VITAL LEARNING'S ESSENTIAL SKILLS SERIES

The TEAM Approach offers proven, flexible and affordable programs to promote and sustain healthy organizations.

For example, Vital Learning's Leadership Essentials Skills series courses provide team leaders with foundational and interpersonal skills to improve communication, enhance employee motivation and increase employee engagement.

5. Close

4. Agree

3. Seek/Share

2. Clarify

1. Open

Leadership

Communication

COURSE OVERVIEW MATRIX

FOUNDATIONAL SKILLS COURSES

COURSE NAME	OBJECTIVES	SKILL POINTS
Essential Skills of Communicating *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom:* Approx. 4 hours *Online:* 1½ to 2 hours (8 modules)	• Utilize an empowering and dynamic communication process to increase team members' motivation and commitment. • Construct and express clear and concise messages in both written and spoken communication. • Deliver messages that address the interests of the listener. • Make verbal and nonverbal communication congruent to reinforce the intent of messages. • Use *Reflecting, Probing, Supporting, Advising* to demonstrate active listening to others. • Provide the rationale for your feedback, whether to reinforce or improve performance.	• Craft Clear and Concise Messages • Deliver Messages Designed for the Team Member • Manage Nonverbal Behaviors • Listen to Communicate
Essential Skills of Leadership *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom:* Approx. 4 hours *Online:* 1½ to 2 hours (7 modules)	• Achieve specific leadership tasks by deploying a problem-solving discussion method to lead meetings and empower others. • Acknowledge contributions, results and accomplishments to enhance self-esteem. • Base discussions about performance and work habits on behavior rather than on personalities and attitudes. • Involve team members in goal setting, problem-solving and decision-making. • Deploy meeting management skills to meet the goals of the meeting in the available time.	• Maintain or Enhance Team Member Self-Esteem • Focus on Behavior • Encourage Team Member Participation • Lead Effective Meetings

(c) Classroom   (o) Online   (b) Blended   (m) Mobile   (r) Reinforcement

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INTERPERSONAL COURSES

COURSE NAME	OBJECTIVES	SKILL POINTS
Coaching Job Skills *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom: Approx. 4 hours* *Online: 1 to 1½ hours (6 modules)*	• Identify team member performance issues. • Determine when to train new skills and when to coach existing skills. • Address team member performance issues quickly to improve individual performance and increase individual and team productivity. • Prepare for a coaching session by using observation and analysis to build a plan for a successful dialog. • Use the *Training New Skills* and *Coaching Existing Skills* Skill Points to plan and conduct a meeting with your team member.	*Training New Skills:* 1. **Open:** Briefly describe the new task to be learned. 2. **Clarify:** Identify any prior experience the team member may have to assist in learning. 3. **Seek/Share:** Explain and demonstrate the task, step-by-step. 4. **Agree:** Have the team member demonstrate the task and provide feedback. 5. **Close:** Express your confidence in the team member's ability to perform the new task. *Coaching Existing Skills:* 1. **Open:** Briefly describe the team member's performance problem. 2. **Clarify:** Ask for the team member's help in solving the performance problem. 3. **Seek/Share:** Discuss the causes of the problem and seek solutions. 4. **Agree:** Agree on specific actions to improve performance. 5. **Close:** Express your confidence in the team member's ability to solve the performance problem.

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COURSE NAME	OBJECTIVES	SKILL POINTS
Communicating Up *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom: Approx. 4 hours* *Online: 1 to 1½ hours (5 modules)*	• Identify the medium, frequency and amount of detail needed to successfully communicate with your manager. • Craft your communication with your manager to address his/her interests and fit his/her communication style. • Come prepared for the meeting with a clearly stated objective, answers to anticipated questions and potential solutions. • Support your objective with facts. • Use the *Communicating Up* Skill Points to plan and conduct a meeting with your manager.	1. **Open:** State your objective in a style and format preferred by your manager. 2. **Clarify:** Detail your objective and support it with facts. 3. **Seek/Share:** Anticipate your manager's questions and have answers prepared. 4. **Agree:** Provide potential solutions for your manager to consider. 5. **Close:** Summarize and confirm the next steps.
Delegating *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom: Approx. 4 hours* *Online: 1 to 1½ hours (5 modules)*	• Understand the role of delegation in time management, resource utilization, job satisfaction and overall team productivity. • Use the delegation process to determine which tasks to delegate to team members. • Use the delegation process to decide the best team member to assign the delegated task. • Establish the team member's responsibility and authority for the delegated task, creating a framework for accountability and personal growth. • Use the *Delegating* Skill Points to plan and conduct a meeting with your team member.	1. **Open:** Explain what you would like the team member to do and why. 2. **Clarify**: Detail the responsibility and the specific tasks required. 3. **Seek/Share**: Discuss the team member's thoughts about the task and identify potential barriers or issues. 4. **Agree**: Establish a plan for the team member to assume responsibility for the task. 5. **Close**: Express your confidence in the team member's ability to succeed with their new responsibility.

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COURSE NAME	OBJECTIVES	SKILL POINTS
Developing Performance Goals and Standards *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom: Approx. 4 hours* *Online: 1 to 1½ hours (5 modules)*	• Collaborate with the team member to create performance standards that align with the team's goals and the organization's strategic objectives. • Identify and set performance standards that are S.M.A.R.T. (specific, measurable, attainable, results-oriented and time-framed). • Use concrete, active language in creating performance standards. • Monitor team members' progress toward their goals by holding individual review meetings. • Use the *Developing Performance Goals and Standards* Skill Points to plan and conduct a meeting with your team member.	1. **Open:** Explain the importance of setting performance goals that align with the organization's goals. 2. **Clarify**: Review the team member's goals and ask the team member for ideas. 3. **Seek/Share**: Discuss what the performance standards should be for each of the goals. 4. **Agree**: Agree on performance standards that are S.M.A.R.T.-based. 5. **Close**: Express your confidence in the team member's ability to achieve their performance goals and standards.
Effective Discipline *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom: Approx. 4 hours* *Online: 1 to 1½ hours (6 modules)*	• Take disciplinary action when a performance issue or work habit issue remains unresolved after previous discussions. • Follow a progressive disciplinary path that is consistent with your organization's policies. • Document and communicate the performance problem specifically, objectively and factually. • Respond with empathy to team member reactions to maintain team member self-esteem. • Ensure the team member takes ownership of the performance problem and takes responsibility for solving the problem. • Use the *Effective Discipline* Skill Points to plan and conduct a meeting with your team member.	1. **Open:** Explain the performance problem and why it concerns you. 2. **Clarify**: Ask the team member why the performance problem is occurring. 3. **Seek/Share**: Ask the team member for ways to permanently solve the problem. 4. **Agree**: Explain the disciplinary actions the team leader must take. 5. **Close**: Set a follow up meeting to check on progress.

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Improving Work Habits *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom: Approx. 4 hours* *Online: 1 to 1½ hours (7 modules)*	• Understand that unsatisfactory work habits must be dealt with quickly before requiring disciplinary action. • Distinguish between a team member performance issue and a poor work habit. • Describe the team member's poor work habit objectively and factually to address the issue collaboratively and avoid personal attacks. • Ensure the team member takes ownership of the poor work habit and takes responsibility for solving the issue. • Respond with empathy to team member reactions and concerns to maintain team member self-esteem. • Use the *Improving Work Habits* Skill Points to plan and conduct a meeting with your team member.	1. **Open:** Explain the observed work habit and why it concerns you. 2. **Clarify**: Ask the team member why the work habit is occurring. 3. **Seek/Share**: Ask the team member for ways to solve the issue. 4. **Agree**: Agree on the actions the team member must take to solve the issue. 5. **Close**: Set a follow up meeting to check on progress.
Managing Complaints *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom: Approx. 4 hours* *Online: 1 to 1½ hours (5 modules)*	• Recognize that all team member complaints must be dealt with, rather than ignored or dismissed. • Identify the potential underlying issues of the complaint to determine the reasons or causes for the complaint. • Determine and address the underlying issues of the complaint to resolve the problem. • Use active listening skills to maintain control, verify understanding and determine the facts of the situation. • Use the *Managing Complaints* Skill Points to plan and conduct a meeting with your team member.	1. **Open:** Ask the team member to detail the complaint. 2. **Clarify**: Ask questions to gather all available details. 3. **Seek/Share**: Summarize the complaint to demonstrate your understanding. 4. **Agree**: Agree on appropriate actions to solve the complaint. 5. **Close**: Express your appreciation to the team member for bringing the complaint forward.

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Providing Performance Feedback *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom: Approx. 4 hours* *Online: 1 to 1½ hours (6 modules)*	• Identify when to provide performance feedback to the team member. • Use observable behaviors, facts and data to support your performance feedback. • Provide S.M.A.R.T. performance feedback (specific, measurable, attainable, results-oriented and time-framed). • Use positive feedback to motivate team members. • Involve the team member in the evaluation and discussion of his/her performance. • Use the *Providing Performance Feedback* Skill Points to plan and conduct a meeting with your team member.	1. **Open:** Explain the purpose and importance of the performance review. 2. **Clarify**: Ask for the team member's evaluation of performance. 3. **Seek/Share**: Ask the team member for ways to improve performance. 4. **Agree**: Agree on the actions the team member must take to improve performance. 5. **Close**: Set a follow up meeting to check on progress.
Resolving Conflicts *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom: Approx. 4 hours* *Online: 1 to 1½ hours (6 modules)*	• Understand the impact that unresolved conflicts have on work, team members and the organization. • Identify the four phases of conflict and understand the appropriate time to intervene. • Distinguish between work-related and people-related conflict to determine how to best handle the conflict. • Establish a collaborative conflict resolution process to encourage team member collaboration in conflict situations. • Use the *Resolving Conflicts* Skill Points to plan and conduct a meeting with two or more team members.	1. **Open:** Provide an overview of the conflict and why it needs to be resolved. 2. **Clarify:** Ask each team member about the reasons for the conflict. 3. **Seek/Share**: Review each issue one by one and ask the team members to suggest solutions. 4. **Agree**: Agree on specific steps to resolve the conflict. 5. **Close**: Express your confidence in the team members' ability to resolve the conflict.

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Supporting Change *Delivery Method Options:* (c) (o) (b) (m) (r) *Classroom: Approx. 4 hours* *Online: 1 to 1½ hours (5 modules)*	• Understand the phases of change and what to expect in each phase. • Identify the common reactions to change and strategies to best handle each type of reaction. • Involve team members in the change initiative by promoting their understanding and ownership of the change and its benefits. • Ensure that you have addressed team member concerns, questions and reactions to change. • Use the *Supporting Change* Skill Points to plan and conduct a meeting with your team member.	1. **Open:** Provide background and information about the change. 2. **Clarify:** Detail how the change will affect the team member. 3. **Seek/Share:** Solicit questions, concerns, and reactions to the change. 4. **Agree:** Agree on support and resources required to implement the change. 5. **Close:** Summarize and express appreciation for the team member's help to support the change.

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For purchasing information:

The Team Approach
2174 Old Philadelphia Pike
Lancaster PA 17602

800-864-4911
717-672-0425

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