



New Reality Program Offerings

Winter/Spring 2022

New Reality Program Overview

Collaborative Thinking™ is pleased to offer the **New Reality Program**. This collection of focused learning experiences was originally created in direct response to our clients’ requests to provide creative ways to support their teams during uncertainties and vast changes resulting from the pandemic. The **New Reality Program** has expanded and now offers a wide range of practical ways for teams to stay connected, effectively coordinate, engage in resilience practices, and maintain high-performance levels while navigating the hybrid and work-from-home challenges.

Every course is designed with consideration to current workplace complexities, and is steeped in science related to adult learning principles, neuroscience of change, group dynamics, sociology, wellness and psychology. Participants leave with personalized practical behaviors to build helpful daily routines.

It is easy to pick **the New Reality Offerings** that are right for you and your team:

- **New Reality Workshops** focus on personal resilience and foundational leadership tools.
- **Leadership Team Conversations** provide space for intact teams to engage in meaningful dialogue and practice leadership skills to support team effectiveness.
- **Leadership Collaboratives** provide an intimate environment to learn with and from other leaders.

Content is organized by:

 Leading Self	 Leading With Others	 Leadership Team Conversations	 Leadership Collaboratives
<p>New Reality Workshops: Personal Awareness & Resilience</p> <p>For All Levels of Staff, Managers & Leader</p>	<p>New Reality Workshops: Strong Foundations</p> <p>For All Levels of Staff, Managers & Leaders</p>	<p>Team Coaching</p> <p>Relevant Conversations For Leadership Teams</p>	<p>Six Month Small Group Sessions</p> <p>For Executives Across Multiple Industries</p>

Delivery methods for workshops and team coaching include:

- Onsite
- Virtual
- Or, any combination that suits you.

Timing is based on your needs and can range from one hour to multi-day course and events.

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New Reality Program At-A-Glance Course Choices



LEADING SELF

New Reality Workshops with Focus on Resilience

For All Levels of Staff, Managers, & Leaders

Select from individual courses or combine multiple courses into a Leadership Learning Series

<i>SKILLS</i>	<i>COURSE TITLES</i>	<i>SERIES DESCRIPTION</i>	<i>COURSE DESCRIPTION PAGE #</i>
Emotional Intelligence	<ul style="list-style-type: none"> ○ Leading with Emotional Intelligence 	This workshop is grounded in Emotional Intelligence (EI) and designed to enhance self-awareness and relationship management by focusing on EI competencies. Reflective practices are designed to increase self-awareness and awareness of others resulting in more effective collaboration, coordination, and connection.	8
Wellness & Mindfulness	<ul style="list-style-type: none"> ○ Wellness @ Work ○ Managing Boundaries @ Work & Home ○ Introduction to Mindfulness 	By incorporating health education with practical habit-building techniques you will bring awareness to your current life and work habits. Through practicing mindfulness and understanding the neuroscience behind mindfulness you will become more aware of the present moment. By managing your boundaries, you can create a more balanced life.	9 10 11
Resilience	<ul style="list-style-type: none"> ○ Resilience and State of Mind ○ Finding Focus & Connection During Times of Uncertainty ○ Managing Anxiety to Avoid Burnout 	Explore how to be more effective and resilient especially during stressful and turbulent times. These courses help you to identify signs of stress and implement changes to avoid burnout. You walk away with new resilience-building habits to achieve greater well-being, sustain focus, and balance energy throughout the day.	12 13 14

New Reality Program At-A-Glance Course Choices



LEADING WITH OTHERS New Reality Workshops: *Strong Foundations*

For All Levels of Staff, Managers, & Leaders

Select from individual courses or combine multiple courses into a Leadership Learning Series

SKILLS	COURSE TITLES	COURSE DESCRIPTIONS	COURSE DESCRIPTION PAGE #
Communication & Coordinating Work	<ul style="list-style-type: none"> ○ Coordinating Together ○ Decision-Making & Role Clarity ○ Offering and Receiving Feedback ○ Framing Conversations with Clear Purpose & Outcomes ○ Collaborative Communication 	Staff, managers, and leaders can all benefit from refreshing their toolbox of core skills. Practice framing focused conversations, coordinating for action, and negotiating shared agreements—and identify resolutions when agreements are broken. Practice offering helpful feedback and feeling grounded when receiving feedback. Learn different decision methods, when you use them, and how to determine who to invite to the table and gain buy-in.	16 17 18 19 20
Coaching & Managing	<ul style="list-style-type: none"> ○ Manager as Coach ○ Leading Up, Down and Across ○ Conversations for Accountability 	Leadership exists at all levels within any organization. Practice using tools that improve trust and performance. Frame conversations for accountability as you manage up, down and across and improve trust and performance.	21 22 23
Leading Change	<ul style="list-style-type: none"> ○ Leading Others Through Turbulent Times ○ Aligning Personal & Organization Values ○ Being Adaptive in the Current Reality 	Explore how you can become more effective in navigating the disruption occurring as the workforce navigates the new normal. Gain insight on how to align your personal goals with those of your organization. Learn ways to adapt in the current reality.	24 25 26
Conflict Management	<ul style="list-style-type: none"> ○ From Conflict to Collaboration ○ Understanding Conflict Styles 	Using research in neurobiology, participants gain an understanding of the physiology related to conflict and how to use this knowledge to manage their mindset, recognize defensive behaviors, and overcome barriers.	27 28

New Reality Program At-A-Glance



LEADERSHIP TEAM CONVERSATIONS

Teams Coaching

Relevant Conversations for Leadership Teams

Select from individual courses or combine multiple courses into a Leadership Learning Series

SKILLS	COURSE TITLES	COURSE DESCRIPTIONS	Course Description page #
Leading High Performing Teams	○ Creating a Sense of Team in the New Reality	Discover strategies for building and sustaining a strong sense of team in any setting (virtual, onsite, and hybrid). Learn communication, collaboration, and connection protocols for generating a sense of team and shared purpose. Model collaboration and facilitate decision making resulting in innovation and role clarity.	30
	○ Decision Making & Role Clarity		31
	○ Being a Collaborative Leader		32
Leading Transition & Collective Healing	○ Finding Focus and Connection in Uncertain Times	Teams are helped to strengthen their sense of connection while using neuroscience to explore the impacts of the pandemic. Learn how to manage anxiety that is natural during any transition. Discover strategies for building and sustaining a strong sense of team in any setting (virtual, onsite, and hybrid). Leverage the positives in the current new reality.	33
	○ Leveraging Strengths in the Current Reality		34
	○ Returning Together - Managing Anxiety During Transition		35
	○ Creating a Sense of Team for Remote and Hybrid Teams		36
Understanding One Another for Team Performance	○ Understanding the Myers Briggs Personality Types	Know yourself, know your team. Each generation has their own uniqueness, and each person has their own preferences. Learning about ourselves and our uniqueness and others generates opportunities for deeper connection and team cohesion. Recognize your behavior around conflict. Learn about each generation with whom you may be working.	37
	○ Develop Your Teams Talents into Strengths		38
	○ Trust & Triggers		39
	○ Excelling in a Multigenerational Workforce		40

New Reality Program At-A-Glance



LEADSHIP COLLABORATIVES
Six-Month Small Group Sessions
 For Executives Across Multiple Industries

WORK IS CHANGING.
 WE CAN HELP YOU MEET TODAY'S CHALLENGES & PREPARE FOR THE FUTURE.

"The intimacy of small groups grounded in trust can nourish the mind and soul, and fuel personal transformation."

Michelle Mock, President, Collaborative Thinking



The Collaborative Thinking™ team is pleased to offer **Leadership Collaboratives**, a curated small group of leaders with shared challenges and complexities. Facilitated by leadership coaches, this peer group experience provides a rich environment for collaboration, problem-solving, and deep personal learning.

Learning together with other executives	Conversational topics brought together by participants can include:	Program Description	Program Description Page #
	<ul style="list-style-type: none"> ○ Leadership and self-awareness ○ Doing more than surviving ○ Getting the relationships right - up, down and across ○ Improved communication with hybrid teams 	Groups of 5-8 leaders come together for support and learning as they navigate current complexities. We create a comfortable yet provocative environment for leaders to share and discuss their challenges, and to learn from each other.	49

LEADING SELF COURSE DESCRIPTIONS



New Reality Workshops with Focus on Personal Awareness & Resilience

For All Levels of Staff, Managers, & Leader

Course Title: *Leading with Emotional Intelligence*

Overview

Research conducted over the past 25 years shows that Emotional Intelligence (EI) is essential for effective leadership and contributes to both professional and personal success. In this session, you will learn how the self, including mind, body, and emotions – shapes how we behave in the workplace and directly impacts results.

Objectives

- To provide an environment for participants to practice strategies used by effective leaders to increase awareness, shift behaviors, and enhance relationships and work outputs.
- Participants will draw on their own experience and leave with a commitment to put the learning into practice.
- Participants will be able to identify how emotional intelligence (EI) positively affects performance, and use EI strategies to increase awareness, shift behaviors and enhance work relationships and results.

Content

- What is Emotional Intelligence?
- The Impact of EI
- Increasing Self-Awareness
- EI Strategies
- Reflection and Declaration

Target Audience

Leaders and employees at all levels

Level of Interactivity

Small group breakouts, group activity, group discussion and debriefs, and individual reflection

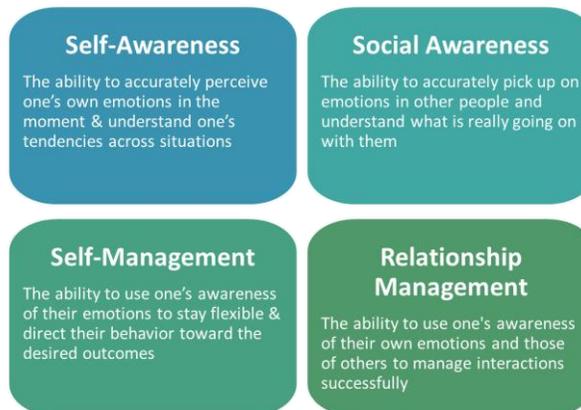
Length

90 minutes

What is Emotional Intelligence?

Emotional Intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.

Reference: Travis Bradberry & Jean Greaves: *Emotional Intelligence 2.0*



Reference: Daniel Goleman, *Primal Leadership*

Course Title: Wellness @ Work

Healthy Habits to Increase Productivity & Well-Being

Overview

Are you interested in learning how small incremental changes can enhance your well-being and help you be more focused, energized, and productive at work? Find out which simple behavioral modifications can boost your mental outlook and help you engage more productively and thrive. It's no secret that your physical, mental, and emotional health are of utmost importance, no matter where you are or what you are doing. If you spend most of your day sitting at a desk, it's critical to consider how nutrition, exercise and stress-management routines can positively or negatively impact your work, as well as your overall health. This interactive session mixes health education tips with practical strategies for incremental change that will help you be more productive and move towards your health goals.

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Objectives

Learn to create Healthy Habits by:

- Identify strategies for implementing healthy habits in four main areas: Nutrition, Movement, Mindset, and Rejuvenation.
- Plan to make healthy habit changes to be your best self.
- Engage with others for accountability and support.

Content

Wellness and Productivity, including Healthy Habits:

1. Nutrition
2. Movement
3. Mindset
4. Rejuvenation
5. Changing Habits
6. Reflection and Declaration

Target Audience

Leaders and employees at all levels or intact teams

Level of Interactivity

Small group breakouts, group activity, group discussion and debriefs, and individual reflection

Length

Two 90-minute sessions, or one 3-hour session designed for virtual team retreats



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Course Title: Managing Boundaries @ Work and Home

Overview

In our hyper-connected work world, managing boundaries at work and home seems to require the discipline and dedication of a world-class athlete. The commitment toward desired performance and quality of life are easily derailed when boundaries are weak, splintered, or non-existent. During this interactive session, participants will explore their effectiveness at managing boundaries, examine four approaches to boundary management and discuss realistic strategies for creating physical, emotional, and social limits. Participants will identify one shift to make for strengthening their boundary management.

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Objective

Participants will learn to:

- Take steps to effectively manage boundaries at work and home.

Content

- What Makes Managing Boundaries Important?
- Four Approaches to Boundary Management
- Strategies for Managing Physical, Mental and Social Boundaries

Target Audience

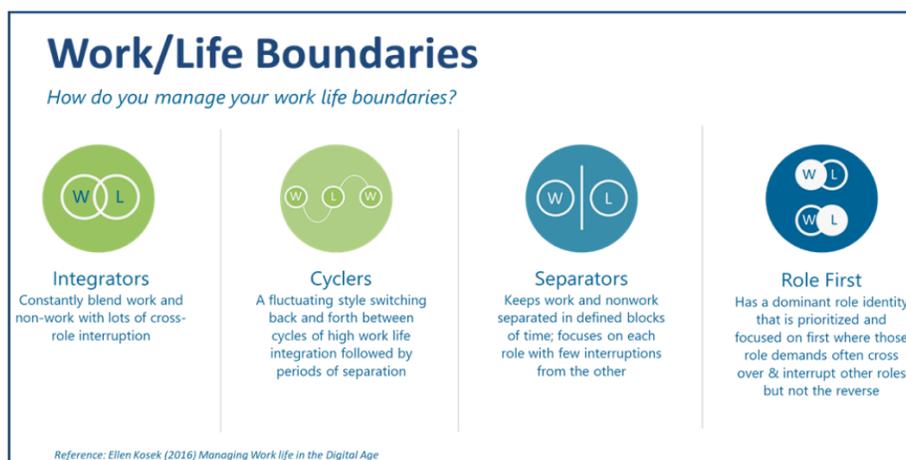
Leaders and employees at all levels

Level of Interactivity

Small group breakouts, group activity, group discussion and debriefs, and individual reflection

Length

90 minutes



Course Title: Introduction to Mindfulness

Overview

Mindfulness is a practice of being aware and living fully in the present moment. This is more important than ever before for our individual and collective health and well-being. This engaging workshop will introduce mindfulness and the neuroscience behind it. You will also learn about mindfulness practices and the potential physical and mental health benefits.

Objectives

For participants to ways to incorporate mindfulness into everyday life.

Content

- What is Mindfulness?
- The Neuroscience of Mindfulness
- Benefits of Mindfulness
- Mindfulness Practice (Sitting Practice)
- How to Use Mindfulness in Your Life
- Reflection and Declaration

Target Audience

Leaders and employees at all levels

Length

90 minutes

Mindfulness

Mindfulness is awareness that arises through paying attention, on purpose, in the present moment, non-judgmentally. And, then I sometimes add, in the service of self-understanding and wisdom.

John Kabat-Zinn

Mindfulness means maintaining a moment-by-moment awareness of our thoughts, feelings, bodily sensations, and surrounding environment, through a gentle, nurturing lens.

Greatergood.Berkeley.edu

Course Title: Resilience and State of Mind

Overview

In *Resilience and State of Mind*, you will explore how you can be more effective and resilient, particularly during stressful, turbulent times. By increasing self-awareness and making shifts to adjust your state of mind, you will be better able to self-manage and collaborate with others. Participants will explore the impact state of mind has on work performance, relationships, and one's own well-being, and learn how to notice, shift, and share when working with others.

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Objectives

This course will help you to identify:

The impact state of mind has on work performance, relationships, and our own personal well-being.
The ways to notice and shift our states of mind.

Content

- What is State of Mind?
- Impact of State of Mind
- How to Shift Your State of Mind

Target Audience

Intact Teams, or Individual Leaders

Length

90 minutes

Course Title: Finding Focus and Connection During Times of Uncertainty

Overview

Finding Focus and Connection During Times of Uncertainty is designed to support intact teams as they deal with unprecedented challenges resulting from COVID-19. This facilitated session will help teams strengthen their sense of connection while exploring the impacts of the pandemic through the lens of neuroscience. Participants will learn practical strategies for increasing focus and cultivating a sense of calm and connection while working remotely.

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Objectives

Help participants to:

- Reclaim calm by centering.
- Find ways to connect with others.
- Create new routines.
- Focus attention and increase self-care.

Content

- Where Are We? Hardships & Highlights
- Why Is This So Difficult? Insights From Neuroscience
- What Can We Do?
- Centering
- Connection
- Routines
- Focus + Self-Care

Target Audience

Leaders and their intact teams, or open enrollment for leaders and employees at all levels

Length

90 minutes

Course Title: *Managing Anxiety to Avoid Burnout*

Overview

Stress, anxiety, and burnout are on the rise and individuals, teams and organizations are feeling the associated challenges and are struggling to find a way forward that achieves both business success and an environment of well-being. Though we're experiencing unprecedented change alongside pressures to perform, we can build and leverage resilience to manage emotions associated with stress and change to alleviate anxiety and avoid burnout. Participants learn to recognize signs of stress and anxiety and how to build resilience with mindfulness practices. Participants walk away with new resilience-building habits to achieve greater well-being immediately.

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Objectives

This course provides you the tools to:

- Recognize optimal performance zones.
- Understanding emotions and how to work with them.
- Achieve a state of authenticity through congruence in mind, body, and emotions.
- Learn about emotions and how they serve us in managing stress.
- Build resilience through neuroscience-based mindfulness practices.

Content

- Optimal Performance vs. Anxiety and Burnout
- The power of Emotions
- Managing Anxiety to Avoid Burnout
- Mindfulness Practices
- Building Resilience Habits and Intention Setting

Target Audience

Leaders and employees of all levels

Length

90 to 120 minutes

LEADING WITH OTHERS COURSE DESCRIPTIONS



Toolbox of Core Skills with Focus on Strong Foundations

For All Levels of Staff, Managers, & Leaders

Course Title: Coordinating Together

Overview

The rapid shift from co-located teams to a distributed, remote workforce has affected how employees coordinate. Increased reliance on technology and asynchronous communication can impede effective coordination. As organizations are comprised of networks of agreements, the best way to improve performance and results is to enhance the quality of agreements made throughout the organization.

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Objectives

- During this session, participants will review how to make effective requests, offers and agreements to coordinate action and manage agreements.
- Identify steps for resolving broken agreements.
- Identify one shift to implement immediately.

Content

- Effective Requests, Offers and Agreements
- Coordinate Action and Manage Agreements

Target Audience

Leaders and employees at all levels

Length

90 minutes

Course Title: Decision Making and Role Clarity

Overview

Making quality decisions and getting buy-in is an essential skill for leaders at all levels. In this workshop, learn the different types of group decision-making processes, when to use each, and why having a clearly defined process can be important for teams and organizations. Participants will learn to clarify roles and coordinate accordingly. Using real-work examples, participants will learn how to plan purposeful meeting agendas, facilitate collaborative conversations, and use different decision-making approaches. Special emphasis will be placed on framing meeting objectives, facilitating dialogue, and engaging group members using different decision-making methods.

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Objectives

- Open and frame meetings with clear purpose, outcomes, and process.
- Distinguish between different types of group decision-making processes (leader-made/directive, leader-informed/consultative, consensus and majority) and recognize when to use each.
- Practice facilitating different decision types.
- Clarify the roles of key players to distinguish between who should be accountable, responsible, consulted, or informed,
- Plan and facilitate conversations using different decision-making approaches.
- Practice coordinating for action by making clear requests and offers and negotiating shared agreements.

Content

- Group Decision-Making Processes
- Key Roles and Responsibilities
- Planning and Facilitating Decision-Making Conversations
- Reflection and Declaration

Target Audience

Leaders and employees at all levels

Length

2 to 4 hour session

Deciding How to Decide



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Course Title: Offering and Receiving Effective Feedback

Overview

Giving feedback effectively is a core skill for collaboration, and in our rapidly evolving world of work, feedback is necessary to adapt, reinforce, or continually improve.

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Objectives

- During this session, participants will review how to give appreciative and developmental feedback effectively by focusing on the impact of key behaviors.
- Participants will gain insight into how their state of mind impacts the way they give and receive feedback.
- Participants will identify one shift to implement immediately.

Content

- Appreciative Feedback
- Developmental Feedback

Target Audience

Leaders and employees at all levels

Length

90 minutes to 2 hours

Appreciative Feedback: Application

- Behavior
- Impact
- Gratitude



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Course Title: Framing Conversations with Clear Purpose, Outcomes and Process

Overview

Whether you are sharing information, making decisions, coordinating work, or giving feedback—effective conversations at work begin with a clear purpose, outcomes, and process. During this session, participants will review how to frame conversations with three essential elements: purpose, outcomes, and process. They will review decision-making methods, and practice framing and facilitating conversations with POP (Purpose, Outcomes, Process). Participants will identify one shift to implement immediately.

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Objectives

- Learn the framework to define Purpose, Outcomes and Process (POP).
- Frame and facilitate conversations with Purpose, Outcomes and Process.

Content

- Planning With Purpose, Outcome, Process
- Practice: Idea Generation
- Decision Methods + Active Listening
- Practice: Leader-Informed Decision

Target Audience

Leaders and employees at all levels

Length

90 minutes



Course Title: Collaborate Communication

Overview

The shift from work-from-home (WFH) environment to a new blended approach with some staff in the office and other at home, has increased stress and uncertainty. This can potentially have a negative effect on communication. Core communication skills are essential for effective collaboration and productivity.

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Objectives

- Review core collaborative communication skills, including advocacy, inquiry and listening, and practice using these skills to uncover interests in a collaborative conversation.
- Participants will identify one shift to implement immediately.

Content

- Advocacy and Inquiry
- Committed Listening
- Interest-Based Approach
- Requests, Offers and Agreements

Target Audience

Leaders and employees at all levels

Level of Interactivity

Small group breakouts, group activity, group discussion and debriefs, and individual reflection

Length

90 minutes to 2 hours

Course Title: *Manager as Coach*

Overview

In today's work environment, managers must know when and how to shift into the role of coach (vs. teacher or mentor) to meet the many challenges they face. In this interactive course, you will learn the essential skills managers use to coach people for improved performance and professional development. You will learn distinctions for holding conversations that build awareness and get results. You will practice communication skills to coordinate action with clear expectations and provide effective feedback. Participants will draw on their own experience, so examples are relevant, and leave with a commitment to put the learning into practice.

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Objectives

- To be able to distinguish between three leadership roles: coach, trainer, and mentor and when to step into each.
- Practice communication skills such as active listening, making declarations, asking powerful questions and grounding assessments which coaching others

Content

- Leader as Coach Distinctions
- Communication Skills
- Listening, Asking Questions
- Speech Acts for Coordinating Action
- Providing Effective Feedback
- Reflection and Declaration

Target Audience

Leaders and employees at all levels

Length

Two 2.5-hour sessions. Scheduled on two consecutive days or at the client's convenience

Course Title: *Leading Up, Down, and Across*

Overview

This five-part series focuses on incorporating skills for coaching your team, developing a collaborative leadership style for working with peers, and helping you develop skills for managing up. Traditionally we focus on managing our direct reports, yet, managing across and up is of major importance to leaders at all levels. Whether you are a new supervisor, experienced manager or member of a C-suite, these skills will support your ability to engage skillfully with stakeholders inside and outside your immediate team.

Part	Title	Focus	What you will Practice	Length in hours
One	Manager as Coach	Coaching Tools and Skills	Inviting Others into Conversations	3
Two	Manager as Coach	Communication and Coaching Skills	Coaching for Possibilities	2
Three	Manager as Coach	Conversations for Accountability	Coaching for Action	2
Four	Managing Across	Being a Collaborative Leader	Cross-Organizational Collaboration	3
Five	Managing Up	The Larger Purpose and Vision	Conversations Connecting with the Bigger Picture	2

Objective

Learn to embody a collaborative leadership style while engaging at any level within your organization.

Content

See table above.

Target Audience

Existing managers, project team managers, up and coming managers

Length

See above

Course Title: *Conversation for Accountability*

Overview

Vital Accountability is a proactive approach to managing expectations based on understanding what motivators drive performance. Participants will learn how to have productive accountability conversations from the start by beginning with a common purpose, setting clear expectations, managing, and monitoring progress, and evaluating results to drive accountability in a positive way. This course will enhance participants' understanding of accountability whether they are delegating work to others, leading a project team, or negotiating with peers.

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Objectives

- Identify three motivators that drive performance.
- Recognize how state of mind impacts performance and results.
- Frame accountability conversations with clear purpose and outcomes.
- Use collaborative communication skills to create a shared understanding and establish a common purpose.
- Coordinate action effectively to set expectations for accomplishing tasks and working collaboratively.
- Manage agreements, monitor progress, and adjust as needed.
- Evaluate results and feedforward by owning your part and creating shared learning.

Content

- Setting Expectations
- Advocacy and Inquiry
- Requests, Offers and Agreements
- State of Mind

Target Audience

Leaders and employees of all levels

Length

Two 2.5-hour sessions. Scheduled on two consecutive days or at the client's convenience

Course Title: Leading Others Through Turbulence

Overview

Leading Others Through Turbulence is designed to explore how leaders can be more effective as they navigate more disruption as the workforce returns to the workplace. In this facilitated session, leaders will focus on prioritizing self-care as well as enhancing connectedness and flexibility while working remotely and managing others. Participants will learn practical strategies for holding empathic conversations to connect and check-in with staff while also providing support of their priority work.

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Objectives

At the completion of this course, you will be able to:

- Connect with each other.
- Prioritize self-care.
- Return to center.
- Hold conversations to check-in, plan and provide support.
- Identify ways to be flexible during change.

Content

- Self-Care and Centering Practice
- Conversations to Connect and Check-In
- Flexibly Responding to Change

Target Audience

Intact leadership teams or open enrollment for leaders at any level

Level of Interactivity

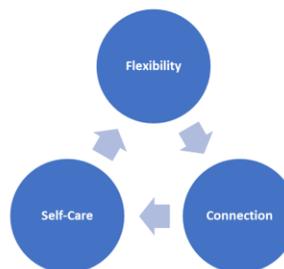
Small group breakouts, group activity, group discussion and debriefs, and individual reflection

Length

90 to 120 minutes

Adaptive Leadership in Turbulent Times

-  **Self-Care**
Creating space to care for ourselves, be resilient so we can lead others through turbulence
-  **Connection**
Connecting with empathy in ways that support others and enables performance
-  **Flexibility**
Aligning and realign to changing priorities



Course Title: Aligning Personal & Organization Values

Overview

Consider what more you want from your team and how are you currently supporting efforts to accomplish this. Are there things getting in the way? How are you currently modeling the way? We will take a different approach in this workshop. We'll create the environment for you to reflect and develop a plan to getting the most out of your team by modeling the way.

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Objective

Identify behaviors you will model to lead your team in alignment with your organizations goal and values.

Content

- Values & Vision
- Behaviors that bridge the gap and manifest the vision and values
- Your Teams in Action
- How to Model the Way

Target Audience

Leaders and employees at all levels

Length

90 minutes

Course Title: Being Adaptive in the Current Reality

Overview

Being Adaptive in the Current Reality is designed to help leaders focus the collective efforts of their team/unit/organization as they deal with technical and adaptive challenges made more difficult by our current context and the COVID-19 pandemic. In this facilitated session, leaders will apply new distinctions and explore possibilities for change. Participants will apply insights to real-life issues.

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Objectives

For leaders to be able to apply new distinctions and explore possibilities for change. For participants to be able to apply insights to real-life issues.

Content

- Technical and Adaptive Challenges
- Shifting Perspectives
- Conversations to Explore Possibilities

Target Audience

Intact leadership teams or open enrollment for leaders at any level

Length

90 minutes

Course Title: From Conflict to Collaboration

Overview

Navigating conflict successfully has become an essential skill in today’s workplace. In this experiential session, you will explore how conflict, managed well, can be a source of creativity and lead to improved results, stronger relationships, and more collaborative workplaces.

Objectives

- Participants will leave with increased self-awareness and practical strategies for managing triggers and defensive behaviors to engage in productive conflict conversations.
- By reframing conflict as a source of creativity, participants will work on shifting mindsets and using effective communication skills to surface underlying concerns and interests, gain cooperation, explore, and co-create collaborative solutions.

Content

- What is Productive Conflict?
- The Stress Response
- Managing Triggers and Defensive Behaviors
- Conflict Styles and Communication
- Power of Deep Listening
- Advocacy and Inquiry
- Relationship Management
- Strategies for Productive Conflict Conversations
- Reflection and Declaration

Target Audience

Leaders and employees at all levels

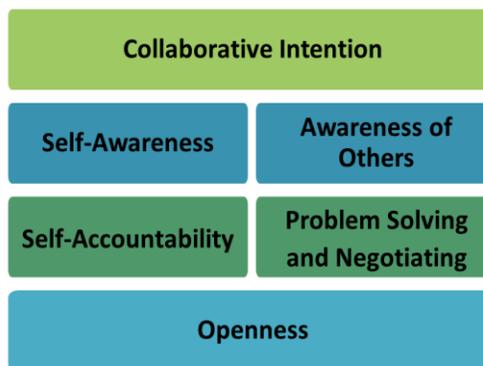
Level of Interactivity

Small group breakouts, group activity, group discussion and debriefs, and individual reflection

Length

Two 2.5-hour sessions. Scheduled on two consecutive days or at the client’s convenience

From Conflict to Collaboration



Adapted from: Radical Collaboration by James W. Tamm and Ronald J. Luyet

Course Title: Understanding Conflict Styles Using the Thomas-Kilmann Conflict Mode Instrument (TKI)

Overview

Using the Thomas-Kilmann Conflict Mode Instrument, participants will identify their default conflict styles, and learn how and when to adapt. Five different conflict modes will be explored. Participants will walk away with increased self-awareness about their own tendencies, and practical techniques for how they can adapt their style to manage conflict more effectively.

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Objectives

- Identify your 'go to' conflict style(s) using the Thomas-Kilmann Conflict Mode Instrument (TKI).
- Recognize differences between conflict modes and identify when they are likely to be most effective.
- Use strategies to adapt your conflict style in different scenarios.

Content

- Introduction to Conflict and the Thomas-Kilmann Conflict Mode Instrument
- Interpreting your Results
- The Five Conflict Modes
- Strategies for Adapting your Conflict Style
- Reflection and Declaration

Target Audience

Leaders and employees at all levels

Length

2 to 3 hours

LEADERSHIP TEAMS CONVERATIONS



TEAM COACHING

We All Need Each Other and Complex Times Call on Leadership Teams
to Engage in Meaningful Conversations

Relevant Conversations for Leadership Teams

Photo by Zdenek Machace on Unsplash

Course Title: *Creating a Sense of Team in the New Reality*

Overview

The rapid shift from co-located teams to a distributed, remote workforce, has affected how employees collaborate and has challenged the sense of community that teams typically need to thrive. The feeling of connectedness that comes from working in proximity and on shared purpose is not naturally present in a virtual setting, nor when some of the team is virtual and others are in person. Teams can fragment and prefer one group over the other. It is possible, however, to sustain an empowering sense of community and connectedness.

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Objectives

- Be able to address the challenges brought about by the remote/in-person work ecosystem.
- Learn a simple approach to sustaining the sense of closeness that empowers effective collaborations.
- Develop practical skills to cultivate a sense of team by staying aligned to what matters most, elevate, and sustain strong levels of connection and provide clear communication.

Content

- Strategies for Building and Sustaining a Strong Sense of Team in Any Setting (virtual, onsite and hybrid)
- Communication, Collaboration, and Connection Protocols for Generating a Sense of Team and Working Toward a Shared Purpose

Target Audience

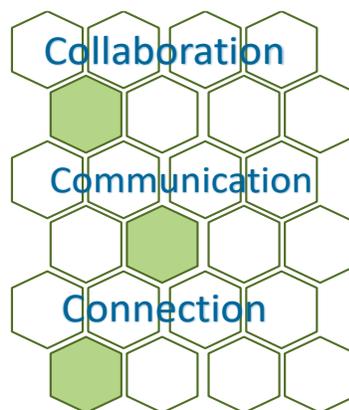
Leaders and employees at all levels, or intact teams

Level of Interactivity

Small group breakouts, group activity, group discussion and debriefs, and individual reflection

Length

90 minutes



Course Title: Decision Making and Role Clarity

Overview

Making quality decisions and getting buy-in is an essential skill for leaders at all levels. In this workshop, learn the different types of group decision-making processes, when to use each, and why having a clearly defined process can be important for teams and organizations. Participants will learn to clarify roles and coordinate accordingly. Using real-work examples, participants will learn how to plan purposeful meeting agendas, facilitate collaborative conversations, and use different decision-making approaches. Special emphasis will be placed on framing meeting objectives, facilitating dialogue, and engaging group members using different decision-making methods.

Objective

- Open and frame meetings with clear purpose, outcomes, and process.
- Distinguish between different types of group decision-making processes (leader-made/directive, leader-informed/consultative, consensus and majority) and recognize when to use each.
- Practice facilitating different decision types.
- Clarify the roles of key players to distinguish between who should be accountable, responsible, consulted, or informed.
- Plan and facilitate conversations using different decision-making approaches.
- Practice coordinating for action by making clear requests and offers, negotiating shared agreements.

Content

- Group Decision-Making Processes
- Key Roles and Responsibilities
- Planning and Facilitating Decision-Making Conversations
- Reflection and Declaration

Target Audience

Leaders and employees at all levels

Length

90 minutes or a more extensive four-hour session

Deciding How to Decide



Course Title: Being a Collaborative Leader

Overview

This interactive workshop will prepare you to influence and motivate a team to work cohesively toward shared goals. You will learn how groups move through stages of development to become high performing teams. During this session, you will examine team roles and explore ways of defining on operating norms. Using real life scenarios, you will learn how to frame conversations with clear purpose and outcomes, how to coordinate for action by establishing shared agreements, and how to engage conversations using different decision-making methods.

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Objectives

- Describe the stages of team development.
- Clarify roles and norms for working collaboratively.
- Frame conversations with clear purpose and outcomes.
- Know when and how to use different group decision-making methods.

Audience

Leaders and employees at all levels

Length

2 to 3 hours

Content

- Stages of Team Development
- Roles and Operating Norms
- Purposeful Conversations
- Declarations, Requests, Offers and Agreements
- Decision Methods

Course Title: *Finding Focus and Connection in Uncertain Times*

Overview

Finding Focus and Connection in Uncertain Times is designed to support intact teams as they deal with unprecedented challenges resulting from COVID-19. This facilitated session will help teams strengthen their sense of connection while exploring the impacts of the pandemic through the lens of neuroscience. Participants will learn practical strategies for increasing focus and cultivating a sense of calm and connection while working remotely.

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Objectives

Help participants to:

- Reclaim calm by centering.
 - Find ways to connect with others.
 - Create new routines.
- Focus attention and increase self-care.

Target Audience:

Leaders and their intact teams, or open enrollment for leaders and employees at all levels

Length

90 minutes

Content

- Where Are We? Hardships & Highlights
- Why Is This So Difficult? Insights From Neuroscience
- What Can We Do?
- Centering
- Connection
- Routines
- Focus + Self-Care

Course Title: *Leveraging Strengths in Our New Reality*

Overview

To be successful in today's complex and uncertain world, individuals must prioritize self-care, build connections with others, and maintain focus and flexibility. Leveraging Strengths in Our New Reality provides intact teams an opportunity to connect with one another and share their strategies for working in the new reality. In this facilitated session, participants will learn how to overcome the negativity bias, and how to build new habits to help them thrive.

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Objectives

This course will provide you with ways to leverage the positive by:

- Sharing strategies for adapting to the new reality.
- Taking in and seeing The Good.
- Building new habits.

Target Audience

Leaders and their intact teams, or open enrollment for leaders and employees at all levels

Length:

90 minutes

Content

- What is your State of Mind?
- Strategies for Adapting (Self-care, Connection, and Focus/Flexibility)
- Focus on the Positive
- Change One Thing – How to Form a New Habit

Course Title: *Returning Together – Managing Anxiety During Transition*

Overview

Uncertainties and new disruptions related to returning to the workplace are creating anxiety. Self-management starts with being aware of our emotions which enables us to recognize anxiety and then manage it to avoid burnout. We manage relationships by connecting with more listening, empathy, and compassion. In this session, we will explore sound methods for self-awareness and regulation to minimize anxiety, and lead/operate from an optimal state. Participants will practice connecting with colleagues through listening with empathy and compassion.

Objectives

- Understand the benefits of emotions including anxiety/stress.
- Use strategies to avoid burnout.
- Connect with empathy and compassion.

Content

- Self-Awareness
- Building On Success
- Preparing For More Change - Strategies for Managing Anxiety to Avoid Burnout
- Awareness of Others
- Supporting Others with Compassion, Empathy, and Listening

Target Audience

Leaders and their intact teams, or open enrollment for leaders and employees at all levels

Level of Interactivity

Small group breakouts, group activity, group discussion and debriefs, and individual reflection

Length

90 minutes

Course Title: *Creating a Sense of Team – For Remote and Hybrid Teams*

Overview

The rapid shift from co-located teams to a distributed, remote workforce has affected how employees collaborate and has challenged the sense of community that teams typically need to thrive. The feeling of connectedness that comes from working in proximity and on shared purpose is not naturally present in a virtual setting, nor when some of the team is virtual and others are in person. Teams can fragment and prefer one group over the other. It is possible, however, to sustain an empowering sense of community and connectedness. This course addresses the challenges brought about by the remote/in-person work ecosystem and presents a simple approach to sustaining the sense of closeness that empowers effective collaborations. Participants will learn practical skills for building community in remote teams as well as how to leverage the innate resources we all must build rapport and connection in physical and virtual team settings.

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Objective

- Empower collaboration and team effectiveness by improving the feeling of closeness among team members.

Content

- Strategies for building and sustaining a strong sense of team in virtual settings.
- Communication protocols, psychological principles of rapport building and co-regulation, and the skills for healthy virtual relationships.

Target Audience

Leaders and employees at all levels, or intact teams

Level of Interactivity

Small group breakouts, group activity, group discussion and debriefs, and individual reflection

Length

60 to 90 minutes

Course Title: Understanding the Myers Briggs Type Indicator (MBTI)

Overview

The Myers-Briggs Type Indicator (MBTI) is one of the most widely used tools for personal and team development. This research-based self-assessment has been used in organizations for more than 40 years with very practical applications. Insights gained by understanding type preferences can be used to:

- Improve workplace communications
- Increase self-awareness
- Resolve conflict more efficiently
- Build team synergy and performance

Prior to the workshop, participants will complete the MBTI online. During the session, participants will engage in experiential activities to better understand the different preferences, and how these preferences combine to describe 16 distinctive personality types. Each person will receive a personal feedback report and identify their “best fit” type. With this insight, participants will reflect on their individual work context and identify opportunities where they might adapt their style to best suit situations.

Objectives

- Use the MBTI to increase self-awareness of individual personality preferences.
- Recognize differences in four areas of personality preferences.
- Use the MBTI to understand and appreciate differences among self and others.
- Recognize how awareness of personality preferences can bring benefit to workplace interactions including meeting management, individual and group decision-making and general communication.
- Apply understanding of Type to their own work context and identify behavioral shifts and strategies that will have a positive impact.

Content

- Introduction to Type and the MBTI
- Four Preference Pairs and Interactive Exercises
- Interpreting Your Results from the MBTI
- Applying Type in the Work Context (How Type Shows Up in Meetings, Decision Making, and Communication)

Target Audience

Leaders and employees at all levels

Length

2 to 3 hours, or a series of 2-hour trainings that would benefit team integration and communication

Assessment Fees

To be determined based on the report you select

Course Title: *Develop Your Team’s Talents into Strengths*

Overview

This two-section program uses the Clifton Strengths online assessment for team members to learn their unique talents and those of their co-workers. Talents are the driving force behind an individual’s performance. Talents influence a person’s actions, biases, opinions, and choices. For a team to create sustained growth and success, its members must continuously invest in each other’s strengths while building better relationships within the group. During times of change and transition, collaboration among team members is essential. People operating from their strengths are more collaborative and have more positive, creative, and innovative moments.

Prior to the workshop individuals will complete the Clifton Strengths online assessment and receive their *All 34 Strengths Insight Report* plus other online tools to learn more about their talents.

Objectives

- Identify you own unique talents and the talents of others.
- Learn to utilize talents to help others to grow, develop an improve workflow and collaboration.

Target Audience

Leaders and employees at all levels

Length

Two 2.5-hour sessions. Scheduled on two consecutive days or at the client’s convenience

Assessment Fees

To be determined based on the report you select

Content

Section One – Individual – learning your unique talents

- Recognizing Different Talents
- Passion and Power of Talents
- Leveraging Talents to Drive Success

Section Two – using your collective talents to work together

- Your ideal team
- Team Success
- Domains of Teams
- Your Unique Contribution
- Top & Lesser Strengths
- Moving Forward

Course Title: Trust & Triggers

Overview

Explore how well-managed conflict can be a source of creativity and lead to improved results, stronger relationships, and more collaborative teams.

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Objectives

- Recognize conflict as a potential source of creativity, greater relationships, improved results, increased collaboration.
- Use self-awareness to set new intentions and practice collaborative behaviors.
- Identify practical strategies for managing triggers and overcoming defensive behaviors.

Content

- Conflict to Collaboration Discussion
- Cohesive Teams and Team Life Cycle
- Collaboration Success vs Breakdown
- Conflict in Organizations
- Noticing and Managing Self
- Managing Triggers and Defensive Behaviors

Target Audience

Leaders and employees at all levels

Length

90 minutes to 3 hours

Course Title: *Excelling in A Multi-Generational Workforce*

Overview

While each generation has experienced different ‘shapers’ or key events that impacted the formation of their values. We can see these values playing out in the workforce and how each generation has tendencies to make decisions, lead and follow in way unique to them.

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In this workshop you will reflect on the key societal events, technologies, and arts relevant to each generation. You’ll use this context to predict how each generation is driven and to identify ways you might best engage within your own generation and with each of the other three.

Today’s workforce consists of 51% millennials. This generation is often referred to as a global generation steeped in technology. Appreciating each generation and embracing their context is a helpful step toward managing cross generational relationships.

Objectives

- Identify generational ‘shapers’ that each of four generations experienced during their formative years and the impact these shapers had on collective values.
- Learn about your own and other generations relate to authority, commonly engage in the workplace, and how their decisions are informed.
- Gain appreciation for each generation and identify ways to manage relationships across all generations.

Content

- What Are the Different Generations?
- What Shapers Impacted the Collective Values of Each Generation?
- How Each Generation Experiences Technology, The Arts, And Organizational Engagement
- Shifting One’s Self-Perspective to More Fully and Effectively Engage Across Generations

Target Audience

Leaders and employees at all levels

Length

2 to 3 hours

Course Title: Coordinating Work Effectively

Overview

The rapid shift from co-located teams to a distributed, remote workforce has affected how employees coordinate. Increased reliance on technology and asynchronous communication can impede effective coordination. As organizations are comprised of networks of agreements, the best way to improve performance and results is to enhance the quality of agreements made throughout the organization.

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Objectives

- Learn ways to improve performance.
- Coordinate action and manage agreements.

Content

- Effective Requests, Offers and Agreements

Target Audience

Leaders and employees at all levels

Length

60 minutes

Course Title: *Offering and Receiving Effective Feedback*

Overview

Giving feedback effectively is a core skill for collaboration, and in our rapidly evolving world of work, feedback is necessary to adapt, reinforce or improve continually.

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Objectives

- During this session, participants will review how to give appreciative and developmental feedback effectively by focusing on the impact of key behaviors.
- Participants will identify one shift to implement immediately.

Content

- Appreciative Feedback
- Developmental Feedback

Target Audience

Leaders and employees at all levels

Length

90 minutes to 2 hours

Appreciative Feedback: Application

- Behavior
- Impact
- Gratitude



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Course Title: *Setting Expectations and Delegating for Development*

Overview

Effective delegation requires clear expectations and coordinating action through requests, offers and agreements. Follow through builds trust, and supports autonomy, mastery, and meaningful work. In this interactive session, you will learn what motivates high performance and how to enhance coordination with others to facilitate work and improve results. Participants will draw on their own experience, so examples are relevant and leave with a commitment to put the learning into practice.

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Objectives

- Recognize how clear expectations and effective coordination can motivate and build trust.
- Identify three motivators that drive performance.
- Coordinate action to achieve results and enhance trust.
- Delegate to motivate and develop staff.

Content

- Effective Coordination @ Work
- Requests, Offers, and Agreements
- Managing Agreements Effectively
- Reflection and Declaration

Target Audience

Leaders and employees at all levels

Length

2 to 3 hours

Course Title: Emotionally Intelligent Teams

Overview

Learn ways to help your team recognize and understand their emotions and the emotions of others. Help them to be more aware of relationships and behaviors. You will discover different levels of awareness that will lead to improved self and relationship management. We will explore ways to creating Emotionally Intelligent Teams in this New Reality.

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Objectives

- Understand the importance of emotional intelligence.
- Incorporate self-awareness and self-management in day-to-day interactions with co-workers.
- Experience self-awareness and the awareness of others while being a committed listener

Content

- Components of Emotional Intelligence
- Meaningful Connection and Creating Space for Vulnerability

Target Audience

Leaders and employees at all levels

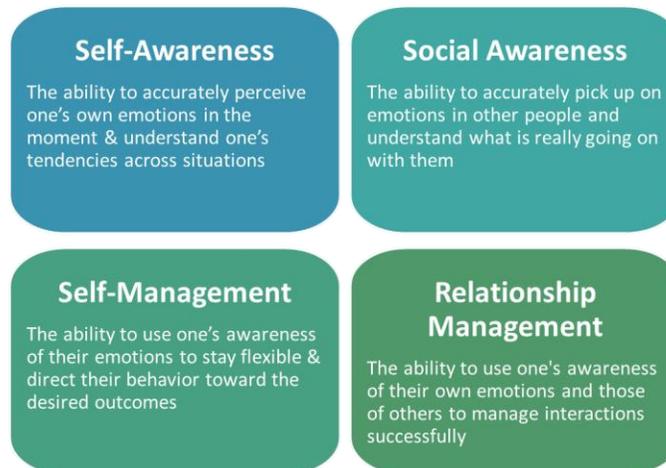
Length

90 minutes

Emotional Intelligence

Emotional Intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.

Reference: Travis Bradberry & Jean Greaves: [Emotional Intelligence 2.0](#)



Reference: Daniel Goleman, Primal Leadership

Course Title: *Managing Effective Meetings*

Overview

The ability to plan and facilitate effective meetings is an essential leadership competency. Well-managed meetings lead to greater clarity of purpose, increased accountability, and improved performance and results. Leaders and staff desire meetings that are purposeful, participative, and result in meaningful mission-focused discussions and decisions. This interactive workshop will provide individual insight and group practice in meeting planning and facilitation. Participants will use results of a self-assessment to increase their self-awareness of their meeting management behaviors. They will identify personal skills they seek to improve when managing meetings.

While using real-work examples, special emphasis will be placed on preparing effective agendas including communicating meeting purpose, objectives, and outcomes, as well as facilitating efficient collaborative dialogue, and engaging group members using different decision-making methods.

Objectives

- Identify and describe four fundamental elements of effective meetings-Planning, Opening, Facilitating, Closing.
- Plan purposeful meetings with clear outcomes while using effective processes.
- Model effective meeting behaviors using increased self-awareness of one’s own meeting behaviors and habits.
- Close a meeting and plan follow up steps.
- Identify personal steps to practice when planning and facilitating meetings.

Content

- A Model for Effective Meeting Management
- Self-Assessment of Effective Meeting Management Behaviors
- Planning Purposeful Meetings with Clear Outcomes
- Opening Meetings Effectively
- Closing Meetings Effectively
- Action Planning—Putting It Into Practice

Target Audience

Leaders and employees at all levels

Length

60 to 90 minutes

Course Title: *Managing Flexible Work Arrangements*

Overview

Staff and leadership who develop the skills for working both collaboratively and independently, regardless of location and technology, have greater potential to reach high levels of performance, engagement, and overall satisfaction. Given the complexities associated with flexible work environments, mastering skills of communication, coordination, and relationship management is more important than ever. In this workshop, you will learn to frame and engage focused conversations, plan and lead purposeful meetings using technologies that advance your teams' performance, establish and support a culture of collaboration, and build a culture of accountability regardless of the location of staff.

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This workshop will include personal reflection, analysis of staff-readiness to work remotely, framing conversations and active listening, goal-setting, and personal action planning. Leaders will develop practical skills and strategies to use when managing all staff whether remote on on-site.

Objectives

- Frame focused conversations with staff, aimed at establishing clear expectations, deliverables, and timeframes and resulting in their autonomy and accountability.
- Identify methods using technology to support meetings, daily coordination, collaboration, and communication regardless of work location.
- Create predictability in schedules.
- Strengthen teams and relationships.
- Provide feedback that supports a culture of accountability.

Content

- Challenges of Managing Flexible Work Arrangements
- How to Frame Conversations for Results
- How to Coordinate Action *and* Foster Relationships
- How to Give Feedback Effectively
- Reflection and Declaration

Target Audience

Leaders and employees at all levels

Length

Two 2.5-hour sessions, scheduled on two consecutive days or at the client's convenience

LEADERSHIP COLLABORATIVES



Small Group Sessions

Serving as a Leader Calls on You to Be Deeply Rooted in Both the Art and Skill of Leadership. Learning Along Side a Small Group of Colleagues Can Be a Rich Way to Deepen Your Roots.

Photo by Jeremy Bishop on Unsplash

Leadership Collaboratives

Overview

Leadership Collaboratives are groups of 6 to 8 leaders who share common challenges and complexities across multiple industries or sectors. This six-session program takes place every other week for two hours. Each session is facilitated by experienced leadership coaches. We create a supportive environment where you can talk about challenges, gain valuable insights, and share best practices in a confidential setting.

Objectives

- Develop practical strategies and best practices.
- Develop new relationships with a peer group of trusted leaders.
- Gain greater confidence in your ability to address today's new reality.

Delivery Method

These small groups meet virtually to enable you to connect with your peers from various organizations/agencies/departments/industries.

Content

Content is driven by the participants. Prior to the first session, participants complete an anonymous survey to identify the challenges they want to address. With your peer group, the highest priority topics are selected. Topics can include:

- Leadership and self-awareness
- Doing more than surviving
- Getting the relationships right, up, down and across
- Improving communication with hybrid teams

Length

Meet every other week of 2 hours for six weeks. This dedicated time and space enables you to create momentum and garner insights and support

Target Audience

C Suite Executives, HR Executives, Middle Managers, Project Managers, Emerging New leaders

WORK IS
CHANGING.

WE CAN HELP YOU
MEET TODAY'S
CHALLENGES &
PREPARE FOR THE
FUTURE.

"The intimacy of small groups grounded in trust can nourish the mind and soul, and fuel personal transformation."

Michelle Mock, President,
Collaborative Thinking



The Collaborative Thinking™ team is pleased to offer **Leadership Collaboratives**, a curated small group of leaders with shared challenges and complexities. Facilitated by leadership coaches, this peer group experience provides a rich environment for collaboration, problem-solving, and deep personal learning.

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