People

Recruitment & Retention...

Hiring for Keeps: Attracting and Selecting Ideal Employees

What would it be worth to your organization to be confident you could hire the right people... the first time... every time? Using an approach called criteria-based recruiting you can be sure you are doing what it takes to hire for keeps. This workshop outlines the full recruitment and hiring process, from determining job requirements and criteria to presenting the offer. Participants will learn the principles of criteria-based recruiting and how to design an effective process. You will also explore the concept of *behavioural interviewing*, an essential tool for hiring effectively. And, you'll have an opportunity to discuss the use of assessment tools, decision-making approaches, reference checks and other tricky elements of the process. By participating in this workshop individuals will improve your organization's hiring practices by:

➢ Assessing your current recruitment practices and identifying specific improvements you can make
➢ Designing hiring processes that put the focus on success-critical criteria every step of the way
➢ Developing interview and reference questions that ensure you can make hiring decisions with confidence
➢ Knowing you've hired the right person and why, and where to focus your initial development efforts

Note: to get the most out of this session, participants are encouraged to bring current job descriptions and recent postings from their organizations.

Behavioural Interviewing: Getting to What Matters

Hone up those interview skills and Get Hiring – the right folks! A natural follow-up to *Hiring for Keeps*, this workshop teaches how to design and conduct interviews that effectively assess job-related skills and behaviours. Featuring the video, *More Than a Gut Feeling III*, the session promotes in-depth learning of the most effective and well-respected approach to employment interviews. Participants will observe and discuss behavioural interviews, learn the key concepts and principles, and have the opportunity to try out new skills and receive feedback. As a result of this workshop participants will be able to enhance organizational hiring effectiveness by learning:

➢ How to structure and conduct an interview.
➢ How to construct relevant and job-related interview questions
➢ How to probe for more information and to seek contrary evidence
➢ How to avoid the most common legal pitfalls of employment interviewing

To get the most out of this sessions, participants should first attend *Hiring for Keeps*, and should also come prepared to participate in extensive role-playing.

Retaining Top Talent:

Holding on to their best people – that's the challenge that is keeping many of today's leaders awake nights. And, for non-profit organizations, this is an even greater challenge than for private sector firms. This workshop unravels the 'mysteries' around keeping your most talented employees, and avoiding the enormous cost of employee turnover. One of our most popular sessions, *Retaining Top Talent* introduces participants to our own Healthy Organization Model, and to the research-based insights discovered by the Gallup organization and presented in the best selling book, *First Break All the Rules*. Participants will identify practical strategies to avoid costly and damaging turnover in their organization by:

➢ Identifying the cost of turnover in your organization
➢ Learning how to determine the causes of turnover in your organization
➢ Understanding the unique needs/expectations of different individuals in the workforce.
➢ Discovering the critical role of supervisors in retention
➢ Exchanging best practices with other non-profit managers

Supervision, Coaching & Team Development...

Supervision Essentials: Skills for the New Supervisor
Today supervisors face more challenges than ever: fewer employees, fewer resources, less money, and more work. The ability to strike the right balance between people management and task management is an essential ingredient to achieving outstanding performance. If you are a new manager or are you in the process of becoming one, this workshop will help you sharpen your supervisory skills by:

➢ Understanding your role as supervisor
➢ Learning how to nurture and engaged workforce
➢ Identifying your leadership style and how to put it to work
➢ Enhancing your people practices: motivating your staff, interviewing for 'fit', giving constructive feedback and dealing with problem performance
➢ Being aware of employment related legislation
➢ Delegating effectively and responsibly
➢ Leading productive meetings

This highly interactive workshop will include brief presentations, discussion, role-plays, assessments and experiential activities. You will take away useful ideas and practical, applicable tools to improve your overall supervisory and management effectiveness.

Coaching & Mentoring Employees: Bringing out their Best
Because it is repeated so frequently, the phrase "People are our greatest asset" may seem only like rhetoric. The truth is, *engaged and talented* people that come to work everyday are the real asset of your organization. As a manager, it is your role to increase the worth of that human capital. Yet a one size fits all approach to managing people just doesn't make sense. That's why many managers use coaching and mentoring to maximize employee performance and learning. Imagine working with your employees to understand what makes each person tick, to unlock their drive to succeed and to set compelling goals. Consider the impact that could have on achieving your departmental goals and its contribution to the organization's purpose. Through this workshop, you will:

➢ Distinguish between teaching, counselling, mentoring, and coaching, and when each type of intervention is appropriate
➢ Understanding the coaching process and basic core competencies
➢ Help employees discover their gifts, talents, wants, values, needs and dreams, as well as come to understand what motivates and inspires them
➢ Assist employees to choose the focus, format, and desired outcomes for their work and hold them accountable
➢ Challenge employees to continually raise their own bar and 'add stretch' to employee performance
➢ Understand how to use mentoring to motivate your top performers

This workshop will use interactive learning techniques – role playing, triad practice exercises, discussions - to provide you with the opportunity to practice core coaching skills such as questioning, listening, observing, modelling, dialogue, goal setting, and effective feedback. Put these tools in action in your workplace to engage your employees and give them the opportunity to utilize their full range of abilities both to their own benefit and that of the organization.

Teaming Up for Success: Building a Winning Work Team
High performance teams are the building blocks of high performing organizations. There is no greater return or impact than to invest in the development of high performing teams and unleash their enormous talent and potential. But successful teams don't just happen, they must be deliberately developed. Through this workshop you will learn how to create a team environment that supports outstanding performance by focusing on the following team fundamentals:

- ➢ Knowing the essentials of high performing teams and how to achieve them
- ➢ Recognizing and addressing the Five Dysfunctions of teams
- ➢ Understanding the stages of team development and how to accelerate the process
- ➢ Using True Colors® to promote better communication and follow-through action
- ➢ Identifying, diagnosing and treating common team problems
- ➢ Understanding the role of the Team leader in enabling people and facilitating teams

Through brief presentations, discussion, experiential exercises and real world applications, your will see how teamwork gives organizations the best opportunity to turn vision into reality. You will leave the workshop with tools, tips, techniques and best practices – everything you need to build a winning work team in your organization.

Performance Management...

Performance Matters: Using Effective Performance Management to Maximize Employee Potential
Organizations don't meet goals, people do – and helping people to perform well is one of the best investments you can make toward sustainable organizational success. The most important task for any manager is to define, support and strengthen the link between individual performance and departmental and organizational goals. This workshop is all about bringing out the best in your people. You will explore the full range of management roles and activities that add up to effective performance management, and you will develop your skills for acknowledging good performance and for addressing performance issues. Some of the latest thinking on performance management – positive discipline, 360° feedback, employee accountability, management culture – will be presented, and participants will have opportunities to develop skills through role-play exercises. Participants will come away with:

- ➢ Strategies to turn people on to their work
- ➢ Confidence in using measurement and feedback tools
- ➢ Insight – and tools – for handling performance problems

To get the most out of this workshop, participants should come prepared with specific personal applications in mind, and ready to participate fully in a variety of role-play and discussion activities.

Handling Performance Problems:
One of the most difficult jobs of supervision is addressing performance problems with staff. Many managers do anything to avoid this unpleasant activity, creating even more challenging situations. This workshop will make participants more confident and capable of handling these tough situations, and handling them well. You will explore more deeply some key ideas introduced in *Performance Matters*, and focus on proven strategies and techniques for addressing performance problems with your staff. Skill, motivation and environmental causes to problem performance will be examined, as well as appropriate and effective responses to each. Participants will also explore ways of avoiding performance issues through clarity of expectations, framework, roles and supervisory style. Managers and Supervisors will leave this session having learned:

- ➢ The damaging impact on teams and organizations of failing to address performance problems
- ➢ Hoe to develop and implement Performance Improvement Plans with employees
- ➢ The importance of dealing with performance problems appropriately, and in a timely fashion
- ➢ The most effective ways to approach and engage staff who are not performing well

To get the most out of this session, participants should be prepared to discuss real-life examples and to test strategies through role-play and observation. Although not a requirement, attendance at Performance Matters is recommended prior to this session.

Exploring Multipoint/360° Feedback:
We all want and need feedback. We know feedback is important. But how do we obtain complete and honest feedback in areas that really matter? Introducing a *multipoint feedback system* may well be the

answer. Building on the introduction to multipoint feedback presented in *Performance Matters*, this session focuses exclusively on the powerful – and potentially risky – process of 360° feedback. Participants will carefully examine the process, including its benefits and risks, and will have the opportunity to discuss and debate the most common 'hot issues' associated with such. You will explore examples of existing tools and approaches that have been used effectively by organizations that have implemented multipoint programs. And, you will leave with a clear plan for implementing such a program in your organization, complete with strategies for avoiding the risks. You will know the answers to some very important questions:

➢ When is the right time to introduce a multipoint process?
➢ How should such a process be designed and introduced?
➢ How do you ensure validity and reliability of the feedback provided?
➢ How do you make it 'safe' for people to provide honest feedback?
➢ Should you link such feedback to compensation and other decisions, and how?

To get the most out of this session, participants should have attended Performance Matters.