outbursts
- + Replace emotional outbursts with productive confrontations
- + Recover from your own, or another person's, emotional outburst
- + Employ long-term strategies to channel emotions productively

Ideas Into Action

Target Audience: Management

Prerequisite: None

Course Length: 1 hour

Objectives:

- + Recognize common myths and misconceptions about innovation

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- + Use multiple "intelligences" to generate a variety of ideas
- + Apply the characteristics of creative people to any problem or issue
- + Follow a four-step process for team innovation
- + Promote innovation without regulating it
- + Use cross-functional teams to foster innovation
- + Spot sacred cows in your organization

Increasing Your Emotional Intelligence

Target Audience: All Staff

Prerequisite: None

Course Length: 1 hour 10 minutes

Objectives:

- + Develop your level of emotional intelligence
- + Identify negative consequences of unmanaged emotions on your personal effectiveness
- + Describe the importance of emotional intelligence to building good relationships
- + Increase your empathy and social skills
- + Practice techniques to achieve greater self-awareness, self-control, and self-motivation
- + Understand how emotional intelligence can be applied at the workplace to enhance employee relationships and increase productivity

Leadership 101

Target Audience: Management

Prerequisite: None

Course Length: 55 minutes

Objectives:

- + Identify key characteristics of leaders
- + Build trust and confidence with employees
- + Avoid behaviors that undermine leadership
- + Promote teamwork and esprit de corps
- + Act decisively
- + Demonstrate leadership in a crisis

Leading Others Through Change

Target Audience: Management

Prerequisite: None

Course Length: 1 hour 32 minutes

Objectives:

- + Understand why change initiatives fail and how to ensure their success
- + Implement a framework to actively lead change efforts
- + Plan for the success of future change through close evaluation of current initiatives
- + Identify, acknowledge, and manage resistance to ensure an efficient transition
- + Apply techniques for increasing and gaining commitment to change

Learning to Manage

Target Audience: Management

Prerequisite: None

Course Length: 1 hour 25 minutes

Objectives:

- + Understand how to make the transition into management.
- + Avoid the common pitfalls that derail new managers.
- + Discover how to communicate effectively up and down your organization.
- + Explore ways to effectively delegate work and encourage employee development.
- + Identify how to manage task-related and interpersonal crises.
- + Develop self-awareness and determine the support you need to successfully manage employees.

Managing Offsite Employees

Target Audience: Management

Prerequisite: None

Course Length: 50 minutes

Objectives:

- Discuss benefits and challenges of offsite working relationships for employees, managers,

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and organizations

- + Explain the importance of successfully managing offsite employees
- + Identify the factors and tools that must be in place for an offsite employee to be effective
- + Describe the role that trust and communication play in the success of an offsite relationship
- + Employ strategies that help offsite employees stay on track and that deal with common problems faced by managers
- + Follow a set of best practices for successfully managing offsite employees

Managing Up

Target Audience: Management

Prerequisite: None

Course Length: 1 hour 5 minutes

Objectives:

- + Identify and support your supervisor's strengths, weaknesses, and working style.
- + Proactively seek consistent communication and monitor data.
- + Determine your supervisor's priorities, goals, and pressures.
- + Establish expectations and a clear system of organization.
- + Help to eliminate preventable problems and use effective problem solving skills to find resolutions.
- + Exhibit positive behaviors that make you an invaluable employee.

Meetings

Target Audience: All Staff

Prerequisite: None

Course Length: 48 minutes

Objectives:

- + Recognize ways to change your mindset about meetings.

- + Eliminate habits that make meetings unproductive.
- + Identify alternatives to holding traditional meetings.
- + Demonstrate effective facilitation skills.
- + Help your group make decisions quickly.
- + Ensure that every meeting ends with actionable items.

Mental Models

Target Audience: All Staff

Prerequisite: None

Course Length: 45 minutes

Objectives:

- + Define mental models and describe how they influence the workplace
- + Identify your own mental models
- + Recognize assumptions in your mental models
- + Reveal hidden assumptions
- + Avoid typical mental mistakes
- + Implement strategies to adjust inaccurate mental models

Motivating Employees to be Their Best

Target Audience: Management

Prerequisite: None

Course Length: 1 hour 21 minutes

Objectives:

- + Identify major factors that affect motivation
- + Apply dialog and listening skills that model community, influence, and openness
- + Take specific actions to foster trust within a group
- + Model the concept of accountability
- + Teach a four-step process designed to help groups learn from mistakes
- + Encourage group initiative-taking
- + Identify and apply strategies for dealing with outside pressures that negatively affect motivation
- + Match or tailor your leadership style to various employees' motivational preferences

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Navigating Difficult Conversations

Target Audience: All Staff

Prerequisite: None

Course Length: 30 minutes

Objectives:

- + Understand the nature of difficult conversations and what it takes to handle them
- + Identify the seven stages of handling difficult conversations
- + Use empathy in a way that minimizes negative responses and strengthens relationships
- + Apply best practices for preparing, initiating, and delivering the conversation
- + Discover how to generate solutions and bring the conversation to a close

Onboarding

Target Audience: Management

Prerequisite: None

Course Length: 50 minutes

Objectives:

- + Explain the purpose of onboarding and the benefits it provides to new employees.
- + Describe four key onboarding elements and how they support the onboarding process.
- + Describe actions you can take and information you can use to successfully integrate new employees within the context of the four key elements.
- + Prepare information relating to the four onboarding elements to use and share with new employees during the onboarding process.

Organizational Trust

Target Audience: Management

Prerequisite: None

Course Length: 30 minutes

Objectives:

- + Assess the level of trust in your organization and your own trustworthiness.

- + Be mindful of the results of distrust between employees and for an organization.
- + Identify the characteristics that engender trusting employees and organizations.
- + Discover common "trust busters" and specific actions you can take to prevent them in the workplace.
- + Explore the ways organizations and teams can build a culture of trust.
- + Identify the warning signs of a low-trust organization and how to restore trust when it's been lost.

Productive Work Habits

Target Audience: All Staff

Prerequisite: None

Course Length: 50 minutes

Objectives:

- + Recognize the difference between true productivity and "fake" productivity
- + Prioritize your daily work based on your key results
- + Improve your ability to focus
- + Eliminate habits that detract from your productivity
- + Work effectively with colleagues
- + Cultivate the nine habits that will increase your productivity

Resilience

Target Audience: All Staff

Prerequisite: None

Course Length: 55 minutes

Objectives:

- + Bounce back from adversity

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- + Build your self-esteem as a foundation of resilience
- + Make and maintain connections to build resilience
- + Accept and embrace change
- + Use flexible thinking to overcome obstacles
- + Implement stress-management and relaxation strategies to maintain resilience

Skillful Collaboration

Target Audience: All Staff

Prerequisite: None

Course Length: 1 hour

Objectives:

- + Understand when collaboration is an effective and beneficial approach to a project - and when it isn't
- + Establish and communicate expectations to group members to ensure a successful collaboration
- + Recognize the inward attitudes and outward behaviors necessary to collaborate well
- + Implement communication strategies that foster collaboration and avoid those that hinder it
- + Build your network to increase your ability to collaborate
- + Identify non-collaborative behaviors and implement strategies to cope with them

Social Media at Work

Target Audience: All Staff

Prerequisite: None

Course Length: 55 minutes

Objectives:

- + Recognize the benefits of using social media in the workplace
- + Identify the various legal and ethical risks of using social media in the workplace
- + Protect your organization against legal action resulting from intentional or unintentional violations of law or policy
- + Encourage an "ambassador attitude" in employees
- + Provide guidelines that help employees make good decisions when using social media at work
- + Identify the elements of an effective social media policy

Super Manager

Target Audience: Management

Prerequisite: None

Course Length: 1 hour

Objectives:

- + Recognize and learn to balance the qualities of a super manager.
- + Develop a self-awareness of your managerial skills and display attentiveness to your employees.
- + Demonstrate consistency in your values, attitude, and behavior.
- + Identify when and how to appropriately exercise mental flexibility.
- + Display humility and confidence in both your decisions as a manager and the capabilities of your employees.
- + Ensure employees' maintain focus.

Systems Thinking

Target Audience: Management

Prerequisite: None

Course Length: 1 hour

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Objectives:

- + Understand what systems thinking is
- + Identify the benefits of using systems thinking in the workplace
- + Apply the tools of systems thinking to address a problem or situation
- + Minimize the unintended consequences of major decisions
- + Recognize the potential pitfalls of implementing systems thinking in the workplace
- + Use systems thinking to improve innovation and productivity

Taking Control of Conflict

Target Audience: Management

Prerequisite: None

Course Length: 1 hour 15 minutes

Objectives:

- + Identify your preferred strategy for handling conflict
- + Understand the characteristics and drawbacks of each typical approach to conflict
- + Recognize the various sources of conflict that most often occur in the workplace
- + Implement strategies for effectively resolving conflicts that stem from each source
- + Practice behaviors that minimize tension and conflict
- + Proactively address issues before they escalate into problems

Talk Like a Leader

Target Audience: Management

Prerequisite: None

Course Length: 1 hour

Objectives:

- + Learn key communication phrases that express vision and competence
- + Recognize the key communication phrases that reinforce relationships and support of others
- + Explore ways to demonstrate accountability and expect it of others
- + Learn how to become effective at delivering constructive criticism
- + Understand how to show appreciation and provide meaningful praise

Team Excellence

Target Audience: Management

Prerequisite: None

Course Length: 55 minutes

Objectives:

- + Recognize the communication characteristics of high-performing teams
- + Assess individual strengths in order to ensure the best possible team performance
- + Recognize and avoid common goal-setting mistakes
- + Learn how to focus on goals and results effectively
- + Recognize the elements of esprit de corps
- + Learn what makes team building successful and what types of activities to avoid

The Toughest Supervisor Challenges

Target Audience: Management

Prerequisite: None

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Course Length: 55 minutes

Objectives:

- + Use realism, restraint, and resolve when facing any tough challenge
- + Resolve conflicts between employees effectively
- + Deal with layoffs in a way that minimizes the negative effects
- + Show support for employees with performance issues, while building a defensible case for discipline and/or termination if necessary
- + Deal with employees' personal problems with sensitivity and fairness
- + Take control and responsibility in a crisis situation

Why We Struggle with Tough Decisions

Target Audience: All Staff

Prerequisite: None

Course Length: 1 hour

Objectives:

- + Understand the role that emotions play in decision-making
- + Describe how to make a decision effectively, recognizing key steps to take before, during, and after the decision-making process
- + Identify your values in order to guide your actions, behaviors, and decisions
- + Put various methods for collecting and evaluating information into practice
- + Recognize - and avoid - the most common traps that complicate tough decisions
- + Develop strategies to overcome your concerns about making and implementing tough decisions

Women and Leadership

Target Audience: Management

Prerequisite: None

Course Length: 1 hour 23 minutes

Objectives:

- + Understand the challenges that women face as they pursue leadership positions
- + Assess limitations that women place on themselves
- + Build skills that enhance your development as a leader
- + Develop and manage relationships to maximize your leadership potential
- + Overcome work-life challenges
- + Recognize special issues women leaders face when they interact with others
- + Use your natural strengths to build and maintain a strong team
- + Implement a plan to target the leadership skills you most want to improve