



# Training Catalog

2022

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## The Express Grant Program

### What is the Express Grant?

The Express Program provides employers fast, simple access to grant-funded training, helping businesses in Massachusetts respond to emerging needs.

- Fast- Helping you go from application to action (grant award) in 21 days.
- Flexible- Dynamic course directory to address emerging needs.
- Friendly- Customer-centric, with a dedicated team to support you each step of the way.

### Which companies are eligible for an Express Grant?

While any eligible businesses may receive an Express Grant,

- Under 100 employees- upon completion of an approved course, you may receive full reimbursement of the cost of training, up to \$3,000/person/course.
- Over 100 employees- upon completion of an approved course, you may receive reimbursement of as much as half the total cost of training, up to \$3,000/person/course.
- Training is not already underway on this topic and employees participating in the training program have not previously participated in the same or similar training that was funded by the Express Program.
- Trainees are non-government workers and business contributes to the Workforce Training Fund.
- All trainees are employed in MA (not required to live in MA)
- Submission of a current *Department of Revenue Certificate of Good Standing* for the business (issued within past 6 mos.) with the application.

### So now how do I get started?



### 1. Pick a Course from [our Training Catalog](#)

- Schedule a Training Assessment to plan training for the next 12 months.  
Contact Kelly McInnis at [kmcinnis@AIMHRSolutions.com](mailto:kmcinnis@AIMHRSolutions.com) for more information.

### 2. Gather Application Materials

- **Contact Terry Cook at [tcook@AIMHRSolutions.com](mailto:tcook@AIMHRSolutions.com)** to schedule your training dates.
- Get a Certificate of Good Standing (COGS). **Click [here](#) to request your COGS.**
- Your organization's Federal Employer Identification Number (FEIN)
- Current # of Employees Working in Massachusetts (both part-time and full-time employees)
- Training Start Date(s) for each course (must be at least 3 weeks after an application is submitted)
- Course ID Number found in our Training Catalog.

### 3. Apply for funding [Start the Application](#)

#### 4. Request Reimbursement

In order to have your request for Express Program funding approved, you must meet ALL of the following criteria:

- The total amount of funding requested, within this calendar year for all Express Program funding requests combined, **does not exceed \$30,000.**
- The amount of funding **requested per trainee, per course does not exceed \$3,000.**
- For companies with over 100 MA employees: The applicant agrees to pay for at least half of the total cost of the approved training.
- All of the employees to be trained using grant funding are payroll employees who **work in Massachusetts.**
- The company is **not legally mandated to provide the training** to employees.
- The Express Grant Agreement **start date selected, and the start of training, is at least 21 days** from the date of submission.

**Questions? Contact Kelly McInnis at [KMcInnis@AIMHRSolutions.com](mailto:KMcInnis@AIMHRSolutions.com) or 617.488.8321.**



[Learn more about the grants and this catalog by watching our video.](#)

For instant access to a list of all course IDs and pricing, [fill out this short form.](#)  
Should you have any issues contact Kelly McInnis at  
[KMcInnis@AIMHRSolutions.com](mailto:KMcInnis@AIMHRSolutions.com).

## 2022 Calendar at a Glance

### May 24 – Advanced Supervisor Series (Virtual)

- May 24 Today's Leaders: Traps & Traits
- May 26 Building Relationships
- June 7 Direct and Difficult Communications
- June 9 Practical Employment Law for Supervisors
- June 14 Driving a Diverse & Inclusive Workforce
- June 16 Leading Change
- June 21 Productive Performance Appraisals
- June 23 Coaching & Mentoring

### June 1- HR Hot Topic (Virtual)

- June 1 Time Juggle

### June 8 – DEI for HR Professionals Boot Camp (Virtual)

- June 8 Driving a Diverse and Inclusive Culture
- June 10 Driving a Diverse and Inclusive Culture (Part 2)
- June 15 Developing an Inclusive Handbook
- June 17 Train the Trainer for Sexual Harassment

### June 22 - HR Essentials Series (Virtual)

- June 22 The Role of Human Resources
- June 29 Talent Acquisition Process
- July 13 Managing Employee Leaves
- July 20 Employment Law HR's Responsibility
- July 27 Personnel Records and Employee Handbooks
- Aug 3 Threat Management – HR's Role
- Aug 10 Compensation Basics
- Aug 17 Employee Benefits Programs
- Aug 24 Managing Difficult Discussions
- Aug 31 Creating an Inclusive Workforce

### July 13 – HR Hot Topic (Virtual)

- July 13 Reasonable Suspicion: The Impact of Marijuana, Drugs and Alcohol at Work

### July 13 – Excel for HR Metrics Boot Camp (Virtual)

- July 14 Session 1
- July 21 Session 2
- July 28 Session 3

### Sept 20 - Supervisor Essentials Series (Virtual)

- Sept 20 The Emerging Role of the Supervisor
- Sept 22 Effective Communications
- Sept 27 Developing a Leadership Style
- Sept 29 Setting Priorities, Defining Objectives and Managing Time
- Oct 4 Today's Legal Environment

- Oct 6 Problem Solving & Conflict Resolution
- Oct 11 Coaching & Developing Your People
- Oct 13 Building Your Team
- Oct 18 Impactful Interviewing
- Oct 20 Presentation Skills

### Oct 5 – Becoming an HR Professional Boot Camp (Virtual)

- Oct 5 The Role of HR – Part 1
- Oct 7 The Role of HR – Part 2
- Oct 12 Talent Acquisition – Part 1
- Oct 14 Talent Acquisition – Part 2
- Oct 19 Compensation Basics – Part 1
- Oct 21 Compensation Basics – Part 2
- Oct 26 Managing Difficult Discussions – Part 1
- Oct 28 Managing Difficult Discussions – Part 2

### Oct 25 – Advanced HR Series (Virtual)

- Oct 25 The Business Partner Relationship
- Oct 27 Driving a Diverse & Inclusive Workforce
- Nov 1 Total Rewards Compensation
- Nov 3 Performance Management Excellence
- Nov 8 Employment Laws & Organizational Compliance
- Nov 10 Workplace Incident Investigations
- Nov 15 HR's Role in Strategic Planning
- Nov 17 Harnessing HR Metrics
- Nov 29 Developing Organizational Talent
- Dec 1 HR's Role in Managing Change

### Nov 1 – Advanced Supervisor Series (Virtual)

- Nov 1 Today's Leaders: Traps & Traits
- Nov 3 Building Relationships
- Nov 8 Direct and Difficult Communications
- Nov 10 Practical Employment Law for Supervisors
- Nov 15 Driving a Diverse & Inclusive Workforce
- Nov 17 Leading Change
- Nov 29 Productive Performance Appraisals
- Dec 1 Coaching & Mentoring

### Nov 1 – Total Rewards Compensation Boot Camp (Virtual)

- Nov 1 Total Rewards Compensation
- Nov 3 Performance Management
- Nov 8 Employee Leaves
- Nov 10 Employee Benefits

## Advanced HR Certificate Series

Public Series Course ID # 1110231

Private Series Course ID: 1124894

AIM HR Solutions Advanced HR Certificate Series provides an in-depth and strategic review of HR topics designed to empower practitioners seeking to broaden their knowledge and skills in the HR space. The role of today's HR leader demands broad responsibilities that include up-to-date legal compliance knowledge, understanding of current best practices, organizational leadership, and strategic thinking. HR departments are being called upon to make bigger-picture decisions and to execute clear HR strategies that align with broader organizational goals.

### Who Should Attend?

- Individuals with 2 or more years of HR experience
- Anyone who has completed HR Essentials
- Current HR practitioners, business managers and owners seeking knowledge and skill in a specific topic area

## The Business Partner Relationship

Public Course ID: 1110295

Private Course ID: 1124895

*Offered in public or private sessions*

Length of Course: 3.5 Hours

The building of effective and sometimes targeted relationships in and outside your organization is the foundation for success and satisfaction for every HR professional. In this class, you will:

- Strategize how to build credibility and trust with internal individual contributors, HR teams, and senior leadership throughout the company.

- Review influencing practices and how to provide skilled and sought-after counsel in people-related matters.
- Discuss the vital importance of proactivity and personal ethics and accountability.

## Driving a Diverse & Inclusive Workforce

Public Course ID: 1110296

Private Course ID: 1124896

*Offered in public or private sessions*

Length of Course: 3.5 Hours

HR's role encouraging awareness and understanding of cultural and generational influences on perspectives, interactions, and decisions are essential. During the session, we will explore the impact surrounding the phenomenon of unconscious bias and its potential influence on our judgments and reactions. In this class, you will:

- Discover best practices for leading an increasingly diverse workforce regarding generations, cultures, genders, backgrounds, and experiences.
- Explore methods for inclusion that provide employees with encouragement and opportunities to make the most of their strengths.
- Review a variety of language, generational, and cultural issues that may affect recruitment, retention, and teambuilding.
- Define unconscious bias and explore its impact on our behavior and decision making and investigate strategies to enhance interactions and communications with people from diverse backgrounds.



## Total Rewards Compensation

Public Course ID: 1110297

Private Course ID: 1124903

*Offered in public or private sessions*

Length of Course: 3.5 Hours

One top priority for most organizations is creating a competitive compensation plan. Building a solid plan requires tailoring it to your business needs while remaining competitive with your industry's market. In this class, you will:

- Explore legal aspects of compensation
- Identify compensation program trends
- Align pay and performance
- Learn incentive compensation trends
- Implement total compensation strategies

## Performance Management Excellence

Public Course ID: 1110298

Private Course ID: 1124905

*Offered in public or private sessions*

Length of Course: 3.5 Hours

Performance management is a never-ending process. Whether you want to implement a formal or informal performance management process, gain insight into building a system that works for your organization. In this class, you will:

- Review reasons for performance management systems.
- Discuss and develop core competencies.
- Practice writing SMART goals and objectives.
- Review legalities of performance

- appraisals
- Practice delivery and feedback on performance systems

## Employment Laws & Organizational Compliance

Public Course ID: 1110299

Private Course ID: 1124906

*Offered in public or private sessions*

Length of Course: 3.5 Hours

Understanding critical federal and state laws that impact your workplace is imperative. Virtually all risk related to employment law violation lies with uneducated or undereducated management, and HR is essential to helping businesses understand compliance. In this class, you will:

- Review federal and state employment laws impacting work today
- Explore and practice how to effectively advise on compliance concerns to leadership teams
- Gain a better understanding of addressing real-world issues that have the potential for legal challenges

## Workplace Incident Investigations

Public Course ID: 1110300

Private Course ID: 1124907

*Offered in public or private sessions*

Length of Course: 3.5 Hours

HR plays a unique role when it comes to investigating and resolving workplace investigations. The process can be demanding and complicated, but with the right knowledge and training you will be able to avoid common mistakes that can cost your company both time and money. In this class, you will:

- Explore several types of workplace investigations and the investigative process

- Acquire the skills needed to plan, conduct, and conclude investigations
- Review the impact of ineffective investigations and how to avoid them

## HR's Role in Strategic Planning

Public Course ID: 1110301

Private Course ID: 1124908

*Offered in public or private sessions*

Length of Course: 3.5 Hours

The role of today's HR leader demands broad responsibilities that include organizational leadership and strategic thinking. HR departments are being called upon to make bigger-picture decisions and to execute well-defined HR strategies that align with broader organizational strategies. In this class, you will:

- Explore HR's role is as a strategic partner
- Discover how to align your HR tools and expertise best to support strategy
- Identify workforce strategy and key elements for success
- Recognize how using metrics can build on your ability to influence decisions

## Harnessing HR Metrics

Public Course ID: 1110302

Private Course ID: 1124909

*Offered in public or private sessions*

Length of Course: 3.5 Hours

Data-driven HR begins by defining and implementing the right HR metrics to track and report. Metrics help determine the effectiveness of existing decisions and programs and help to influence HR strategy. In this class, you will:

- Determine which metrics are relevant to your strategic business goals and how to implement them successfully.

- Discuss the several types of HR metrics and their respective applications with impact to the overall business.
- Determine the right data to collect for your organization, explore the tools available to develop usable data, and how to best communicate the information in a functional way.

## Developing Organizational Talent

Public Course ID:1110303

Private Course ID: 1124911

*Offered in public or private sessions*

Length of Course: 3.5 Hours

Development and education initiatives are essential to a thriving culture and are proven to improve the retention of talent. In this class, you will:

- Identify keys to securing management support for employee development initiatives.
- Explore a training needs assessment unique to your company.
- Gain funding ideas toward your initiatives through grants.
- Discuss the best approach and forum for your organizational and educational needs

## HR's Role in Managing Change

Public Course ID: 1110304

Private Course ID: 1124915

*Offered in public or private sessions*

Length of Course: 3.5 Hours

Change can be complicated and multi-faceted. Whether the change happens because of external or internal reasons, HR plays a vital role throughout the process. For employees to embrace change, they must understand leadership's vision and how the change will benefit the organization. HR is a driving force behind this. In this class, you will:

- Explore how HR leads change and reasons why managing change often fails.
- Identify steps to maximizing the positive and minimizing resistance.
- Practice techniques for leading through transitions and develop a personal plan to thrive.

## Advanced Supervisor Certificate Series

Public Series Course ID: 1110253

Private Series Course ID: 1110265

As a manager, every decision you make and every problem you solve has an impact on your company. Even the most experienced managers have difficulty exercising sound judgment and demonstrating leadership skills while simultaneously handling their daily responsibilities and deadlines. While newer managers need to increase their skills through ongoing education, even the most experienced managers can benefit from this series. The variety of concepts covered in this series help to build confidence in making decisions, resolving conflicts, hiring the best candidates, influencing others, communicating effectively to a diverse audience, and leading change.

Each session provides the participant with group exercises, lively discussion through highly experienced facilitators, and developmental coaching to improve key skills. Participants will expand on their abilities to influence others, lead change and help spark innovation – while creating an atmosphere that attracts and retains the best talent.

Who should attend?

- Supervisors and managers with two more years of experience
- Those that have completed our Supervisor Essentials Series
- Senior supervisors who seek a refresher

- on key concepts
- Anyone seeking in-depth knowledge in a particular topic area

## Today's Leader: Traps and Traits

*Offered in public or private sessions*

Public Course ID: 1110254

Private Course ID: 1110271

Length of Course: 3 Hours

Each of us has a ‘social’ style – how we think of ourselves when we interact with others. These are typically behaviors we’ve adopted to increase our effectiveness based on trial and error. This program not only helps participants identify their own style, but the styles others use as well. With this insight, participants can more effectively manage their communications, develop more productive relationships and avoid/better manage conflicts which can erode relationships and paralyze organizations.

- Identify and examine your own leadership style
- Recognize the limitations of your style and its potential impact on others
- Develop strategies to identify and understand the styles of those you regularly interact with
- Develop ways to channel this knowledge into more productive relationships through relevant case studies

## Building Relationships

*Offered in public or private sessions*

Public Course ID: 1110262

Private Course ID: 1110284

Length of Course: 3 Hours

Leaders have a wide variety of relationships - their manager, peers, vendors, customers and others in and outside the organization. Recognizing how to effectively and “safely” navigate these multi-directional relationships is a critical activity and vital to successful

performance. Understanding how we appropriately employ power, authority and influence is essential to achieving professional and personal impact.

- Discuss the essentials of power, authority and influence and how to employ these skills effectively
- Build influencing skills, particularly in managing upwardly within the organization
- Review how decisions are made and how they influence strategic organizational decision making
- Strengthen your ability to exert influence on how the business operates
- Explore these concepts through interactive exercises and case studies

## Direct and Difficult Communications

*Offered in public or private sessions*

Public Course ID: 1110258

Private Course ID: 1110282

Length of Course: 3 Hours

An inability to confront poor performance, breaches of acceptable behavior, ethical issues, conflict, and even concerns about personal hygiene are universally difficult for most managers. Building skills and the confidence that comes with expertise, allows managers of all levels to deal with difficult issues *before* they become major problems in the workplace.

- Discover why direct, honest communication is difficult for so many people
- Discuss how our values, attitudes and behaviors intersect with corporate culture to drive our actions
- Identify their own attitudes toward conflict and develop alternative strategies to increase their effectiveness
- Review communication basis and how they influence what we say and hear

- Identify ground rules for difficult discussions

## Practical Employment Law for Supervisors

*Offered in public or private sessions*

Public Course ID: 1110259

Private Course ID: 1110283

Length of Course: 3 Hours

Otherwise known as Today's Legal Environment, Part II. Our continually evolving culture, pressures in the workplace for immediate results, evolving legal standards and changes in employee expectations continue to pressure a manager's sense of fairness. This program goes beyond simple legal compliance to developing a workplace environment that builds both the business and the relationships within.

- Review the changing nature of the workplace from an historical perspective
- Discover how changes in the employee population and subsequent changes in expectations impact roles
- Discuss the impact of today's legal environment and recent changes in society and law impact your leadership role
- Identify your obligations in representing your organization's culture

## Driving a Diverse and Inclusive Workforce

*Offered in public or private sessions*

Public Course ID: 1110296

Private Course ID: 1124896

Length of Course: 3 Hours

HR's role encouraging awareness and understanding of cultural and generational influences on perspectives, interactions, and decisions are essential. During the session, we

will explore the impact surrounding the phenomenon of unconscious bias and its potential influence on our judgments and reactions.

- Discover best practices for leading an increasingly diverse workforce regarding generations, cultures, genders, backgrounds, and experiences
- Explore methods for inclusion that provide employees with encouragement and opportunities to make the most of their strengths
- Review a variety of language, generational, and cultural issues that may affect recruitment, retention, and teambuilding
- Define unconscious bias and explore its impact on our behavior and decision making and investigate strategies to enhance interactions and communications with people from diverse backgrounds

## Leading Change

*Offered in public or private sessions*

Public Course ID: 1110255

Private Course ID: 1110275

Length of Course: 3 Hours

Leaders live with constant change - planned and unplanned. This program centers on making change work by defining the conditions required for effective change, clarifying the role of the manager in change, building a change communication strategy, and knowing how to recognize, and deal with, resistance to change.

- Explore critical success factors for effective change
- Review key roles needed to implement lasting change
- Identify barriers to effective change in the workplace
- Generate a plan to help manage the

- changes at their own organization
- Discuss practices to recognize and manage resistance to change
- Discover the value of creating a clear communication process

## Productive Performance Appraisals

*Offered in public or private sessions*

Public Course ID: 1110256

Private Course ID: 1110272

Length of Course: 3 Hours

Consistent winner of the “least favorite” activity of managers, effective performance appraisals are but one tool in the manager’s toolkit. We’ll focus on best practices in performance appraisal design, systems, delivery options and performance management to provide participants with practical alternatives to managing performance. We’ll stress that performance management is a part of a leader’s daily regimen, not simply a one-time annual event.

- Prepare for a performance appraisal using best practices
- Recognize the usefulness and utility of a self-appraisal
- Identify and discuss practices on how to avoid common pitfalls
- Conduct an effective performance appraisal meeting

## Coaching and Mentoring

*Offered in public or private sessions*

Public Course ID: 1134293

Private Course ID: 1134292

Length of Course: 3 Hours

According to Gallup, organizations whose employees have above-average attitudes towards work enjoy:

- 38% higher customer satisfaction scores
- 22% higher productivity
- 22% increased retention

- 27% higher profits

And according to Career Systems International, the top reason employees leave a company is not for more money, it's because they feel "stuck", with little or no opportunity for development or career growth. Companies with coaching and mentoring cultures of continuous learning, where there's regular feedback, both technical and professional in nature, build a stronger, more engaged and technically proficient workforce.

- Explore the differences between the role of mentor and coach
- Determine when to mentor and when to coach
- Introduce elements of effective mentoring and the benefits
- Review the responsibilities of the manager in performance management
- Discuss the importance of delivering and receiving feedback - both positive and constructive
- Explore how to build a coaching culture and examine your role as a champion

## Becoming an HR Professional Boot Camp

*Offered in private sessions*

Public Series ID: 1136050

Length of Course: 8 classes at 1.5 hours

Becoming an HR Professional Boot Camp provides a solid foundation for those looking to build their HR skills. This is the perfect starter series for people with less than 5 years of human resources experience. Learn how to establish your role within your organization, gather recruiting strategies and best practices.

Classes include [The Role of HR](#), [Talent Acquisition](#), [Compensation Basics](#), [Managing Difficult Discussions](#).

Who should attend?

Human resources generalists, human resources assistants, office managers of small to medium size companies.

## Customer Service Certificate Series

*Offered in private sessions*

Private Series Course ID: 1110527

Exceptional customer service is essential to your business and plays a central role in maintaining a competitive advantage. Companies that consistently provide outstanding customer service build relationships, retain lifelong customers, and can easily be set apart from their competition.

AIM HR Solutions offers an interactive and relatable learning program where participants discover why sales growth is essential and how loyal customers will strengthen your business. There is no substitute for outstanding customer service and no excuse for poor service.

Who should attend?

Any employee who interacts with customers either internally or externally

## Create a Customer Service Excellence Mindset

*Offered in private sessions*

Private Course ID: 1121406

Length of Course: 3 Hours

Where would we be without our customers? They are not a given! Do you really know who they are and what they want? In this interactive session, participants explore the value of superior customer service and how to create a service culture in the workplace. Service excellence concepts are introduced and practiced helping participants identify, respect and delight both internal and external customers while managing expectations.

- Embrace a service culture mindset, and realize why it is important to every service professional's personal brand and job satisfaction
- Recognize the role of engaged employees on brand loyalty
- Identify key behaviors that create a service excellence environment
- Differentiate between customer satisfaction and loyalty
- Identify the critical stages of the customer service cycle
- Explore the concept of "word-of-mouth" marketing
- Discover why complaints, along with compliments, are critical to the customer service process

## Own Each Customer Interaction

*Offered in private sessions*  
 Private Course ID: 1121408  
 Length of Course: 3 Hours

Message sent is message received. Really? How do we know? This session highlights the value of clear communications when interacting with customers, both internal and external. It focuses on how common communication barriers such as perceptions, assumptions, listening and style can impact the customer experience and relationship. Techniques are explored to remove barriers and increase communication effectiveness.

- Identify one's own communication style
- Explore the dilemma of miscommunication and professionalism in email, social media, texting
- Identify barriers to effective communication
- Describe the 5 C's of Communication
- Demonstrate active listening skills
- Describe techniques to increase

effective customer communications

- Create clear communication channels at work to create a positive service culture

## Positively Leverage Challenging Customer Moments

*Offered in private sessions*  
 Private Course ID: 1121410  
 Length of Course: 3 Hours

"No" is a complete sentence. This engaging session focuses on difficult customers and situations, and how to build trusting, lasting professional relationships. Careful attention is given to emotional customers, although other definitions of "difficult" are explored. Techniques are offered for diffusing anger, respectfully saying no, and offering fair alternatives to satisfy customers when things go wrong, while protecting your brand.

- Identify and assess examples of difficult or stressed customers
- Discover if and when to elevate a situation
- Explore strategies to manage and satisfy difficult and frustrated customers
- Creatively problem solve opportunities for service "turn arounds"
- Demonstrate respectful techniques for saying "no"
- Describe approaches to build rapport during stressful moments
- Explain the 5-step process for improving the relationship when problems arise

## Professional Balance is Key

*Offered in private sessions*

Private Course ID: 1121411

Length of Course: 3 Hours

Focusing on what matters most with a “smile in your voice” can be a challenge at times. Everyone is important and everything is needed now. Or is it really? This interactive session will help participants prioritize work responsibilities while maintaining a professional personal “brand”. The session features tools for maintaining balance and a positive attitude, as well as tips for managing stress. Small group activities and a self-assessment tool are used to reinforce learning concepts.

- Assess your own time management practices
- Identify and overcome barriers to productivity and task accomplishment
- Identify personal balancing practices during stressful moments
- Handle stress in a way that positively positions you and your customer for success

## Customer Service for Drivers (Not Part of Series)

*Offered in private sessions*

Private Course ID: 1113286

Length of Course: 3 Hours

The truck door opens and out steps your company brand! In addition to skilled, safe driving, a strong customer service focus is essential for the professional driver. These key team members are the face of your organization, not only to your customers but to those on the road as well. This highly interactive session explores the service challenges of the job for drivers. Customer characteristics and a range of situational responses are reviewed, along with strategies to minimize and gain loyalty. An exercise surrounding the many variables to effective communications and

active listening is also introduced.

- Define superior customer service and why it is important
- Identify critical behaviors that create a climate of service and build customer loyalty
- Describe behaviors for positively managing service opportunities
- Explore the process of communication as an important factor in professional effectiveness
- Manage and satisfy your difficult customers - especially those who are angry or frustrated

## DE&I For HR Professionals Boot Camp

*Offered in public sessions*

Public Series ID: 1136047

Length of course: 4 classes at 1.5 hours

Organizations often turn to HR professionals to drive and support diversity initiatives. During these sessions, we will explore the impact surrounding the phenomenon of unconscious bias and its potential influence on our judgments and reactions, you will gather best practices for creating a handbook with language that is inclusive for all races, genders, and ethnicities, and you will gain the skills to present sexual harassment prevention information to your workforce.

Classes include - Driving a Diverse and Inclusive Workforce, Developing an Inclusive Handbook, and Train the Trainer for Sexual Harassment.

### Who Should Attend?

Human resources directors, human resource managers, CFO, company president of small to medium size companies.



## Excel for HR Metrics Boot Camp

*Offered in public sessions*

Public Series ID: 1136051

Length of course: 3 classes at 1 hour each

Businesses are becoming more and more data driven in their decision making and HR is a huge part of that equation. Perhaps you want to know the average age of your workforce so you can plan benefits to meet your employee needs. Maybe you want to track turnover on a rolling basis. Maybe you'd like to calculate merit increases by department, but also ensure equity by gender and ethnicity. You can do all of this and more by learning some simple formulas in Excel. Join us for this three-part program where we'll talk about general functions such as conditional formatting, flash fill, and using minimum, maximum, average and count formulas. We'll also explore pivot tables and vlookup functions. Excel users at all levels will learn something new.

Participants can sign up for additional one-on-one Excel coaching sessions within 30 days after the conclusion of the course for \$175/\$225.

Who Should Attend?

Human resources generalists, human resources assistants, office managers of small to medium size companies.

## HR Essentials Certificate Series

Public Series Course ID: 1110230

Private Series Course ID: 1124893

As an HR professional, you face a variety of challenging issues every day. Everything from working through employee relations issues, staying current on changing labor laws, managing benefits, addressing performance management concerns, hiring top talent and most importantly, keeping your workforce safe during a global pandemic! Your senior leadership expects you to be skilled partner in

every discipline on the people side of the business. This series will provide participants foundational knowledge and skills needed to navigate the increasingly complex world of HR.

Who should attend?

- Those in a position that includes human resource responsibilities
- New HR professionals seeking to broaden and strengthen their knowledge
- Generalists who need a current refresher
- Anyone seeking training in a specific HR discipline

## The Role of Human Resources

*Offered in public or private sessions*

Public Course ID: 1110285

Private Course ID: 1124881

Length of Course: 3.5 Hours

This program will review the applicable state and federal laws and offer practical information about how harassment and discrimination happen in the workplace as well as steps that can be taken to avoid these situations.

- Understand types of harassment and discrimination
- Learn how to avoid problem situations
- Understand employer liability and employee responsibilities
- Explore real-world examples and scenarios
- Understand how to respond to a harassment complaint
- Prepare for your role in changing the culture

## Talent Acquisition Process

*Offered in public or private sessions*

Public Course ID: 1110286

Private Course ID: 1124882

Length of Course: 3.5 Hours

Finding the best talent is primarily based on how well you prepare for, source, interview and assess candidates. Performing a well-structured HR interview can help you discover the right candidates for your company.

- Explore the essential aspects of sourcing candidates and planning for the interview
- Discover how to conduct an efficient and structured behavioral interview
- Gain insight on how to control the interview environment for an effective exchange of information

## Managing Employee Leaves

*Offered in public or private sessions*

Public Course ID: 1110287

Private Course ID: 1124883

Length of Course: 3.5 Hours

The laws and legal issues surrounding employee leaves are both complicated and confusing; you need to know what to expect and pitfalls you should avoid. In this class, you will:

- Examine how to manage all the state and federal leave laws and to whom they apply
- Explore the Paid Family & Medical Leave Law in Massachusetts
- Get up to speed on legal issues commonly associated with time off
- Consider your culture in terms of the benefits provided

## Employment Law - HR's Responsibility

*Offered in public or private sessions*

Public Course ID: 1110288

Private Course ID: 1124885

Length of Course: 3.5 Hours

When it comes to employment laws, your organization turns to you as their in-house expert. How prepared are you? With laws ever-changing, it's important to keep your knowledge compliant and current. In this class, you will:

- Become well-versed in the latest state and federal employment laws
- Explore the impact of case law and company practices
- Walk away with a greater grasp on this essential HR expertise

## Personnel Records and Employee Handbooks

*Offered in public or private sessions*

Public Course ID: 1110289

Private Course ID: 1124886

Length of Course: 3.5 Hours

HR professionals are no stranger to correct and complete documentation. While it may feel cumbersome, record keeping is of vital importance. In this class, you will:

- Discover why proper and timely recordkeeping is necessary
- Examine the legal requirements for employee handbooks and files
- Explore methods to ensure compliance on these fronts

## Threat Management - HR's Role

*Offered in public or private sessions*

Public Course ID: 1110290

Private Course ID: 1124887

Length of Course: 3.5 Hours

It is important that organizations prepare themselves for threats ranging from pandemics, workplace violence to drugs, alcohol, and even potential data breaches. Having a clear plan in place for handling potential threats is critical. In this class, you will:

- Identify the best ways to develop substance abuse policies
- Discover preventive measures regarding workplace violence and bullying
- Discuss and practice how to respond to workplace injuries appropriately
- Raise awareness of your responsibilities under the Massachusetts data security laws

## Compensation Basics

*Offered in public or private sessions*

Public Course ID: 1110291

Private Course ID: 1124888

Length of Course: 3.5 Hours

To establish functional job descriptions, a pay policy and overall compensation strategy for your organization, you need to know the process and components necessary for success. In this class, you will:

- Review the importance of compensation management
- Review the impact of the Massachusetts Equal Pay Act on your organization
- Discover how to establish the company's pay philosophy as a first step
- Identify the building blocks of a complete compensation program

## Employee Benefits Programs

*Offered in public or private sessions*

Public Course ID: 1110292

Private Course ID: 1124889

Length of Course: 3.5 Hours

Every employer has a unique set of needs when it comes to employee benefits programs. Knowing what your options are can save your company time and money, as you guide them to make the right choices. In this class, you will:

- Discuss the importance of "total compensation"
- Distinguish between mandatory and optional benefits
- Explore the vast array of required and optional benefits programs

## Managing Difficult Discussions

*Offered in public or private sessions*

Public Course ID: 1110293

Private Course ID: 1124891

Length of Course: 3.5 Hours

People management is no easy task; it sometimes requires tough decisions and difficult conversations. Learn strategies on how effectively implement corrective action processes and ensure compliance. Additionally, ensure you demonstrate respect while weighing and making the difficult decision of employee discharge. In this class, you will:

- Uncover how to coach managers through effective employee conversations
- Review how to effectively utilize the performance appraisal process
- Explore how to use "corrective action" approach as opposed to "discipline" in many situations
- Objectively examine the discharge process

## Creating an Inclusive Workforce Culture

*Offered in public or private sessions*

Public Course ID: 1110294

Private Course ID: 1124892

Length of Course: 3.5 Hours

This program explores sensitive, useful information for any HR professional with employees from different cultural or generational backgrounds – in other words, everyone! It goes beyond understanding differences, to exploring your own unconscious bias. Practical tips are offered to effectively and respectfully embrace your diverse workforce to promote inclusive practices, boost morale, increase engagement, retention and ultimately the bottom line.

In this class you will:

- Distinguish between a diverse and inclusive workforce culture
- Increase awareness of your own cultural programming and unconscious bias
- Discover commonalities among those seemingly different from you
- Identify cultural influences on behavior in the workplace – both positive and not so
- Build a cultural framework for inclusivity and respect in your workplace
- Strengthen skills for communicating with a diverse staff

## HR Hot Topics

*Offered in public or private sessions*

Stay up to date on the latest HR trends. These interactive sessions explore relevant topics that impact HR professionals today. Learn more about how to manage your time and prioritize, reasonable suspicion in the workplace, and so much more.

*Who Should Attend?*

Human resources directors, human resource managers, Human resources generalists, human resources assistants, office managers

## Time Juggle

*Offered in public or private sessions*

Public Course ID: 1136635

Private Course ID: 1136636

Length of Course: 1 Hour

The best laid plans go out the window and everything is a priority. Most days you're running around putting out "fires" - sound familiar? It doesn't have to be that way. This interactive, fast-paced one-hour workshop will provide you with practical, tactical tips and tools to find more time in your days and weeks ahead.

- Identify what matters most
- Recognize the difference between important/unimportant and urgent/non urgent activities
- Explore workflow assumptions and internal customer needs to identify opportunities for streamlining activities

*Who Should Attend?*

Anyone, at any level, who could benefit from a quick focus on time saving tips and identifying what matters most!

## Reasonable Suspicion: The Impact of Marijuana, Drugs and Alcohol at Work

*Offered in public or private sessions*

Public Course ID: 1136633

Private Course ID: 1131321

Length of Course: 1 Hour

It can be challenging to know when an employee might be under the influence of drugs

or alcohol at work and how an employer can respond in these situations. In this class, you will:

- Review current state and federal laws
- Understand the effects of drug and alcohol abuse in the workplace
- Review the legal considerations surrounding company policies
- Learn the signs and symptoms of abuse – reasonable suspicion
- Recognize supervisor/management responsibility in confronting the problem.

## HR Legal Compliance Boot Camp

*Offered in public or private sessions*

Public Course ID: 1134271

Private Course ID: 1134275

Compliance is a critical component of every human resource professional's job role. Whether it is tracking the many ever-changing employment laws or creating sound policies and a thorough handbook that will help defend the company if issues arise, understanding compliance is critical. Do you have questions about current employment laws that are affecting your workplace? Do you want to learn how to conduct an employee investigation properly? Or do you need to learn how to create policies that will support you in an unemployment hearing or legal case? The HR compliance Boot Camp will explore all of these areas and work through scenarios that affect the workplace. You will also receive a summary of employment laws, a list of required postings, and an investigation checklist to utilize after the boot camp is complete!

### *Who Should Attend?*

Human resources directors, human resource managers, Human resources generalists, human resources assistants, office managers of small to medium size companies.

## Employment Laws & Organizational Compliance

*Offered in public or private sessions*

Public Course ID: 1110299

Private Course ID: 1124906

*Offered in public or private sessions*

Length of Course: 3.5 Hours

Understanding critical federal and state laws that impact your workplace is imperative. Virtually all risk related to employment law violation lies with uneducated or undereducated management, and HR is essential to helping businesses understand compliance. In this class, you will:

- Review federal and state employment laws impacting work today
- Explore and practice how to effectively advise on compliance concerns to leadership teams
- Gain a better understanding of addressing real-world issues that have the potential for legal challenges

## Personnel Records and Employee Handbooks

*Offered in public or private sessions*

Public Course ID: 1110289

Private Course ID: 1124886

Length of Course: 3.5 Hours

HR professionals are no stranger to correct and complete documentation. While it may feel cumbersome, record-keeping is of vital importance for many reasons. In this class, you will:

- Discover why proper recordkeeping is necessary
- Learn the legal requirements for employee handbooks, and files
- Explore methods to ensure compliance on these fronts

## Workplace Incident Investigations

Public Course ID: 1110300

Private Course ID: 1124907

*Offered in public or private sessions*

Length of Course: 3.5 Hours

HR plays a unique role when it comes to investigating and resolving workplace incidents. The process can be demanding and complicated, but with the right knowledge and training, you'll be able to avoid common mistakes that can cost your company both time and money. In this class, you will:

- Explore the various types of workplace investigations and the process
- Acquire the skills needed to plan, conduct, and conclude investigations
- Learn about the impact of ineffective investigations and what to do to avoid them

## Developing Mindful Leaders

*Offered in public or private sessions*

Public Series Course ID: 1130862

Private Series Course ID: 1132432

Without a doubt today's leaders face increasing challenges while managing their teams. Confronted with safety concerns and personal pressures, they need new skills to address unique workplace dynamics – hybrid workers, societal diversity and inclusion influences, increased virtual communications, employee generational gaps and cultural sensitivities. Leveraging both intellectual and emotional thinking to manage growing pressures help leaders bring out the best in others and themselves, particularly in the most trying of times.

*Who Should Attend?*

- Anyone who manages people
- Applicable to any size company and any industry

## Coaching and Mentoring

*Offered in public sessions*

Public Course ID: 1136203

Length of Course: 2 Hours

According to Gallup, organizations whose employees have above-average attitudes towards work enjoy:

- 38% higher customer satisfaction scores
- 22% higher productivity
- 22% increased retention
- 27% higher profits

And according to Career Systems International, the top reason employees leave a company is not for more money, it's because they feel "stuck", with little or no opportunity for development or career growth. Companies with coaching and mentoring cultures of continuous learning, where there's regular feedback, both technical and professional in nature, build a stronger, more engaged and technically proficient workforce.

- Explore the differences between the role of mentor and coach
- Determine when to mentor and when to coach
- Introduce elements of effective mentoring and the benefits
- Review the responsibilities of the manager in performance management
- Discuss the importance of delivering and receiving feedback - both positive and constructive
- Explore how to build a coaching culture and examine your role as a champion

## Unconscious Bias: Creating a Diverse and Inclusive Culture

*Offered in public or private sessions*

Public Course ID: 1110233

Private Course ID: 1110248

Length of Course: 2 Hours

This highly engaging program respectfully explores sensitive, useful, and important information on unconscious bias for any company with employees from different cultural or generational backgrounds. It goes beyond understanding differences and offers practical tips for respectfully and effectively leveraging uniqueness and commonalities among employees to boost morale, engagement, and your bottom line.

- Distinguish between a diverse and an inclusive workforce
- Increase self-awareness of your own cultural programming and unconscious bias
- Discover commonalities among those seemingly different from you
- Identify cultural influences on workplace behavior
- Explore skills for communicating effectively among a diverse team
- Begin to identify organizational practices to reinforcing inclusivity in your workplace.

## Empathy for Leaders

*Offered in public or private sessions*

Public Course ID: 1134341

Private Course ID: 1134294

Length of Course: 2 Hours

This session explores how leaders can harness emotional intelligence concepts of self-awareness to self-regulate natural responses and “show up” in ways employees need during uncertain times. Participants will develop a heightened awareness of their preferred leadership approach through a self-assessment

and engage in addressing some common scenarios leaders now face. They’ll also explore how to flex their personal style to fit a situation or individual.

- Assess and reflect upon your own emotional intelligence
- Examine characteristics and practices of emotionally intelligent leaders
- Identify your personal triggers and how to acknowledge and adapt in the moment
- Discover the value of being self-aware and able to self-regulate your emotions using relevant scenarios that most leaders are facing today.
- Identify ways to flex your leadership style to compassionately connect, influence and motivate others during times of uncertainty and fear

## Supervisor Essentials Certificate Series

*Offered in public or private sessions*

Public Series Course ID:1050177

Private Series Course ID: 1068625

Today’s supervisor are accountable for managing a broad set of responsibilities, while at the same time leading, coaching, and motivating a team. This is no easy task given the often-conflicting expectations that come regularly from a variety of sources.

Having confident and skilled leaders in place can enhance your organization’s ability to attract and retain top talent while boosting overall productivity and engagement. Our supervisor series consists of ten carefully selected topic areas.

*Who Should Attend?*

- New supervisors or group-leaders looking to expand their skill set

- beyond technical
- Team members in a leadership pipeline on a succession path
- Experienced supervisors seeking a refresher of current practices and tools

## Emerging Role of the Supervisor

*Offered in public or private sessions*

Public Series Course ID: 1050084

Private Series Course ID: 1110237

Length of Course: 3.5 Hours

This interactive session explores the complexities of the supervisory role and the skills required to succeed. Discussions center around expectations placed on the supervisor by the company, staff and peers. Participants are exposed to the expanded skill set required to succeed – which includes technical aspects, human relations, conceptual thinking, communication and decision-making skills. One key benefit of this series is the opportunity for participants to incrementally build elements of an Individual Development Plan (IDP) after each session and begin planning for a productive development conversation with their manager upon the completion of the complete series.

- Identify the major differences between the individual contributor and leadership roles, and the impact on internal relationships
- Describe the concept of “managing up” - clarifying priorities early and often
- View peer organizations as internal customers who also need to be satisfied
- Explore your supervisory role responsibilities and accountabilities
- Discover how to manage expectations of management, employees and customers
- Begin to create your Individual Development Plan (IDP) to sustain learning beyond this series

## Effective Communications

*Offered in public or private sessions*

Public Series Course ID: 1040070

Private Series Course ID: 1110240

Length of Course: 3.5 Hours

This engaging program provides leaders with specific tools and techniques for improving listening skills, delivering effective messages and bridging diverse communication styles.

- Identify the components of an effective communication process
- Discover the power of non-verbal communication
- Explore how physical and social settings affect the verbal communication process
- Review the mental barriers to listening
- Evaluate your own listening skills and practice active listening
- Discuss strategies for harnessing technology and social media for effective communication
- Develop communication techniques to influence team and decision makers

## Developing a Leadership Style

*Offered in public or private sessions*

Public Series Course ID: 1040069

Private Series Course ID: 1110239

Length of Course: 3.5 Hours

This program explores the concept of leadership in very personal and highly interactive ways. Participants will gain a better understanding of the important role of a leader as they also benefit from a heightened awareness of their own approach to the role. Situational leadership – an ability to flex personal style to fit a situation – is a major theme. The focus is to develop skills and insight that allows the individual to understand, accept and optimize the leadership role to influence their team.



- Explore different leadership styles and learn how and when to use them
- Identify the differences between “Manager” and “Leader”
- Identify and evaluate your personal leadership style
- Assess the development level of those you lead
- Discover how to flex your style to influence and motivate staff performance

### Setting Priorities, Defining Objectives and Managing Time

*Offered in public or private sessions*

Public Series Course ID: 1040067

Private Series Course ID: 1110238

Length of Course: 3.5 Hours

This program identifies and reinforces the skills of setting goals and priorities with ample practice and feedback. Techniques for overcoming barriers and planning for the unexpected are demonstrated and reinforced. The importance of business planning and aligning team efforts are also discussed and supported throughout.

- Discover strategies for effective personal goal development, and approaches for prioritizing and completing tasks
- Write and communicate business goals that are visionary, motivational and unifying
- Write and communicate meaningful S.M.A.R.T. objectives, supportive of the overall direction of the group and larger organization
- Anticipate barriers to success and prepare to minimize those barriers by planning for the unexpected utilizing S.W.O.T. analysis
- Informally assess the strengths and shortcomings of your current team
- Gain essential time-management techniques to apply immediately on the job

### Today's Legal Environment

*Offered in public or private sessions*

Public Series Course ID: 1103421

Private Series Course ID: 1110249

Length of Course: 3.5 Hours

This program is designed to help participants understand how employment laws work in the real world - and how they apply very directly to the day-to-day duties, decisions and interactions of managers and supervisors. Virtually all risk related to employment law violation lies with uneducated or undereducated management. A primary focus is to enlighten participants as to how employment laws are broken every day – inadvertently – by leaders who think they’re making sound business decisions, and who would never intentionally discriminate.

- Review the basics of primary federal and state employment laws
- Discuss how these laws relate to your day-to-day duties as a manager or supervisor
- Recognize situations that pose a legal risk to the organization
- Describe how your perceptions, attitudes and opinions impact decision making
- Explain your responsibility for minimizing risk by responding promptly and appropriately to prevent workplace discrimination and harassment.

### Problem Solving and Conflict Resolution

*Offered in public or private sessions*

Public Course ID: 1110234

Private Course ID: 1110250

Length of Course: 3.5 Hours

This interactive program provides managers with the tools to define, assess, manage and resolve problems and workplace conflict.

Participants gain insight into their personal style in the problem-solving process and techniques to help become better decision makers. The desired outcome is recognition of the manager's role in turning conflict into a positive force for the company.

- Discover personal tendencies for solving problems
- Apply methods for problem solving that are valid in virtually any situation
- Examine the nature of conflict in the workplace
- Identify choices available for constructively dealing with conflict
- Practice skills and techniques for avoiding destructive conflict

## Coaching and Developing your People

*Offered in public or private sessions*

Public Course ID: 1110232

Private Course ID: 1110241

Length of Course: 3.5 Hours

A strong leader knows how to leverage individual team member's strengths and develop their limitations. With this dynamic skillset, supervisors can be transformed into stronger performing leaders.

- Create an inventory of team's strengths and improve on their areas of opportunity
- Discover how to address problems with underperforming staff effectively
- Review best practices on how to develop, coach, and support your employees
- Describe the difference between coaching and mentoring, and when to use each
- Review how to identify sources of possible performance issues
- Identify steps to conduct a thorough corrective action discussion
- Examine steps to conducting an effective performance appraisal

## Building your Team

*Offered in public or private sessions*

Public Course ID: 1110235

Private Course ID: 1110251

Length of Course: 3.5 Hours

This interactive program reviews the key ingredients for effective teamwork and the supervisor's role in keeping a team on track. Discussions center on the challenges of guiding a team to outstanding performance, while avoiding the pitfalls that often derail team efforts.

- Examine the concept of a shared purpose and why it matters
- Identify pros and cons of a team approach and when to best use
- Describe the traits and qualities most valuable to a strong team
- Recognize the team development life cycle and methods for guiding your team to high performance
- Discuss steps to keep teams energized, on-track and integrated with the business at large
- Apply learning concepts to an in-class team case study that applies key learning concepts covered in this series
- Examine a process to redirect team conflict towards constructive rather than destructive results

## Impactful Interviewing

*Offered in public or private sessions*

Public Course ID: 1110261

Private Course ID: 1110277

Length of Course: 3.5 Hours

Effective managers know they can't work hard enough to make up for poor performers on their team. Successful organizations also recognize that finding people who fit their culture and performance expectations happen during the recruiting and selection process, not in the training room! Recognizing the key

principles of selection, how to identify the essential skills the organization requires and properly assess if the interviewee possesses those skills is a critical leadership competency.

- Identify the key skills required for your organization’s job opening
- Describe the key behaviors essential for success in your organization
- Identify the necessary elements of a successful interview agenda
- Discover key components of the interviewing process and how to structure your approach to interviewing
- Demonstrate the proper way to phrase acceptable interview questions
- Describe how to appropriately interpret candidate responses

## Presentation Skills- Presenting Clear Messages

*Offered in public or private sessions*

Public Course ID: 1134273

Private Course ID: 1134274

Length of Course: 3.5 Hours

This program is designed to provide public speakers with the confidence, skill and strategies to make effective presentations in small or large groups. It can be used to prepare a sales team for a standardized presentation or speakers for organizational events. It will also refresh and refine the skills of the occasional public speaker.

- Identify the critical elements of audience pre-assessment
- Examine the connection between preparation and anxiety reduction
- Explore methods to refine presentation objectives and narrow the focus for maximum impact
- Gain exposure to the wide choices of presentation media and determine how to make choices consistent with the

message and audience

- Obtain practical experience by preparing and making a brief presentation
- Give and receive targeted peer and instructor presentation feedback in a fun, non-threatening setting

## Total Rewards Boot Camp

*Offered in public sessions*

Public Series ID: 1136049

Length of Course: 4 classes at 3.5 hours

Are you responsible for establishing hiring rates, proposing merit increases, containing benefits costs, ensuring an effective performance management process, or managing employee leave? Knowledge of current compensation and benefits strategies will allow your organization to attract and retain top talent and become an employer of choice. Whether you’re a specialist in compensation and benefits or looking to expand your HR generalist knowledge, the Compensation and Benefits Boot Camp will provide a deeper dive into these topics. Classes include [Total Rewards Compensation](#), [Performance Management Excellence](#), [Managing Employee Leaves](#) and [Employee Benefits Programs](#).

*Who should attend?*

Human resources directors, human resource managers, Human resources generalists, human resources assistants, office managers of small to medium size companies.

## Additional Course Offerings

Any of our courses can be taken individually, including those that belong in a series. Here are some standalone course offerings that may also meet your needs. Have questions? Ask! We are here to help. Email Kelly McInnis at [KMclnnis@AIMHRSolutions.com](mailto:KMclnnis@AIMHRSolutions.com) for questions

about course offerings.

## Business Communication Essentials

*Offered in private sessions only*

Private Course ID: 1123776

Length of Course: 3.5 Hours

Now more than ever we face continuous business communication opportunities – whether a phone call, text, Tweet, blog, email, video, post or teleconference, it's seemingly endless information overload 24x7. Your company brand, along with your own personal brand as a professional depends on clear, concise, correct, courteous, complete, coherent and concrete communications – the 7 Cs! This engaging half-day program explores why effective business communication is essential to the success of all employees, from front-line staff to C-suite. With an interactive learning approach, participants are offered an opportunity to consider their own communication style, as well as the styles of others. Who Should Attend? Participants from all levels of the organization who are interested in building or strengthening their communication skills both verbally and written.

## Emotional Intelligence

*Offered in private sessions only*

Private Course ID: 1118866

Length of Course: 3.5 Hours

Successful, self-aware employees understand the powerful link between intellect, education, experience and emotional intelligence (EQ). They leverage their rational and emotional brains to bring out the best in others and themselves. This program explores the concept of emotional intelligence in personal and interactive ways. Participants will develop a heightened awareness of their preferred approach to their role. Situational leadership – an ability to flex personal style and emotions to fit a situation – is a key focus. When a company values and reinforces thoughtful, self-aware

and respectful teamwork, strong results follow.

- Explore the concept of emotional intelligence – what it is and what it isn't
- Describe the physical source of emotional intelligence
- Assess and reflect upon your emotional intelligence
- Examine the characteristics and qualities of emotionally intelligent people at work
- Discover how the four core EQ skills can drive positive results
- Identify ways to flex your style to influence and motivate others

## Harassment/Discrimination Prevention Training – Employees

*Offered in public or private sessions*

Public Course ID: 1134331

Private Course ID: 1129501

Length of Course: 1.5 Hours

This program will review the applicable state and federal laws and offer practical information about how harassment and discrimination happens in the workplace as well as steps that can be taken to avoid these situations. Specific learning objectives include:

- Types of harassment and discrimination
- Review of your company policy
- Important definitions
- How to avoid problem situations
- Employer responsibilities
- Helpful conduct guidelines
- Employee responsibilities
- Real-world examples and scenarios

## Harassment/Discrimination Prevention Training – Managers

*Offered in public or private sessions*

Public Course ID: 1134353

Private Course ID: 1120246

Length of Course: 2

Same content covered in the employee session, plus:

- How to respond to a complaint
- Company vs. individual liability
- An employer's liability for management conduct
- Is there a problem if "everyone is participating in it?"
- If you know it, the company knows it—the manager/supervisor as legal agent
- Your role in changing the culture

## Empathy for Leaders

*Offered in public or private sessions*

Public Course ID: 1134341

Private Course ID: 1134294

Length of Course: 2 Hours

This session explores how leaders can harness emotional intelligence concepts of self-awareness to self-regulate natural responses and "show up" in ways employees need during uncertain times. Participants will develop a heightened awareness of their preferred leadership approach through a self-assessment and engage in addressing some common scenarios leaders now face. They'll also explore how to flex their personal style to fit a situation or individual.

- Assess and reflect upon your own emotional intelligence
- Examine characteristics and practices of emotionally intelligent leaders
  - Identify your personal triggers and how to acknowledge and adapt in the moment

- Discover the value of being self-aware and able to self-regulate your emotions using relevant scenarios that most leaders are facing today.
- Identify ways to flex your leadership style to compassionately connect, influence and motivate others during times of uncertainty and fear

Who should attend?

Anyone from c-suite to front-line leader who wishes to strengthen interpersonal relationships and become more effective leading and working with others, especially during the challenges of the COVID-19 pandemic.

## Empathy for Employees

*Offered in private sessions only*

Private Course ID: 1134295

Length of Course: 2 Hours

This interactive session explores how employees can harness emotional intelligence concepts of self-awareness to self-regulate triggers and natural responses, and "show up" in ways needed during uncertain times. Participants will develop a heightened awareness of their preferred communication approach through a self-assessment and engage in addressing some common scenarios we now face. They'll also explore how to flex their personal style to fit a situation or individual.

- Assess and reflect upon your own emotional intelligence
- Examine characteristics and practices of emotionally intelligent people
- Identify your personal triggers and how to acknowledge and adapt in the moment
- Discover the value of being self-aware and able to self-regulate your emotions using relevant

- scenarios that most companies are facing today.
- Identify ways to flex your communication style to compassionately connect, influence and motivate others during times of uncertainty and fear

## Preparing Managers for the Performance Review

*Offered in private sessions only*

Private Course ID: 1132458

Length of Course: 2 Hours

Are you prepared to deliver your annual employee performance reviews this year? Would you like to learn a few practical, tactical tips and best practices to positively position you for productive conversations? If so, please join us for an interactive and informative virtual session. It's a great first step to help you prepare and build confidence for what often is viewed as a manager's least favorite responsibility.

- Introduce the performance management system
- Explore informal performance management – just in time coaching, feedback and teachable moments
- Review seven common mistakes of the review process
- Discuss the value of preparation and the steps needed to ensure readiness
- Discover what an effective performance review “looks like” and then practice with peer feedback
- Introduce current trends in performance management for future planning

Who Should Attend?

Anyone responsible for conducting employee performance reviews will benefit from this engaging and helpful workshop.

## Standards of Conduct and Professionalism

*Offered in private sessions only*

Private Course ID: 1130275

Length of Course: 2 Hours

This program provides participants with valuable insights about the fundamental behaviors and communications expected that contribute to a safe, comfortable, respectful work environment. Participants will explore what constitutes workplace harassment and violence, and how to deal with those situations when they arise, as well as clarify ethical considerations in day-to-day work.

- Review the “non-negotiable” responsibilities for all employees
- Explore legal and ethical ground-rules of workplace behavior
- Define safety and health fundamentals at work
- Discuss how you can positively contribute to a comfortable, respectful and safe work environment.

Who Should Attend?

Designed for non-supervisory employees as a foundational program for setting expectations and succeeding in organizations.

## Strong Teams Strong Results

*Offered private sessions only*

Private Course ID: 1122926

Length of Course: 3.5 Hours

Successful organizations understand the powerful link between organizational team performance and organization culture. The process by which we get results is closely tied to

how those results are achieved and provides all levels of employees with a context for working together – up, down and sideways. Successful organizations also recognize that team culture is not simply achieved with hallway posters and tee shirts, but by how each employee answers the question: “What’s it like to work here?” Company culture is defined by what matters most – your organizational values. When a company values and positively reinforces teamwork, strong results follow.

This program is designed for new organizations or existing organizations feeling “stuck” and/or needing to recharge team relationships.

- Explore the difference between a group and a team
- Examine the characteristics and qualities of the best and worst teams
- Review the five conflict styles
- Discover ways to actively build a positive work culture through teamwork
- Recognize culture reflects the organization’s values-based relationship between employees and leadership

### Unconscious Bias: Creating a Diverse and Inclusive Culture (2 Hours)

*Offered in public or private sessions*

Public Course ID: 1110233

Private Course ID: 1110248

Length of Course: 2 Hours

This highly engaging program respectfully explores sensitive, useful, and important information on unconscious bias for any company with employees from different cultural or generational backgrounds. It goes beyond understanding differences and offers practical tips for respectfully and effectively leveraging uniqueness and commonalities among employees to boost morale,

engagement, and your bottom line.

- Distinguish between a diverse and an inclusive workforce
- Increase self-awareness of your own cultural programming and unconscious bias
- Discover commonalities among those seemingly different from you
- Identify cultural influences on workplace behavior
- Explore skills for communicating effectively among a diverse team
- Begin to identify organizational practices to reinforcing inclusivity in your workplace.

### Unconscious Bias: Creating a Diverse and Inclusive Culture (3.5 Hours)

*Offered in public or private sessions*

Public Course ID: 1134352

Private Course ID: 1118557

Length of Course: 3.5 Hours

This engaging and insightful program respectfully explores sensitive, useful, and important information on unconscious bias for any company with employees from different cultural or generational backgrounds. It goes beyond understanding differences and offers practical tips for respectfully and effectively leveraging uniqueness and commonalities among employees to boost morale, engagement, and your bottom line.

- Distinguish between a diverse and an inclusive workforce
- Increase self-awareness of your own cultural programming and unconscious bias
- Discover commonalities among those seemingly different from you
- Identify cultural influences on workplace behavior
- Explore skills for communicating

- effectively among a diverse team
- Begin to build an organizational culture framework for inclusivity in your workplace. This extended program takes a deeper dive during breakout sessions, debriefs, and thinking around post-training action planning.

## Developing Creative Solutions

*Offered in private sessions only*

Private Series Course ID: 1119067

Length of Course: 2 Hours

This program provides a structure that generates numerous ideas for the resolution of a problem. Then it refines those raw, new ideas into practical solutions. The workshop is set up as a comfortable, low risk forum – encouraging input from all involved. It is a fun, fast-paced session designed to produce specific actions for use on the job.

- Review specific creative techniques to generate and refine ideas for practical applications
- Explore the interpersonal dynamics that can squelch breakthrough thinking
- Apply unconventional approaches for solving embedded problems.
- Discuss how to be open-minded and patient as ideas evolve into specific initiatives
- Foster an innovative mindset among your peers and team

## Making Time Work for You

*Offered in private sessions only*

Private Series Course ID: 1119111

Length of Course: 3 Hours

Organizational efficiency and effectiveness depend upon good employee decision-making, judgment of priorities and use of time. Time is a premium for all employers and effective

setting of priorities, adherence to goals and determining where to invest time are essential skills.

- Ensure alignment of organizational goals and individual objectives
- Differentiate between important and urgent activities and priorities
- Examine how to manage the importance of priorities
- Effectively control the daily flow and shifting of priorities
- Assess the importance of tasks and their relative priority
- Review and discuss effective techniques for managing time
- Identify practices to handle email more effectively and efficiently

## WorkSmart Series

*Offered in private sessions only*

Private Series Course ID: 1131803

Successful organizational change requires support from your entire workforce. WorkSmart is an innovative series of four classes designed to give your Front-line Workers the problem-solving and teamwork skills they need to carry out your vision.

## Organizational Change

*Offered in private sessions only*

Private Series Course ID: 1119066

Length of Course: 2 Hours

This engaging program delves into the necessity of continuous organizational change to adapt to external realities. It discusses the choices that employees can make in the face of uncertainty, as well as the consequences of those choices. It guides organizations on keeping things in perspective, seeking opportunities from the change, while being positive and productive.

- Explore key success factors for implementing change



- Examine the various forms of resistance to change
- Identify and anticipate the normal human reactions to change – particularly barriers
- Discuss how to thrive – not just survive – during times of change

## Strengthening Communications

*Offered in private sessions only*

Private Series Course ID: 1119077

Length of Course: 2 Hours

This interactive session reveals to each participant their communication style and tendencies. It also helps them to better read the styles of others. Participants will learn how to flex their own style appropriately to help overall effectiveness and maintain rapport at all levels. Listening skills, non-verbal communication awareness, business writing and attitude are also areas of focus. Participants self-select development areas to practice and improve.

- Examine why effective communication is so important and the role attitude plays
- Explore effective verbal and non-verbal communication practices
- Develop self-awareness of your verbal and non-verbal tendencies, as well as flexing alternatives
- Review and apply effective listening skills methods
- Discuss and review written communication trends and best practices
- Review and apply the 5 C's of business writing

## Problem Solving and Conflict

*Offered in private sessions only*

Private Series Course ID: 1119078

Length of Course: 3.5 Hours

This program provides participants with insights to effectively resolve problems and conflict in the workplace. Participants will gauge their own personal style in the problem-solving process and learn methods for making better decisions. Much of the program is geared toward how to keep conflict constructive, rather than destructive. In this class, you will:

- Discover your own personal tendencies for solving problems as well as different approaches
- Build confidence in decision-making
- Uncover the nature of conflict in the workplace
- Recognize choices available for constructively dealing with conflict
- Learn how to deal more effectively with difficult personalities

## Principles of Teamwork

*Offered in private sessions only*

Private Series Course ID: 1119112

Length of Course: 2 Hours

This program reviews the key ingredients for high performing teams. It explores team dynamics, practices consensus building, and reviews the numerous ways that teams can fall off track. Participants gain a glimpse into their own style in team environments, as well as the styles of others.

- Identify the factors that predict success or failure of a team approach
- Gain insight into the contributions that diverse styles can make to team results
- Review and practice the behaviors that foster excellent teamwork
- Recognize team life cycles and

- adapt your approach appropriately
- Channel team conflict in productive ways for superior results

- Begin to create your Individual Development Plan (IDP) to extend the learning beyond this series

## Hybrid Courses

These programs pull and combine some of our most request courses and topics together to address different issues and more specific skills that might be needed.

### The Role of the Supervisor and Developing Your People

*Offered in private sessions only*

Private Course ID: 1134811

Length of Course: 3.5 Hours

This interactive program explores the complexities of the supervisory role and the skills required to succeed as a member of the management team. Discussions center around the expectations placed on the supervisor by the company, staff and peers. Participants are shown the expanded skill set required to succeed – which includes the technical aspects, human relations, conceptual thinking and decision-making skills. A strong team leader knows how to leverage their individual team member’s strength’s and improve upon their limitations. By having this dynamic skill-set, supervisors can be transformed into strong leaders.

- Identify the major differences between the individual contributor and leadership roles, and the impact on internal relationships
- Describe the concept of “managing up” - clarifying priorities early and often
- View peer organizations as internal customers who also need to be satisfied
- Explore your supervisory role responsibilities and accountabilities
- Discover how to manage expectations of management, employees and customers

### Communication to Problem Solving: Building a Positive Workforce Environment

*Offered in private sessions only*

Private Course ID: 1118849

Length of Course: 3.5 Hours

This engaging session provides leaders with specific tools and techniques for improving listening skills, delivering effective messages and bridging diverse communication styles. It also provides leaders with the tools to define, assess, manage and resolve problems and conflict in the workplace. Participants will gain insight into their personal style in the problem-solving process and will learn techniques to help them be better decision makers for the organization.

- Identify the components of an effective communication process
- Discover the power of non-verbal communication
- Identify the mental barriers to listening
- Evaluate their own listening skills
- Develop communication techniques to influence team and decision makers
- Discover their personal tendencies for dealing with conflict and how it can be improved
- Apply methods for problem solving that are valid in virtually any situation
- Discuss the nature of conflict in the workplace
- Recognize choices available for constructively dealing with conflict
- Develop strategies for managing difficult people while maintaining emotional objectivity and control

## Coaching, Feedback and How Employment Laws Apply to Day-to-Day Leadership

*Offered in private sessions only*

Private Course ID: 1118850

Private Course ID: 1124907

Length of Course: 3.5Hours

This program is designed to help participants understand how employment laws work in the real world - and how they apply directly to the day-to-day duties, decisions and interactions of managers and supervisors. When managers regularly provide feedback about the quality and quantity of their employees' work, the goal is continued strong performance, corrections in poor performance and improvement in mediocre performance. Ensuring that managers are clear on the variety of employment laws, regulations and company policies, coupled with strong coaching and feedback strategies, will help your organizational performance and help to avoid costly fines and penalties.

- Review primary federal and Massachusetts employment laws and how these laws directly relate to day-to-day duties as a leader of others
- How to recognize and manage situations that pose a legal risk to the organization
- Explore strategies on how to develop, coach, and support employees
- Review the importance of effective delivery of ongoing feedback, both positive and corrective
- Gain clarity on the importance and development of effective documentation

## The Role of the Leader and Time Management

*Offered in private sessions only*

Private Course ID: 1118851

Length of Course: 3.5 Hours

This program explores the complexities of the supervisory role and the skills required to succeed as a member of management. Discussions center around the expectations placed on the supervisor by the company, staff and peers. Participants are shown the expanded skill set required to succeed – which includes the technical aspects, human relations, conceptual thinking and decision-making skills. In addition, this program identifies and reinforces the skills of setting goals and priorities. The importance of time management, planning the work, and aligning team efforts are discussed and reinforced throughout.

- Discuss the major differences between individual contributor and leadership roles, and how they can impact internal relationships
- Explore your responsibilities and accountabilities as a leader
- Discover how to manage the expectations of management, employees and customer.
- Write and communicate goals and objectives that are motivational and unifying
- Anticipate barriers to success and plan steps to minimize those barriers
- Assess the strengths and shortcomings of your team to prepare for the unexpected
- Develop essential time-management techniques that can be used immediately on the job

## Codes & Pricing

For instant access to a list of all course IDs and pricing, [fill out this short form](#).  
Should you have any issues contact Kelly McInnis at  
[KMclnnis@AIMHRSolutions.com](mailto:KMclnnis@AIMHRSolutions.com).

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