

THE NEWLY PROMOTED MANAGER

Objective

To provide the knowledge and skills required to assume new management responsibilities: planning and organizing, adapting one's leadership style, and preventing conflicts.

Target audience

Group leaders, supervisors, foremen and anyone responsible for a group.

Topics covered

- Taking a leadership role
- Choosing a leadership style: leadership styles, situational leadership and motivation
- Effective team management
- Personality types and behavior patterns
- Organizing work: time and priority management
- Dealing with difficult people: conflict resolution and negotiation techniques
- Making meetings work: roles of the participants
- Communication skills: effective feedback and problem resolution
- Presentation techniques
- Recruitment: interviewing and selecting personnel
- Small project management: defining goals, developing a project plan
- Monitoring and control principles
- Project performance indicators
- Exercises and role playing

THE ESSENTIAL KNOW-HOW OF TODAY'S MANAGERS

Objective

To integrate the knowledge and skills that every successful manager should have.

Target audience

Managers.

Topics covered

- Efficient communication: common misunderstandings, single-mindedness, flow, rhythm and follow-up of a discussion or conversation, specific problems
- Conflict management: crises, origins of conflicts and matching resolution techniques
- Time management: efficient time management, principles, rules and tools
- Change management: common fears, decision making process, active vs. proactive managers
- Self-motivation: left- and right-brain approaches and methods, positive affirmation, increasing self-confidence
- Stress management: assess your level of stress, burn-out symptoms and control tools
- Harassment in the workplace: origins, indicators, consequences on health, prevention
- Presentations and meetings: techniques for speaking successfully in public

CHANGE MANAGEMENT

Objective

To provide the knowledge and skills required to improve the planning for changes in an organization, to better understand and handle the human aspects of change, and to provide a suitable framework for involving the various stakeholders.

Target audience

Managers.

Topics covered

- Types of changes that occur frequently in the enterprise
- The stages and fundamental characteristics of change
- Acceptance and cohesion: the fundamental keys of managing change
- Feelings, attitude and behavior related to changes
- Handling emotions in a changing environment
- Identifying and overcoming the various types of resistance to change
- Preparing the change: analysis of the context, constraints and issues, establishing an action plan, deployment a strategy and defining the objectives
- Implementing an effective and compelling communications strategy
- Risk and rhythm: adjust to the situation to keep the plan on track
- Implementation of the initiative and role of the stakeholders
- Ensure the success of the change with 10 basic rules
- The positive impact of creativity
- Follow-up, analysis, evaluation of the results and any adjustments that were necessary

COACHING A WINNING TEAM

Objective

To provide the knowledge and skills required to build a team which is able to respond effectively to the many challenges of today's enterprise, and which can elicit an optimal contribution from each team member.

Target audience

Managers.

Topics covered

- Coach and Manager: similarities, differences and adaptation
- Roles and functions of a coach: communicator, facilitator, trainer, guide and evaluator
- Coaching skills: a checklist for evaluation, and target skills to develop
- Traditional management vs. team coaching: stability vs. fluidity, authority vs. coaching, individualism vs. partnership, discipline vs. accountability, evaluation vs. appreciation, human resources management vs. human potential management, managing people
- Building a winning team: identity, values, convictions, abilities, behavior and environment
- Problem resolution and change management

- Identifying long term solutions
- The five main symptoms of a dysfunctional team; using an evaluation grid
- The action plan: five steps to success

MOBILIZING A WINNING TEAM

Objective

To provide the knowledge and skills required to describe the role of the manager in mobilizing a team, to establish a climate that encourages motivation, involvement and achievement, and to make use of individual strengths to stimulate the team.

Target audience

Managers.

Topics covered

- Understanding the role of the manager as a team builder, coach or leader
- Prerequisites for building a successful team
- Establishing team identity and shared values
- Working in line with the mission of the organization
- Discovering the beliefs, values and talents of the team members, and using them to build the team
- Defining common goals for a team
- Motivation and involvement: how to recognize the contribution of your staff to maintain individual and collective involvement
- Participatory management and self-management: development stages
- Evaluating the mobilization of your team
- Case studies and practical exercises

EMPLOYEE TURNOVER AND MENTORING: PREPARING FOR THE DEPARTURE OF THE BABY BOOMERS

Objective

To provide the knowledge and skills required to build an action plan to ensure an orderly transfer of abilities and expertise in the context of employee turnover in the enterprise.

Target audience

Managers.

Topics covered

- Differences between mentoring and coaching
- The skills necessary to become a mentor
- Establishing objectives
- Identifying personnel who could benefit from a mentoring program
- Session preparation and feedback
- Evaluating the success of a program

- Building a plan to manage employee turnover: the vision and mission of the enterprise, skills required over the long term, inventory of current skills, available techniques
- Identifying pitfalls: budget, personnel, decision-making power, autonomy
- Establishing schedules
- How to select good people to implement a plan
- Follow-up, feedback, and evaluation of a plan

MANAGING RELATIONSHIPS BETWEEN EMPLOYEES OF DIFFERENT GENERATIONS

Objective

To provide the knowledge and skills required to understand the behavior and motivations of employees of differing age groups and to develop management strategies that are effective for each group.

Target audience

Managers.

Topics covered

- Overview of the four generations of employees currently in the work force: behavior, ideals, priorities, needs, working strategies, management preferences and stereotypes
- The leadership styles of and for each generation, and the associated inter-generational management strategies required
- How to motivate employees of each age group
- Characteristics of the contributions of employees from different generations, when working alone and in teams
- How to handle a lack of understanding between employees of different generations within a single work group
- Learning styles and training strategies that work for each generation
- Challenges faced by younger managers when confronting a work force composed of diversified age groups
- Advantages of inter-generational diversity
- Challenges associated with employee turn-over: demographic data

MANAGING CULTURAL DIVERSITY IN THE WORKPLACE

Objective

To provide the knowledge and skills required to effectively communicate, to move beyond stereotypes and prejudices, to build respect for others, and to work together to better manage cultural diversity.

Target audience

Managers.

Topics covered

- Definition of cultural diversity
- Analyzing our own perceptions: social influences, stereotypes, and prejudices
- Beliefs, values and regional attitudes: individual and team behavior

- A brief sampling of some cultural differences and the problems they can create in the workplace
- Some statistics illustrating the benefits of multiculturalism in the organization
- Key factors for managing cultural diversity in the enterprise
- Communication and feedback between different cultures
- Approaches to use in managing diversity, and strategies that are appropriate for the enterprise
- Case studies and practical exercises

DEVELOP YOUR LEADERSHIP SKILLS

Objective

To provide the knowledge and skills required to analyze and develop the key skills needed to establish the values, the vision and the mission for an organization.

Target audience

Managers.

Topics covered

- Traditional vs. evolutionary leadership : the human factors
- Personality types: analytical, driver, amiable, expressive
- Myself as a leader: my personality, my strengths, my weaknesses, my evolution and my self-motivation
- Models for personal growth: at what stage am I in the process of attaining my objectives
- Self-knowledge and the logical phases of development
- Strategies for developing creativity and thinking outside of the box
- Consistency: the key to integrity and transparency
- Situational leadership: transition and crisis
- Identifying the belief systems and values that influence decisions
- Discover your vision, mission and passion
- Personality types and assignment of tasks
- The five main symptoms of a dysfunctional team
- Feedback: positive re-enforcement vs. judgement, action-reaction
- Dimensions of renewal: spiritual, physical, mental and emotional

HOW TO RECRUIT TALENTED PEOPLE

Objective

To provide the knowledge and skills required to set up a recruitment strategy to create effective teams and minimize turnover.

Target audience

Managers and team leaders involved in the recruitment process.

Topics covered

- Why hire the most talented people? Total cost analysis.
- Using human resources: how and why

- Identifying superior talent in existing teams
- Analyzing the profile of an existing team: using tools such as MBTI, Keirse, Tuckman, etc.
- The role and responsibility of each team member: team perceptions, defining objectives, performance indicators
- Creating a team dynamic: meetings, peer pressure
- The questions that identify the best team players: how to interpret the responses
- Skills and techniques to develop: how to break the dynamic, how to draw out pertinent information
- Preparing for the preliminary interviews
- Preparing for the interviews with the final candidates
- References: selection and validation
- The decision process and the selection committee
- Legal aspects: questions to avoid, and workplace standards

EFFICIENT DELEGATION

Objective

To provide the knowledge and skills required to develop the management skills necessary to delegate efficiently and productively, using an approach that is based on the achievement of the objectives.

Target audience

Managers.

Topics covered

- The role and importance of delegation for managers
- Impediments to delegation, and how to overcome them
- Identifying a task to delegate and the person who should be responsible
- Delegation based on the achievement on objectives: why, what, to whom, how and when?
- Clarifying expected outcomes
- Supporting and motivating employees
- Developing your skills to delegate efficiently
- How to suggest a delegation of tasks, deal with the employees' reactions, and negotiate
- Creating a work plan: terms of reference, objectives, schedules and actions to take
- Control, follow-up, analysis, assessment of the results and performance, and fine-tuning the way in which delegation is handled
- Evaluation and positive reinforcement as a tool for developing confidence

CONFLICT RESOLUTION TECHNIQUES

Objective

To provide the knowledge and skills required to mediate conflicts, to improve relationships in conflict situations and to position oneself as an expert facilitator.

Target audience

Managers.

Topics covered

- Mediation within an enterprise: limits and constraints
- The scope for mediation: defining and distinguishing mediation, negotiation, arbitration and problem resolution
- Clarifying one's own relationship to a conflict
- The tools of mediation: reasoning, refocusing, summarizing, verbal and non-verbal communication, skilled questioning, effective listening and creativity
- Practical aspects of mediation: creating confidence, evaluating commitments, defining common strategies, guiding discussions
- Mediation and productivity
- Implementing a philosophy of mediation in the enterprise

DECISION-MAKING SKILLS

Objective

To provide the knowledge and skills required to make informed decisions by means of a systematic process based on setting objectives, analyzing alternatives, evaluating risks, and documenting each step.

Target audience

Managers and anyone participating in decision-making processes.

Topics covered

- The rationale behind the methodology: introducing the decision-making framework
- Goals of the decision-making process: why and by whom
- Developing the objectives: results expected in the short and long term, resources to be used or maintained, and factors that influence the choices
- Setting the objectives with respect to individuals, the organization, the clients, the products and services, and the competitors
- Classifying the objectives: mandatory or optional?
- The weighting process: developing a decision matrix
- Assessing the alternatives
- Risk assessment: establish the potential adverse consequences
- Making a decision: choosing an alternative that best fits the decision matrix with an acceptable level of risk

PROBLEM-SOLVING TECHNIQUES

Objective

To provide the knowledge and skills required to implement a process for solving problems based on techniques for identifying the problem, gathering relevant facts and providing a sound analysis of the information prior to taking corrective action.

Target audience

Managers and anyone participating in problem-solving processes.

Topics covered

- The rationale for the methodology: Introducing a framework for solving problems
- The objectives of problem-solving: for whom and by whom
- The statement of the problem: identify what exactly wrong
- Diagnosis of the problem: What, where and when? What is its scope?
- Identifying the potential causes: Using your knowledge and skills to identify the cause of the problem
- Identifying the relevant factors: unique, specific or different components
- Identify the change: potential impacts on the cause of the problem
- Evaluating the potential causes

THE NEW ADMINISTRATIVE SUPPORT STAFF

Objective

To provide the knowledge and skills required to define the role and functions of the administrative support staff from the point of view of collaboration and skills development, and to promote healthy and efficient working conditions.

Target audience

Clerical workers, secretaries, administrative assistants or associates and any other individuals who provide administrative support.

Topics covered

- The characteristics of a good executive assistant
- The new clerical work and the evolution of technology
- The administrative support staff: its role and responsibilities
- Determine and manage the expectations of your immediate superior
- Getting a proactive and strategic vision of your role as a participant
- Develop and maintain an efficient and harmonious relationship with your superior
- Adapt your efforts to the distinctive personality of your superior
- Evolving challenges for administrative support staff
- The importance of team work and interpersonal relationships
- Tools, tips and strategies for working effectively with different personalities
- Develop your communications skills
- How to better handle change
- Stress, time and priority management

EFFECTIVE TIME AND PRIORITY MANAGEMENT FOR ADMINISTRATIVE PERSONNEL

Objective

To provide the knowledge and skills required to describe one's own time management strategies, to identify where time is lost, to develop an action plan, and to master time management tools and techniques.

Target audience

Clerical workers, secretaries, administrative assistants or associates and any other individuals who provide administrative support.

Topics covered

- Analyzing one's own success at time management: how time is lost, developing an action plan
- Efficiency: handling time-wasting activities, time management frameworks
- Task hierarchies: identifying priorities, estimating time requirements, combining tasks by type or level, reacting to emergencies, handling interruptions and unexpected demands
- Avoiding delays: eliminating useless tasks, notifying in case of slippage, renegotiating priorities
- How to plan: information and expectations, using retroactive planning, perfecting techniques for gaining time
- Tools for managing time and priorities
- Mastering one's own personal energy cycle

MANAGEMENT OF UNCOOPERATIVE INDIVIDUALS

Objective

To provide the knowledge and skills required to recognize and analyze the behavior of uncooperative individuals, adapt the management and incentive methods in working towards a win-win solution and introduce positive changes.

Target audience

Anyone dealing with uncooperative individuals in the line of duty.

Topics covered

- Uncooperative individuals or conflicts: differences, similarity and related costs
- Types of personality: learn how to recognize the idiosyncrasies and behavior of individuals and how to prevent reactions
- Job interviews: questions that will help in detecting uncooperative behavior
- Actions and reactions: motivating uncooperative employees, encouraging a positive attitude and a willingness to be part of a team
- Performance strategies: planning, communications, documentation and follow-up
- Communications: develop an ability to understand the individuals and their vision of the world and establish a rapport at the conscious and unconscious levels
- When enough is enough: disciplinary measures, action plan and dismissal
- Legal framework: Commission des normes du travail

MANAGING CONFLICTS

Objective

To provide the knowledge and skills required to identify the origins of a conflict, to assess its type and severity, to control and efficiently use one's own resources when facing a conflict, and to implement a positive strategy to resolve the conflict.

Target audience

Anyone dealing with conflicts in the line of duty.

Topics covered

- Differences between problems and conflicts
- Conflict management and productivity
- Analysis of the different types and sources of conflicts: structural, inter- or intra-group and interpersonal
- Controlling one's own behavior: analyzing and breaking down the situation, the role of emotions, values and beliefs
- Understanding the adversary's strategy: frame of reference, nonverbal clues, motivations, interests and potential benefits
- Factors that can help during a mediation
- Achieving a positive resolution for the adversary: positive reformulation, changing the context and win-win repositioning
- Defining the disagreement: assess the adversary's good faith, imagine solutions and emphasize points of agreement
- Implementing new rules and preventing infringements
- Pre-empting conflicts

CUSTOMER SERVICE: TECHNIQUES AND TOOLS

Objective

To provide the knowledge and skills required to develop the ability to intervene successfully, to use the language of influence, and to improve efficiency and customer satisfaction.

Target audience

Anyone in contact with in-house or external clients on a regular basis.

Topics covered

- Active and interactive listening techniques
- Voice and style: reflections of intention
- Perceptions: impact on relations and tools to adjust them
- Nonverbal language and staying in tune with the client
- Empathy and understanding: speaking the clients' language
- Handling the requests, orders and needs of the clients
- Using a language of influence related to the perceptual modes of clients and to the benefits of the products and services
- Opposition and argumentation
- Differentiating dissatisfactions, objections and complaints
- Vertical and cross-selling: definitions, how and when to use them
- The reference table for a call scenario: from the opening to the conclusion of the call
- Client follow-up and the development of customer loyalty

MANAGING COMPLAINTS AND DIFFICULT CLIENTS

Objective

To provide the knowledge and skills required to use active listening techniques in order to manage communications with disappointed, upset or difficult clients, and to maintain self-confidence in the face of negativity.

Target audience

Anyone responsible for responding to complaints, or for negotiating with clients under difficult circumstances.

Topics covered

- Basic concepts of communication under difficult circumstances with the clients
- The usefulness of complaints: prevention of problems and continuous improvement
- Lack of satisfaction, complaint or objection: how to differentiate and correctly respond to each
- Using active listening techniques to identify the client profile
- Using motivational language and reformulating the problem in order to elicit a positive response
- Overview of the steps used in managing a complaint
- Uncooperative personalities: establish your client profile and develop scenarios for action and intervention
- Using influential language techniques (neurolinguistic) to handle difficult clients
- Skills needed to handle difficult clients
- Negotiating with difficult clients: assessing the constraints of the problem and establishing win-win solutions

INCREASE YOUR NEGOTIATION SKILLS

Objective

To provide the knowledge and skills required to prepare and successfully conduct negotiations.

Target audience

Managers, leaders and any person that has to negotiate in their daily functions.

Topics covered

- The negotiator in me: my style, my apprehensions, my weaknesses, my strengths
- Types of negotiation: conflict, cooperation, sales related
- Negotiating styles: dictator, dreamer, objectives oriented, stimulator and visionary
- The 3P's: preparation, precision and perception
- Emotional intelligence in negotiation: recognize manipulation and the impacts of your beliefs
- The 3D's (Desires, Data and Doubts): ensuring that you are in control of all the elements
- Know yourself and the opposing side: establish the profile of your opposite number and adjust yourself strategically
- Key steps of a negotiation: solution oriented objectives, logical levels of change and motivation modes
- Communication in the negotiation process: verbal and non verbal, asking the right questions and calibrating reactions

- How to handle tense situations efficiently

ORGANIZING ON-THE-JOB TRAINING

Objective

To provide the knowledge and skills required to rapidly design and carry out on-the-job training for colleagues or new employees.

Target audience

Anyone needing to transfer expertise to colleagues or new employees.

Topics covered

- Structured on-the-job training vs. the sink-or-swim approach
- Different learning processes, and how to identify them
- Structuring the material in a way that is clear and easily taught
- Basic principles of training, and the four-step process inherent in any learning activity
- Five key factors for learning acquisition: perception, attention, motivation, organization and the ability to memorize
- The role of emotion and self-confidence in the learning process
- Essential skills for trainers: explaining the material, verifying understanding, setting practical exercises, observing, evaluating, and providing feedback
- Adapting the approach, the style of communication and the working techniques based on the personality of the trainee and the way he or she learns
- The qualities of a good trainer; tricks of the trade for encouraging learning

MANAGEMENT AND THE POWER OF INFLUENCE

Objective

To provide the knowledge and skills required to use the power of influence to succeed as a manager

Target audience

Managers.

Topics covered

- The evolution of organizations
- The whole person: a new paradigm
- Three criteria for influence
- The win/win approach: transformational communication
- Genuine delegation
- Physical, emotional, intellectual and spiritual intelligence
- Relationship pitfalls: savior, victim, executioner
- Four leadership roles
- Responsibility
- The action plan

TRAIN THE TRAINER

Objective

To provide the knowledge and skills required to achieve mastery of techniques for communicating and conducting training sessions, to adapt appropriately when facing a difficult audience and to maintain a high level of interest during a course.

Target audience

Any occasional or professional trainer.

Topics covered

- Verbal communication: defining and adjusting your communication techniques to the audience
- Non-verbal communication: learn when the audience is tired, lacks interest or is frustrated and manage these situations strategically
- How to establish and maintain a relationship with the audience
- Structure, chronology and development of appropriate teaching materials
- Learning styles: observation, practice and reading
- Group dynamics: create an environment favorable to learning to stimulate and maintain the attention of the audience
- Prevent and manage difficult situations by using your authority to stimulate the involvement of the audience
- The 3C's and 3P's of the successful trainer: Consistency, Cohesion and Communication + Preparation, Precision and Perception
- Conducting a training session: introduction, analysis of needs, management of the discussions, use of space and evaluation of the knowledge transfer

EFFICIENT TIME AND PRIORITY MANAGEMENT

Objective

To provide the knowledge and skills required to recognize the symptoms of problematic time management, implement appropriate solutions, identify time robbers and capitalize them.

Target audience

Any audience.

Topics covered

- Symbolic representations of external and internal time frames and their effects on behaviour
- Energy: the key to superior performance
- Tools for improved time management: communication, knowledge, analysis, micro-management, discipline and perseverance
- Establishment of priorities: short term, mid-term, long term, evaluation grid
- The four quadrants of time management: urgent, not urgent, important, not important
- Learning to delegate: resistances, development and win-win solutions
- Symptoms of a management in crisis: evolving from a management of emergencies to planned management

- Time robbers: elements that reduce efficiency, exploration grid to discover and eliminate them
- A personal action plan for healthy time management

STRESS MANAGEMENT

Objective

To provide the knowledge and skills required to identify stress factors and describe their effects on yourself and others, and to develop and implement innovative solutions that will improve your efficiency and personal or professional quality of life.

Target audience

Any audience.

Topics covered

- The natural reaction to stressful situations
- Positive stress vs. negative stress
- Psychological and physical signs of stress
- Personality types predisposed to stress
- The symptoms and consequences of stress in the workplace
- The evaluation grid for stress levels
- The mechanisms by which stress causes physical problems and sickness
- How stress affects the brain and the body
- Anxiety, depression, workaholism and burn-out
- Handling emotions: techniques, tips and tools
- Healthy habits that help to prevent and reduce stress
- Avoidable and unavoidable stress factors
- The influence of one's way of thinking: how to change it
- Managing stress in a work team
- Tools and techniques for reducing stress
- Preventing stress

BALANCING YOUR PRIVATE AND PROFESSIONAL LIVES

Objective

To provide the knowledge and skills required to analyze and structure the balance between your private life and your professional life, and to increase your ability to maintain and improve this balance.

Target audience

Any audience.

Topics covered

- The concept of a balance between the private and the professional lives
- Identifying criteria that measure the balance
- Introspection: effective techniques

- The knowledge, skills and behaviors needed to maintain a balance
- The role of personal values, priorities and time management techniques
- Defining and establishing personal and professional priorities
- Establishing personal and professional objectives
- Theory versus practice: the requirements for balance
- Personal style: how to take care of yourself and develop a personal strategy
- Identifying and distinguishing needs and desires: creating a vital space in your life
- Developing and implementing an action plan

EFFECTIVELY MANAGING CHANGE

Objective

To provide the knowledge and skills required to develop one's own tools for better understanding and handling changes in the organization.

Target audience

Anyone.

Topics covered

- The reasons for constant change in organizations
- The four principal stages of changes
- Tools for understandings one's reaction to change: facts vs. interpretation
- Feelings, attitudes and behavior associated with periods of change
- The various types of stress caused by change
- Dealing with one's emotions during periods of change
- Roles played by individuals: executioner, victim and savior
- Analyzing and overcoming resistance to change
- Strategies, tools and tips from psychology and communication theory: improving one's comfort level during a period of change
- Self-questioning during a period of change
- Motivation in the face of change
- Ten commandments for making a change successful for oneself and for the organization

DEVELOP YOUR EMOTIONAL INTELLIGENCE (I)

Objective

To provide the knowledge and skills required to recognize the impact of emotions in the workplace, to better manage human factors in a work team and to measure their influence on the performance of individuals or groups.

Target audience

Any audience.

Topics covered

- Definition of emotional intelligence (EI)

- Technical abilities (the intelligence quotient - IQ) vs. emotional aptitudes (the emotional quotient - EQ)
- EI skills: personal vs. social and inter-personal
- Focus on one's personal abilities: self-knowledge, self-control,, the ability to self-criticize and to evolve, motivation, resilience, authenticity and integrity
- How emotions work, and their impact on reasoning and intellectual functions
- Handling emotions in personal and professional lives
- The impact of emotions on interpersonal communications and relationships
- Improving one's communication skills: verbal and non-verbal language
- Four key aptitudes that are often overlooked: self-confidence, attitude, a positive outlook and intuition
- Mastering and channeling one's emotions, and tension schema

DEVELOP YOUR EMOTIONAL INTELLIGENCE (II)

Objective

To provide the knowledge and skills required to describe the factors that influence team dynamics and interpersonal relations, whether personal or professional.

Target audience

Any audience.

Topics covered

- The importance of the quality of communications and relationships for one's personal and professional well-being
- Collaboration, synergy and key factors that promote team spirit
- The impact of attitudes, behaviors and work habits on the work environment and the effectiveness of a team
- Advanced tools for improving interpersonal communications and relationships
- Focus on social and interpersonal skills: empathy, understanding, encouragement, negotiation, ability to handle difficult or complex circumstances, cement relationships and turn negative situations around
- Pitfalls in relationships
- Relationships within a team: complex situations giving rise to stimulating challenges
- Integrating complementary skills by respecting differences

INNOVATION AND CREATIVITY IN THE ENTERPRISE

Objective

To provide the knowledge and skills required to uncover your own potential for creativity, and that of your team, and to develop an outlook that leads to creativity and innovation.

Target audience

Any audience.

Topics covered

- How does creativity work and what are its basic concepts

- Stimulate your imagination with different techniques
- Identify and implement strategies to improve creativity and innovation
- Identify the major barriers to creativity and innovation: personal or organizational
- Conditions that promote creativity
- Improve your innovative capability by mastering the steps of the creative process: various approaches, including Walt Disney's method
- Organizing and channeling individual and team creativity and innovation
- Active application of creativity and innovation techniques
- Continuously improving your creative and innovative abilities

EFFICIENTLY ORGANIZING ONE'S IDEAS BY MIND MAPPING

Objective

To provide the knowledge required to easily and logically create, organize and present one's ideas as well as to digest and remember those of others.

Target audience

Any audience.

Topics covered

- The functioning of the brain and the principles of mind maps
- The creative spirit vs. the structured spirit: the paradox between structure and non-linearity which is resolved by mind mapping
- Trying out skills seated in the different hemispheres of the brain
- Creating a mind map: relationships between ideas, the relative importance of primary and secondary links, diagrams and ideas
- Practical applications of mind maps: structuring a project, conducting a meeting, taking notes, editing a resume, preparing a presentation, brainstorming, time management, etc.
- Creating common maps in the context of a project
- Using a simple, powerful methodology to achieve one's objectives and to learn and retain new information

BETTER ASSERT YOURSELF

Objective

To provide the knowledge and skills required to better assert yourself in a healthy and harmonious way in different circumstances and with your staff, colleagues or superiors.

Target audience

Any audience.

Topics covered

- Define the consequences of expressing yourself
- Characteristics of people who correctly assert themselves: how to discover them through modeling
- Assert yourself while still respecting others and your own integrity

- What is your actual level of self-assertiveness? What level is appropriate for you?
- Values, attitude and behavior to adopt or avoid
- Make clear requests and clearly express your feelings, ideas and suggestions
- Anticipate and manage the impact of your self-assertiveness on others
- The importance of perception and of verbal vs. non-verbal communication
- Factors influencing and hindering self-assertiveness
- Interventions: circumstances, approaches and tools
- Enhance your self-assertiveness with a personal plan

COMMUNICATION DEMYSTIFIED

Objective

To provide the knowledge and skills required to describe the diverse aspects of communication and to reinforce one's communication skills in order to effectively interact with others.

Target audience

Anyone.

Topics covered

- The importance of perception in communication: understanding the perceptions of others
- The link between confidence and successful relationships: how to improve them
- Using vocabulary to express one's thoughts; tools which help one to communicate with ease
- Filters that influence communication
- The influence of emotions in communication: recent research
- Personal reactions and handling emotions
- Adjusting to different personality types
- Key skills that make all the difference in communication
- Changing one's level of awareness: how and when
- How to say no, tactfully and effectively
- Non-verbal language: using it and understanding it
- Misunderstandings: how to get back on the right track
- Tips and tools for handling complex, emotional or delicate situations
- Skills to develop for effective and pleasurable communication

INTRODUCTION TO NEUROLINGUISTIC PROGRAMMING

Objective

To provide the knowledge required to describe the principles of Neurolinguistic Programming (NLP), to establish personal goals, to improve one's communication skills, and to take into account the non-verbal aspect of interactions with others.

Target audience

Any audience.

Topics covered

- The origins and key principles of Neurolinguistic Programming (NLP)
- Defining, visualizing and achieving specific objectives that are both positive and feasible
- Establishing a relationship of confidence with people you interact with
- Assessing the emotions of an interlocutor
- Synchronizing verbal and non-verbal communication
- Active listening and adapting to the language of another: VAKO (visual, auditory, kinesthetic and olfactory)
- Discovering one's proper modes of behavior
- Realignment techniques for presenting one's ideas in an adaptable fashion
- Anchoring techniques for mobilizing one's resources in order to achieve objectives

NETWORKING AND PERSONAL MARKETING

Objective

To provide the knowledge required to efficiently organize one's business marketing activities, and to develop a personal marketing plan in order to distinguish and promote oneself in a professional environment.

Target audience

Any audience.

Topics covered

- Why market oneself?
- Reviewing one's personal objectives and the strategies used to attain them
- Visibility and recognition in the marketplace
- Positioning and promoting oneself: how to distinguish oneself and become known for particular abilities
- Developing the skills needed for interacting with others, creating a favorable impression, and establishing credibility: attitudes and behavior
- Techniques and strategies for managing contacts and developing a business network
- Planning networking activities and setting realistic goals
- Maximizing the benefit obtained from networking activities

BUSINESS ETIQUETTE AND PROTOCOL

Objective

To provide the knowledge required to exhibit impeccable behavior in one's professional relationships, to respect business protocols and etiquette and to avoid blunders in delicate situations.

Target audience

Any audience.

Topics covered

- The importance of the first meeting: introduction, handshake, personal space and language
- Adopting a dress code suitable for the business occasion; norms of personal hygiene
- Maintaining a polite demeanor: gestures, language and voice

- Etiquette at the office, how to fit in with the hierarchy
- Handling a business meal at a restaurant or in the office, good table manners
- Behavior at social functions: handling drinks, exchanging business cards
- Formal occasions with well-defined protocols: greeting VIPs, respect for titles, precedence rules, cross-cultural skills
- Tact and self-control: what to say and what not to say, how to make an apology and how to accept one

ASIAN CULTURE IN BUSINESS

Objective

To provide the knowledge and skills required to understand the social and professional norms current in Japan, China and Hong Kong, in order to ensure harmonious business relationships and to become familiar with the basic precepts that facilitate exchanges, negotiations, and visits with clients from the orient.

Target audience

Anyone having or anticipating business relationships with Japan, China or Hong Kong.

Topics covered

- Relations between men and women: in a business context, and socially
- Welcoming protocols: hierarchy, the greeting, offering gifts
- Office etiquette: visiting cards, business behavior, negotiations, non-verbal communication
- General etiquette: monetary issues, washrooms and public baths, business and social evenings
- Table etiquette: chopsticks, food, drink
- Proper attire
- Subjects that are suitable for conversation, and subjects to avoid

MAKING MEETINGS WORK

Objective

To provide the knowledge and skills required to plan, organize, lead and moderate meetings.

Target audience

Any audience.

Topics covered

- Handling different types of meetings: information, coordination, creativity, decision-making, consensus-building, negotiation, etc.
- Motivating participants in order to achieve objectives
- Preparing and organizing a meeting: setting objectives, choosing content, preparing an agenda and inviting participants
- Role of the leader: facilitation, surveillance and coaching
- Aspects that favor a successful outcome
- How to conduct a meeting with efficiency and satisfaction
- Roles and responsibilities of the participants

- Identifying, analyzing and managing difficult situations and people
- Techniques, strategies, tips and tools that enhance communication
- Conducting a meeting with a schedule or a time limit
- Effective use of visual aids
- How to prevent sidetracks and diversions, and how to regain control if necessary
- Conclusion and follow-up of a meeting

COMMUNICATION DEMYSTIFIED

Objective

To provide the knowledge and skills required to describe the diverse aspects of communication and reinforce one's communication skills in order to effectively interact with others.

Target audience

Anyone.

Topics covered

- The importance of perception in communication: understanding the perceptions of others
- The link between confidence and successful relationships: how to improve them
- Using vocabulary to express one's thoughts; tools which help one to communicate with ease
- Filters that influence communication
- The influence of emotions in communication: recent research
- Personal reactions and handling emotions
- Adjusting to different personality types
- Key skills that make all the difference in communication
- Changing one's level of awareness: how and when
- How to say no, tactfully and effectively
- How to criticize constructively
- Non-verbal language: using it and understanding it
- Misunderstandings: how to get back on the right track
- Tips and tools for handling complex, emotional or delicate situations
- Skills to develop for effective and pleasurable communication

HOW TO BETTER ASSERT YOURSELF

Objective

To provide the knowledge and skills required to better assert yourself in a healthy and harmonious way in different circumstances and with your staff, colleagues or superiors.

Target audience

Any audience.

Topics covered

- Defining the consequences of expressing yourself
- Characteristics of people who correctly assert themselves: how to discover them through modeling

- Asserting yourself while still respecting others and your own integrity
- How to assert yourself tactfully and diplomatically
- What is your actual level of self-assertiveness? What level is appropriate for you?
- Values, attitude and behavior to adopt or avoid
- Making clear requests and clearly expressing your feelings, ideas and suggestions
- Anticipating and managing the impact of your self-assertiveness on others
- The importance of perception and of verbal vs. non-verbal communication
- Factors influencing and hindering self-assertiveness
- Introversiion vs. extroversion
- Intervening successfully: circumstances, approaches and tools
- Enhancing your self-assertiveness with a personal plan

PUBLIC SPEAKING AND POWER PRESENTATIONS

Objective

To provide the knowledge and skills required to master public speaking and power presentations with the help of specific techniques, role-playing and basic principles of verbal and non-verbal communication.

Target audience

Anyone who gives presentations or conducts meetings as part of their job.

Topics covered

- Basic principles of verbal and non-verbal communication
- You: your personal style, your strengths and how to maximize them
- Mastering stage fright: preparation, visualization, breathing
- Keys to success: physical and mental states, making use of excellent resources, learning how to say no, and knowing your limits
- Using language to influence the audience: voice techniques that increase message comprehension and the impact on the audience
- Material: how to structure it and the strategic use of space
- Mind mapping: notes, logical structure and empowerment of the basic idea
- Learning styles: analytical, conceptual, observatory, procedural and relational
- Inclusion of resistance: how to maintain a relationship with a difficult audience

DEVELOPING TELEPHONE AND FACE-TO-FACE COMMUNICATION SKILLS

Objective

To provide the knowledge required to improve your telephone skills and to make use of proven tools and techniques to increase the professionalism and effectiveness of your communications under any circumstances.

Target audience

Any audience.

Topics covered

- Advantages and disadvantages of the telephone; its impact on the communication process
- The structure of a telephone call: identification of the caller, active listening, questioning, conclusion
- Aspects of specific types of calls: incoming vs. outgoing, arranging a meeting, asking for information, making a claim, etc.
- The importance of language: imparting a positive image of the caller and the company, ease of speaking, expressions to use and to avoid, courtesy, respecting the unwritten rules in English and in French
- The importance of non-verbal language on the phone, and techniques for recognizing the character of the caller
- Proven techniques: efficient filtering, effectively transferring a call, taking messages, providing useful voice messages
- Special situations: handling a difficult caller, techniques for getting past a receptionist or assistant

MASTERING SPOKEN ENGLISH

Objective

To provide the knowledge and skills required to eliminate psychological blocks and improve self-confidence when learning to speak English.

Target audience

Any francophone who feels uncomfortable, lacks self-confidence or experiences problems when speaking English.

Topics covered

- Determining personal and professional objectives
- Levels of passion for English
- Tools for improving expressive power
- Identity zones when speaking English and their impacts
- Providing a comfortable environment for speaking English
- Determining one's professional and personal mission with respect to English
- Cultural, linguistic and traditional differences
- Using personal resources to improve performance
- Acting to change beliefs and behavior related to English
- Tools for improving enjoyment and motivation when speaking English

ENGLISH PRONUNCIATION WORKSHOP

Objective

To provide the knowledge and skills required to recognize one's own weaknesses in English pronunciation, and to overcome them by means of practical exercises.

Target audience

Any French-speaking audience.

Prerequisites

Basic knowledge of the English language.

Topics covered

- Overview of the anatomical aspects which influence pronunciation: movements of the mouth, breathing, position of the tongue and the teeth, vibrations
- Precise pronunciation of certain vowels and consonants, by means of practical exercises
- Vowels and their impact on pronunciation
- Intonation and rhythm
- Difficulties frequently encountered by francophone
- Pronunciation exercises
- Tools for practicing pronunciation