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LEADERSHIP DEVELOPMENT CURRICULUM

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EQ EVERY DAY

Are you looking for ways to better manage your reactions, understand more about why people behave the way they do, and improve your day-to-day life by understanding and developing your emotional intelligence? If you are new to the field of emotional intelligence (EI), this course is just the ticket. Explore the basics of EI, how it affects every aspect of your life, and learn strategies for becoming more emotionally effective. You'll love this course's straightforward approach to EI, and it serves as a great starting point to then go on and take other courses.

In this course, we explore the following areas:

- Understand the basics of Emotional Intelligence and how it impacts your day to day behaviour.
- Explore 4 Core Principles of Emotional Intelligence that affect how we experience and interact with others.
- Identify 5 specific areas of Emotional Intelligence that you can understand and use to become more effective in every area of your life.
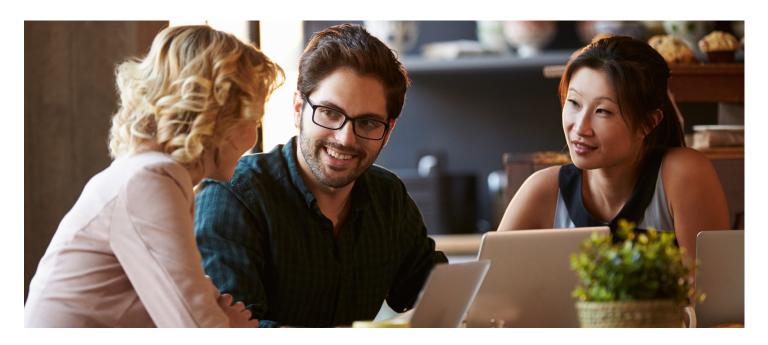- Learn and apply strategies for developing your emotional intelligence.

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THE LEADERS GUIDE TO EMOTIONAL INTELLIGENCE

The Leader's Guide to Emotional Intelligence helps anyone in a leadership role to better understand the role that EI plays in day-to-day effectiveness. As well as helping the learner explore emotional intelligence in general, it focuses on creating an actionable development using our EQ 1-2-3© development process.

Developing your emotional intelligence can help you:

- Manage and reduce negative self-talk.
- Understand how to leverage your assertiveness for best results.
- Appreciate the perspectives of others more fully.
- Make better decisions
- Reduce the impact of stress on your leadership
- And much more.

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EQ APPLIED

If you are a formal leader, or about to become one, then this course is for you. Designed for leaders who already have a good understanding of emotional intelligence, this course dives deeper into the connections between effective leadership and EQ. Focusing on specific areas of emotional intelligence related to transformational leadership, and chock full of suggestions, tips, and tools, this course can help you to further develop your own EQ, as well as supporting others to understand and apply theirs.

For leader's who already have a strong understanding of emotional intelligence, and awareness of the EQ-i Model, the EQ Applied course takes a leader specific view of EI and connects it to key areas of leadership potential, including derailing behaviours. We also explore the role that EI plays in everyday common leadership opportunities and challenges.

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Fundamentals of Communicating Effectively

Effective communication is one of the cornerstone skills of being a great leader. Being able to communicate with clarity in ways that resonate with team members and foster positive relationships is critical. It is not enough to simply want to communicate effectively, there are specific components, skills and concepts that will support you to be the best communicator you can be.

In the Fundamentals of Communicating Effectively we will explore why communication is so important in all aspects of our lives and specifically in the workplace. By improving our communication skills we can improve relationships, foster clarity and understanding, impact how effective we are as leaders, and navigate conflict.

In this course we explore what communication is, including identifying different components and types of communication and conversations. We will learn about the Ladder of Inference and The Interpersonal Gap – two helpful concepts for understanding where communication often breaks down and how to prevent it.

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Fundamentals of Coaching for Results

As a team leader, how do you unleash the potential of your team members? How do you create space for them to do their best work? Coaching gives us the tools to help team members tap into their creative selves, solve problems, and take advantage of opportunities. Coaching is more than just asking good questions – it's about creating the conditions, and then supporting people to reach levels of achievement and success that they may not even realize is within them.

In the Fundamentals of Coaching for Results we explore how the concept of coaching can be utilized in the workplace to increase your effectiveness as a leader.

In this course we will explore three types of coaching, different approaches to coaching, essential skills for coaching, different elements for getting below the surface, and a simple three-step process to increase the effectiveness of your coaching interactions.

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Fundamentals of Decision Making

As human beings we make dozens or even hundreds of decisions every day. For many leaders, making decisions may be one of the key deliverables of their jobs and today's leaders are being asked to make more and more decisions every day. In this course we aim to better understand decision making so that we can ultimately become more effective at making decisions.

We will look at what can go wrong when making decisions, how to understand our own decision making approach and the factors that influence it. We will look at different styles of decision making and how cognitive biases play a significant role when making decisions. Based on this knowledge we will discuss how to reduce the impact of biases and discuss strategies for making decisions more effectively.

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Fundamentals of High Performance Teams

Good team leaders ensure that the work gets done. Great team leaders create healthy, productive, psychologically safe work environments where people do their best work and generate outstanding results. Given the choice, do people want to work for a good team leader, or a great one? The good news is that we understand a great deal about the character, attributes and skills needed to be a great team leader, and we can show you how.

Leading a team is both a challenging and rewarding proposition that involves a number of factors. In this course we discuss the following factors that impact the development of high performing teams:

- The Organizational Development Mindset
- Leader, Team, and Organizational Culture
- Common Identify and Purpose
- Clear Goals, Objectives, and Behaviour Standards
- Mutual Respect
- Trust

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Fundamentals of Leading Change

As Darwin famously opined, it's not the strongest that survive, it's those that adapt to changing circumstances. Successful organizations must constantly evolve at a time when we are surrounded by ever increasing changes in areas like technology, the social landscape, and even employer-employee relationship. Successful leaders understand the dynamics at play in these complex processes, and enable success for themselves, their teams, and the organization.

Change is a constant and consistent part of organizational life. In this course we explore a range of topics related to change including the difference between change and transition, approaches to change, change models, and the underlying psychological factors that affect people as they go through or experience change.

Our goal is to help you understand the key elements of change so you can better understand, and help your team understand, how change is implemented. This will allow you to better identify what is happening and better support your team members through the change process.

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Fundamentals of Navigating Conflict

Human beings tend to avoid conflict wherever possible. It's easier to deny and delay than it is to act and address. If you have been a leader in an organization for any amount of time, you'll know that the 'wait and hope' approach to navigating conflict is not effective. Armed with the knowledge that conflict is an expected and unavoidable part of workplace teams, we can approach conflict as something to navigate, not something that will ever be completely resolved.

In this course we define what conflict is and explore the Conflict Continuum of constructive and destructive conflict. We discuss different forces that are involved in issues, common causes of conflict, and a conflict resolution model. We identify triggers and look at how we personally react and respond to conflict. Finally we present some ideas on how to move from conflict to collaboration.

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Leadership Journaling Quickstart

Reflective practice, or journaling, is one of the most effective leadership development practices you can do, yet many leaders struggle to get started or sustain a journaling practice.

With the Leadership Journaling Quickstart Course, get daily prompts to kick start your journaling process. We'll show you how to develop you own journaling process and send you daily prompts so you can begin and sustain your own journaling practice.

The program is setup for 14 days of practice, including a morning message that links to the daily video lesson that prompts you to observe elements of your day. The evening follow-up message asks you to reflect upon what you have observed and offers an evening journaling assignment.

Although you can go at your own pace, you will notice the benefits of a regular practice if you commit to journaling every day for 14 days. We believe this will help you to develop a journaling habit that will transform your leadership in positive ways.

What you'll learn:
- How to structure your journal entries.
- Why you should use pen and paper, not type your journal.
- The importance of reflecting on both the good and the not so good of your leadership.
- How you can safely, securely, and efficiently store your journals for future reference.
- Get into the daily practice of journaling.

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LABOUR RELATIONS COURSES

Understanding Performance Management

This course addresses when to performance manage your employees and how to do so, as well as common pitfalls and barriers to good performance management. We will cover the elements of performance management as well as which steps are appropriate based on whether employee conduct is culpable or non-culpable. Probationary employees and hybrid scenarios will also be discussed.

Understanding the Disciplinary Process

This course is designed to provide Managers and HR Professionals with an understanding of the disciplinary process in the workplace. The course covers the concept of just cause, the evidence required for an employer to prove just cause, progressive discipline, the standard of unsuitability for probationary employees, as well as an overview of specific employment related offences.

Conducting Effective Investigations

This course is designed to provide Managers and HR Professionals with a structure to conduct Employee investigations in their workplace. The course covers evidence gathering, preservation and use, and concludes by bringing the investigatory process together in the most commonly used investigatory tool – the Investigatory Interview.

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Discrimination and the Duty to Accommodate

Navigating human rights can be one of the most challenging issues faced by Employers, especially as the law continues to evolve and be shaped case by case. In this course, we will guide you through the fundamentals of workplace human rights, from understanding the rights and obligations arising under the BC Human Rights Code to best practices for approaching and facilitating the duty to accommodate.

Understanding Joint Relations

This course explores two processes in the collective agreement that build an effective working relationship at all levels in an organization. We will cover what labour management committees are and why they are important and will then discuss the grievance procedure and how to handle grievances. Further understanding of these processes will be gained by looking at two case studies.

Attendance Management

This course explores the elements of Attendance Management Programs and guides managers on how to: establish (or update) a Program and understand its essential elements, establish appropriate policies and roll them out, have discussions with employees to encourage improvement in attendance levels, and navigate human rights and disciplinary situations that may emerge in the course of implementing the Program.

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