

LARIMER COUNTY
ECONOMIC AND WORKFORCE DEVELOPMENT

elevate

Leadership and Workforce Development Training

Fall 2019 Course Catalog



Elevate Training delivers professional development opportunities in Leadership and Essential People Skills for human resource professionals, managers, and employees to support thriving businesses in Larimer County.



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Larimer County Economic and Workforce Development

ELEVATE LEADERSHIP AND WORKFORCE DEVELOPMENT TRAINING

Elevate Training classes are offered in 3 professional development tracks:

1. **Workforce Management:** Core human capital foundation topics in recruiting, hiring, onboarding, and developing employees based on skills and competencies
2. **Communication and Employee Engagement:** Essential people skills in communications, workplace meetings, employee satisfaction, and employee engagement
3. **Leadership Development:** Investment in the professional growth of the organization's existing or aspiring leaders, preparing them for higher levels of responsibility

Courses are available in packages designed to meet your workforce development needs. Scheduling is done at dates, times, and locations convenient to your business.

**To custom-design your training program, contact Mike Kohler
at mkohler@larimer.org or 970.498.6658.**

Larimer County Economic and Workforce Development is an equal opportunity agency and supports Veterans priority of service. Qualified persons with disabilities can request reasonable accommodations with seven business days' notice by emailing lcewd-ada@larimer.org or calling 970.498.6600 or Relay Colorado 711. Accommodation requests will be honored when possible but may be unavailable if advance notice is not provided.

All workshop pricing is subject to change. Certain restrictions apply.



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***Available for Society for Human Resource Management professional development credits.**

ELEVATE TRAINING, SECTION 1: Workforce Management Courses

Skillful Talent Series 101: Attract the Right Talent

(available for 1.5 SHRM PDCs)

Instructor: Elevate Training Staff

Class Time: 1.5 hrs

Registration Fees: Group Rate \$55 (one-time payment for up to attendee maximum below)

Suggested Attendance Guidelines: Minimum 4, Maximum 16

It's no longer a "seller's market" for employers, as the most talented job candidates evaluate job postings that match their interests. This workshop helps employers improve their sourcing and recruitment strategies.

Learning Objectives:

- Discover overlooked talent pools and methods of attracting them
- Learn how to update job postings to attract the best candidates
- Receive tips, templates and tools that improve the recruitment process

Skillful Talent Series 102: Candidate Evaluation

(available for 1.5 SHRM PDCs)

Instructor: Elevate Training Staff

Class Time: 1.5 hrs

Registration Fees: Group Rate \$55 (one-time payment for up to attendee maximum below)

Suggested Attendance Guidelines: Minimum 4, Maximum 16

Are your applicant tracking systems too efficient? Don't screen out highly qualified candidates for the wrong reasons. This workshop focuses on skills-based screening and assessment strategies.

Learning Objectives:

- Develop criteria for identifying the "right fit" through skills-based resumes
- Explore the tools that will enhance your interviews and candidate assessment
- Learn the recipe for crafting assessments tailored to each job posting

Skillful Talent Series 103: Selection and Onboarding

(available for 1.5 SHRM PDCs)

Instructor: Elevate Training Staff

Class Time: 1.5 hrs

Registration Fees: Group Rate \$55 (one-time payment for up to attendee maximum below)

Suggested Attendance Guidelines: Minimum 4, Maximum 16

Employers and job seekers are seeking the same thing - the right fit. This workshop is designed to make a well-reasoned hiring decision and then acculturate new hires in a way that ensures they'll stay with you for the long term.

Learning Objectives:

- How to review your scoring guidelines throughout the interview process
- Checklist templates from HR experts providing onboarding, legal and administrative details
- Best practices from outstanding companies who do the best job of adding new team members

Skillful Talent Series 104: Employee Engagement and Retention

(available for 1.5 SHRM PDCs)

Instructor: Elevate Training Staff

Class Time: 1.5 hrs

Registration Fees: Group Rate \$55 (one-time payment for up to attendee maximum below)

Suggested Attendance Guidelines: Minimum 4, Maximum 16

If you're not finding the right talent, you may not be looking at the right people. Skillful training makes it easier to find, retain and develop the right employees with the right skills. In today's competitive employment marketplace, employers want all the tools they can find to identify, attract and keep superior talent.

Learning Objective:

- Safeguard your invested time and money in hiring by investing in the growth of all employees
- Greater engagement and loyalty from purpose-driven employees who value meaningful work

Skillful Talent Series: Recruitment and Hiring

(available for 3.0 SHRM PDCs - combines Skillful Talent Series 101 and 102)

Instructor: Elevate Training Staff

Class Time: 2.5-3.0 hrs

Registration Fees: Group Rate \$55 (one-time payment for up to attendee maximum below)

Suggested Attendance Guidelines: Minimum 4, Maximum 16

This Skillful seminar combines the best practices in recruitment, job posting, screening, and interviewing.

Learning Objectives:

- Candidate Sourcing – Explore untapped, high-potential talent pools that can give you a competitive edge in competing for talent
- Job Posting – Learn how to replace the “same old, same old” language and requirements with postings that attract the best candidates
- Screening and Interviewing – Freshen your approach with techniques to ensure the best qualified candidates advance in your process

Skillful Talent Series: Employee Onboarding and Retention

(available for 3.0 SHRM PDCs - combines Skillful Talent Series 103 and 104)

Instructor: Elevate Training Staff

Class Time: 2.5-3.0 hrs

Registration Fees: Group Rate \$55 (one-time payment for up to attendee maximum below)

Suggested Attendance Guidelines: Minimum 4, Maximum 16

This combined Skillful 103 and 104 seminar accents a skills-based approach to selecting, onboarding, engaging, and retaining top talent.

Learning Objectives:

- Onboarding – Once you've identified the most promising candidates, you need a ramping-up strategy to ensure their success. Onboarding is the first step toward retaining employees for the long term
- Employee Retention – To safeguard your invested time and money in hiring, invest in the growth of new people so they'll stay with you. More learning opportunities lead to greater engagement from today's purpose-driven employees. This workshop shows you how to earn their loyalty.

Define the Line: Harassment Training in the Modern Workplace

Instructor: Nikki Larchar and Tina Todd, simplyHR

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

With an increased awareness of harassment in the workplace, businesses of all sizes should review, update, or create policies and procedures to protect their organization and employees. In this presentation, we'll discuss what employers need to do if they receive a complaint, what a harassment investigation process looks like, and how to create a culture that is harassment free. This presentation is great for business owners, managers, and individuals in HR roles.

Learning Objectives:

- Understanding of policies and procedures to have in place
- How to complete an investigation
- Steps to help create a culture that is harassment free

HR Essential Documents Jeopardy!

Instructor: Nikki Larchar and Tina Todd, simplyHR

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

The #1 reason managers love having HR documents handy: They keep you out of trouble, minimize your risk, and can save you huge amounts of money! During this session, participants examine their own policies and procedures to see if they are protected from legal liability. They'll also play a lightning round of HR Jeopardy!

Learning Objectives:

- Which documents are the most important reference tools
- The forms and documents that every employer needs to know and implement in their workplace
- A streamlined way to establish and maintain good record keeping

Feedback That Sticks (Fridays only)

Instructor: Paulette Hansen, The Neenan Company

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

This experiential session gives supervisors and managers the skills to manage employee performance as an ongoing process. Participants learn the essential skills needed to set clear expectations, document key performance behaviors and results, as well as provide ongoing coaching and feedback to employees.

Learning Objectives:

- Connecting the supervisor role to employee retention and engagement
- Setting and communicating expectations from day one
- Developing documentation based on facts and observable behaviors
- Planning and delivering feedback and coaching employees toward success

Be a Leader in Inclusion and Parental Support

Instructor: Jennifer Henderson, TiLT (talent in leave technology)

Class Time: 1.5 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

Organizations struggle with consistent, organized responses to parents needing parental leave. That mismanagement often leads to a variety of other risks to both employee and employer. The TiLT solution teaches actionable, easy-to-use tools to manage parental leave to reduce productivity disruption. And you'll retain 70% of parents that would otherwise go on leave and not return.

Learning Objectives:

- To effectively respond to employees who announce they're expecting
- The most common do's and don'ts for employers to be aware of when managing parental leaves
- Plan for success before, during, and after parental leave for employees and supervisors

Career Tours to Grow Your Talent Pool

Instructor: Larimer County Economic and Workforce Development Staff

Class Time: 1.5 hours

Registration Fee: FREE OF CHARGE

Attendance Requirements: Min 4, Max 12

Learning Objectives:

- Develop a pipeline of enthusiastic employees
- Showcase the culture and services of your business to attract a stronger applicant pool
- Develop an effective tour program

Building an Internship Program to Build Your Business

Instructor: Larimer County Economic and Workforce Development Staff

Class Time: 1.5 hours

Registration Fee: FREE OF CHARGE

Attendance Requirements: Min 4, Max 12

Learning Objectives:

- Design the blueprint for building a practical internship program
- Identify positions and mentors, pursue and secure management approval, discover and address legalities, and create a plan for finding interns

Registered Apprenticeships 101

Instructor: Larimer County Economic and Workforce Development Staff

Class Time: 1.5 hours

Registration Fee: FREE OF CHARGE

Attendance Requirements: Min 4, Max 12

Learning Objectives:

- Outline the establishment of a registered apprenticeship
- Develop next steps for implementation of the apprenticeship program
- Connect your business to ideas and best practices to maximize this workforce tool

ELEVATE TRAINING, SECTION 2: Communication and Employee Engagement Courses

Meetings That Work

Instructor: Diana Hutchinson, The Trebuchet Group

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

This interactive and lively presentation will help managers and leaders understand how to create meetings that work and are enjoyed by all participants. Participants will learn how to ensure their meetings stay on-task and achieve the outcomes they need.

Learning Objectives:

- A clear understanding of how and what types of work should be done in meetings – and what shouldn't be done
- Meetings structures that work with the outcomes they are trying to achieve
- Different ways to increase attendees' involvement, while ending the meeting on-time
- A commitment to change three aspects of current meetings to achieve better results

An Introduction to Organizational Health

Instructor: Jana Sanchez, The Trebuchet Group

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

Do you know if your company is healthy? Do you know how to tell if it's not? Does it really matter one way or another? Join us for a discussion about organizational health, how do you measure it within your own company, and what do you do if you aren't as healthy as you want to be.

Learning Objectives:

- Defining organizational health and the factors that contribute to it
- Advantages of healthy organizations over other companies
- How to assess the state of health in your company
- What to do if you're not as healthy as you want to be

Engaging Your Employees as Brand Champions

Instructor: Elevate Training Staff

Class Time: 1.5 hours

Registration Fees: Group Rate \$55 (one-time payment for up to attendee maximum below)

Suggested Attendance Guidelines: Minimum 4, Maximum 16

People do business with people they like ... and trust. That's why you want your best employees to stay with you. According to the U.S. Bureau of Labor Statistics, the number one reason people leave their jobs is that they "don't feel appreciated." Numerous other studies have polled employees and found that recognition and "feeling valued" often rank above pay.

Learning Objectives:

- Simple tools and techniques for motivating employees to stay with you as a purpose-driven business
- How to shape your employee relations with easy, budget-friendly practices
- Project your business to customers as a "provider of choice" and to employees as an "employer of choice"

Talking Shop: Engaging Employees in Business Growth

Instructor: Elevate Training Staff

Class Time: 1.5 hours

Registration Fees: Group Rate \$55 (one-time payment for up to attendee maximum below)

Suggested Attendance Guidelines: Minimum 4, Maximum 16

An unlimited source of ideas for business growth is closer than you think – your team. Shared knowledge is a two-way street. Your employees want to help you improve profits. All you need to do is ask them! This workshop shows you how.

Learning Objectives:

- Easy tools for educating and exciting your people about your business plans
- Why your people are highly interested in helping you improve profits
- How to tap your employees' interests and include them in business planning and improvements

Why Your Success Depends on Creating MORE Conflict

Instructor: Jana Sanchez, The Trebuchet Group

Class Time: 2.5 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

Today, organizations must quickly find optimal solutions. It's up to leaders to create an environment where their teams can discuss conflicting ideas, values, and outcomes to uncover the best possible solutions. This can be daunting—if discussions take a confrontational turn, productivity and morale can deteriorate and lead to poor team performance. This workshop explores ways of encouraging positive, healthy, and productive conflict—allowing organizations to achieve their fullest potential.

Learning Objectives:

- An understanding of typical ways that individuals and teams deal with conflict
- What to look for that indicates a team may be stuck in false harmony
- Proven strategies for moving to and maintaining positive, healthy conflict
- A commitment to implement one change to increase productive conflict

Crisis Communication Plans: How to be Prepared for Anything

Instructor: Elevate Training Staff

Class Time: 2.0 hours

Registration Fees: Group Rate \$55 (one-time payment for up to attendee maximum below)

Suggested Attendance Guidelines: Minimum 4, Maximum 16

When do many organizations think about developing a crisis communication plan? Immediately after they've had a crisis. The best time to prepare for worst-case scenarios is right now.

Learning Objectives:

- The fundamental policies and procedures to have in place for any kind of disaster situation
- How to address loss of business ... and even loss of life
- What your entire workforce expects from leadership in a crisis and what it takes to meet those expectations

Your Brain at Work in Conversation

Instructor: Ariana Friedlander, Rosabella Consulting

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

We're all changing jobs and even changing careers with greater frequency. Are you where you thought you'd be today? Understand the neuroscience of conversation and position yourself now for where you want to be.

Learning Objectives:

- Why some leaders succeed and why some leaders fail
- How to move from an I-centric workplace to a We-centric work culture
- "6 Conversational Essentials" that help leaders successfully navigate change in their organizations

Navigating Workplace Conflict (Fridays only)

Instructor: Paulette Hansen, The Neenan Company

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

People most often avoid workplace conflict. Then resentment or resignation builds or harsh words are spoken. The outcomes are destructive, as relationships are damaged and nothing gets resolved. During this session, participants will examine their own conflict management patterns and recognize how to use constructive responses to conflict. And they'll explore a variety of conflict resolution strategies.

Learning Objectives:

- To identify patterns of predictable responses to conflict
- How to create safety in crucial conversations
- The necessary steps for effectively saying what's on your mind

Making and Securing Reliable Commitments (Fridays only)

Instructor: Paulette Hansen, Hansen Consulting

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

There is a remarkable correlation between impeccable commitments and the effectiveness of individuals and groups. An essential ingredient is clarity. Making requests and being clear about what we want and when we want it is critical to business success. Participants will learn all the components of effective workflow.

Learning Objectives:

- The elements of an effective request
- Determining conditions of satisfaction
- The only 5 responses to requests
- How to recommit when a breakdown happens through authentic complaints and apologies

ELEVATE TRAINING SECTION 3: Leadership Development Courses

Thinking Like a Leader

Instructor: Michael Clingan, The Claymore Group

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

True leadership demands critical thinking skills for “gray area” situations, the dilemmas with no cut-and-dried answers. Now you can adopt a flexible framework for "thinking like a leader." Using this framework, and with real-world examples and hands-on exercises, participants will develop a whole new perspective on leadership.

Learning Objectives:

- New approaches to team and organizational success
- The attributes of an effective and inspiring leader
- How to approach “right vs. right” decision making

The Absolute Basics of Project Management

Instructor: Michael Clingan, The Claymore Group

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

As many as 70% of projects fail to be completed in scope, on time, or within budget. To avoid this situation, everyone must understand their role in helping their organization’s projects succeed.

In today’s business environments everyone in the organization needs to understand how to help a project succeed; to be completed in scope, on time, and within budget.

Learning Objectives:

- Knowledge of the fundamentals of working in a project
- Introduction to planning and leading a project
- Sharing resources across projects

This workshop is designed for project team members at all levels and focused on improving results by providing basic frameworks and workflows for both traditional (PMBOK) and Agile project approaches.

ABCs and 123s of Lean

Instructor: Michael Clingan, The Claymore Group

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

Every manager and owner wants to take their business to the next level. The question is “How?”

A Lean framework for focusing improvement activities will be presented - one that’s flexible enough for any business process, yet robust enough to deliver outstanding results where they’ll make the most difference. And while making one improvement stick is great, participants will also learn about creating a culture of ongoing improvement.

Learning Objectives:

- Determining the highest ROI improvements for any business
- Three immediately actionable steps to take
- How to develop a process and culture of ongoing improvement

Lead with Purpose: How to Build a Fulfilled Organization

Instructor: Zach Mercurio, author of *The Invisible Leader*

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

Research shows people who work with or for a purposeful leader are more resilient and higher-performing. They are four times more likely to be engaged, more motivated, and more fulfilled. This mind-shifting program re-defines leadership and provides clarity about what purpose is.

Learning Objectives:

- Discover or rediscover their organization’s purpose
- Learn how to build an organizational culture centered on purpose
- Learn strategies to connect people’s everyday work to the organization’s purpose to inspire individual and organizational performance

Lead with Your Strengths: A Strengths Finder Workshop

Instructor: Melissa Luna, Strategic Advancement

Class Time: 2.5 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

Many business leaders talk about working and leading from strengths instead of weaknesses, but do they really implement this philosophy? Here’s an opportunity to uncover your personal top core competencies that lead to improved productivity, enhanced communication, and increased employee retention.

Learning Objectives:

- What their greatest strengths are and how to most effectively leverage them in leadership
- How to build work teams based on complementary strengths
- The most effective methods for assigning and delegating work to employees and co-workers

The Coaching Habit: Simple Practices to Develop Team Members

Instructor: Diana Hutchinson, The Trebuchet Group

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

Do you find yourself doing a lot of the thinking for your team, and becoming a bottleneck? What if you could work less hard and have more impact?

Learning Objectives:

- To consider your role as a leader when you are not providing all the answers
- Three models to help others bring out their capabilities
- To release yourself from the role of “chief problem solver”

Lead Without Authority

Instructor: Ariana Friedlander, Rosabella Consulting

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Min 7, Max 16

Do you want to create positive change at work or in your community, but aren't in a position of authority? This introductory workshop is for anyone that sees opportunities for making improvements yet struggles to have the impact you desire. You are in a better position to influence change than you realize. It's just a matter of developing your leadership abilities.

Learning Objectives:

- Develop your capacity to lead
- Learn the core principles for managing change
- Leave with tools and resources to get started

Building Workplace Trust Intentionally (Fridays only)

Instructor: Paulette Hansen, The Neenan Company

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

Trust is the one thing that can destroy careers and organizations. On the other hand, trust has the potential to create incredible success and prosperity. It builds influence. Trust is a function of character and competence. It is doing the right thing for the right reasons and bringing excellence to your work. Participants will learn deliberate actions that build or rebuild trust through competence and character in the workplace.

Learning Objectives:

- The basics of intent, integrity, results and capabilities
- Behaviors that create trust
- Specific ways to build and rebuild trust

Great Decision-Making Starts with Self-Awareness

Instructor: Bob Nedbal, think2perform

Class Time: 2.0 hours

Registration Fee: Group Rate \$350 (one-time payment for up to attendee maximum below)

Attendance Requirements: Minimum 7, Maximum 16

Researchers estimate we make about 3,000 decisions each day. In work and all areas of life, decision-making has a bigger impact on your performance than talent and skill combined. Great decisions are a function of deep self-awareness. Unlike our IQ which we can't improve, we can, with practice, focus, and effort, improve our decision-making and our results in business and life.

Learning Objectives:

- Learn practical tools to enhance your self-awareness and decision-making
- Discover or reclarify your values and how to access them in difficult situations
- Learn strategies for effectively managing emotions and negative self-talk

A Balanced Team = High Performance (primarily for work teams)

Instructor: Elevate Training Staff

Class Time: 2.0 - 3.0 hours

Registration Fee: Group \$75, plus \$15 per team member for Individual Profiles

Attendance Requirements: Minimum 5, Max 16

The right fit. Everybody's looking for it, both employers and job seekers. But what do we mean by "the right fit?" Do we want a team of people who are "just like us?" We should hope not! The key to achieving high performance is BALANCE. In a high-performing team, followership is as essential as leadership. This workshop shares tools and tips for leaders who wish to build a well-balanced team and team members who want to be part of one.

Learning Objectives:

- See your group's personality as a whole and identify tendencies
- Visualize how the individual team members fit in with the group in general
- Learn how individual differences combine to be team strengths