



Talent Development Workshops

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A word on workshop timeframes:

All workshops are customized to client needs and requirements. Many topics can be presented in 2 hours. More complex topics are half-day workshops, some are better received in all-day or multi-day formats. Topics can be combined. Length can also depend on the size of the group. Let’s talk about your needs and assess what the best option is for your organization or public workshop.



01 | Leadership Bootcamp



LEADERSHIP BOOTCAMP

Congratulations, you're the supervisor! ... Now what? Often referred to as "Bootcamp", companies invest in new supervisors and managers by providing the tools needed to be successful. Topics on this page can be bundled into pairs, half day or all-day workshops and are fully customized to fit your company's profile and developmental needs.

CROSSING THE LINE

This introduction to supervision explores the challenges of making the transition into leadership. The workshop sets the stage for the new leader whether the assignment is in a first-time management role or the introduction to your company's expectations and culture. Crossing the line discussions may center on becoming maze bright in a new environment, political savvy for success, the leader's reputation, inheriting challenges, and supervising "friends" and longtime co-workers. You'll get started on the right foot with practical advice and tips.

LEGAL PITFALLS

Being a good supervisor just takes common sense, right? If only it were that easy. This session will untangle the web of employment laws and daily management practices you need to know and help you avoid the common mistakes even good managers make to keep you and the company out of trouble.

PERFORMANCE MANAGEMENT SYSTEMS

Leaders need to evaluate team members periodically. Your colleague or direct report may ask for your observations. Congratulations! You have been entrusted to give honest, constructive feedback. This program will walk you through [how to write and deliver an effective performance review](#), understand scoring biases and how to focus on the future – the talent development plan.





01 | Leadership Bootcamp *continued*

THE MANAGER AS COACH

"They're just not responding!?" One of the most challenging and rewarding parts of being a good leader is coaching people. In this program, you will explore what motivates people, and take a completely practical approach to coaching good performance, poor performance, and that person on the dead-end road using the "Painless Performance Process."

- Learn to how to mitigate four common "Sidetracks" Including "The Stall", "The Self-Inflicted Wound" and the "Guilt Trip"
- Take away the unforgettable and reliable 5 step coaching formula called the "Two Minute Challenge"
- What to do when your team member is on a dead-end road – progressive corrective action
- **Celebrate Success:** In a real practical sense, people don't respond to being noticed in the same way. Learn which types of encouragement and recognition (known as "Front and Center", "In the Wings" or "Behind the Scenes") are best suited to each individual on your team. Recognition: It's not just about the Benjamin's



PROGRESSIVE CORRECTIVE ACTION & SUCCESSFUL SEPARATIONS

As a manager, terminating someone's employment can be the toughest part of the job. If coaching hasn't been effective it's time for the next step - documentation. This session focuses on the steps of progressive corrective action meant to change behavior and the final step if behavior does not change. Be prepared and keep out of court by adopting 20 Do's and 20 Don'ts.

CONFLICT RESOLUTION AND PROBLEM SOLVING

Can't we all just get along? From office gossip, to interdepartmental conflict, to one on one interpersonal issues to team problems, this session is designed to help you handle a variety of complex issues. We learn to tackle complicated issues by providing specific steps on how to intervene when conflict happens using three distinct formulas that mitigate emotion and provide steps to work through to solutions.



01 | Leadership Bootcamp *continued*

SEXUAL HARASSMENT AWARENESS AND PREVENTION WITH ANTI-BULLYING

(required for CA employers with 50 or more employees). This highly-interactive session uses real-life examples to explore what legally constitutes sexual harassment, as well as how to prevent it, correct it and conduct investigations. Looked at provocatively through the eyes of “Generations in the Workplace”, or as several “He Said/She Said” vignettes for managers, or as “Let’s Get Honest” for team members. The bottom line is “Respect Gets Respect.” **NEW** “#Metoo Movement: Respect Gets Respect in a Post-Weinstein World. Included required training on SOGIE (Sexual Orientation, Gender Identity and Expression)

SITUATIONAL LEADERSHIP: WHAT’S YOUR “MANAGEMENT STYLE?”

Do you manage all team members the same way? Should you monitor every move they make when they’re brand new? Do you know when to get out of the way? The answer can be found in the Situational Leadership Model. By understanding the amount of direction and support each employee needs on their learning curve, you will be better equipped to motivate and develop each individual team member and avoid micromangement.

- Learn concrete steps to build team member confidence and unleash the Team Leader within.
- Take away reminder cards so that you can give staff what they need per where they are on the competence and commitment learning curve



FIVE MINUTES ON FRIDAY:

A leaders’ job is about leverage: Leveraging inspiration. Passion. Purpose. Most of our team members come to work wondering, “How do I win, here, today, with you coach?” A leader understands that his or her primary role is to give team members the tools, energy and barrier free environment within which to win. Most managers *intend* to coach, give feedback and recognize their team members as they move throughout the week. The reality is that sometimes things fall through the cracks even with the best of intentions. Unfortunately, those “things” are our team members. This planning tool keeps you on track.

- Explore the top three things that matter most to team members
- Leverage Purpose and Engagement to drive Motivation and Happiness
- Learn about “**Keeping the Good Ones**”
- Take away the “**Five Minutes on Friday**” management tool
- Explore Likeability and whether being Respected and Liked can be mutually exclusive



01 | Leadership Bootcamp *continued*



WHAT IT TAKES TO TAKE THE LEAD

The minute your team members arrive at work, it's the first thing they ask. They consider it weeks before as they make schedule requests and mull it over on the way to the employee entrance. The response to The Question influences their moods and performance and behavior for the rest of the shift. This in turn directly affects your productivity, internal and external service, sales and employee turnover. What is this powerful question? Three innocent little words: Who's managing today?

When you move into a management role, you will want to keep your eyes wide open and, as quickly as possible, get a lay of the land. Every position of leadership responsibility entails certain unwritten agreements or ground rules of operations. Begin on the right foot. Learn the tips and techniques, principles and policies to start off right.

THE WHOLE PERSON PARADIGM: LEADERSHIP CHARACTERISTICS

Beginning with an interactive conversation with participants to explore varying levels of experience, they commit to owning their own leadership characteristics and approaches within the framework of your company's culture and expectations and standards for leadership. Managers will walk away with:

- An understanding of the top three things that all team members want. They will explore the "whole person paradigm". Great leaders see people as whole – body, mind, heart and spirit – and work to unleash their full creative potential;
- They will recall best (heroes) and worst characteristics of people to whom they have reported and create the characteristics for which they want to be known and;
- They will discuss the key disciplines of leadership and practical examples of how they work with each discipline on a daily basis.



THE ART AND SCIENCE OF INTERVIEWING AND HIRING

"What were we thinking when we hired him?" We invest a great deal in each hire so let's get it right. This workshop is customized by department. Each interview is scripted by position so that we have the utmost potential for successful selection. Complete with strategies to set the stage for a successful interview, ask the right questions to find out what you really want to know, properly screen the application and resume, sell the resort to the applicant and identify red-flags throughout the process.



01 | Leadership Bootcamp *continued*

AVOIDING LEGAL LANDMINES - LEGAL REFRESHER

Are the constant changes in employment law giving you a headache? Are you aware of the common mistakes supervisors and managers make every day that can lead to an uncomfortable and potentially expensive courtroom experience?

This program is designed as a refresher for all levels of management. You will learn about hot employment-related topics in today's courtrooms and how to avoid them. From recommendation letters to e-mail, this session is an eye opener. All leaders should attend a legal refresher annually.



JEOPARDY - LEGAL UPDATE REFRESHER TRAINING

This fast-paced review pits managers and supervisors in competition with each other in a Jeopardy style showdown to see just how much you really know! Topics covered include an employment law update and sexual harassment awareness. Recommended for all levels of management.

LEGAL KEYBOARD

As a follow-up to "Avoiding Legal Landmines" or any program, this fun and interactive review gets people on their feet, working as a team, and having a blast. This is a sure way to lock in the learning!

LOVE 'EM OR LOSE 'EM AND TAKE THIS JOB AND LOVE IT: EMPLOYEE RETENTION WORKSHOP

Ever wonder why that star employee left? ... or if you could have done something to make him/her stay? Rather than wonder after the fact, in this program we will discover what to do on the front-end to keep the good ones you already have. We'll examine why people go, what makes them stay, leadership skills and simple connecting techniques to help you build those relationships. You'll even walk away with 26 more suggestions, A-Z!





01 | Leadership Bootcamp *continued*

SUCCESSFUL ONBOARDING AND RETENTION

Onboarding is a structured process, lasting anywhere between 3 & 6 months, that positions an organization's new employees with the organization's vision, strategies, goals and culture. It integrates new employees into the organization, department, business unit or function and role. Successful Onboarding is all about alignment and getting the right people in the right seats doing the right things.



YOU'RE IN THE HOT SEAT: THE JACK WELCH WORKSHOP

While it is nearly impossible to predict the next employee relations issue that will walk through your door, we do know that it will likely land in your lap. How you choose to handle concerns and difficult situations can affect not only your team, but other departments and your entire company. Your action (or inaction) directly influences your total effectiveness as a management team.

By exploring the logic and managerial sound bites of former chairman and CEO of General Electric, Jack Welch, we'll discuss how to redirect behavior and make critical course corrections. Jack forged a unique philosophy and operating system that relied on a boundaryless sharing of ideas, an intense focus on people, and an informal give and take style that made bureaucracy the enemy. You will emerge with tools to perform a team talent check up.

PREVENTIVE LABOR (UNION) RELATIONS

"Where did these union cards come from?" If this is a phrase you would rather not say, then this is a program you'll want to be in. Whether unions are currently active in your industry or not, they have no intention of going away. To stop a union campaign 3 years down the road, we need to start today. In this session, we will discuss what causes unions, the current state of unions in the workplace, how the process works, and the do's and don'ts during a campaign. Keep your business union-free.



02 | Organizational Behavior and Development

EXCELLENCE IN LEADERSHIP: THE TRUE NORTH CLASS (EIL)

This comprehensive leadership course assesses the current ability of departmental leaders to lead people. Tools are provided to improve those skill sets once the opportunities have been self-diagnosed. Based on Stephen Covey's "Principle Centered Leadership" model, the existing environment of the organization and the effectiveness of the leadership team is explored, challenged and enhanced.

- **Trustworthiness** - our individual character and competence is diagnosed at a personal level
- **Trust** - interpersonal effectiveness is enhanced through the development of core skills Communication and Seeking first to understand, then to be understood.
- **Empowerment** - managerial effectiveness is developed when team members are allowed and encouraged to unleash their potential
- **Alignment** - leaders ultimately understand their roles in aligning the organization's intentions and results.

Customized for your company, this workshop includes a cultural assessment. Topics can be unbundled, i.e., the Speed of Trust and Empowerment can stand alone.



THE SPEED OF TRUST

There is nothing as fast as the speed of trust. It is the most important element in any relationship. It is the basis of leadership and organizational success and exists on five levels: Self trust, relationship trust, organizational trust, market trust, and societal trust. In this workshop, we'll explore this foundational principal. Takeaways include:

- The interrelationship of your company's standards of conduct with the 13 behaviors of high trust leaders contemplated by Stephen M.R. Covey;
- The formula to measure the amount of trust between one individual and another and;
- A get acquainted outline (The Magic Questions) for reestablishing existing relationships or to start off on the right foot with a new direct report to ensure team members have a Voice, that the team member can express their expectations of the leader, and the leader can convey their expectations of the team member.



02 | Organizational Behavior and Development *continued*

EMPOWERMENT AND DELEGATING THE RIGHT WAY FOR RESULTS

Although the word “empowerment” is often misunderstood, managerial effectiveness is truly enhanced only when leaders unleash team member potential. What it isn’t is assigning the tasks that no one wants - sometimes called “gopherism” (go for this, go for that). Empowerment is allowing team members to make meaningful decisions and to act within agreed upon guidelines. Increasingly, managers become frustrated when they empower a team member by delegating an important task only to be disappointed when the outcome is not what they expected. Successful delegating is more than assigning a project and checking at intervals for progress.

Do you believe in your heart that team members possess far more creativity, talent, initiative and resources than their current jobs require or even allow them to use?

Managers will take away tools, the Win-Win agreement and Delegation Card to prescribe growth for team members and they will learn to consistently use the key steps to delegate the right way for results.

FIVE DISCIPLINES OF EXECUTION: CLOSING THE “EXECUTION GAP” *

Creating “Line of Sight” to our Most Important Goals

Many organizations invest time and energy planning strategies and goals to improve the business. Would you agree that it is what supervisors and staff members choose to do daily that breathes life into the goal? Sometimes we are distracted by urgent, far less important activities and we neglect the most important things. In this workshop, you will learn about the Power of Focus, the Art and Science of Getting Things Done.

The Road Map

- Focus on what’s Most Important
- Translate Goals into Action
- People Play Differently When they are Keeping Score
- Create Cadence of Accountability
- Everyone Has a Voice



“When each team member knows how his or her contribution fits into the big picture, everyone paddles in the same direction.”

Managers and Supervisors will develop one or two departmental goals that link to the company’s most important goals so that they can begin to make a difference immediately. You may ask, is it possible to dramatically improve your team’s ability to reach its goals? The answer is a resounding Yes!



02 | Organizational Behavior and Development *continued*



GETTING RESULTS THROUGH INDIVIDUAL AND ORGANIZATIONAL ACCOUNTABILITY

Have you ever noticed that some people tend to rise above seemingly insurmountable odds to “get it done” while others languish in a quagmire of excuses? What separates the “doers” from the “excuse makers”? **Accountability**. This program frames accountability in behavioral terms. Seeing It, Owning It, Solving It and Doing It are the keys to getting past the “Blamestorming” of excuses that can keep teams from reaching their potential and achieving results.

Here we provide a common language to share with all levels of management which is particularly helpful in overcoming interdepartmental as well as organizational fractures.

OVERCOMING THE FIVE DYSFUNCTIONS OF A TEAM

based on the book by Pat Lencioni

The true measure of a team is that it accomplishes the results that it sets out to achieve. To do that on a consistent, ongoing basis, the team must overcome the five dysfunctions. Ask yourself two important questions: Are we really a team? Are we ready for the heavy lifting? Diagnose where you are and prescribe what you need to do to become a high performance team. A 15-question assessment is available to complete prior to the workshop so intact teams can focus on their most pressing concerns. Truly cohesive teams turn each of the five dysfunctions to its positive orientation:

1. They trust one another
2. They engage in unfiltered conflict around ideas
3. They commit to decisions and plans of action
4. They hold one another accountable for delivering against those plans
5. They focus on the achievement of collective results

Absence of Trust
Fear of Conflict
Lack of Commitment
Avoidance of Accountability
Inattention to Results



02 | Organizational Behavior and Development *continued*

360 DEGREE FEEDBACK

"It's not about being better than someone else, it's about becoming a better you"
 - Dr. Wayne Dyer

The 360 review is designed to help managers become better leaders by asking for feedback from a team of feedback providers by including the feedback receiver's supervisor, several colleagues and the upward evaluation portion from their direct reports. The instrument is customized to rate the feedback receiver on your company's cultural expectations, beliefs, values and behaviors and measures the soft skills that deliver the hard results. The process is conducted so that the feedback provider is comfortable with confidentiality and anonymity. Training is provided so that the feedback is honest and constructive. This can be a life changing experience for those fortunate enough to be included in the process of discovery and development. The instrument is customized using 20/20 Insight Gold.



A SEAT AT THE TABLE - PRODUCTIVE MEETINGS, TEAM RULES OF ENGAGEMENT, INTERPERSONAL DYNAMICS

The foundation of success in any organization is getting people who need to work and plan together to behave in meetings in a functional, cohesive way. Many organizations struggle with effective communication at the table because they haven't created Rules of Engagement – expectations and cultural norms when interacting with each other. Diverse opinions and ideas are an organizational strength, yet team members may not express those ideas constructively. People can become uncooperative and suspicious of personal motives and interpersonal conflicts can result. Teams need buy in from everyone to move forward.

In this workshop, create your Rules of Engagement, find common ground, and facilitate problem solving using "IGOA". Identify what to STOP doing and ultimately START doing a better job of cascading information and direction from those who plan the work to those who do the work. For individual effectiveness see ["Find Your Voice and get taken seriously"](#) on page 21.



02 | Organizational Behavior and Development *continued*

THE ADVANTAGE

based on The Advantage: Why Organizational Health Trumps Everything Else in Business by Pat Lencioni

1. Why does this organization exist?
2. How do we behave?
3. What do we do?
4. How are we going to set ourselves apart strategically?
5. What's the most important thing - *Our Rallying Cry* - right now?
6. Who needs to do what for this to work?



You may agree that everything a leader does falls into one of two buckets. Strategy..... and the Ability to Execute. Which is more difficult? The creation of the strategic plan or the execution of it? Where do the mission, vision, goals and values fit? Have silos become a challenge in your organization?

These organizational signposts not only help us keep the end in mind at all times, they also inspire our customers and our employees. Yes, we know our primary goal is to make money, but customers and employees want to connect with our business on a deeper level. They want to know their buying choices and work efforts are relevant to a higher goal. This motivates people and helps them form loyal connections. In this workshop, develop the Advantage by ensuring:

- The leadership team knows, agrees on, and is passionate about the reason that the organization exists;
- The leadership team has clarified and embraced a small, specific set of behavioral values;
- Leaders are clear and aligned around a strategy that helps them define success and differentiate from competitors;
- The leadership team has a clear, **current goal** around which they rally. They feel a collective sense of ownership for that Goal;
- Members of the leadership team understand one another's roles and responsibilities. They are comfortable asking questions about one another's work;
- The elements of the organization's clarity are concisely summarized and regularly referenced and reviewed by the leadership team.



02 | Organizational Behavior and Development *continued*

AWAKEN: OVERCOMING UNCONSCIOUS BIAS

Diversity, Equity and Inclusion training for leaders, managers and team members



EXPERIENCE:

- Thought-provoking mindset surveys
- Curated videos and real-world case studies
- Phrases to interrupt and course correct hurtful dialog
- 15 strategies to defeat institutional bias
- 5 actions to demonstrate for allyship

Learn how people make, and sometimes act on, snap judgments driven by social filters and hidden biases without any conscious intention. In the workplace, this often plays out as altercations between guests, managers, or employees.

But how do we have conversations about these issues when we've all been taught to stay away from polarizing topics?

- **Look at Yourself:** Discover how your actions affect others and gain a higher awareness of your own unconscious biases.
- **Stretch to Understand:** Share ideas and discuss issues broadly and openly, ultimately forming tighter bonds with your team.
- **Become a True Ally:** Become a true ally and learn concrete ways you can affect real, lasting, and positive change.





03 | Change Management



TAKING CHARGE OF CHANGE (PERMANENT WHITEWATER)

“If you’re going to join the Cavalry, you’ve got to learn how to ride a horse”. The marketplace is not standing still. Competition moves so fast. Technology advances at a dead run. The world wants instant everything. The result is that good goes bad in a hurry. The level of performance that qualifies us as a winner today can make us a has-been tomorrow. Good is no longer “Good Enough”.

In this dynamic workshop the phases of change are put into context by using the terms “Endings, Neutral Zone and Beginnings”. The focus is on accepting ambiguity during uncertain times so leaders and team members don’t become paralyzed. We discuss myths that develop and the need to open the channels of communication by examining our culture – how we act, what’s important in our workplace and how things get done. We examine resistance to change and how to overcome these dynamics. The takeaway is 13 immediately implementable behaviors to demonstrate for success.

WHO MOVED MY CHEESE?

“Perhaps the only person who likes change is a wet baby.” Based on the Spencer Johnson book, “Who Moved My Cheese?” is an enlightening program that helps us look at change differently. We will identify our typical response to change, the pros and cons of our reactions, and explore what we can do to succeed and win in a changing world.

MILLENNIALS AND GEN Z RISING - WHEN GENERATIONS COLLIDE

Have you ever found yourself asking, “What’s up with these new employees?” or “How do I connect with my older team members?” For the first time in history there are four generations, soon to be five, working side by side. During this highly participative session we explore what creates a generation and influences their behavior in the workplace, develop an understanding of the 4 key generations (Traditionalists, Boomers, Gen X & Millennials and the Emerging Generation Z), learn how to communicate with, motivate and retain these team members, and develop an action plan for leading into the future. Recommended for all leaders.





04 | Communication and Delivering Information

THE FOUR TEMPERAMENTS: COMMUNICATION STYLES AND GROUP DYNAMICS

Have you noticed that some people are on the same wavelength as you and can practically finish your sentences? Do you know others with whom you just can't seem to connect? Maybe you've concluded that people who interrupt you are deliberately being rude, when it may be that this is how they are wired to communicate. We all have a dominant communication style, and it is eye-opening to realize that others need to receive and process information differently than ourselves.

"The single biggest problem in communication is the illusion that it has taken place."
- George Bernard Shaw

- Learn the words of immediate collaboration and words to avoid using at all costs
- Identify your communication strengths and opportunities for improvement
- Apply the concepts to people in your personal life
- Style-Stretch - Give others what they need and ask for what you need!
- Take away at-a-glance Communication Styles/Get to Know Me Cards
- Close communication gaps that keep your team from full potential & achieving results



PERSONALITIES AT WORK - THE STYLES PROFILE

Each of us is unique. We all have different perceptions, values and experiences that make us special. The Styles Profile is a survey of social style dimensions that focuses on each individual's Affiliative Line (which measures the needs and desire for being around others) as well as their Directive Line (which measures an individual's need and tendency to direct and control situations).

This session can be designed to include the direct correlation to and overlay of [dominant brain quadrant capability](#). Based on the research of Dr. Katherine Benzinger, a second survey assesses each individual's natural gifts, what they are hard wired to do well, as well as developed preferences as a result of life experience. This program provides invaluable insight into the SELF; our strengths, limitations, turn-ons and offs, worst fears, etc. and gives us takeaways regarding working with others whose hard wiring is inherently different yet as unique and valuable to the team as our own. This program can be customized to explore the styles of customers on a good day and on a bad day to suggest appropriate recovery strategies.



04 | Communication and Delivering Information *continued*



PRESENTATION ART AND AVOIDING DEATH BY POWERPOINT (PUBLIC SPEAKING)

“My presentation is ready, everyone is here, and it’s time to start ... AHHH, what do I do with my hands?” Leaders are judged by their ability to deliver information, and giving presentations at Heads Up and to external contacts is expected. In this workshop on public speaking and stand-up skills all the little details the audience notices if done wrong are explored.

Learn to write and deliver a well-crafted presentation using the formula of professional speakers, display “Positive Affect” through appropriate body language, posture, appearance, voice, movement, as use visual aids including A/V equipment and avoiding “Death by PowerPoint”. Recommended for anyone who facilitates meetings or speaks in front of others.

TRAIN THE TRAINER: T3 “TEACH IT QUICK AND MAKE IT STICK”

“Please, not another lecture!” ... Not in this class. This highly interactive program is designed for participants to not just discuss but experience the many ways to learn through a process called “guided discovery.” We will explore adult learning principles, training techniques, and those presentation jitters. Whether you are a 1st time trainer or a seasoned veteran, you’re sure to pick up tips and tricks to add pizzazz to any presentation. This workshop is customized so that internal trainers can successfully facilitate company programs such as departmental orientation or skills training on an ongoing basis. Recommended for department trainers, supervisors, and managers with training responsibilities.

LEARNING STYLES “HOW TO GIVE IT SO THEY GET IT”

How attentive were you in the classroom? Do you remember tuning out for certain subjects primarily due to the teacher’s style? In this workshop, you’ll learn the four styles of learning, and a variety of presentation strategies so that everyone “gets it” the first time we “give it.” We want to avoid death by lecture in department meetings, orientation, management meetings, and in any presentation where we share information. Stretch outside your comfort zone and gain a better understanding of how you and your team process information in this fun, interactive workshop.





04 | Communication and Delivering Information *continued*

THE ART OF THE LIAISON - INTER-GROUP COMMUNICATION DEVELOPING PERSONAL CONFIDENCE AND INDIVIDUAL ACCOUNTABILITY FOR RESULTS

Leaders and individual contributors are the conduit for information between groups of people. Each has a network of people to whom they are responsible. Yet an iceberg of Information can exist in certain uncharted waters. If you are responsible for contributing ideas in meetings or as a member of a committee, interact with confidence and organize your thinking so that you can communicate ideas, concepts and decisions to your professional peers.

- Who is in your network?
- What information are you underreporting?
- Learn the words of immediate collaboration
- Learn words to avoid using at all costs
- Learn the seven behaviors liaisons should STOP doing.
- Make use of an idea template to avoid missing details when communicating discussion points to those who were not present.



THE GIFT OF FEEDBACK

Have you ever found yourself getting defensive when someone gives you advice or criticism? You may have already learned how to **give** constructive feedback, but has anyone taught you how to **receive** it? To be a more effective team member or leader, learn the two things you must never do when receiving feedback.

In the "Gift of Feedback" we focus on what not to do when someone offers this gift and five simple steps you'll want to master. We'll also explore the "Feedforward" process with an interactive way to look into the windshield rather than the rearview mirror. The development and execution of effective action plans is the beginning of successful behavioral change. Recommended for coaches and managers who give and receive performance feedback.



05 | Personal and Professional Effectiveness

THE FIVE FACES OF GENIUS - CREATIVITY AND IDEAS WORKSHOP

Some of us believe that we aren't particularly creative based on what we've heard from family, teachers or peers. Creativity always seemed to be related to the arts- like painting, music and sculpture. Artists clearly exercise their creativity, but so do the rest of us. Managers create ways to save labor and expenses, sell products, and get and keep employees. In this workshop, we'll explore our own creativity styles. Are you the Seer, the Jester, the Alchemist, the Observer or the Sage? You'll identify your own "Face" and see the power that these five diverse perspectives can have within your organization, department, team or family.



PATH FINDER: BUILDING BENCH STRENGTH, INDIVIDUAL DEVELOPMENT PLANS & SUCCESSION PLANNING

"I wish they knew that I'd like to take on more responsibility ...What's next for me?" If you want to discover how to grow into your future, or coach a team member who needs to develop, this workshop is for you. Recommended for supervisors and managers.

*Senior Managers: Who's Warming Your Bench? If one of your key managers were to leave tomorrow, would you have a qualified internal candidate to fill that position? This session provides a forum to explore succession/career planning. Ensure you have placed your high potential candidates in the pipeline by identifying future leaders today.

WORK / LIFE HARMONY - TIME AND STRESS MANAGEMENT

Feeling a little stressed out? Overwhelmed? Forgot what your family looks like? This class could be for you! Together we'll examine the signs of stress and imbalance, your current situation, how to improve work/life harmony, and 50 tips to get more time NOW!



05 | Personal and Professional Effectiveness *continued*

TIME MANAGEMENT FOR BUSY PEOPLE

Have you ever been too busy driving to stop and get gas? Does Urgency drive your day? Leaders can get a temporary high from solving urgent and important crises. When the urgency isn't there, we can be drawn to anything urgent, just to stay in motion. It's also a good excuse for not dealing with the most important things in our lives.

We get so caught up in what we are doing that we don't even stop to ask ourselves if what we're doing really needs to be done. In this workshop, you will learn to prioritize your time to deal with both the urgent and important, identify time wasters, and take away tools that will immediately motivate you to make a positive change.



FIND YOUR BUILT-IN GPS - NAVIGATING CAREER AND PROFESSIONAL DEVELOPMENT

- | | |
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| <p>1. Your Built-In GPS – Find Your Bliss
Pay attention to the Early Signs, Avoid Falsifying Type</p> <p>2. Types of Personal and Professional Currency
Lifestyle, Happiness, Career Worksheet</p> <p>3. Stages of Career Development
Pivotal Points, In the Hallway, Late Bloomers</p> | <p>4. Barrier Awareness –
Know What You Don't know Pitfalls to Avoid, Have Humility, Losses Lead to Other Opportunities</p> <p>5. Readiness – The Place of Best Potential
Goal Setting and Lifelong Learning</p> |
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FIND YOUR VOICE AND GET TAKEN SERIOUSLY

What is your public identity in your organization? In other words, what do the managers in your organization think about you? What changes would you like to see in their thinking? What does (or will) it require for you to be a respected contributor in meetings and strategic conversations? Are you getting the support you need from key organizational partners? What are the barriers that have prevented you from being influential or “getting to yes” up to this point? In this workshop, learn to:



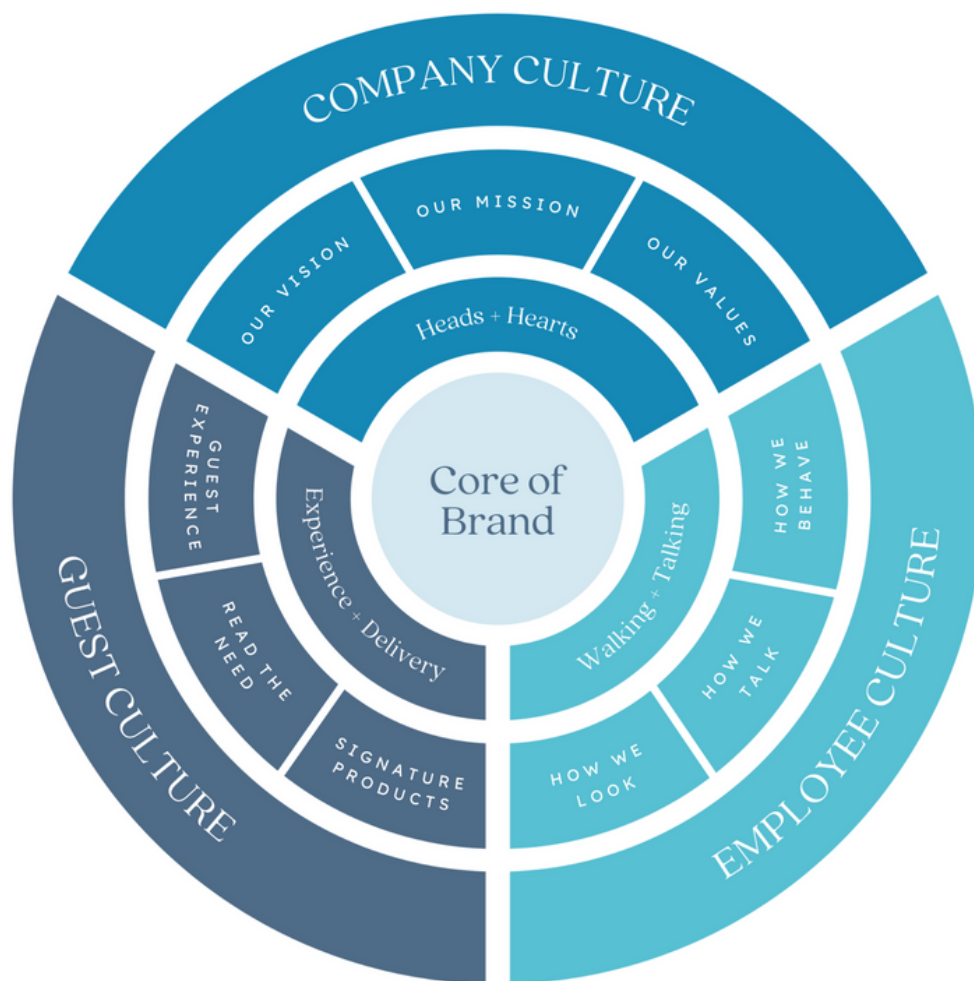
- Speak up and constructively outline your ideas
- Respond to the ideas of others
- Learn how to Manage your Boss
- Get information and help from colleagues
- Adopt the principle that “We like who we help”
- Takeaway phrases to challenge others in a positive way



06 | Product, Sales, Customer and Guest Service

BRAND CAMP - BUILDING AND LIVING YOUR COMPANY'S BRAND

What is a “brand” and how do we bring it to life? To put it simply, a brand is a product with a personality. It’s what makes your company unique. It is a promise you make to your customer and then keep consistently. Brand Differentiation will not be successful without high touch delivery. Left to their own devices, team members may determine what behaviors are expected, but the result will lack consistency and focus (read: anything goes). They may under deliver or even undermine the brand. This workshop explores what a brand is, your company’s brand personality, how employees can bring the brand to life, and your role in making it happen.





06 | Product, Sales, Customer and Guest Service *continued*

WELCOME ABOARD ORIENTATION!

Welcome team members aboard! You're with us now. New Hire Orientation is an introduction to your company's culture and values. Studies show that team members who are not welcomed and onboarded into the organization within the first three weeks do not experience the sense of belonging and commitment that is the first step in employee engagement and retention.



Your service standards and expectations, as well as what's in it for the team member are part of the message that you want to carefully craft for a dynamic session that assures the new team member that they have made the right choice in selecting you as their employer of choice. Orientation is customized to your company's specifications and is recommended for all new employees.

“ASPIRE TO INSPIRE” SERVICE CULTURE AND DELIVERY WORKSHOP

Either you are directly serving your client, customer or guest or you are serving someone who is. As a leader, every day you have the opportunity to make a difference. So, what do you have in common with Steve Jobs, Tony Hsieh from Zappos, and Herb Kelleher from Southwest airlines? You have the potential to be the chief inspiration officer in your workplace, helping to create a company culture that rocks. Encourage people to be their best selves and they will walk through walls for you. Are you that kind of manager?

- People Who Inspire
- Your Personal Brand
- Creating a Culture that Inspires
- A Place People Want to Work, Shop, Visit and Spend their Money
- Aspire to Inspire



“EVERYONE’S A CONCIERGE” WITH “DIFFICULT PEOPLE AND SERVICE RECOVERY”

“It’s all in your hands!” This course is based on the premise that the power to improve the guest experience ultimately rests in the hands of the team member. The *“Guest Experience”* is different than *“Guest Service.”* This fun, interactive and skill-based program focuses on the basics of guest service, empowerment, and service recovery, creating “Remarkable Moments”, the value of long-term guests for the entire relationship and techniques to deal with Difficult Guests.



06 | Product, Sales, Customer and Guest Service *continued*

CREATING RAVING FANS - THE VALUE OF THE “NET PROMOTER SCORE” WITH “DIFFICULT PEOPLE AND SERVICE RECOVERY”

Business plans, promotional and advertising campaigns, and sales and marketing initiatives are wasted efforts if a **poor customer experience is driving away people** because they are not getting what they want. It costs up to five times more to **attract new customers** than it does to retain existing customers. In this interactive workshop, guest and customer facing staff will learn to avoid indifference and **diffuse tension build up from three stages** of increasingly difficult customers using a proven and powerful service recovery formula.

- Three Stages of Increasingly Difficult Customers
- Solving the Most Difficult Customer and Guest Issues
- Managing the unfavorable Yelp, Trip Advisor, or Facebook review
- The Three Most Unfriendly Customer Words
- Proven and Powerful Service Recovery Formula
- What is The Ultimate Question?

SERVICE IS SALES! - THE ART OF SUGGESTING PRODUCTS & SERVICES - UP SELLING AND CROSS SELLING

We Have No Best Kept Secrets! This is Guest Service with Purpose.

How do you add value to great guest service? Studies show that guests who experience more of what you offer report that they have a better time than those who have limited interactions and purchases. Don't let anything that you offer be a "best kept secret". Team members will learn to anticipate guests' needs by suggesting little known or "insider" products and services that will enhance their experiences. This workshop is a healthy way for departments who operate in silos to interact and gain an understanding of multiple products and services so that up selling and cross selling is natural.





07 | Multi-Day Franklin Covey Workshops

GREAT LEADERS, GREAT TEAMS, GREAT RESULTS

More than just your average leadership training work session, Leadership: *Great Leaders, Great Teams, Great Results™* helps your leaders discover how to inspire trust and build credibility with their people, define a clear and compelling purpose, create and align systems of success, and unleash the talents and energy of a winning team. Leaders spend their efforts creating a place where people want to stay and contribute their best effort, time and time again, helping your organization achieve its most critical priorities. In this work session, participants will learn to:

1. Build trust and influence with others.
2. Define their team's purpose and the "job to be done."
3. Create a strategic link between the work of the team and the goals of the organization.
4. Connect the work of the team to the organization's economic model.
5. Align the four essential systems of execution, talent, core work processes, and customer feedback.



THE 5 CHOICES FOR EXTRAORDINARY PRODUCTIVITY

The 5 Choices for Extraordinary Productivity combines timeless principles with current neuroscience research to help better manage decisions, attention and energy to consistently make choices that give the greatest return on time.

Choice 1: Act on the Important; Don't React to the Urgent

How to discern the important from the less and not important. How to increase your ROM (Return on the Moment) in the midst of fierce distractions.

Choice 2: Go For Extraordinary; Don't Settle for Ordinary

How to guide your decision making through a framework of what success looks like in your current most important roles.

Choice 3: Schedule the Big Rocks, Don't Sort Gravel

Tips and Tools to plan weekly and daily to execute with excellence on the most important things.

Choice 4: Rule Your Technology; Don't Let it Rule You

Need we say more? Make technology work for you, not against you. Turn your technology into a productivity engine.

Choice 5: Fuel Your Fire, Don't Burn Out

Simple yet critical ways to increase energy so you can think clearly, make good decisions and feel more accomplished at the end of every day.



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Laura is the president of Tahoe Training Partners, a human resources and management training solutions consulting firm located near Lake Tahoe, California founded in 2007. The company's strength is partnering with companies to customize education and talent development solutions for team member, front-line leader, manager and executive populations in both field and corporate environments to drive business results.



As a senior human resources executive in the hotel, resort and gaming industries, Laura aligned strategic leadership vision with the brand promise so that engaged team members could consistently deliver extraordinary experiences in complex, dynamic, multi-site organizations. Whether partnering with clients to build a culture of discipline and execution, breathe life into a brand and deliver on a business and sales strategy, reengage a high-performance team, or prepare for and implement change, her insightful and thought-provoking approach is encouraging, inclusive, collaborative and practical. Laura is recognized as a leader who can sustain inspiring and productive business relationships with executives, managers and operating units to get things done.

With an extensive background in learning management and knowledge transfer, strategic development, design, and execution of core and accelerated development solutions, Laura has been the architect of innovative training environments in hospitality companies, resorts, retail, health care organizations, municipalities and government agencies, as well as nonprofits and manufacturing environments.

Certified as a Covey Leadership Center facilitator in the Seven Habits of Highly Effective People, the Four Disciplines of Execution, Great Leaders, Great Teams, Great Results, and the Five Choices to Extraordinary Productivity as well as a variety of proprietary workshops, Laura is nationally recognized as an engaging facilitator and presenter. Her motivating and interactive approach to talent development is the hallmark of Laura's workshops. Audience evaluations note the rapid development of useful skills, the take-away of practical tools and the frequent participant comment "Time Well Spent". Clients also cite the value of advisory and facilitation services which include executive coaching, strategic planning, facilitation of Board of Directors, leadership and management meetings, and customized organizational retreats.



In dynamic work environments where management and team talent needs to be developed or adapt quickly, success is in the systems. Laura collaborates with leaders to design the programs, dashboards, employee engagement surveys and 360-degree feedback using “20/20 Insight Gold” and other practical management and training tools that make a difference in a fast-paced business cycle. Laura works directly with intact teams to improve net promoter scores, customer service, increase sales and to direct the energy of interpersonal and interdepartmental conflict into creative solutions. Teams often value time spent building bridges back to harmony, trust and productivity by making more selective choices about where to invest their valuable time, attention and energy. Understanding communication styles and establishing team purpose, interdependent goals, expectations, standards and rules of engagement often provides the foundation for a reenergized sense of unity and shared mission.

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 Garwood Grill and Pier
 Grand Targhee Resort
 Gunstock Mountain Resort
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 Heavenly Tahoe Resort/Vail Resorts
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 Jackson Hole Mountain Resort
 Jiminy Peak Resort
 Killington and Pico Resorts
 Kirkwood Mountain Resort
 Lahontan Golf Club

Leadership Lake Tahoe
 Learning Bridge of the Sierra
 Live Violence Free
 Loon Mountain Resort
 Martis Camp Private Community
 Mountain Creek Resort
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 Saco River Medical Group
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 Sugarbush Resort
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 Tahoe Chamber
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 Tahoe Youth and Family Services
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