

SOUTHWEST TRAINING INSTITUTE--SINCE 1988

Classroom-Delivered Workshops

Awareness about self and others is the key to improved communication and ongoing career success. Productivity is greatly increased (*research says by >20%*) when the lubricant of effective human interaction is practiced. Our learning products increase knowledge, develop skills, and change behaviors! Human dynamics is the foundation upon which people interact. **Many of our workshops have correlating Online Courseware and Turn-Key Instructor Kits for your own in-house delivery.**

We deliver training that is adult-focused, learner-centered, skill-based, interactive, and enjoyable. We have a complete Curriculum of Technology Workshops, Spanish-Language Workshops, and can develop additional derivative workshop content from existing materials—Just ASK!

The **suggested training DURATION is flexible** (can be expanded or contracted) depending on the client's specific learning objectives. Instructor delivery is invoiced as a per-day fee plus travel & materials; material cost varies per training title.

Contact us for a FULL Course Description and CUSTOMIZED Training Proposal

TITLE	DESCRIPTION	SUGGESTED DURATION
	LEADERSHIP SOLUTIONS CURRICULUM Titles #2-20 are available in both Office & Industrial Delivery Formats; English & Spanish Languages; Online Courses & Instructor-Led. We have Spanish-Language Instructors.	
1. LEAD, DON'T MANAGE--THERE IS A DIFFERENCE	All leaders manage, but not all managers lead. This workshop demystifies the concept of leadership; it will show you exactly how to be a leader and, more importantly, "Why". This workshop teaches managers how to become coach-leaders. When you become a coach-leader to your organization, half the effort involved in "managing" others is eliminated altogether. You will explore the differences between leadership and management. You will come to understand leadership as a dynamic relationship between leaders and followers through this workshop. Coaching and mentoring development in others extends beyond what people do with formal authority in organizations. Understanding the basic components of your values, attitudes, and behavior, you will gain a full understanding of both yourself and others. With an awareness of one's own personal value system and how it shapes our behavior, participants can develop new strategies for enhancing self-performance and the performance in others.	1 or 2 days
2. ESSENTIAL SKILLS OF LEADERSHIP	Essential Skills of Leadership builds a foundation that enables team leaders to manage their team toward to a shared goal: achieving the organization's strategic objectives. Throughout the workshop participants will review video presentations and case studies, participate in group discussions, practice new skills and receive immediate feedback. Managers will leave the session with implementation tools, troubleshooting guides, and additional resources to help them immediately apply their new skills on the job.	Half day

3. ESSENTIAL SKILLS OF COMMUNICATING	<p>Essential Skills of Communicating helps managers learn the latest techniques in developing effective communication skills-improving their performance and increasing the productivity of the team and the organization. Throughout the workshop, managers will review video presentations and case studies, participant in group discussions, practice new skills, and receive immediate feedback. Managers leave with implementations tools, troubleshooting guides and additional resources to help them apply the skills they have learned on the job.</p>	Half day
4. MANAGING COMPLAINTS	<p>As the leaders on the front line, managers and team leaders are often the first to hear team member complaints. And though sometimes they may seem unimportant, each complaint should be addressed and resolved. This module shows how to resolve simple complaints and identify the hidden agendas that so often underlie the chronic grievances.</p>	Half day
5. DEVELOPING PERFORMANCE GOALS & STANDARDS	<p>Unless managers and team leaders are successful in spelling out the organization's specific goals, their team members are not going to know how to meet those objectives. This module shows trainees how to establish specific, measurable, attainable, results-oriented, and time-framed performance goals. It then illustrates the steps that gain team member agreement and commitment to those performance goals.</p>	Half day
6. COACHING JOB SKILLS	<p>Coaching Job Skills provides the tools necessary to successfully coach individuals to perform a job, task, or skill. But, in order to achieve results, the coaching must go beyond just showing how to do something. Coaching involves observing, analyzing demonstrating, and giving feedback. It is a process of developing relationships with team members - relationships that can ultimately build the trust and respect that is the foundation of successful organizations.</p>	Half day
7. DELEGATING	<p>Delegating helps managers master the skills needed to effectively assign work to others. By clearly communicating expectations and encouraging participation and involvement, managers can use delegating to develop team members' skills and abilities. Throughout the workshop, managers will review video presentations and case studies, participate in- group discussions, practice new skills, and receive immediate feedback. Managers leave with implementation tools, troubleshooting guides and additional resources to help them apply the skills they have learned on the job.</p>	Half day
8. EFFECTIVE DISCIPLINE	<p>Effective Discipline provides the tools necessary to dramatically reduce problem behaviors. By involving team members in performance discussions and gaining their commitment to behavioral change, managers can turn a potentially negative interaction into a positive developmental step.</p>	Half day
9. SUPPORTING CHANGE	<p>Supporting Change provides the tools managers need to understand and interpret change - in order to more successfully manage their team through it. By working to support change while addressing the team's comfort level with that change, the manager can more effectively facilitate acceptance of a new way of doing things.</p>	Half day

10. RESOLVING CONFLICT	Resolving Conflicts provides the tools needed to recognize conflict and deal with it quickly and effectively. By understanding the signs of conflict and by getting to the root cause, managers can eliminate the issue and minimize the impact. Facing these conflicts head-on allows the manager to preserve the integrity of the team and to demonstrate a commitment to individual performance and growth.	Half day
11. IMPROVING WORK HABITS	Improving Work Habits helps managers learn to clearly and specifically communicate the nature of the problem. It provides a process for working with the individual to develop a plan for addressing the issue while maintaining self-esteem. Throughout the workshop managers will review video presentations and case studies, participate in group discussions, practice new skills, and receive immediate feedback. Managers leave the workshop with implementation tools, troubleshooting guides, and additional resources to help them apply the skills they have learned on the job.	Half day
12. PROVIDING PERFORMANCE FEEDBACK	This module shows the way evaluation is done by the experts. First, relevant performance standards are established. Then the team member's own performance evaluation is solicited. This accomplished, the stage is set for a summary evaluation that will be clear and credible to the team member.	Half day
13. COMMUNICATING UP	Communicating Up focuses on the upward communication important to productivity and performance. Most managers and team leaders realize the importance of upward communication, but few accept the responsibility for the quality and effectiveness of communicating with their own managers. Managers and team leaders will learn how to frame communication so that a desired result is achieved.	Half day
14. MOTIVATING TEAM MEMBERS	Motivating Team Members helps managers learn the four stages to influence a team member to perform a task, while creating a work environment that will motivate higher performance. Throughout the workshop managers and team leaders will participate in reading, discussion, assessments, diagnostics, small group exercises and rehearsal modeling with real life situations, and facilitator coaching. Managers leave the workshop with implementation tools, troubleshooting guides and additional resources to help them apply the skills they have learned on the job.	Half day
15. SOLVING WORKPLACE PROBLEMS	Solving Workplace Problems is a workshop that teaches a process for solving problems that helps managers and all employees understand that by working together – looking at things with a new perspective – they can be creative and innovative in solving problems. Through structured activities, participants learn how to define problems, identify blocks to creativity, and develop skills and create strategies to plan creative solutions.	Half day
16. HIRING WINNING TALENT	The workshop teaches a behavioral based interview approach based upon the philosophy of past behavior is one of the best predictors of future behavior. Learn how to discover the “real” person behind the job applicant. We can provide assessments that have selection validity.	Two half days or one full day

17. LEADING SUCCESSFUL PROJECTS	<p>This program is designed for Managers, Supervisors, and others who want to gain more fundamental understanding of how to successfully manage and lead successful projects. The content follows the PMI (Project Management Institute) Project Management Body of Knowledge (PMBOK) language and process. The content will help prepare a participant if they want to pursue PMI Certification as a Project Manager, however it is not designed at a level to actually certify. This hands-on workshop teaches how to plan, schedule, estimate, resource, influence, communicate, report, and track progress on any project in any part of the organization.</p>	<p>Four half days or two full days</p>
18. RETAINING WINNING TALENT	<p>This workshop teaches four ways in which supervisors and managers can make the difference between retaining or losing employees. We present a Hiring Model to help you hire the kind of employees who want to stay and provide practical suggestions to develop an Employee Retention Program at your organization.</p>	<p>Half day</p>
19. DEVELOPING & COACHING OTHERS	<p>Developing and Coaching Others is about how managers can effectively and successfully develop and coach their team members to become better and more consistent performers. The program will help your managers learn the specifics of how they can effectively impact the learning process and coaching moments of their teams to make the difference.</p>	<p>Half or full day</p>
20. DEVELOPING & COACHING OTHERS – SENIOR MANAGEMENT VERSION	<p>The Developing & Coaching Others - Senior Management Version is designed for higher-level leadership—those who have multiple levels of management reporting to them. D&CO-SMV is about how managers can effectively and successfully develop and coach their team members to become better and more consistent performers. The program will help your managers learn the specifics of how they can effectively impact the learning process and coaching moments of their teams to make the difference.</p>	<p>Half or full day</p>
21. EMPLOYEE ENGAGEMENT	<p>Inspiring and developing an engaged workplace is the part of Leadership that often eludes managers & supervisors. It is so very important for leaders to be aware of the impact and influence they CAN have on the overall work environment and work culture. This workshop is highly interactive with plenty of group and individual participation, highly empathic to the real world of today's manager, and focused on developing engaging leadership needed in today's workplace. Managers will leave with implementations tools, troubleshooting guides and additional resources to help them with on-the-job application of the skills they have learned.</p>	<p>1 or 2 days</p>
22. LEADING CHANGE	<p>This workshop will help you manage and embrace change, to see a situation accurately, to put things in perspective while you choose your next steps. By understanding the transition journey, you will learn how to quickly regain control, maintain high productivity; avoid symptoms of future shock, how to rebound from the demands of change, and how to focus increased energy on the change "opportunities".</p>	<p>1 day</p>
23. LEADING THROUGH INFLUENCE	<p>This workshop presents essential concepts and skills for motivating, influencing, and gaining and sustaining commitment from others. In this stimulating and interactive workshop, participants learn how to: Understand the motives that influences peoples' choices and behaviors; Identify key stakeholders and develop a motivation strategy for each; Gain the commitment and trust of the people they want to lead; and Influence downward, upward, and laterally.</p>	<p>1 day</p>

24. EVERYTHING DISC MANAGEMENT	<p>The most in-depth, easily customizable DiSC-based management-training solution available. Everything DiSC Management increases effectiveness using personalized learning to help managers develop their management styles, improve communication, increase employee engagement, & enhance emotional intelligence.</p>	<p>Half, one, or two days</p>
CREATIVITY & INNOVATION		
25. SIX THINKING HATS—MEETING MANAGEMENT, PROBLEM SOLVING TOOLSET	<p>Six Thinking Hats is a fast-paced and interactive course. Six Hats is an innovation & creativity workshop for problem solving, decision making, and productive meeting outcomes in less than half the time. The measurable results include shorter meetings, thorough decisions, better communication and easier problem resolution. By mentally wearing and switching symbolic “hats”, individuals or teams separate thinking into six categories for analyzing matters objectively and comprehensively. It’s overwhelming to see the results that can be accomplished by a person or team who know how to separate emotion from facts, the positive from the negative, and critical thinking from creative thinking.</p> <p>Parallel Thinking Techniques, developed by Dr. Edward de Bono, give participants simple and very powerful methodologies for use when you need the efforts of your best thinking - and when DON'T you need that?!? These techniques can have immediate impact on meeting effectiveness and teamwork - producing up to 40% more output in 70% less time. Provides a framework for discussion that helps to foster innovative thinking. Through the practice of the Six Hats methods, adversarial, time-consuming meetings can be greatly reduced. Learn how to practice six-dimensional parallel thinking, how to think collaboratively and productively individually or in groups.</p>	<p>1 or 2 days</p> <p><i>(two-day format is recommended for those who lead meetings & projects)</i></p>
26. LATERAL THINKING TOOLSET	<p>Explosive Creativity!!! This workshop takes the participant through creativity techniques such as Idea Random Entry, Provocation, Concept Extraction and others. It's been called "brainstorming on steroids" by participants. We have assisted a variety of clients, including Coca Cola and McDonalds, in taking their creativity to previously unreached heights. How much is one good idea worth? This workshop provides the necessary tools to enhance creative problem solving, find alternative solutions, and develop new and practical ideas. This workshop will help generate true out-of-box thinking and innovation (OUR GUARANTEE), even for the most linear, pragmatic thinkers.</p>	<p>1 or 2 days</p> <p><i>(two-day format is recommended for those who lead meetings & projects)</i></p>
27. SIX VALUE MEDALS TOOLSET (Values-Based Decision Making)	<p>How do you make value-based decisions when values themselves are so abstract and difficult to pin down? Learning new ways to look at and talk about values can help. You hear it all the time—what is our value proposition? What’s our value added? What values need to be considered when producing an inexpensive product? Deciding how to downsize the labor force? Planning a new employee incentive program? Six Value Medals provides a framework for focusing on one value (point of view) at a time. THE RESULT? More productive, positive and successful decisions.</p>	<p>1 or 2 days</p> <p><i>(two-day format is recommended for those who lead meetings & projects)</i></p>
28. POWER OF PERCEPTION THINKING (Tools For Information Gathering)	<p>How to solve difficult problems and make strong confident decisions quickly and accurately. You will learn a powerful framework of ten tools that will make problems easier to solve, resulting in higher-quality decisions and solutions that work right the first time. This toolset will help you see through your strongly-held perceptions. Our perceptions cause us to see things that are not there and miss things that are right in front of us. This set of tools has been called</p>	<p>1 or 2 days</p> <p><i>(two-day format is recommended for those who lead meetings & projects)</i></p>

	<p>"software for the mind". When used for problem solving and decision making, you will always arrive at decisions using ALL the necessary information--decisions that are sound and are well thought out.</p>	
<p>29. MAKING INNOVATION HAPPEN--COURSE IN CREATIVITY</p>	<p>The search is on for how to assure your organization's survival and prosperity into the future. What's desperately needed, and often missing, from innovation strategies are proven, repeatable methods for producing creativity on demand. The Course in Creativity combines two time-tested results driven methodologies--Six Thinking Hats and Lateral Thinking. As a result, participants will enhance their communication skills, generate more creative ideas, reduce conflict, and improve team results.</p>	<p>2 or 3 days <i>(three-day format is recommended for those who lead meetings & projects)</i></p>
	<p>PROFESSIONAL DEVELOPMENT</p>	
<p>30. CONTRACT MANAGEMENT</p>	<p>Are you doing work which could be done more effectively or efficiently by others? Are there activities better suited to your skills than those which you now perform? Do you buy or sell goods or services and too often feel at the mercy of vendors or suppliers? Effective contracting (procurement) requires an appreciation of the elements of contract law, an understanding of your organization's needs and interests, and the skill to negotiate effectively. This course provides all that, and more.</p>	<p>2 or 3 days</p>
<p>31. FINANCE & ACCOUNTING FOR NON-FINANCIAL MANAGERS</p>	<p>Accounting and finance are the languages of business. To ensure a business is successful on a financial basis, decision-making managers must effectively communicate with one another. Participants will learn how to read budgets and other accounting reports as well as understand the accounting concepts behind the numbers. Furthermore, financial analysis tools will be presented so managers will understand the profitability implications and capital requirements of their decisions. Case studies are tailored to reflect the participants' company and industry so that examples are relevant and easy to apply after the workshop.</p>	<p>2 or 3 days</p>
<p>32. FOCUS ON FACILITATION</p>	<p>Focus on Facilitation is the optimum training course for companies who desperately need new systems to help employees stop wasting time in repeated ineffective meetings. Our "Focus on Facilitation" workshop, taught by certified instructors, equips participants to manage group process with new power and efficiency. Students will learn to help live or virtual teams get the results that are easily turned into targeted action with positive results and productive outcomes.</p>	<p>2 or 3 days</p>
<p>33. WORK-LIFE BALANCE</p>	<p>The drive to find resourceful ways to achieve goals (on and off work), pay attention to multiple efforts, respond quickly to customer needs, AND enjoy life outside of work is even more intense in today's less quickly changing, information-driven workplace. This workshop can help to achieve improved, overall performance and productivity.</p>	<p>1 day</p>

34. MENTORING SKILLS & TECHNIQUES	Mentoring is critical in today's organizations, but how do you learn to be a better mentor? What about the people being mentored – the mentees? How can they maximize the benefits of the time they invest? "Insights to Better Mentoring" is an educational program that presents four successful mentors and their mentees in a revealing and insightful expose' of what works best in these complex but essential relationships.	Half or full day
35. AWESOME— GENERATION Y	Gen Y began entering the workforce just a few years ago but will constitute 38% of all employees by the year 2011. By some measures they are the largest generation in history and their impact on all areas of the economy will be enormous. At the same time, this generation is culturally different and often misunderstood. Our workshop, "AWESOME!", seeks to help organizations bridge these differences and maximize the effectiveness and productivity of their younger employees.	2-4 hours
36. PROJECT MANAGEMENT	Leading Successful Projects provides the structure, process, and tools necessary to master the art and science of project management. The program identifies the critical phases every successful project must go through, and examines each phase through the lens of the question that must be answered to assure project control and progress. This hands-on workshop teaches how to plan, schedule, estimate, resource, influence, communicate, report, and track progress on any project in any part of the organization. This hands-on workshop teaches how to plan, schedule, estimate, resource, influence, communicate, report, and track progress on any project in any part of the organization.	2 or 3 days
37. EMPLOYEE COMMUNICATION SKILLS	Learn how to resolve conflict, how to discuss performance issues, and effectively communicate with (even) difficult people. You will learn how your strengths and developmental areas plus your communication style impacts others. Improve the effectiveness and adaptability of every member of your work group. A most useful skill is to be able to "read" where an employee is, what they want, what they need. You will gain the results you want and earn the loyalty of your employees when effective communication skills are regularly practiced.	Half or full day
38. CONSULTING SKILLS AND TECHNIQUES	It is important to realize that you are consulting any time you are trying to change or improve a situation but have no direct control over the implementation, as opposed to managing where you have direct control. Anyone who does staff work is consulting. Both technical and non-technical staff people consult, determine the heart of an issue, and influence the decisions of others.	2 or 3 days

39. ENGLISH AS A SECOND LANGUAGE (ESL)	<p>With the increase in immigrant workers and an enhanced focus on global business opportunities and customer satisfaction/service, ESL is now a necessity for successful organizations. Research proves that customers want to feel “connected” to the people with whom they conduct business, and, effective communication is the number one route to build that “connection” for customer satisfaction and rapport. In addition, employees are more efficient team members if they are comfortable speaking English with their co-workers and managers. We use certified ESL teachers with education and experience in using a proven methodology to meet your participants where they are in English language acquisition and bring them to a higher level of modern English.</p>	<p>Two, 2-hour classes per week for eight weeks</p>
40. EFFECTIVE WIN-WIN NEGOTIATION	<p>Forming agreements that last and also enhance the relationship over time can happen when one knows how to plan, open the negotiation, explore, bargain, and close the negotiation effectively. More than 12 tactics and their countermeasures are taught, five mock negotiations show you how to apply the techniques.</p>	<p>1 or 2 days <i>(two day format includes greater skill practice, concession making, more about tactics)</i></p>
41. PRESENTATION SKILLS & TECHNIQUES	<p>We teach both the physical skills (posture, movement, gestures, facial expressions, and eye contact) and the vocal skills (inflection, projection, and tone). Learn to persuade, excite, and connect with your audience. We can also add one-on-one coaching to help deliver very specific skills.</p>	<p>1 or 2 days <i>(two day format includes persuasion techniques, increased skill practice, and coaching feedback)</i></p>
42. LEADERSHIP STYLES	<p>Leadership is no longer seen as one defining role atop the business pyramid. Today, leaders come in both formal and informal varieties. This workshop will guide the learner in their discovery of how they naturally lead and influence the followership of others. You will learn the 12 Dimensions of leadership that give direction and focus to any leadership situation.</p>	<p>Half or full day</p>
43. TRAIN-THE-TRAINER SKILLS & TECHNIQUES	<p>This course will help you (a) understand what motivates you and others to learn, (b) identify your own and others primary approach to learning, (c) how to comprehend the learning needs of others, and (d) how to better respond to various learning styles. Practical concepts in adult learning theory provide the necessary background to become an effective trainer. This workshop shows how to create a positive classroom atmosphere and how to effectively use role plays, videos, and visual aids to increase learning and retention. The intrinsic value of icebreakers, humor, cross discussion, case studies, and “hands-on” group and solo exercises is also discussed. Finally, tips and techniques to team-teach provide practical, useful information for the professional and future trainer. We also teach various interactive learning activities to serve different learners and training objectives; including a module with actual activities such as FishBowl, Jeopardy Game, Icebreakers, Review Activities, etc.</p>	<p>1 - 3 days <i>(two day format includes additional practice and specific techniques for flawless delivery)</i></p>
44. MEMORY SKILLS	<p>In business, as well as in our personal lives, a great memory is a huge advantage. Knowledge is power...but only if you can remember it! Unleash your natural memory abilities. Learn a customized memory program to recall names and other important business information instantly. Understand the basic principles underlying memory training and how to use a trained memory to improve job performance. Exercise with mental gymnastics to increase your mind's capabilities and make a super memory a life long habit.</p>	<p>Half or full day</p>

45. MICROSOFT OUTLOOK PRODUCTIVITY	<p>Ten years ago the average computer user spent most of his or her time using a productivity application such as Microsoft Word or Microsoft Excel. In the ensuing decade, users have become more sophisticated, network implementations have become the rule rather than the exception, and collaboration has become a key facet of a successful business strategy. Perhaps the most significant change of all has been the explosive growth of the Internet. All these factors have led to a subtle but significant shift in the way people work. Today, most users of Microsoft Office spend a majority of their time in Microsoft Outlook. That change alone signifies a shift toward information management as an increasingly important everyday task. Getting a handle on daily information management can be critical to your productivity, success, and sanity.</p>	<p>Half, 1, or 2 days (depending on learning objectives)</p>
SALES DEVELOPMENT		
46. CUSTOMER ORIENTED SELLING	<p>Teaches a consultative process for developing understanding and agreement between the customer and your salespeople throughout the sales process. <i>(Available in English, Japanese, and Spanish)</i></p>	<p>2 days</p>
47. COACHING FOR SALES RESULTS	<p>Designed for new or experienced sales managers whether in a field sales or telephone sales environment. This workshop teaches the essentials of coaching for improved sales performance.</p>	<p>1 day</p>
48. TELEPHONE PROSPECTING & QUALIFYING	<p>Teaches sales representatives why and how to prospect and qualify over the phone. Techniques for handling special obstacles, getting through a screener. The course also fine tunes communication skills.</p>	<p>1 day</p>
49. ACCOUNT STRATEGY	<p>Account Strategy is a new, advanced training program to give your salespeople an edge in meeting the challenges of major account selling. Using a straightforward, practical process, they work quickly through complex selling issues. The result--salespeople leave the program able to develop major accounts more effectively--leveraging strengths, maximizing opportunities, facing competition, avoiding costly mistakes, and emphasizing long-term account relationships.</p>	<p>2 days</p>
50. EVERYTHING DISC SALES	<p>The most in-depth, easily customizable DiSC-based sales-training solution available! Everything DiSC Sales increases sales effectiveness using the power of DiSC. Salespeople learn to communicate better and improve their sales relationships by understanding their DiSC sales style, identifying and understanding their customer's DiSC buying styles, & adapting their DiSC sales style to meet their customer's needs.</p>	<p>Half, one, or two days</p>
51. MAKING THE SALE--RETAIL	<p>This intensive workshop gives retail sales people the skills they need to make each customer contact more profitable by improving essential sales communication skills: listening, observing, questioning, verifying, and explaining. Sales representatives learn the dynamics of a sales encounter by participating in an extensive sales practice session allowing them to polish and internalize their new skills.</p>	<p>1 day</p>
52. BEHAVIORAL SELLING STYLES	<p>The person who can effectively read, adapt and respond to another person will add to his/her interpersonal relations skills and grow as a salesperson and as a manager. This module will identify the different personality types salespeople encounter, and how to best interact with these people.</p>	<p>Half or full day</p>

53. ESTABLISHING CREDIBILITY & TRUST – ACTIVE LISTENING	Participants will learn a proven method for building credibility, trust and rapport quickly with high-level decision makers and executives. Customers prefer buying from people whom they trust and feel comfortable with. This module will teach salespeople how to build trust and rapport deliberately. It will help them shorten the sales cycle in opening new accounts.	Half or full day
54. PROSPECTING AT HIGH LEVELS – SELLING THE APPOINTMENT	This module will help salespeople increase their market share, sales volume, and income by showing them how to prospect and sell the appointment at target accounts. The key elements of who to call, what to say to create interest, and how to gain commitments to sell deeply into an organization at multiple levels will be thoroughly examined.	Half or full day
55. CUSTOMER FOCUSED SALES INTERVIEWS - DISCOVERING YOUR PROSPECT'S NEEDS & WANTS	This module will structure competitive selling. It will show how to establish credibility, qualify faster, and to save time selling to a new account or increasing business at existing accounts.	Half or full day
56. CUSTOMER FOCUSED PRESENTATIONS – CRAFTING UNIQUE SOLUTIONS	Participants will understand how to use customer focused benefit statements in all of their presentations and proposals. This workshop helps new and experienced salespeople to create relationship-based sales, meet sales goals, and reduce direct sales costs by increasing sales call effectiveness. A skilled salesperson's best skill is the ability to read other people. You will gain the results you want and retain the customer as a long-term business partner.	Half or full day
57. EXECUTIVE BRIDGING - TEAM SELLING	Participants will learn how to build and use a team selling approach to successfully create high-level "value added" relationships that improve profit margins and keep out competition. Armed with this knowledge, they can effectively participate within their sales team to help shorten the sales cycle on large opportunities, and exceed the reseller's or customer's expectations.	Half or full day
58. OVERCOMING OBJECTIONS	This module will help participants to develop resistance free techniques for changing their prospect's and customer's mind. To help their customer and prospect justify that buying from their company is a sound business decision.	Half or full day
59. WIN/WIN NEGOTIATION BASICS	Both sides must come out winners for a sales negotiation to be successful. Salespeople will learn why this is important and how to accomplish it through proven techniques.	Half or full day
60. TERRITORY AND ACCOUNT MANAGEMENT	Salespeople will analyze their current territory management skills to uncover immediate areas of improvement. They will analyze which accounts are consuming their time, if these accounts are profitable, and if this is the best utilization of their time. If changes are needed, participants will learn what changes to make to be more effective.	Half or full day
61. TIME & PRIORITY MANAGEMENT	Participants will analyze their current time management skills to uncover immediate areas of improvement. They will learn a proven method of time management that shows them what they can do to maximize their time.	Half or full day
62. GAINING COMMITMENTS TO ACTION / CLOSING	To teach participants an arsenal of techniques for gaining commitment from a prospect/customer to advance the sale. This will include closing the sale, but will also focus on closing the "little sales" necessary to eventually get the order.	Half or full day

	CUSTOMER SERVICE	
63. S.T.A.R. CUSTOMER SERVICE	Your service employees will learn the process and skills they need to provide customers with Positive Memorable Experiences. The clear, practical, four-step STAR Service Process, coupled with the communication skills taught in the workshop, help your employees not only to transform negative and neutral customer experiences to positive and memorable transactions but also to reaffirm and enhance long-term relationships, the foundation of business success.	Half day
64. WINNING THROUGH CUSTOMER SERVICE	The customer may not always be right--but they ARE the customer. How to build customer goodwill and handle customer problems and complaints effectively. You will develop greater customer professionalism--learn how to manage customer anger, how to negotiate conflicts while nurturing the long-term relationship. This workshop trains your sales and service personnel to present a professional image and to communicate effectively in everyday customer service transactions, as well as in difficult situations.	Half day, full day, or 3 half days
65. TELEPHONE CUSTOMER SERVICE SKILLS	Telephone skills will help you build strong professional telephone communication skills to produce a natural, friendly, professional tone from the initial "hello" to the final "goodbye".	Half or full day
66. 5 VALUES OF GREAT CUSTOMER SERVICE	The 5 Values of GREAT Customer Service presents a values-based training approach to meeting this challenge. The video component, when taken together with the exercises and activities in the facilitation guide, offers a comprehensive approach to developing customer service relationships built on a foundation of respect.	2-4 hours
	SUPERVISORY SKILLS	
67. LEADERSHIP VS. MANAGEMENT	Managers will gain an understanding of the differences between leading and managing. Different leadership styles will be examined so participants can enhance their personal leadership style.	Half day
68. CREATING THE RIGHT MOTIVATIONAL CLIMATE	Helps your people to become self-motivated, and helps you to know what will motivate certain people. Makes it easier for superiors and associates to work with you. Helps speed up the development and reduce the turnover of your 'high potential' people.	Half day
69. SETTING GOALS & COMMUNICATING EXPECTATIONS	Reduces the frustration and disappointments that occur when people do not do as expected. Helps to improve the interpersonal climate of you and your associates. Reduces the need for confronting when things do not go as expected.	Half day
70. DEVELOPING YOUR PEOPLE	Accelerates the development of your most promising people. Help you develop an action plan for your below average performers. Uses a scientific approach in dealing with your people, your associates, and your superiors.	Half day
71. COACHING YOUR PEOPLE	Managers will learn a coaching method designed to accomplish the desired activities and ultimately the results required of their people.	Half day
72. MANAGING PERFORMANCE DISCUSSIONS	This course enables a manager to plan and carry out a discussion with an employee when that employee's performance needs to improve. Key communication skills are addressed, as well as a step-by-step outline for conducting the discussion in a way that respects the individual, and encourages him or her to take responsibility for improving performance.	Half day

73. BEHAVIORAL INTERVIEWING	Participants will learn how to identify the skills needed for any position, learn a questioning approach which will help you determine a candidate's abilities based on past performance, understand key steps to take in each phase of the interviewing cycle, understand how to conduct a fair and legal interview, practice using an effective behavioral interviewing process.	Half day
74. CONFRONTING CONSTRUCTIVELY	Uses caring confrontation rather than threatening confrontation to describe and correct inappropriate actions instead of accusing, criticizing, or manipulating.	Half day
75. COACHING FOR SALES MANAGERS	Sales managers will learn how to increase sales productivity, open new accounts, develop a winning team spirit and establish the sales manager as the local "expert" in Customer Focused Selling.	Half day
76. ENERGIZE AND MOTIVATE YOUR TEAM	The engine that drives an organization's success is its people. Do your people feel motivated and energized? Do your managers know how to create an energizing work climate? Motivated employees strive to find the best way to perform their jobs, they enjoy their jobs and are more pleasant to be around and they are interested in producing high-quality products or services. This workshop focuses on practical steps and skills that managers can use to improve their workplace climate so their team members feel energized and motivated.	1 day
77. SUPERVISORY COMMUNICATION EFFECTIVENESS	As the "person in the middle" of the communication flow, the supervisor is responsible for delivering clear messages targeted to the specific needs of diverse groups including employees, upper management, peer supervisors, customers and vendors. Participants will learn a communication effectiveness model including listening, verbal and non-verbal skills.	Half day
78. MEETING SKILLS & TECHNIQUES	This workshop offers a framework for meeting discussion that fosters collaborative thinking. The cost of a poorly run meeting is astronomical. We have all experienced time-wasting meetings, where ideas are dismissed and where the topic gets lost in the debate. Our meeting techniques result in the collaborative exploration of any topic or issue and result in concrete, actionable steps.	One day
79. REWARDS & RECOGNITION	Learn the important skill of recognition and reward whether you are a team leader or a teammate. How to present a personal thank you, how to praise publicly, and how to provide low-or no-cost recognition is taught in this workshop. Film vignettes show you how to do it and then skill practice follows.	Half or full day
80. LEADERSHIP TEAM BUILDING	Learn your strengths and developmental areas plus how your communication style impacts others—especially those whom report to you. A leader's best trick of the trade is the ability to read other people and to use that information to situationally motivate them to do their very best. You will gain the results you want and the loyalty and enthusiasm of each member of your organization through improved communication.	One day
81. DETERMINING DISCHARGE DECISIONS	This workshop teaches a step-by-step method to prepare for the discharge decision and for conducting the discharge meeting. This workshop is customized with your policies, procedures, and forms.	Half or full day
82. WORK EXPECTATIONS	Employees dissatisfied? This workshop helps people identify and explore their expectations in a variety of workplace situations—the key to worker satisfaction is knowing what you expect and exerting	Half or full day

	responsible efforts at getting more of it.	
83. POSITIVE COACHING FOR SUPERVISORS	Participants receive feedback on their coaching strengths and then practice skills in simulated work place situations.	Half or full day
84. RESOLVING ARGUMENTS	In this workshop, participants will learn the different types of conflict resolution styles, why a conflict exists and strategies for resolving conflicts.	Half or full day
85. RESULTS ORIENTED PERFORMANCE APPRAISALS	The program provides a step-by-step approach for conducting the appraisal discussion. Your company policy, appraisal forms and criteria for measuring performance are incorporated.	Half or full day
86. POSITIVE DISCIPLINARY PRACTICES	This workshop focuses on two areas of discipline: correcting the performance problem and maintaining the relationship.	Half or full day
	TEAM OR GROUP SKILLS	
87. FISH—CREATE A MOTIVATING WORKPLACE FOR YOURSELF	Seattle's World Famous Pike Place Fish Market is an otherwise ordinary fish market that's extraordinarily successful. Work is hard and hours are long—yet these employees make a personal choice to bring amazing passion, playfulness, commitment and a positive attitude to work <i>every day</i> . The workshop <i>FISH!</i> is the process of becoming a team who discovers they have the power to create and communicate the workplace of their dreams. And they do!	Half or full day
88. CONFLICT RESOLUTION	In this workshop participants will learn the different types of conflict resolution styles, why conflicts exist and strategies for resolving conflicts. A collaborative discussion model will be practiced during the workshop utilizing typical on-the-job conflict situations. This workshop course provides insight into your behavioral style and explains how adjusting your style to fit different situations can enhance your personal effectiveness. Developing the ability to treat others the way they would like to be treated increases your performance in every aspect of life.	Half or full day
89. TEAM DIMENSIONS THROUGH INNOVATION	As team members work together toward a common goal, individuals still must play their individual roles in the process. As organizations rely more and more on teams to innovate, problem solve, produce, and compete at the speed of change, understanding and capitalizing on individual approaches to group processes is the bottom line on creating high performance teams. Learning how to appreciate each other's special work-related strengths and talents comes next.	Half or full day
90. BUILDING PRODUCTIVE RELATIONSHIPS—ANGER MANAGEMENT	This workshop will help you better understand yourself and others. You will gain essential insight into your own anger habits, learn how faulty thinking accounts for up to 90% of your anger feelings, increase your understanding of behavior, and learn how and why we affect each other as we do.	Half or full day
91. LISTENING FOR EFFECTIVE COMMUNICATION	Have you ever wondered why you are able to listen more attentively to some people, but not others? Why is it harder or easier to concentrate in some settings? Participants will learn five listening approaches and how to become active, purposeful listeners in a wide variety of situations.	Half or full day
92. TRANSITIONING THROUGH CHANGE	This workshop will help you and your teammates understand and embrace change, to see a situation accurately, to put things in perspective while you choose your next steps. By understanding	Half or full day

	the transition journey, you will learn how to quickly regain control, maintain high productivity, avoid symptoms of future shock, how to rebound from the demands of change, and how to focus increased energy on the change "opportunities".	
93. STRATEGIES FOR MANAGING YOUR TIME	The drive to find creative ways to achieve goals, pay attention to multiple efforts, and respond quickly to customer needs is even more intense in today's less structured, information-driven workplace. This workshop will help you manage your time and life--it will help you achieve improved, overall life productivity.	Half or full day
94. UNDERSTANDING AND SHARING LEADERSHIP	Leadership is no longer seen as one defining role atop the business pyramid. Today, leaders come in both formal and informal varieties. This workshop will guide the learner in their discovery of how they naturally lead and influence the followership of others. You will learn the 12 Dimensions of leadership that give direction and focus to any leadership situation.	Half or full day
95. COPING AND STRESS REDUCTION	To avoid the peaks and valleys created by high stress and burnout, participants learn how to balance the urgent demands of work and personal life without sacrificing either. Learners gain insight into various stress areas (<i>work, personal, family, relationship, etc.</i>) and the coping resources that are available to help.	Half or full day
96. VALUES, ATTITUDES, AND BEHAVIOR	Participants will learn how those with differing values can get along and work together, how to recognize personal values in the daily actions of others, and how values change over time. This workshop will help to open new lines of communication and create stronger, more cooperative relationships.	Half or full day
97. DYNAMIC COMMUNICATION	The Dynamic Communication seminar stresses application in visual terms everyone can understand and apply. This seminar will result in building long lasting relationships that will continue to grow.	Half or full day
98. YOUR ATTITUDE IS SHOWING	Often people lack the words to articulate why they do the things they do, or why they feel the way they feel. This seminar raises the awareness of one's attitude and values and empowers them to a more satisfying lifestyle. This seminar is the path to great communication.	Half or full day
99. EXPLORING DIFFERENCES WITHIN TEAMS	Working successfully with others who do not share the same background, beliefs or traditions is at best difficult. Before we can grow this ability, we need help in assessing our own behavior toward people who are different from us, and then understand the benefits of changing.	Half or full day
100. CROSS FUNCTIONAL TRAINING	Knowledge sharing is becoming increasingly important in our information-driven workplace. This workshop will help you understand (a) what motivates you to learn, (b) identify your personal learning approach, (c) how to better communicate your learning needs, and (d) how to access more effective learning resources.	Half or full day
101. DEVELOPING EMOTIONAL INTELLIGENCE	The foundation of personal and professional success lies in understanding yourself and others. One must learn how to recognize and realize the impact of personal behavior on the people around you. This workshop helps individuals get along better, even with "difficult" people. Emotional Intelligence... develops the personal and interpersonal competencies essential for success. You will learn people reading skills and adaptability... how to manage your behavior and communication style to create a work environment more conducive to success.	Half or full day

	WRITING SKILLS	
102. EFFECTIVE BUSINESS WRITING	This workshop focuses on the steps required to plan, develop and deliver concise, readable, effective written business communication: letters, reports, e-mails, memorandums, instructions, manuals, etc.	Full day
103. GRAMMAR SKILLS	We present the grammar of today and beyond--easy ways to remember the road rules of grammar and focus on correcting the most common grammatical errors in business writing.	Half or full day
104. WRITING WINNING PROPOSALS	The Proposal Writing Workshop provides an easy step-by-step process to document important segments of most proposals: requirements, policies, procedures, and system descriptions, or other segments (customized for the client).	1 or 2 days
105. INSTRUCTIONAL DESIGN	Learn specific development and writing techniques to create effective, goal-oriented instruction that will provide the right training for the right people at the right time.	2 or 3 days
106. TECHNICAL WRITING SKILLS	We provide an easy step-by-step process to document policies, procedures, and system user manuals or reference guides.	1 or 2 days
	HUMAN RESOURCE TOPICS	
107. EMPLOYEE ORIENTATION	The success of new employees is often determined in their first few weeks at work. Once hired, it is essential that they clearly understand what is expected of them and what they must do to succeed. Their orientation process must go beyond explaining benefits and specific job skills. They need to understand the mission and culture of their organization and how they fit in. Can be customized.	2-3 hours
108. COMPLIANCE IS JUST THE BEGINNING	How do you make better ethical decisions at work? Just because a particular choice is legal does not make it right. Seeing legal compliance as the goal of ethics rather than the starting point can lead to poor decision making with disastrous consequences for the individuals involved and their organizations. Compliance is essential, but it's not enough.	2 hours
109. BEHAVIORAL INTERVIEWING	How do you conduct an effective interview to "get to know" the candidate and predict whether he/she will be a good match for your company? It isn't magic or wishful thinking that help you attract and hire the most qualified, productive, and personable employees. You must follow a tested, proven, documented procedure that can be enhanced and repeated time and again.	1 or 2 days

110. CAREER MANAGEMENT	<p>What makes a good company great? It's the people. The CHALLENGE is retaining and developing satisfied, committed employees. The SOLUTION is "Managing Work Expectations: Transforming Attitudes." This engaging, interactive workshop is designed for management development and organizational development because it helps your employees understand and manage their work expectations. Why? Because people who have clearly defined, well-communicated expectations have better attitudes and enjoy greater job satisfaction than people whose expectations go unspoken or unrealized.</p>	<p>Half or full day</p>
111. HR BASICS FROM A-Z	<p>This workshop provides a practical, hands-on approach to HR basics untangling the apparent complexity of laws, regulations, etc. The program is activity based so participants can immediately relate the content to their organizations. All participants will receive a helpful HR Resource Guide for easy on-the-job reference after the workshop when you really need immediate answers to urgent questions in a busy workday.</p>	<p>1 or 2 Days</p>
112. SUCCESSION PLANNING	<p>In these days of rapid change, organizations are often faced with the need to replace key management staff on a very short notice. Organizations need to ask themselves: where will the top executives of the future come from and who will be their replacements? Prior identification permits opportunities for activities to improve employee readiness to succeed in future positions and information needed to minimize the impact of unplanned vacancies that can disrupt the continuity of management. This workshop includes an overview of all aspects of succession planning in order to make educated decisions about the process in your organization.</p>	<p>1 or 2 days Three days will result in a comprehensive, ready to deploy, turn-key program.</p>
113. HR CUSTOMER SERVICE & LEADERSHIP	<p>This workshop focuses on the customer service skills needed to increase the management team's confidence in participants' abilities to handle HR issues. Attendees will increase their reputation as a credible, valuable member of the management team by understanding the language of the business, approaching people based on their preferred style, building confidence by being trustworthy and credible and being flexible to the needs of other departments.</p>	<p>1 or 2 days</p>
114. TOOLS FOR IMPLEMENTING STRATEGIC HUMAN RESOURCE MANAGEMENT	<p>This course will help HR professionals gain credibility and exposure to the strategic concepts needed to excel. Designed to provide a foundation to help HR professionals perform their increased responsibilities in strategic management, the sessions will provide participants with tools to add to their collection. Participants will not only learn how to apply several concepts in strategic management, they will also create and present a project plan. The plan will provide the structure to implement an actual on-the-job project, which can also be submitted for re-certification credit. <i>This workshop applies to the new Human Resources Certification Institute (HRCI) new re-certification requirements requiring SPHR certified individuals to have 15 of their 60 re-certification credit hours in Strategic Management.</i></p>	<p>2 days</p>
115. HR AND THE LAW (Workplace Legal Issues)	<p>A manager's perspective--this workshop has been designed to provide managers and supervisors with a basic understanding of how employment laws impact their activities.</p>	<p>Half or full day</p>

116. SEXUAL – WORK HARASSMENT	Sexual harassment at work is more than a legal issue. It is, fundamentally, a behavioral problem. This workshop takes on the behavioral challenge, arming employees and managers with the information they need to prevent sexual harassment and the tools that will help them to respond when incidents occur. Since 1991, sexual harassment complaints have increased 131%.	2-4 Hours
117. LABOR RELATIONS	Explains the key concepts of positive discipline. how to use the positive discipline approach to resolve disciplinary problems with unionized employees. How to conduct discussions regarding disciplinary problems by following the appropriate procedures. And providing thorough documentation using the specified guidelines.	Half or full day
118. HOW TO DRESS FOR SUCCESS	What does casual dress really mean? This workshop helps you navigate through the casual dress codes of today's business environment. Your communication style and your wardrobe style are the keys to building a professional image.	Half or full day
119. GEN-XERS & THE CLASH OF GENERATIONS	Generation-X workers can be powerful achievers capable of producing effective results with impressive speed--but only when properly motivated through leadership. Often saddled with misconceptions, they are not disloyal and uncommitted, but cautious investors in a world from which they expect little from big companies.	Half or full day
120. GENDER DIFFERENCES AT WORK	This workshop helps all participants understand the reasons why we react to the same situation differently. How do two sets of eyes can see very different things and why we have differing goals and ambitions?	Half or full day
121. RECRUITING AND THE POSITIVE INTERVIEW PROCESS	The workshop teaches a behavioral based interview approach based upon the philosophy of past behavior is one of the best predictors of future behavior. Learn how to discover the "real" person behind the job applicant. We can add assessments that have selection validity.	Half or full day
122. PREVENTING VIOLENCE IN THE WORKPLACE	Provides the tools you need to recognize signs and symptoms of "work rage" before it escalates to violence. We will explore the economic, societal, technical, and psychological causes of violence in the workplace.	Half or full day
123. RETAIN YOUR BEST INVESTMENT	This workshop teaches four ways in which supervisors and managers can make the difference between retaining or losing employees. We present a Hiring Model to help you hire the kind of employees who want to stay and provide practical suggestions to develop an Employee Retention Program at your organization.	Half or full day
124. E-MAIL ESSENTIALS	Organizations and individual employees are facing litigation arising out of the illegal use of their e-mail systems. Messages that employees thought had been deleted are being discovered in back-up tapes and elsewhere by high tech detectives and used as evidence in lawsuits. Productivity that is supposed to be enhanced by the speed and power of e-mail is, in many organizations, being negatively impacted as employees use their e-mail for personal communication, to run their own private businesses, to send jokes (some of which are inappropriate or offensive) to their co-workers or to "flame" those they don't like. Available in public management version, public employee version, private management version, private employee version, and network ready multimedia version.	2-3 Hours

	PRODUCTIVITY SKILLS	
125. EVERYTHING DISC WORKPLACE	Everything DiSC Workplace helps build better relationships — one relationship at a time. Everything DiSC Workplace is classroom training that uses online pre-work and engaging facilitation with contemporary video to create a personalized learning experience. Participants understand and appreciate the styles of the people they work with. The result is more effective and productive working relationships.	Half, one, or two days
126. NUMBER SKILLS	The participant will achieve a 67% increase in number accuracy and a 20% increase in speed. This course is for anyone who transfers, records, keys, or checks numbers.	5, 2-hour sessions
127. PROOFAMATICS	Delivers measurable improvement in finding errors. Participants will average 29% increase in proofreading skills from pre-test to post-test. The organization will also benefit from increased productivity and reduced costs.	5, 2-hour sessions
128. ACHIEVING COMMUNICATION EFFECTIVENESS	We usually communicate the same way in most situations. Employees will learn effective communication techniques thereby opening the door to dialogue, negotiation, and compromise. Situational appropriateness is stressed.	Half or full day
129. PROFESSIONALISM IN THE OFFICE	This course teaches the skills needed to be more professional on the job. It will emphasize the positive results when an employee possesses courtesy, work organization, time management skills, effective interpersonal communication skills, knowledge of the organizational culture, and flexibility for change.	Half or full day
130. PERSONAL BRANDING—YOU, INC.	How do you brand and market yourself when your former companies are in pieces scattered across the branding landscape? With Gen X'ers and many workplace warriors changing jobs every two years, keeping our branding identities current is Job One. Take a look at your brand: Do you know what's broken? Do you know how to fix it?	Half or full day
131. PARTICIPATIVE PROBLEM SOLVING	This workshop focuses on a logical, sequential, seven-step problem solving process. Practical tools are discussed and practiced during each of the seven-step process with company specific examples.	Half or full day
132. WHO MOVED MY CHEESE	This seminar, based on an excerpt from the NY Times Business Best Seller, <i>Who Moved My Cheese</i> is about dealing with change. "Cheese" is a metaphor for what you want to have in life--a good job, loving relationship, money, health or spiritual peace of mind. "The Maze" is where you look for what you want--the organization you work in or the family or community you live in.	Half or full day
133. CUSTOMER-FOCUSED TELEPHONE SKILLS	Are you building confidence and satisfaction with your customers through your current telephone habits? This workshop will help the learner become more aware of how to make great impressions over the phone, and how to deal with stressful, difficult situations on the phone, even when it's the most irate caller.	Half or full day

	GLOBAL CULTURAL SERIES	
134. CROSS CULTURAL COMMUNICATIONS	This program is customized for anyone, at any level, doing international and intercultural business. The one-day program includes a global overview, basics of intercultural communications, international business etiquette and protocols, and a country or regional profile. Videos and interactive exercises are included. The two-day program expands to hone practical skills and knowledge in doing business in specific cultures or regions. It also includes strategic applications for employees and executives in specific functions.	1 or 2 days
135. UNDERSTANDING BODY LANGUAGE	Body language accounts for more than 70% of the message conveyed. Our workshop is highly interactive and emphasizes that it isn't what you say, but rather, how you say it and even more importantly, what you look like when you say it.	Half or full day
136. GLOBAL MINDSET	Treat others as THEY would have you treat them. This interactive workshop is designed for employees of the companies who work in a global environment with business partners from all over the world and for the companies preparing to go to an international market.	1 day
137. GLOBAL COMMUNICATION SKILLS	National culture, values and ethics, behavior patterns and learning preferences typically affect communication styles in every country. Participants will learn what culture is and how national culture affects business and social communication habits.	1 day
138. GLOBAL BUSINESS WOMEN	Participants will learn what culture is and how national cultures affect business and social behavior. They will receive helpful checklists to get ready for an international trip, enriched by practical advice about health and safety issues when traveling abroad, how to dress and behave for respect.	1 day
139. GLOBAL ADMINISTRATIVE ASSISTANT	This interactive and highly practical workshop designed for executive assistants and secretaries who work with their Global Supervisors and might be involved in international business affairs and international traveling.	1 day
140. FOREIGN EMPLOYEES WORKING IN U.S.	This interactive workshop is designed for foreign employees who are working for an American company--to improve their understanding of American society, business culture, and value systems.	1 day

NOTE: All Workshops are CUSTOMIZED with your Specific Learning Objectives.

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