



**GREEN TRAINING  
ASSOCIATES LLC**

Confidence Comes with Capability™

# Green Training Associates LLC Course Catalog 2020

***We Develop Exceptional Leaders  
and Talent Capabilities to Solve  
the World's Challenges and Build  
Sustainable Organizations.***

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# Green Training Associates LLC Services Overview

## OVERVIEW

This GTA Catalog offers learning events to develop skills and knowledge that are valuable for leaders and associates at any level to build core capabilities. Our primary goal is to strengthen power skills and business relationships by focusing heavily on sustainable development, leadership, workplace and business strategy, personal strengths, team management and communication.

We offer a variety of delivery options from 90-minute lunch 'n' learns to ½ day up through multi-day workshops. We can customize the program content and length for a particular need, organizational objectives or specific target audience. Topics and delivery method can also be “mixed and matched” to accommodate a customized solution for your organization. Visit [www.greentrainingassociates.com](http://www.greentrainingassociates.com) for more ideas on GTA Solutions which can be tailored for your needs. GTA's proprietary Performance Learning Eco-System™ delivers deeper learning experiences and behavior change strategies. For maximum effectiveness, our programs along with incorporate higher-level learning requirements using management skills briefings, activities, workout sessions, discussion groups, cases and other practice methods can be developed to support the target audience's needs.

Green Training Associates offers a value-based training model below providing three service levels. A workshop can be a single learning intervention or it can be part of a Solution that includes behavior change, transfer and impact strategies with accompanying metrics as described by increasing levels of consulting services:

Consulting Service	Core	Premium	Ultimate
Research & Development for Fully Custom-built Program			X
Needs Analysis to Tailor Standard Program		X	X
Pre-program Consulting	X	X	
Program Delivery	X	X	X
Post Debrief	X	X	X
Evaluation Strategy	X (Reaction)	X (Reaction & Acquisition)	X (Reaction, Acquisition, Transfer)
Change Strategy Design			X
90-Day Follow-up			X

## WORKSHOP DELIVERY OPTIONS

- in-person instructor-led (client arranges room, logistics/AV, and optionally, food service)
- live webinar or virtual classroom on your distance learning technology (programs are recordable)

# GTA's Capability Domains

***Need tailoring for workshop materials or facilitation or prefer delivery “off the shelf”?***  
Let's talk about how to be most effective for your target audience and business requirements!

***Need a fully designed, custom workshop for a topic specific to your organization?***  
Put our creativity and expert instructional design approach to work for your needs. Let us know how we can help!



## GTA Workshops At-A-Glance

Capability Domain	Workshop Topics
<p style="text-align: center;"><b>Leadership</b></p>	<ul style="list-style-type: none"> <li>• Everything DiSC: Work of Leaders</li> <li>• Courageous Leadership</li> <li>• Emotional &amp; Social Intelligence with Computer-based Simulation</li> <li>• Encouraging Innovation Through 5 Key Conversations</li> <li>• Intelligent Risk Taking: Getting Out of your Comfort Zone for Positive Impact</li> <li>• Developing Culturally Intelligent Leaders</li> <li>• Matrix Manager: Leading in a Collaborative Environment</li> <li>• Transformational Leader</li> <li>• Talk Like a Leader</li> <li>• Resolving Conflict at Work: Improving Workplace Relationships</li> <li>• The Multi-Generational Workplace</li> <li>• Mars Rover Leadership Challenge Simulation</li> <li>• Leadership Skills for Supervisors</li> <li>• Launch Event for Journey Solutions</li> <li>• Getting Started Orientation for Journey Solutions</li> </ul>
<p style="text-align: center;"><b>Workplace and Business Strategy</b></p>	<ul style="list-style-type: none"> <li>• Managing Complexity with Critical Thinking Skills</li> <li>• Ideas into Action: Team Collaboration &amp; Innovation</li> <li>• Leading Change at Every Level</li> <li>• Fundamentals of Strategic Planning w/Team Project</li> <li>• Principles of Project Management</li> <li>• Mental Models: The Key to Making Reality-Based Decisions</li> <li>• Meetings: How to Make them more Efficient and Effective</li> </ul>

## GTA Workshops At-A-Glance continued

Capability Domain	Workshop Topics
<b>Team Management</b>	<ul style="list-style-type: none"> <li>• Manager Management (How to Manage Team Leaders)</li> <li>• Everything DiSC for Managers</li> <li>• Extraordinary Teams (for intact teams)</li> <li>• Toughest Supervisor Challenges</li> <li>• Get Fit: Feedback and Coaching Skills</li> <li>• Motivating Employees to be their Best</li> <li>• Managing Teams</li> <li>• Knock Your Socks Off Customer Service for Managers</li> <li>• Performance Management</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Everything DiSC Workplace (Associates)</li> <li>• Interpersonal Influence</li> <li>• The Art of Effective Communication</li> <li>• Knock Your Socks Off Customer Service (for intact team customer service; team manager pre-session)</li> <li>• Communication for Improved Customer Service (all customer service associates)</li> </ul>
<b>Personal Strength</b>	<ul style="list-style-type: none"> <li>• Making Public Speaking Easy</li> <li>• Creative Problem Solving</li> <li>• Developing Personal Resilience</li> <li>• Business Etiquette</li> <li>• Social Media at Work</li> <li>• Leveraging Your Strengths in a StrengthsFinder Culture</li> </ul>

## GTA Sustainability Workshops At-A-Glance

Capability Domain	Workshop Topics
<p><b>Sustainability Skills</b></p>	<p><b>Sustainability Workshop Topics</b></p> <ul style="list-style-type: none"> <li>• The Green Learning Curve: Sustainability Simplified</li> <li>• Make Green Decisions Every Day: Applying Breakthrough Mental Models (two versions available: 4-hour workshop for more application and practice; 90 min Lunch 'N' Learn)</li> <li>• Green Buildings Need Green People: Post-Occupancy &amp; Getting Your Employees On-board</li> <li>• Social Sustainability &amp; Professional Practice (Healthcare &amp; Social Workers) <b><i>NJBSW CE Certification: 5.5 CEU</i></b></li> </ul> <p><b>Coming Next!</b></p> <ul style="list-style-type: none"> <li>• GRI Standards Workshop</li> <li>• Aligning GRI Standards with UN SDGs Workshop</li> <li>• Engaging Green Consumer Habits</li> <li>• Coaching for Sustainable Innovation</li> <li>• Navigating Internal and External Stakeholders</li> <li>• Driving Long Term Shareholder Value by Optimizing TBL Strategies</li> </ul>
<p><b>Power Skills Workshops for Sustainability and STEM Professionals</b></p>	<ul style="list-style-type: none"> <li>• Ideas to Action: Team Collaboration &amp; Innovation</li> <li>• Leading Change at Every Level</li> <li>• Manage Complexity with Critical Thinking Skills</li> <li>• Intelligent Risk Taking: Getting Out of your Comfort Zone for Positive Impact</li> <li>• Creative Problem Solving</li> <li>• Developing Personal Resilience &amp; Adaptability</li> <li>• Emotional &amp; Social Intelligence</li> <li>• The Multi-Generational Workforce</li> <li>• Developing Culturally Intelligent Leaders</li> <li>• Matrix Manager: Leading in a Collaborative Environment</li> <li>• Transformational Leader</li> <li>• Interpersonal Influence</li> <li>• Resolving Conflict at Work: Improving Workplace Relationships</li> <li>• Everything DiSC: Work of Leaders</li> <li>• Extraordinary Teams</li> </ul>

Capability Domain	Workshop Topics
<p align="center"><b>Sustainable HRM Solutions™ Workshops</b></p>	<p><b><u>Workshops &amp; Services</u></b></p> <ul style="list-style-type: none"> <li>• Custom Leadership Retreats</li> <li>• Green Talent Acquisition</li> <li>• HR’s Seat at the “Sustainability Table” Working Session</li> <li>• Building Green Bridges from Employers to Higher Education: Strategic Planning Sessions</li> <li>• Sustaining a Diverse Workforce Program</li> </ul> <p><b><u>Coming Next!</u></b></p> <ul style="list-style-type: none"> <li>• A Guide to Sustainability Credentials: Creating Meaningful Job Descriptions</li> <li>• A Tidal Wave of Change: Driving New Behavior Strategies</li> <li>• Understanding Green Competencies, Assessment, Performance</li> <li>• Building A Sustainability Culture, Values and Strategies</li> </ul>
<p align="center"><b>Sustainability Lunch ‘N’ Learns (90-Minute Topics)</b></p>	<p><b><u>Lunch Topics</u></b></p> <ul style="list-style-type: none"> <li>• Earth Day Celebration</li> <li>• World Water Day</li> <li>• Leading a Tidal Wave of Change: Making Green Decisions Every Day</li> <li>• The Sustainable You: Fundamentals of a Green Lifestyle</li> <li>• Greening Your Workplace</li> </ul> <p><b><u>Coming Next!</u></b></p> <ul style="list-style-type: none"> <li>• Discovering Your Corporate Social Responsibility Connected to Your Purpose for SMBs (Small-Med Businesses)</li> <li>• Greening Your Employee Engagement: The Multiplier Effect for Your Culture</li> <li>• Strategic “How To” Align to the UN Sustainable Development Goals</li> </ul>
<p align="center"><b>Sustainability &amp; STEM Careers*</b></p> <p><i>* These workshops are helpful for Higher Education Students, Career Advisors, Guidance Counselors and any additional career-oriented professionals.</i></p>	<p><b><u>Workshops &amp; Services</u></b></p> <ul style="list-style-type: none"> <li>• Investing in Our Future of a Circular Economy: Let’s Explore Career Possibilities for Sustainability Professionals</li> <li>• Cultivating STEM Career Paths</li> <li>• Career Readiness: Practical Advice for Emerging Leaders for Lifelong Career Success</li> <li>• Competency-Based Assessment &amp; Employment Paths for College Degrees</li> <li>• Building Green Bridges Strategic Planning Sessions: Higher Education &amp; Employers</li> <li>• Sustainability &amp; The Career Advisor’s Role</li> <li>• Mini-Series: Discovering Sustainability Careers</li> </ul>

## Personality Styles Assessments and Inventories

Green Training Associates is pleased to offer the following assessment tools with debrief workshops to measure personality styles and train leaders and associates how to improve interpersonal effectiveness:

- DiSC for Leadership
- DiSC for Management
- DiSC for Associates
- StrengthsFinder by Gallup Organization
- Hogan Leadership Assessment Systems
- Numerous, specific skills assessments are also available as part of workshop deliveries



# Leadership Skills Training Workshop Descriptions\*

\*Each workshop's length and content can be customized based on target audience and objectives.

Capability Domain	Workshop Topics
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Everything DiSC: Work of Leaders</li> <li>• Courageous Leadership</li> <li>• Emotional &amp; Social Intelligence with Computer-based Simulation</li> <li>• Encouraging Innovation Through 5 Key Conversations</li> <li>• Intelligent Risk Taking: Getting Out of your Comfort Zone for Positive Impact</li> <li>• Developing Culturally Intelligent Leaders</li> <li>• Matrix Manager: Leading in a Collaborative Environment</li> <li>• Transformational Leader</li> <li>• Talk Like a Leader</li> <li>• Resolving Conflict at Work: Improving Workplace Relationships</li> <li>• The Multi-Generational Workplace</li> <li>• Mars Rover Leadership Challenge Simulation</li> <li>• Leadership Skills for Supervisors</li> <li>• Launch for Leader Readiness Journey (Launch for Journey Solutions)</li> <li>• Getting Started: Cohort Orientation for Journey Participants (Orientation for Journey Solutions)</li> </ul>

TITLE	DESCRIPTION	LENGTH
<b>Everything DiSC: Work of Leaders</b>	<p>The Everything DiSC Work of Leaders program employs the framework of Vision, Alignment, and Execution to help leaders to understand their own behavioral strengths and weaknesses.</p> <p>The Everything DiSC Work of Leaders® Profile uses a research-validated learning model—to create a highly-personalized learner experience. The profile is leadership-specific with in-depth information, including tips, strategies, and action plans to help leaders become more effective.</p>	8 hours
<b>Courageous Leadership</b>	<p>This workshop introduces courage-building, a practice that guides leaders to meet challenges more readily, embrace change more fully and speak assertively. Courage building is all about developing capable and confident leaders who can transform organizations. Participants will learn that there are three types of courage skills – all learnable. The assessment will measure each skill and you will have specific, practical methods to develop each skill</p>	8 hours
<b>Emotional and Social Intelligence with Computer-based Simulation</b>	<p>You’ve probably heard the buzz about emotional intelligence being a scientifically-proven predictor of potential, performance, and professional success. Those who are emotionally intelligent are able to manage their emotions to achieve goals, build relationships, and influence others. On an organizational level, this translates into better decisions, teams, and leaders.</p> <p>After taking the EI assessment in combination with the workshop and a computer-based simulation, individuals achieve greater awareness of their ability to manage and perceive emotions, and the effects on themselves and others. This knowledge opens the door to increased functioning by directing one’s efforts to opportunity and growth.</p> <p>This emotional intelligence assessment can be used as a standalone training resource or powerful complement to address leadership development, team building, and communication effectiveness.</p>	8 hours
<b>Encouraging Innovation Through 5 Key Conversations</b>	<p>Innovative leaders are not necessarily technical experts or inherently creative. Rather, they have the skill to encourage innovation in others, creating informal and formal systems that invite, support, and reward innovation.</p> <p>Managers can tap into their employees' creative processes and encourage ownership of the innovation each step of the way. Five conversations are outlined for leaders who want to prompt innovation and are coaching their employees to engage and produce tangible innovations that contribute to accelerate business growth.</p>	8 hours

TITLE	DESCRIPTION	LENGTH
<b>Intelligent Risk-Taking: Step Out of Your Comfort Zone with Confidence to Effect Positive Change</b>	<p>Taking a risk means stepping into a situation where the impact of your decisions and actions is uncertain and there is some possibility of loss or adversity. It requires a willingness to operate outside of your comfort zone and experiment with new ways of doing things. Many of us are reluctant to pursue opportunities that could result in significant company growth because of the risks involved.</p> <p>You will learn a repeatable methodology for how to take risks with confidence by preparing yourself to take on an opportunity, assessing its impact, and managing the results.</p>	4 hours
<b>Developing Culturally Intelligent Leaders</b>	<p>Culture is the shared values, traditions, norms, customs, art, history, folklore and institutions of a specific group of people. Diversity can be defined as inclusive not only of race, ethnicity, gender, lifestyle, and religion, but also include job, department, geography differences and diverse ways of thinking and being, shaped by our life and work experiences.</p> <p>Cultural intelligence is “the willingness and ability to interact respectfully and effectively with individuals and groups, acknowledging the common and different elements of our cultural identities.”</p> <p>Leaders learn to support and cultivate work relationships across their teams and organizations will connect through responsiveness to communication styles, feedback, embracing differences and values. The results are words and actions that recognize, affirm and value the worth of individuals and communities and protect and preserve the dignity of each to create a safe work environment with unconditional positive regard for employees – for who they are the way they are.</p>	8 hours
<b>Matrix Manager: Leading in a Collaborative Environment</b>	<p>With multi-functional teams, virtual work environments, and dotted-line reporting relationships, the once “neat-n-tidy” hierarchical flowcharts we learned about in Management 101 are being replaced with what looks more like a spider’s web — a matrix, if you will.</p> <p>The trend toward matrix management has created the need for a new leadership skill set, one that helps managers to flex and shift their focus away from a traditional “command and control” approach to a more fluid and flexible “influence and collaboration” strategy. You complete an online assessment that’s designed to help both new and seasoned managers to acquire and develop the ability to flex between “command and control” and “influence and collaborate” management.</p>	8 hours: ½ day skills building and ½ day leadership panel discussion

TITLE	DESCRIPTION	LENGTH
<b>Transformational Leader</b>	In plain English, transformational leadership creates important, positive change. It is grounded in the belief that inspiring others to focus on the greater good produces a level of excellence that exceeds results achieved by other forms of leadership. This program will walk you through the four components to transformational leadership – calling, charisma, challenge, and caring – allowing you to develop the skills and techniques required to make a real difference at your workplace and to inspire others to work toward a shared vision of positive change.	4 hours
<b>Talk Like a Leader</b>	<p>Clearly, the best-of-the-best organizations excel at communicating with their employees. But how do you know which messages are most important for leaders to communicate? There are a multitude of specific messages to communicate but they can be organized into four general categories:</p> <ol style="list-style-type: none"> <li>1. “I have a vision for the organization.”</li> <li>2. “I have the skills to carry out that vision.”</li> <li>3. “I know and care about you.”</li> <li>4. “I want to help you.”</li> </ol> <p>This course will empower you to do the following:</p> <ul style="list-style-type: none"> <li>▪ Inspire enthusiasm in employees by expressing passion, using inclusive phrases, indicating personal benefits, and showing support.</li> <li>▪ Increase productivity and concentration by connecting individual performance with company progress and demonstrating credibility.</li> <li>▪ Minimize miscommunication and delays in productivity by speaking and acting decisively.</li> <li>▪ Communicate bad news in a way that reduces the chance for negative backlash and encourages understanding.</li> <li>▪ Encourage company progression by taking accountability for your actions and asking probing questions.</li> <li>▪ Improve working relationships and mutual respect by remaining attentive to employees’ personal circumstances, building trust, and showing sincerity.</li> </ul>	6 hours

TITLE	DESCRIPTION	LENGTH
<b>Resolving Conflict at Work: Improving Workplace Relationships</b>	<p>Is conflict an ongoing battle in your organization? Apparently, it is for most. A recent study reveals that 85 percent of employees' experience conflict at work—a staggering 2.8 hours each week—ranging from mild squabbles with teammates to explosive disagreements between managers. Let's face it. Conflict isn't going to become obsolete anytime soon. But individuals can learn how to handle it maturely and collaboratively with insight, knowledge, and the proper skills.</p> <p>This workshop introduces the different types of conflict, shows individuals how to communicate clearly and tactfully, explores appropriate resolution strategies, and establishes a common-sense approach for preventing unnecessary conflict.</p>	8 hours
<b>The Multi-Generational Workplace</b>	<p>This workshop opens your thinking and behavior to embrace differences in workplace behavior. This is the first time in history that we have four different generations in the workplace. Each generation is shaped by its unique experiences growing up and its members' diverse ideas about what they want in their work lives and personal lives. These differences affect how they interact with each other and judge each other's behavior and performance.</p> <p>Acceptance is a key area to focus on being tolerant, open and accepting of differences and looking for creative approaches to handle diversity in generational challenges, and on beginning to look at things differently.</p>	4 hours
<b>Mars Rover Leadership Challenge Simulation</b>	<p>Mars Rover Challenge provides a powerful, unique hands-on experience that allows participants to connect with the concept of collaboration at a deep and personal level. Participants are immersed in a team construction activity, whereby they are tasked by the World Space Agency to build a prototype rover for traversing Mars' rocky terrain.</p> <p>The Leadership version is designed to help individuals become more effective leaders by allowing them to experience the differences between three contrasting styles of leadership—traditional (command-and-control), passive, and collaborative. The program is ideal for new and seasoned leaders as it provides you with a hands-on way to explore the three styles in depth and assess their advantages and disadvantages.</p>	4.5 hours
<b>Leadership Skills for Supervisors</b>	<p>This course is designed for employees who are new to a management or supervisory role. You will adapt to change in your role as managers/supervisors. Fundamentals of management and leadership skills will be covered, including: understanding the competencies of successful leaders, communication skills, and individual development plans for maximizing talent and job performance. You will learn how to use a Model of Human Behavior to apply leadership strategies to motivate teams for peak performance. You will leave the program with an individual action plan based on success competencies and growth opportunities. Ideally, you will develop increased confidence in your new leadership role.</p>	8 hours

TITLE	DESCRIPTION	LENGTH
<p><b>Launch Event: Leader Readiness Journey</b></p>	<p>If GTA launches a Leadership Readiness Journey for Mid-Level or Emerging Leaders, we recommend two events – the Launch Event as well as the Journey Orientation, when our clients have a cohort of participants going through a journey together. GTA can also assist you with a customized nomination and selection process to choose leaders to participate in a cohort for the Journey. This selection process is available upon request.</p> <p>At this custom-designed launch event, your executive sponsor introduces the roadmap to relay the program purpose, expectations and outcomes. This launch stresses the value of the program to the company and the importance of being selected to participate.</p> <p>A Manager Skills and Coaching Briefing is also available upon request where the participants’ leaders are provided with guidance for how to make the most of their associates’ professional development experiences.</p>	<p>2 hours</p>
<p><b>Getting Started! Orientation</b></p>	<p>Participants in the Leadership Cohort join for an orientation that kicks off with an Ice-Breaker activity to get to know each other better. We review Program Guidelines: Accountability, Responsibility, Rules of the Road, Commitment to Learning; Active Participation; the Classroom Experience. Participants complete an assessment process to set expectations upfront. They are introduced to Learning Logs, private coaching sessions and establish SMART goals of new skills application on the job.</p>	<p>4 hours</p>

# Workplace & Business Strategy Skills Training Workshop Descriptions\*

\*Each workshop's length and content can be customized based on target audience and objectives.

Capability Domain	Workshop Topics
<b>Workplace and Business Strategy</b>	<ul style="list-style-type: none"> <li>• Managing Complexity with Critical Thinking Skills</li> <li>• Ideas into Action: Team Collaboration &amp; Innovation</li> <li>• Leading Change at Every Level</li> <li>• Fundamentals of Strategic Planning w/Team Project (Five Sessions)</li> <li>• Principles of Project Management</li> <li>• Mental Models: The Key to Making Reality-Based Decisions</li> <li>• Meetings: How to Make them more Efficient and Effective</li> <li>• Polishing Your Cultural Competence</li> </ul>

TITLE	DESCRIPTION	LENGTH
<b>Managing Complexity with Critical Thinking Skills</b>	<p>This workshop enables you to think independently, make better decisions, deal with change quickly and effectively, think more creatively, and be more self-reflective. Use Critical Thinking to examine, explore, and evaluate to solve problems &amp; make decisions.</p> <p>Critical thinking helps you: Detect inconsistencies and common mistakes in reasoning, recognize your own biases, and reach well-reasoned conclusions and solutions. Participants learn about the helpful characteristics to develop and apply in the critical thinking process.</p>	8 hours
<b>Ideas into Action: Team Collaboration &amp; Innovation</b>	<p>You learn to contribute your creativity channeled toward innovation as part of your work team processes to incrementally improve your organization. Research shows that diverse teams are highly innovative and productive. Business growth is deeply rooted in innovation.</p> <p>Successful organizations actively encourage innovation and break-through thinking from every employee, help people work together and think differently, and reward good ideas.</p>	4 hours or longer if client would like a workout session for practice
<b>Leading Change at Every Level</b>	<p>Change is here to stay; there's no doubt about it. But in today's empowered workplace, leading organizational change has, well, changed. What was once the role of senior management is now the day-to-day responsibility of individuals throughout the organization, from the execs at the top of the pyramid to the frontline employees at the base.</p> <p>Regardless of authority or position, the ability to champion change has become a key factor in professional and organizational performance.</p> <p>The combination self-assessment and training workshop measures skill level and develops the five behaviors of effective change leaders:</p> <ol style="list-style-type: none"> <li>1. modeling the change,</li> <li>2. communicating about the change,</li> <li>3. involving others in the change,</li> <li>4. helping others break from the past, and</li> <li>5. creating a supportive environment for change.</li> </ol>	8 hours



TITLE	DESCRIPTION	LENGTH
<b>Fundamentals of Strategic Planning</b>	<p>Strategic planning means different things to different people. To some it means creating vision and practicing values. To others it means setting deadlines for action items and managing changes.</p> <p>Whether you come from the more philosophical end or the task-oriented end, strategic planning does include moving the company forward toward a shared vision through agreed-upon goals and objectives.</p> <p>The ideal, practical application of this topic is to construct a team strategy project that enables skills to be practiced with a live project.</p> <p>A Team Project varies in length and is fully customized with client to create an Integrative Learning Experience. The effort to provide practical and integrated, applied learning experience to improve cross functional knowledge, visibility into business strategy, engage in a significant, go to market strategy with other key stakeholders to be invited.</p>	8 hours plus team strategy project
<b>Principles of Project Management</b>	<p>Project management is not just about the technical aspect of scheduling, but a combination of communication skills, team building, management and the technical stuff. Many PMs believe that the technical stuff is the easiest aspect of PM. This program provides two full days of learning the principles, the process and applying it through every stage to a live project opportunity. Cross functional teams are encouraged to participate and work on applying these steps along with utilizing a Project Management toolkit and templates provided.</p>	16 hours
<b>Mental Models: The Key to Making Reality Based Decisions</b>	<p>This workshop encourages you to examine your mental models and “auto-pilot” behaviors and decision-making criteria. Mental models result in predictable behaviors, decisions, and actions good business principles demand that we consciously change behavior and break through mental models. You will become more open to evaluating assumptions and decisions using an open mindset.</p> <ul style="list-style-type: none"> <li>▪ What is a mental model?</li> <li>▪ Mental models in the workplace</li> <li>▪ Assessing the accuracy of your mental models</li> <li>▪ Case study of mistaken assumptions and Assumption Traps</li> <li>▪ Changing inaccurate mental models and Be willing to change</li> <li>▪ Practice thinking in new way</li> <li>▪ How to use mental models to increase performance and minimize mistakes</li> </ul>	4 hours

TITLE	DESCRIPTION	LENGTH
<p><b>Meetings: How to make them more Efficient and Effective</b></p>	<p>On an average day, there are seventeen million meetings in the U.S. Yet, an estimated sixty-three percent of meetings don't have prepared agendas. Not to mention, only fifty-three percent of meeting time is spent actually discussing agenda items, while the rest of the time goes to unproductive, unplanned issues.</p> <p>Based on these statistics, it's easy to see why meetings have a bad reputation. Poorly run meetings take too long, involve too many people, and never seem to result in any concrete action. Despite this, meetings are necessary and can be extremely effective. Meetings that are planned and facilitated well give participants a sense of accomplishment and a sense that their time was well spent. This program will show you how to make every meeting efficient and effective.</p>	<p>4 Hours</p>
<p><b>Polishing Your Cultural Competence (employee version)</b></p>	<p>This workshop guides you to discover culture as one of four circles of a sustainable organization. This program encourages participants to become more open to diverse workplaces and have unconditional positive acceptance of colleagues where everyone is unique and as teams, can become stronger and more productive when integrating diverse ideas.</p> <p>Diversity can be defined as inclusive not only of race, ethnicity, gender, lifestyle, and religion, but also include job, department, geography differences and diverse ways of thinking and being, shaped by our life and work experiences.</p> <p>A fancy definition of cultural competency is "the willingness and ability to interact respectfully and effectively with individuals and groups, acknowledging the common and different elements of our cultural identities." The result is words and actions that recognize, affirm and value the worth of individuals and communities and protect and preserve the dignity of each. "Cultural intelligence" is another term for cultural competence.</p> <p>Social Sustainability encompasses this positive regard and acceptance that you give and receive. It also encompasses each person's ability to be comfortable with who you are, when you go to work every day and bring the "best self" you can and your best contributions.</p>	<p>8 hours</p>

# Team Management Skills Training Workshop Descriptions\*

\*Each workshop's length and content can be customized based on target audience and objectives.

Capability Domain	Workshop Topics
<b>Team Management</b>	<ul style="list-style-type: none"> <li>• Manager Management (Manager of Team Leaders)</li> <li>• Everything DiSC for Managers</li> <li>• Extraordinary Teams (for intact teams)</li> <li>• Toughest Supervisor Challenges</li> <li>• Get Fit: Feedback and Coaching Skills</li> <li>• Motivating Employees to be their Best</li> <li>• Managing Teams</li> <li>• Knock Your Socks Off Customer Service for Managers</li> <li>• Performance Management</li> </ul>

TITLE	DESCRIPTION	LENGTH
<b>Manager Management</b>	<p>With this course you will be able to provide the skills, guidance, and empowerment to your team of managers. They will then be better suited in leading and motivating their team and thus produce fantastic results. To be a successful manager means having a wide range of skills. Through this workshop you will be able to disperse your knowledge and experience throughout your leadership team.</p> <p>Manager Management takes a special type of leader. This workshop will expand your participant's knowledge and provide a way for them to teach and lead new and experienced managers. As every manager knows that learning never stops, this workshop will have something for everyone.</p>	8 hours
<b>Everything DiSC for Managers</b>	<p>Participants discover their DiSC management style and learn how to adapt their style to manage, motivate and delegate more effectively. This program improves management skills and flexibility as you learn about your own personality style and how to respond to and improve your relationships with styles that are different than yours. It assists managers for how to direct, delegate, motivate and develop your team members with all styles.</p>	8 hours
<b>Extraordinary Teams (for intact teams)</b>	<p>Most team programs focus solely on group results. But Extraordinary Teams goes a step further with an examination of the team member experience. This dual focus leads to better performance for both the individual and the team as a whole.</p> <p>Extraordinary Teams begins with a 25-item online team assessment that measures the Five Indicators of Extraordinary Teams: Compelling Purpose, Embracing Difference, Full Engagement, Strengthened Relationships, and Profound Learning.</p>	4 hours
<b>Toughest Supervisory Challenges with Guest Expert Panel</b>	<p>When dealing with issues such as employee performance, personality clashes, and conflict, the truth is that there are no quick fixes. Successful supervisors know it takes time to do what's best for the long-term success of the organization, its employees, and even themselves. They also know that they can overcome just about any challenge by exercising the three keys: realism, restraint, and resolve.</p> <p>The program gives both new and experienced managers the supervisory skills, tools, and techniques they need to evaluate the situation at hand and choose the appropriate response.</p>	8 hours
<b>Motivating Employees to be their Best</b>	<p>The basic premise of this program is that motivation is not something you do to others—people motivate themselves. As a manager, if you can create the appropriate climate that fosters positive feelings and eliminates obstacles, then employees will be intrinsically motivated, bring their best contributions and deliver high energy productivity with results.</p> <p>This workshop serves leaders of people. This program shares the skills and techniques you will need to help groups develop a sense of community, to acquire influence over their work-related actions, and to enjoy the openness of shared information and feelings. Fundamentals of management and leadership communication skills will be covered.</p>	8 hours

TITLE	DESCRIPTION	LENGTH
<b>Get Fit: Feedback and Coaching Skills</b>	<p>Effective coaches equate to stronger leaders, more motivated employees, improved morale, and better communication in the workplace. So, what does it take to become great?</p> <p>While there are many skills and attributes of an effective coach, Get Fit for Coaching identifies and assesses areas of strength and improvement based on 5 critical skills found in research and literature: Building Rapport, Observing and Analyzing, Questioning and Listening, Providing Feedback, and Facilitating Learning.</p> <p>Enhance your coaching skills with Get Fit for Coaching using A Skill Practice Game based on the Get Fit for Coaching assessment. These fun and fast-paced game gives participants the opportunity to practice the 5 skills vital to effective coaching.</p>	4 hours
<b>Managing Teams</b>	<p>Managing a team can be one of the most challenging, yet rewarding, experiences you will have in the workplace. Finding the balance between directing and supporting is always one of the most difficult functions of the manager. Teamwork is unsuccessful if the leader is continually putting forth ideas before anyone else on the team.</p>	8 hours
<b>Knock Your Socks Off Customer Service for Managers</b>	<p>Managers assess their teams' service capabilities on the eight dimensions, using a paper-based assessment. Managers will get insights into the potential and fitness of their team or unit to deliver world class customer service, through a Manager assessment tool.</p> <p>This Manager session will precede the associate session of this topic. Managers participate with their associates in an intact team session to review results and create their service improvement plans. Both manager and associates take the same assessment and then, the manager compares the two perceptions and leads a discussion on the differences.</p>	4 hours
<b>Performance Management</b>	<p>This training covers the basic concepts of a performance management system and the means needed for building and implementing a performance strategy within your organization. This core understanding empowers you to translate your strategy into actions that can be measured and monitored throughout your organization.</p>	8 hours

# Communication Skills Training Workshop Descriptions\*

\*Each workshop's length and content can be customized based on target audience and objectives.

Capability Domain	Workshop Topics
<b>Communication</b>	<ul style="list-style-type: none"><li>• Everything DiSC Workplace (Associates)</li><li>• Interpersonal Influence</li><li>• The Art of Effective Communication</li><li>• Knock Your Socks Off Customer Service (for intact team customer service; team manager pre-session)</li><li>• Communication for Improved Customer Service (all customer service associates)</li></ul>

TITLE	DESCRIPTION	LENGTH
<b>Everything DiSC Workplace (Associate version)</b>	<p>Everything DiSC Workplace helps people</p> <ul style="list-style-type: none"> <li>▪ Discover their DiSC® styles.</li> <li>▪ Understand their reactions to coworkers.</li> <li>▪ Build more effective work relationships</li> </ul> <p>Participants learn about themselves and use the DiSC model to understand the people you work with. You learn how others have bridged their differences using DiSC through a series of video vignettes that demonstrate behavior changes. You also will practice using DiSC to build more effective relationships at work.</p>	8 hours
<b>Interpersonal Influence</b>	<p>When one attempts to influence another, two dimensions of behavior produce an influence style. The dimensions of behavior are openness in communication and consideration for others. This four-quadrant model and style analysis enables participants to evaluate perceptions of themselves and how successful they are with influencing others. This course has an inventory to measure the participant's influencing skills. Those behaviors are the basis of the Interpersonal Influence Model, from which the Model was developed.</p>	4 hours
<b>The Art of Effective Communication</b>	<p>It is not unusual to hear people in companies say, "We have a communication problem here." This program will provide methods and information to analyze and improve your own communication and help you help others.</p> <p>We communicate in many ways: with our words, tone, eyes, and bodies to name a few. Understand the hidden meanings behind the various communication methods and devise strategies to communicate more effectively and avoid unnecessary conflict.</p>	16 hours

TITLE	DESCRIPTION	LENGTH
<b>Knock Your Socks Off Customer Service (Intact Teams with a pre-session Team Manager program)</b>	<p>Service quality is created one customer and one encounter at a time, each and every time, to the specifications of that one customer. It is a challenge to make sure each customer is happy with you, transaction after transaction. Participants will take a paper-based assessment to identify your current state of service readiness. Participants will create a service improvement plan around these eight dimensions.</p> <ol style="list-style-type: none"> <li>1. Defining Excellent Service</li> <li>2. Creating Customer Focus</li> <li>3. Evaluating Service Performance</li> <li>4. Recognizing and Rewarding Service</li> <li>5. Training and Supporting Staff</li> <li>6. Systems, Policies, and Procedures</li> <li>7. The Sales and Service Link</li> <li>8. Service Orientation</li> </ol>	4 hours
<b>Communication for Improved Customer Service</b>	<p>This course is designed for those workers who come into contact with “customers” at any level. Customers are defined as anyone you connect with: external paying customers or internal staff (who supports the company’s mission).</p> <p>The training will instill a focus on the value of positive service delivery and the corresponding value contributed by each individual’s response. Participants will come to understand how your behavior impacts the behavior of others.</p>	4 hours



## Personal Strength Skills Training Workshop Descriptions\*

\*Each workshop's length and content can be customized based on target audience and objectives.

Capability Domain	Workshop Topics
<b>Personal Strength</b>	<ul style="list-style-type: none"> <li>• Public Speaking Made Easy</li> <li>• Creative Problem Solving</li> <li>• Developing Personal Resilience &amp; Adaptability</li> <li>• Business Etiquette</li> <li>• Social Media at Work</li> <li>• Leveraging Your Strengths in a StrengthsFinder Culture</li> </ul>

TITLE	DESCRIPTION	LENGTH
<b>Public Speaking Made Easy</b>	<p>So, you've been identified as a representative of your business to speak at a conference or public event. You've been given a presentation deck. Now What? Let's get you ready to be wildly successful. We'll tackle the following areas:</p> <p>Presenting Your Company's Brand: Getting company guidance about what to say and what not to say</p> <ul style="list-style-type: none"> <li>▪ Do's and Don'ts of business etiquette in public speaking</li> <li>▪ Stage Fright? Let's get you comfortable speaking in front of large groups.</li> <li>▪ The Power of Storytelling</li> <li>▪ Has your company provided speaker notes? Yes – we can easily work with that. No? We anticipate that you will need to write your speaker notes and rehearse.</li> <li>▪ Non-verbal communication.</li> <li>▪ Facilitating Q &amp; A</li> <li>▪ Handling sticky questions</li> <li>▪ Handling difficult audience members</li> <li>▪ Practice makes perfect</li> <li>▪ Resources</li> </ul>	4 hours
<b>Creative Problem Solving</b>	<p>Creativity is a process of generating something new that has value. There are many original ideas and concepts, but some may not have value and may not be considered creative. This workshop coaches you on finding your creativity, as this competency is a growing skills gap in the workforce. Organizations will continue to be confronted by strategic challenges unmatched in business history.</p> <p>To successfully withstand these challenges, businesses must draw upon creativity and innovation regularly.</p> <ul style="list-style-type: none"> <li>▪ New technologies are being introduced every day.</li> <li>▪ Global markets dominate the basis of our production cycles.</li> <li>▪ A diverse workforce is changing values and expectations.</li> <li>▪ Companies that can bring out a new product three times faster than their competitors enjoy huge advantages.</li> <li>▪ The world has dramatically changed from an industrial-based to a knowledge- and information-based economy.</li> <li>▪ As our population increases, competition increases as well.</li> <li>▪ Not only is the business environment changing rapidly, but it is becoming more complex.</li> <li>▪ Stakeholders are making greater demands on organizations.</li> </ul> <p>Participants will learn their strengths and how their creativity can be a valuable asset, given accepting, safe and open work conditions.</p>	8 hours

TITLE	DESCRIPTION	LENGTH
<b>Developing Personal Resilience and Adaptability</b>	<p>Conflict, change, and stress are a regular part of everyday organizational life. The key to employee survival is resilience, the ability to bounce back after adversity. Being resilient doesn't prevent tough challenges from happening, but it does provide individuals with the strength and wherewithal to recover and move on time and time again.</p> <p>Developing resilience is a lot like engineering a building to withstand an earthquake. It requires a solid foundation and a flexible structure that won't crack or crumble under pressure. In human terms, it translates into self-esteem, connections with others, mental agility, and effective coping strategies.</p>	4 hours
<b>Business Etiquette</b>	<p>Business etiquette is defined as the conduct or procedures that are generally acceptable and polite in the workplace. It is typically a set of unspoken expectations that most people either meet—or find out about when they do not meet them.</p> <p>This course provides guidelines for common business etiquette, how to show respect for yourself and others, how to establish positive connections with anyone, and how to choose polite and positive responses to rude behavior.</p> <p>This workshop provides the fundamentals for workplace behavior. For all professionals, especially new to the workforce, the etiquette for workplace interaction is essential. Human dignity is the foundation of how we view the world, how we treat ourselves and how we treat others. Dignity is confidence that radiates from within. A higher level of dignity enables a person to easily be respectful to all those around them, regardless of the circumstance.</p>	8 hours
<b>Social Media at Work</b>	<p>An organization's public image and reputation depend on how well it guides its employees to exercise good judgment when using social media, and on its ability to navigate the difficult situations that arise from social media interactions.</p> <p>While using social media effectively requires caution and good judgment, it can also have significant benefits. This program looks at the actions you should take—and those you should avoid—to use social media successfully in your workplace.</p>	4 hours
<b>Leveraging Your Strengths in a StrengthsFinder Culture</b>	<p>This workshop is a combination of instruction and group strengths coaching circles that explores how to identify and apply strengths and talents to advance an individual's performance, lifestyle and work or academic performance. Participants find a path to leverage their strengths, optimize talents and balance mind/body/spirit connections.</p> <p>This program introduces participants to Gallup's Strengths Quest or StrengthsFinder (Quest is for high school and college students) and Gallup's Well-Being assessments.</p> <p>These sessions are a facilitated process of time, learning, conversation and self-exploration to discover how to use your strengths, create and monitor well-being for oneself and live a sustainable life. Organizational objectives and participants' needs are combined to create an interactive and engaging approach to maximize the strengths of participants which thereby advances work or academic performance.</p>	8 hours

## Sustainability Skills™ Training Workshop Descriptions\*+

\* Each workshop's length and content can be customized based on target audience and objectives.

+ Please note: "Coming Next" topics have descriptions available upon request.

Capability Domain	Workshop Topics
<p><b>Sustainability Skills</b></p>	<p><b><u>Sustainability Workshop Topics</u></b></p> <ul style="list-style-type: none"> <li>• The Green Learning Curve: Sustainability Simplified</li> <li>• Make Green Decisions Every Day: Applying Breakthrough Mental Models (two versions available: 4-hour workshop for more application and practice; 90 min Lunch 'N' Learn)</li> <li>• Green Buildings Need Green People: Post-Occupancy &amp; Getting Your Employees On-board</li> <li>• Social Sustainability &amp; Professional Practice (Healthcare &amp; Social Workers) <i><b>NJBSW CE Certification: 5.5 CEU</b></i></li> </ul> <p><b><u>Coming Next!</u></b></p> <ul style="list-style-type: none"> <li>• GRI Standards Workshop</li> <li>• Aligning GRI Standards with UN SDGs Workshop</li> <li>• Engaging Green Consumer Habits</li> <li>• Coaching for Sustainable Innovation</li> <li>• Navigating Internal and External Stakeholders</li> <li>• Driving Long Term Shareholder Value by Optimizing TBL Strategies</li> </ul>
<p><b>Power Skills Workshops for Sustainability and STEM Professionals</b></p>	<ul style="list-style-type: none"> <li>• Ideas to Action: Team Collaboration &amp; Innovation</li> <li>• Leading Change at Every Level</li> <li>• Manage Complexity with Critical Thinking Skills</li> <li>• Intelligent Risk Taking: Getting Out of your Comfort Zone for Positive Impact</li> <li>• Creative Problem Solving</li> <li>• Developing Personal Resilience &amp; Adaptability</li> <li>• Emotional &amp; Social Intelligence</li> <li>• The Multi-Generational Workforce</li> <li>• Developing Culturally Intelligent Leaders</li> <li>• Matrix Manager: Leading in a Collaborative Environment</li> <li>• Transformational Leader</li> <li>• Interpersonal Influence</li> <li>• Resolving Conflict at Work: Improving Workplace Relationships</li> <li>• Everything DiSC: Work of Leaders</li> <li>• Extraordinary Teams</li> </ul>

## Sustainability Skills Workshop Descriptions

TITLE	DESCRIPTION	LENGTH
<p><b>The Green Learning Curve: Sustainability Simplified</b></p>	<p>We've all heard about "being green" and "sustainable practices". What do these terms mean? This workshop provides you with foundational knowledge of sustainability. You will get the "big picture" of green or sustainability. Remember, sustainability is a journey of continuous improvement, not a destination.</p> <p>We will explore the sustainability movement, key trends and latest thinking. Sustainability requires an integrated and holistic approach to complex systems. You will re-orient yourself with a more sustainable consciousness. Changing Our Way of Life and Our Way of Work: We directly apply "conversation to action" planning for your sector and industry to build awareness for your employees and the company they serve.</p> <p>We discuss implications for the demands and expectations from customers, consumers, stakeholders for green products and services.</p>	4 hours
<p><b>Make Green Decisions Every Day: Applying Breakthrough Mental Models</b></p>	<p>This workshop is an engaging action planning session about the heartbeat of Sustainable Development: mental models that influence our decision-making and consciously change our behavior. Think about it: To effect sustainable, positive impact on our global challenges, we need a tidal wave of change in every corner, every sector, every industry, every organization, every household and every individual can, and many are, collectively contributing to make changes toward sustainable development and commitments to the Circular Economy and embracing the UN global goals manifesto. We need to address, with urgency, actions for the environmental, social and economic challenges we face.</p> <p>Sustainability requires an integrated and holistic approach to complex systems. Using systems thinking and "triple bottom line" criteria, we will break through traditional mental models that keep us in "single bottom line" approach to work and life. Participants are encouraged to examine your mental models, false or hidden assumptions and "auto-pilot" behaviors. People use mental models because they help us to organize information and make it easier to make decisions. In this workout session, we directly apply "conversation to action" planning for your industry to build awareness for your employees and your company. Participants evaluate the consequences of your business strategy and impact on over-using our planet's resources to change your everyday decisions.</p>	4 hours

TITLE	DESCRIPTION	LENGTH
<p><b>Green Buildings Need Green People: Post-Occupancy &amp; Getting Your Employees On-board</b></p>	<p>Join us for an interactive discussion on developing your leadership role and cultivating your employee engagement, as they prepare to move into a green building and enjoy a sustainable workplace. Your planning, architectural and construction teams invested significant time, expertise, experience and financial commitment to complete your green building. What's next? Getting employees excited, engaged and educated about the green building capabilities, what makes it special, how to operate differently on a daily basis and, most importantly, how to maintain a green workplace and enjoy a sustainable work and lifestyle.</p>	<p>1 hour</p>
<p><b>Social Sustainability &amp; Professional Practice (Healthcare &amp; Social Workers)</b> <i>NJBSW CE Certification: 5.5 CEU</i></p>	<p>Social sustainability, within society and healthcare organizations, supports community health and human well-being and seeks a process within communities to achieve and maintain that condition. We will explore the social sustainability movement, key trends and latest thinking.</p> <p>Sustainability requires an integrated and holistic approach to complex societal systems. We've all heard about "being green" and "sustainable practices" as these ideas relate to improving the health of our planet – well, how do these concepts help us improve the mental and behavioral health of the children and adults we work with? Join other social service professionals as we develop foundational knowledge in social sustainability during this hands-on workshop.</p> <p>Participants will identify ways to align your therapeutic interventions with key social sustainability trends that improve service delivery for your clients and the treatment planning processes within your organizations.</p> <p>Social sustainability within society supports human well-being and seeks a process within communities to achieve and maintain that condition.</p> <p>You will develop your customized action plan, in-session, to foster socially sustainable practices that you can implement immediately.</p>	<p>8 hours</p>

# Power Skills Workshops for Sustainability and STEM Professionals Descriptions

TITLE	DESCRIPTION	LENGTH
<b>Ideas into Action: Team Collaboration &amp; Innovation</b>	<p>You learn to contribute your creativity channeled toward innovation as part of your work team processes to incrementally improve your organization. Research shows that diverse teams are highly innovative and productive. Business growth is deeply rooted in innovation.</p> <p>Successful organizations actively encourage innovation and break-through thinking from every employee, help people work together and think differently, and reward good ideas.</p>	4 hours or longer if client would like a workout session for practice
<b>Leading Change at Every Level</b>	<p>Change is here to stay; there's no doubt about it. But in today's empowered workplace, leading organizational change has, well, changed. What was once the role of senior management is now the day-to-day responsibility of individuals throughout the organization, from the execs at the top of the pyramid to the frontline employees at the base.</p> <p>Regardless of authority or position, the ability to champion change has become a key factor in professional and organizational performance.</p> <p>The combination self-assessment and training workshop measures skill level and develops the five behaviors of effective change leaders:</p> <ol style="list-style-type: none"> <li>1. modeling the change,</li> <li>2. communicating about the change,</li> <li>3. involving others in the change,</li> <li>4. helping others break from the past, and</li> <li>5. creating a supportive environment for change.</li> </ol>	8 hours

TITLE	DESCRIPTION	LENGTH
<b>Managing Complexity with Critical Thinking Skills</b>	This workshop enables you to think independently, make better decisions, deal with change quickly and effectively, think more creatively, and be more self-reflective. Use Critical Thinking, as a repeatable methodology, to examine, explore, and evaluate to solve problems & make decisions. Critical thinking helps you: Detect inconsistencies and common mistakes in reasoning, recognize your own biases, and reach well-reasoned conclusions and solutions.	8 hours
<b>Intelligent Risk-Taking: Step Out of Your Comfort Zone with Confidence to Effect Positive Change</b>	<p>Taking a risk means stepping into a situation where the impact of your decisions and actions is uncertain and there is some possibility of loss or adversity. It requires a willingness to operate outside of your comfort zone and experiment with new ways of doing things. Many of us are reluctant to pursue opportunities that could result in significant company growth because of the risks involved.</p> <p>You will learn a repeatable methodology for how to take risks with confidence by preparing yourself to take on an opportunity, assessing its impact, and managing the results.</p>	4 hours
<b>Creative Problem Solving</b>	<p>Creativity is a process of generating something new that has value. There are many original ideas and concepts, but some may not have value and may not be considered creative. This workshop coaches you on finding your creativity, as this competency is a growing skills gap in the workforce. Organizations will continue to be confronted by strategic challenges unmatched in business history.</p> <ul style="list-style-type: none"> <li>▪ New technologies are being introduced every day.</li> <li>▪ Global markets dominate the basis of our production cycles.</li> <li>▪ A diverse workforce is changing values and expectations.</li> <li>▪ Companies that can bring out a new product three times faster than their competitors enjoy huge advantages.</li> <li>▪ The world has dramatically changed from an industrial-based to a knowledge- and information-based economy.</li> <li>▪ As our population increases, competition increases as well.</li> <li>▪ Not only is the business environment changing rapidly, but it is becoming more complex.</li> <li>▪ Stakeholders are making greater demands on organizations.</li> </ul> <p>To successfully withstand these challenges, businesses must draw upon creativity and innovation regularly. Participants will learn their strengths and how their creativity can be a valuable asset, given accepting, safe and open work conditions.</p>	8 hours



TITLE	DESCRIPTION	LENGTH
<b>Developing Personal Resilience and Adaptability</b>	<p>Conflict, change, and stress are a regular part of everyday organizational life. The key to employee survival is resilience, the ability to bounce back after adversity. Being resilient doesn't prevent tough challenges from happening, but it does provide individuals with the strength and wherewithal to recover and move on time and time again.</p> <p>Developing resilience is a lot like engineering a building to withstand an earthquake. It requires a solid foundation and a flexible structure that won't crack or crumble under pressure. In human terms, it translates into self-esteem, connections with others, mental agility, and effective coping strategies.</p>	4 hours
<b>Emotional and Social Intelligence with Computer-based Simulation</b>	<p>You've probably heard the buzz about emotional intelligence being a scientifically-proven predictor of potential, performance, and professional success. Those who are emotionally intelligent are able to manage their emotions to achieve goals, build relationships, and influence others. On an organizational level, this translates into better decisions, teams, and leaders.</p> <p>After taking the EI assessment in combination with the workshop and a computer-based simulation, individuals achieve greater awareness of their ability to manage and perceive emotions, and the effects on themselves and others. This knowledge opens the door to increased functioning by directing one's efforts to opportunity and growth. This emotional intelligence assessment can be used as a standalone training resource or powerful complement to address leadership development, team building, and communication effectiveness.</p>	8 hours
<b>The Multi-Generational Workplace</b>	<p>This workshop opens your thinking and behavior to embrace differences in workplace behavior. This is the first time in history that we have four different generations in the workplace. Each generation is shaped by its unique experiences growing up and its members' diverse ideas about what they want in their work lives and personal lives. These differences affect how they interact with each other and judge each other's behavior and performance.</p> <p>Acceptance is a key area to focus on being tolerant, open and accepting of differences and looking for creative approaches to handle diversity in generational challenges, and on beginning to look at things differently.</p>	4 hours

TITLE	DESCRIPTION	LENGTH
<b>Developing Culturally Intelligent Leaders</b>	<p>Culture is the shared values, traditions, norms, customs, art, history, folklore and institutions of a specific group of people. Diversity can be defined as inclusive not only of race, ethnicity, gender, lifestyle, and religion, but also include job, department, geography differences and diverse ways of thinking and being, shaped by our life and work experiences.</p> <p>Cultural intelligence is “the willingness and ability to interact respectfully and effectively with individuals and groups, acknowledging the common and different elements of our cultural identities.”</p> <p>Leaders learn to support and cultivate work relationships across their teams and organizations will connect through responsiveness to communication styles, feedback, embracing differences and values. The results are words and actions that recognize, affirm and value the worth of individuals and communities and protect and preserve the dignity of each to create a safe work environment with unconditional positive regard for employees – for who they are the way they are.</p>	8 hours
<b>Matrix Manager: Leading in a Collaborative Environment</b>	<p>With multi-functional teams, cross-disciplinary initiatives, virtual work environments, and dotted-line reporting relationships, the once “neat-n-tidy” hierarchical flowcharts we learned about in Management 101 are being replaced with what looks more like a spider’s web — a matrix, if you will.</p> <p>The trend toward matrix management has created the need for a new leadership skill set, one that helps managers to flex and shift their focus away from a traditional “command and control” approach to a more fluid and flexible “influence and collaboration” strategy. You complete an online assessment that’s designed to help both new and seasoned managers to acquire and develop the ability to flex between “command and control” and “influence and collaborate” management.</p>	8 hours: ½ day skills building and ½ day leadership panel discussion
<b>Transformational Leader</b>	<p>In plain English, transformational leadership creates important, positive change. It is grounded in the belief that inspiring others to focus on the greater good produces a level of excellence that exceeds results achieved by other forms of leadership. This program will walk you through the four components to transformational leadership – calling, charisma, challenge, and caring – allowing you to develop the skills and techniques required to make a real difference at your workplace and to inspire others to work toward a shared vision of positive change.</p>	4 hours

TITLE	DESCRIPTION	LENGTH
<b>Interpersonal Influence</b>	This course has an inventory to measure the participant’s influencing skills. Those behaviors are the basis of the Interpersonal Influence Model, from which the IIM was developed. When one attempts to influence another, two dimensions of behavior produce an influence style. The dimensions of behavior are openness in communication and consideration for others.	4 hours
<b>Resolving Conflict at Work: Improving Workplace Relationships</b>	<p>Is conflict an ongoing battle in your organization? Apparently, it is for most. A recent study reveals that 85 percent of employees’ experience conflict at work—a staggering 2.8 hours each week—ranging from mild squabbles with teammates to explosive disagreements between managers. Let’s face it. Conflict isn’t going to become obsolete anytime soon. But individuals can learn how to handle it maturely and collaboratively with insight, knowledge, and the proper skills.</p> <p>This workshop introduces the different types of conflict, shows individuals how to communicate clearly and tactfully, explores appropriate resolution strategies, and establishes a common-sense approach for preventing unnecessary conflict.</p>	8 hours
<b>Everything DiSC: Work of Leaders</b>	<p>The Everything DiSC Work of Leaders program employs the framework of Vision, Alignment, and Execution to help leaders to understand their own behavioral strengths and weaknesses.</p> <p>The Everything DiSC Work of Leaders® Profile uses a research-validated learning model—to create a highly-personalized learner experience. The profile is leadership-specific with in-depth information, including tips, strategies, and action plans to help leaders become more effective.</p>	8 hours
<b>Extraordinary Teams (for intact teams)</b>	<p>Most team programs focus solely on group results. But Extraordinary Teams goes a step further with an examination of the team member experience. This dual focus leads to better performance for both the individual and the team as a whole.</p> <p>Extraordinary Teams begins with a 25-item online team assessment that measures the Five Indicators of Extraordinary Teams: Compelling Purpose, Embracing Difference, Full Engagement, Strengthened Relationships, and Profound Learning.</p>	4 hours

# Sustainable HRM™ Training Workshop Descriptions\*+

\*Each workshop's length and content can be customized based on target audience and objectives.  
+ Please note: "Coming Next" topics have descriptions available upon request.

Capability Domain	Workshop Topics
<b>Sustainable HRM Solutions™ Workshops</b>	<p><b><u>Workshops &amp; Services</u></b></p> <ul style="list-style-type: none"> <li>• Custom Leadership Retreats</li> <li>• Green Talent Acquisition</li> <li>• HR's Seat at the "Sustainability Table" Working Session</li> <li>• Building Green Bridges from Employers to Higher Education: Strategic Planning Sessions</li> <li>• Sustaining a Diverse Workforce Program</li> </ul> <p><b><u>Coming Next!</u></b></p> <ul style="list-style-type: none"> <li>• A Guide to Sustainability Credentials: Creating Meaningful Job Descriptions</li> <li>• A Tidal Wave of Change: Driving New Behavior Strategies</li> <li>• Understanding Green Competencies, Assessment, Performance</li> <li>• Building A Sustainability Culture, Values and Strategies</li> </ul>

## Sustainable HRM™ Skills Workshop Descriptions

TITLE	DESCRIPTION	LENGTH
<b>Custom Leadership Retreats</b>	<p>Organizations will accelerate business growth when you engage in strategic retreats with your management team. GTA will design and help facilitate discussions about goal setting, team needs, capacity planning and more. Ideas that will prompt improving your business strategy include assessing areas of:</p> <ul style="list-style-type: none"> <li>▪ your business' current state vs. desired state</li> <li>▪ your competition</li> <li>▪ your company market share</li> <li>▪ Industry trends</li> <li>▪ your client needs against your business offerings</li> <li>▪ Quarterly, semi-annual and annual goals, strategic updates</li> <li>▪ Business metrics</li> </ul>	Custom for Client's needs
<b>Green Talent Acquisition</b>	<p>How can Green Training Associates build your organization's talent pipeline of the incoming workforce with the highest probability of employment and career success by discovering the best and brightest green and sustainability talent?</p> <p>GTA offers a four-step model to build your company's green workforce, as part of the GTA four-quadrant HR/Talent framework. We will work together to ensure your requirements are well-defined through solidly written job descriptions with carefully selected power skills, certifications, degrees and credentials. Then, we will execute your hiring strategy to ensure qualified candidates are in your pipeline.</p> <p>We will also make sense of the alphabet soup of sustainability degrees and credentials for you to write meaningful job descriptions and recruit where the abundance of talent resides for your organization's sustainable development efforts.</p>	Custom for Client's needs

TITLE	DESCRIPTION	LENGTH
<p><b>HR's Seat at the Sustainability Table Working Session</b></p>	<p>Business leaders are building more sustainable organizations with a balanced approach to social, environmental and economic objectives. HR leaders are seeking ways to add value. GTA's strategic view and innovative approach and highly customized working session will build a bridge and a partnership between an organization's sustainability office and their key HR and Talent leaders.</p> <p>Your organization will receive an assessment using GTA's four-quadrant model to evaluate strengths and opportunities to accelerate building your sustainable organization. This program is delivered in the context of your organization's sustainability goals, aligned to your vision of tomorrow's workforce.</p> <p>Your plan will incorporate sustainability's core tenets of collaboration, innovation and integrated systems-thinking for your employee lifecycle from hiring through succession planning, to culture shift, employee engagement and key talent initiatives.</p>	<p>12 hours (1.5 days)</p>
<p><b>Building Green Bridges from Employers to Higher Education: Strategic Planning Sessions</b></p>	<p>Green Training Associates will assist your organization's talent and recruitment team in planning and executing sustainability and green talent roundtables. These roundtables are <i>strategic conversations</i> that openly exchange information about your organization's workforce, competency and employment requirements for job opportunities and internships to connect to the institution's graduates with green degrees and faculty efforts. A professional facilitator will moderate roundtables for the employer (talent/recruiting professionals from the college's employer network or newly identified employers) and the institution's career advisors and faculty invited to participate.</p> <p>Green Training Associates will help you get ready to plan, execute and summarize the event(s). You receive the outcomes in a debrief report with evaluation and replication for future corporate activities.</p>	<p>These employer-college roundtables may be offered as a one-time event or on-going series of conversations.</p>
<p><b>Sustaining a Diverse Workforce Program</b></p>	<p>This workshop guides you to discover culture as one of four circles of a sustainable organization. This program encourages participants to become more open to diverse workplaces and have unconditional positive acceptance of colleagues where everyone is unique and as teams, can become stronger and more productive, integrating all ideas. Diversity can be defined as inclusive not only of race, ethnicity, gender, lifestyle, and religion, but also include job, department, geography differences, disabilities and diverse ways of thinking and being, shaped by our life and work experiences. Case studies prepare you for Leading Across Differences toward organization's objectives with important discussions about Unconscious Bias in the Workplace.</p>	<p>4 hours</p>

# Sustainability

## 90-Minute Lunch ‘N’ Learn Program Descriptions\*+

\* Each workshop’s length and content can be customized based on target audience and objectives.

+ Please note: “Coming Next” topics have descriptions available upon request.

Capability Domain	Workshop Topics
<b>Sustainability Lunch ‘N’ Learns (90-Minute Topics)</b>	<p><b><u>Lunch Topics</u></b></p> <ul style="list-style-type: none"> <li>• Earth Day</li> <li>• World Water Day</li> <li>• Leading a Tidal Wave of Change: Making Green Decisions Every Day</li> <li>• The Sustainable You: Fundamentals of a Green Lifestyle</li> <li>• Greening Your Workplace</li> </ul> <p><b><u>Coming Next!</u></b></p> <ul style="list-style-type: none"> <li>• Discovering Your Corporate Social Responsibility Connected to Your Purpose for SMBs (Small-Med Businesses)</li> <li>• Greening Your Employee Engagement: The Multiplier Effect for Your Culture</li> <li>• Strategic “How To” Align to the UN Sustainable Development Goals</li> </ul>

## 90-Minute Lunch 'N' Learn Skills Workshop Descriptions

TITLE	DESCRIPTION	LENGTH
<p><b>Earth Day Lunch N Learn</b></p>	<p>Since its inception in 1970, Earth Day continues to grow as a worldwide phenomenon focused on promoting clean living and a healthy, sustainable habitat for people and wildlife alike. Celebrating Earth Day serves as a conscious reminder of how fragile our planet is and how important it is to protect it.</p> <p>We've all heard about "being green" and "sustainable practices". What do these terms mean? This workshop provides participants with foundational knowledge of Earth Day, Earth Hour, Sustainability basics and other key terms. Brainstorm things you can do on Earth Day (or everyday) to help the planet. We create an action map for how everyone can make a difference: Changing Our Way of Life and Our Way of Work.</p>	<p>90 minutes</p>
<p><b>World Water Day Lunch N Learn</b></p>	<p>This interactive session educates you about the world water shortage, consumer and company responsibilities to conserve this precious resource. Conserving Water and Energy are our Responsibility: Behavior Change! The United Nations sponsors an annual World Water Day. Since water and energy are closely interlinked and interdependent, we can exponentially impact both through making informed decisions, at home and in business. Given the following UN messages, what ideas do you have to improve your approach to business?</p> <ol style="list-style-type: none"> <li>1. Water requires energy and energy requires water.</li> <li>2. Supplies are limited and demand is increasing.</li> <li>3. Saving energy is saving water. Saving water is saving energy.</li> <li>4. The "bottom billion" urgently needs access to both water and sanitation services, and electricity.</li> <li>5. Improving water and energy efficiency is imperative as are coordinated, coherent and concerted policies.</li> </ol>	<p>90 minutes</p>



TITLE	DESCRIPTION	LENGTH
<p><b>Leading a Tidal Wave of Change: Making Green Decisions Every Day</b></p>	<p>Join us at our Lunch 'N' Learn for an interactive and engaging conversation about the heartbeat of Sustainable Development: mental models that influence our decision-making and consciously change our behavior. Think about it: To effect sustainable, positive impact on our global challenges, we need a tidal wave of change in every corner, every sector, every industry, every organization, every household and every individual can, and many are, collectively contributing to make changes toward sustainable development and commitments to the Circular Economy and embracing the UN global goals manifesto. We need to address, with urgency, actions for the environmental, social and economic challenges we face.</p> <p>Sustainability demands consciously changing behavior and learning break-through mental models to move us away from a "single bottom line" approach to work and life. You will become more open to evaluating assumptions and decisions using "triple bottom line" criteria. You will re-orient yourself with a more sustainable consciousness. Participants are encouraged to examine your mental models and "auto-pilot" behaviors and decision-making criteria. Breaking through your mental models to incorporate triple-bottom line decisions is imperative to be sustainable. We directly apply "conversation to action" planning for your industry to build awareness for your employees and your company.</p>	<p>90 minutes</p>
<p><b>The Sustainable You: Fundamentals of a Green Lifestyle Lunch N Learn</b></p>	<p>This program is about the fundamentals of 'green' and how you can contribute to the betterment of society, community, your own lives and the lives of generations to come. This interactive session helps you embrace and drive change as you get up the green learning curve.</p> <p>The Heart of Sustainability and 'Being Green' is Behavior Change! Everyone contributes to our conversation about what you already know about "being green" and why it's important and how to "green" your lifestyle with easy tips to change your daily habits. You are invited to consider The Sustainability Continuum: Green is EVERYWHERE! Just how big is sustainability? Participants evaluate the consequences of our planet's resources being over-used and raise consciousness about our everyday actions and the impacts.</p> <p>Participants share your observations of sustainability and your green efforts. We create an action map for how everyone can make a difference: Changing Our Way of Life and Our Way of Work. What do these changes mean for you, personally and professionally?</p>	<p>90 minutes</p>

TITLE	DESCRIPTION	LENGTH
<p><b>Greening Your Workplace Lunch N Learn</b></p>	<p>Employees will certainly value the corporate sustainable brand that comes with caring about the environment in workplace and office operations' procedures.</p> <p>Greening Your Workplace can take many forms but office efficiency comes in many forms: energy efficiency, recycling, reduced waste, using sustainable materials, office supplies, furniture, lightening, air quality, water efficiency, etc. Your office and employees will benefit from learning the basics that your company can provide a healthy environment, take care of employees' well-being, save money and save environmental impact.</p> <p>Everyone can contribute so it can be a team building and employee engagement and motivation to find ways to feel good about coming to work every day in a sustainable, environmentally friendly workplace.</p>	<p>90 minutes</p>

## Sustainability & STEM Careers Training Workshop Descriptions\*

***These workshops are helpful for Higher Education Students, Career Advisors, Guidance Counselors and any additional career-oriented professionals.***

\*Each workshop's length and content can be customized based on target audience and objectives.

Capability Domain	Workshop Topics
<p style="text-align: center;"><b>Sustainability &amp; STEM Careers*</b></p> <p><i>* These workshops are helpful for Higher Education Students, Career Advisors, Guidance Counselors and any additional career-oriented professionals.</i></p>	<p><b><u>Workshops &amp; Services</u></b></p> <ul style="list-style-type: none"> <li>• Investing in Our Future of a Circular Economy: Let's Explore Career Possibilities for Sustainability Professionals</li> <li>• Cultivating STEM Career Paths</li> <li>• Career Readiness: Practical Advice for Emerging Leaders for Lifelong Career Success</li> <li>• Competency-Based Assessment &amp; Employment Paths for College Degrees</li> <li>• Building Green Bridges Strategic Planning Sessions: Higher Education &amp; Employers</li> <li>• Sustainability &amp; The Career Advisor's Role</li> <li>• Mini-Series: Discovering Sustainability Careers</li> </ul>

TITLE	DESCRIPTION	LENGTH
<p><b>Investing in Our Future of a Circular Economy: Let's Explore Career Possibilities for Sustainability Professionals</b></p>	<p>There is a tidal wave of economic, environmental and social changes that offers possibilities for constantly evolving categories of careers. How can you build bridges to position yourself to take advantage of the next wave of green, sustainability and STEM opportunities that will help you obtain your dream job?</p> <p><b>What is the current state of Sustainability Careers?</b> Pam will answer this question with a view from her 10<sup>th</sup> year in monitoring green and sustainability careers, along with a view into recent statistics, example job descriptions, job trends, career resources. Pam proposes that students seeking sustainability careers need supporting processes, tools and resources to enable them to follow authentic educational and employment paths. It is essential to prepare graduates with the competencies, qualifications and relevant degrees or certificates to meet employer's eligibility requirements.</p> <p>Pam will share the GTA Blueprint Model that treats the higher education institution with an integrated, systemic approach in a four-quadrant model addressing all the stakeholders who contribute to the success of students seeking a sustainability career.</p>	<p>2 hours</p>
<p><b>Cultivating STEM Career Paths</b></p>	<p>Navigating the job market and job search process are challenging for many people. Join for an experiential workshop designed to support your professional journey by introducing you to a STEM career future and teaching you results-oriented tools and processes.</p> <p>The workshop celebrates who you are today and positions you for your "tomorrow", by helping you define your career, identify your gaps, and create an action plan to achieve your goals.</p> <p>This seminar will get you started in planning for your ultimate goal: Prepare and execute your plan for "Career Preparedness and Job Readiness" by starting to build your STEM Career Action Plan where you map out your approach, equipping you with the tools to execute your job search careers for a sustainable future in our circular economy.</p> <p>Pam will create a dialogue on ways to bridge from student preparation to employer hiring and advancement. Let's answer the questions:</p> <ul style="list-style-type: none"> <li>▪ What skills and credentials are needed for jobs in NJ's green sector?</li> <li>▪ What can we do to prepare workers?</li> <li>▪ What are some of the challenges for the green workforce in NJ?</li> </ul>	<p>1 hour 30 minutes</p>

TITLE	DESCRIPTION	LENGTH
<p><b>Leading with Confidence: Your Career Readiness and Practical Advice for Emerging Leaders for Lifelong Career Success</b></p>	<p>It's Time to step forward with confidence, capability and credibility because emerging young leaders should start your careers with aspirations to do what you love, be whomever you want to be and be successful.</p> <p>The Leading with Confidence workshop introduces you to a specific understanding of building core capabilities and simple principles that create the basis for success in the workplace and our lives. Through discussion and facilitative style of delivery, the learners will enjoy the experience, share ideas, actively participate and receive an Emerging Leader Readiness Toolkit.</p> <p>We have high expectations of leaders. Be reasonable but passionate. Decisive but inclusive. Visionary but explicit. Powerful but humble. Add to that emotionally intelligent, caring, impartial, people-oriented, and, profit-driven. How can we be all of these? The answer is confidence with your capabilities. It's what enables a leader to face tough times and give leadership its strength. Your confidence is a result of building your capabilities, at all levels, to prepare to transform organizations, beginning with foundational skills and abilities.</p> <p>The Leading with Confidence workshop introduces learners to a specific understanding of, illustrates how you can become more confident, courageous and capable. We discuss six primary premises that describe the vital role of these three elements have in the workplace and our lives.</p>	<p>2 hours</p>
<p><b>Competency-Based Assessment &amp; Employment Paths for College Degrees</b></p>	<p>Sustainability degree programs have strengths and challenges to ensure relevant and future competencies are developed toward employer requirements. Is your program competitive offering? Does it attract and retain a robust number of students? What is the job achievement rate for your graduated students? This service provides a competency-based assessment, benchmarking analysis, degree marketing recommendations, competency gaps, student career path options and career advisory guidance.</p> <p>Perform a competency-based assessment for the capabilities developed in your degree. The core elements that drive competency development were extracted and analyzed from all of the degree's syllabi for the Competency Assessment.</p> <p>Another optional element is to perform a benchmarking analysis, which can take several paths, depending on the high education institution's objectives. Stakeholder clients may choose to select two other comparable degree programs by which to engage in a comparative analysis where programs are compared in eight areas.</p>	<p>Customized to client needs</p>

TITLE	DESCRIPTION	LENGTH
<p><b>Building Green Bridges Strategic Planning Sessions: Higher Education &amp; Employers</b></p>	<p><b><i>Does your institution have challenges with the “outside-in” focus of preparing students with a real-world employer perspective?</i></b></p> <p>Green Training Associates will assist your institution’s career services center in planning and executing sustainability and green career roundtables. These roundtables are <i>strategic conversations</i> that openly exchange information about green degrees, how faculty are educating students with knowledge and applied learning experiences and the requirements employers have for internships and job opportunities.</p> <p>Each career advisor moderates a roundtable with faculty invited to meet with employers (talent/recruiting professionals from the college’s employer network or newly identified employers). These college-employer roundtables may be offered as a one-time event or on-going series of conversations.</p> <p>Green Training Associates will help you get ready to plan, execute and summarize the event(s). We will create a green occupation(s) composite profile for each green degree program with the corresponding occupational titles and job requirements.</p>	<p>These employer-college roundtables may be offered as a one-time event or on-going series of conversations.</p>
<p><b>Sustainability &amp; The Career Advisor’s Role</b></p>	<p>Our mission is to contribute to NJ’s green economy. There is a tremendous opportunity to engage our employers in stimulating green and sustainability jobs that would employ current and future generations of New Jersey workers who are prepared with the competencies, qualifications and relevant degrees or certificates to meet employer’s eligibility requirements and serve their organization’s sustainability priorities.</p> <p>Career Advisors perform a pivotal role to recognize a student’s passion, strengths, and competencies with respect to career paths and employment outlooks. You are guiding the 21<sup>st</sup> century workforce who is focused on sustainability and green in society, work and life. Join for a collaborative and informative discussion to equip you to coach these students toward careers that will protect the planet, serve society and create a positive economy.</p>	<p>2 hours</p>

TITLE	DESCRIPTION	LENGTH
<p><b>Mini-Series: Discovering Sustainability Careers</b></p>	<p>Join for an experiential mini-series designed to map out your professional journey by learning career discovery tools and results-oriented, job search processes.</p> <p>Participate in four hands-on 90-minute sessions help you define your educational path and/or career, identify your gaps, and create an action plan to achieve your goals.</p> <p>Navigating the job market and job search process are challenging for many people. This series of working sessions give you individualized attention with experts to get you organized for your ultimate goal: Prepare and execute your plan for “Job Readiness”. Join for our tactical, hands-on mini-series that helps you map out your approach, equipping you with the tools to execute your job search.</p> <p>Join for a dynamic process designed to support your professional journey by introducing you to GTA’s career planning methodology and teaching you results-oriented tools and processes. The workshop celebrates who you are today and positions you for your “tomorrow”, by helping you define your career, identify your gaps, and create an action plan to achieve your goals.</p>	<p>Total = 6 hours divided into Four sessions at 1 hour, 30 minutes each</p>