

Training & Professional Development

Classroom courses now offered in virtual format

UPDATED: JULY 2020 CATALOG



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NVTI Courses.....6

The National Veterans’ Training Institute (NVTI) seeks to improve the development and enhancement of the professional skills of JVSG funded staff and VETS staff. NVTI does not directly work with or train veterans. NVTI is mandated by law (Title 38, Sec. 4109 USC) to provide specific training to certain groups, namely veterans’ employment and training professionals, including employment service personnel, VETS and state staff, Department of Defense personnel, and others.

Professional Skills Courses.....9

Difficult situations and communication challenges in the workplace are inevitable, but the way you choose to address and solve them can evolve. These Management Concepts courses help you find new ways to think and communicate through challenges to move you and your organization beyond the status quo and achieve goals.

Leadership Courses.....15

To be successful as a leader, you must effectively motivate yourself and others to achieve optimal results. The capabilities developed in this suite of Management Concepts offerings foster the knowledge and skills necessary for leaders at all levels of the organization to successfully lead and engage others.

Supervisor Courses.....17

When looking at your peers, it’s not surprising that the common traits of the most successful supervisors include delegating appropriately and supporting their team development. Management Concepts offers courses that provide you with a foundation of core supervisory knowledge and skills to be successful in planning and assigning work, coaching and mentoring, and motivating others whether they are onsite or remote.

MANAGEMENT CONCEPTS AND NVTI



Management Concepts is a leading provider of training and professional development solutions to state and Federal employees. Management Concepts delivers programs for a wide range of clients across the United States, helping develop the people side of organizations.

The National Veterans' Training Institute (NVTI) is a U.S. Department of Labor/Veterans' Employment and Training Service funded program, administered by Management Concepts. NVTI was established in 1986 to further develop and enhance the professional skills of veterans' employment and training service providers throughout the United States. The Institute is the only one of its kind in the United States. To date 70,000+ veterans' employment and training professionals have attended NVTI training.

This catalog includes training courses and professional development solutions selected to meet the development needs of the NVTI audience.

Relevant Courses

NVTI and Management Concepts courses meet the training needs of a wide range of audiences including:

- JVSG personnel, DVOP specialists, and LVER staff
- Other State Workforce Agency staff working with veterans' employment development
- State Workforce Agency managers and supervisors
- Others working with veterans' employment issues, such as non-profit case managers, etc.

Management Concepts offers training topics relevant to those working to help veterans find jobs. Topics include:

- Relevant Legal and Regulatory Guidance
- Case Management
- Employer Outreach and Business Services
- Grants Management and Assistance
- Leadership and Management
- Professional Skills
- Project Management

Flexible Training Delivery Methods

NVTI and Management Concepts training courses can be delivered in a range of methods. Our flexibility in delivering courses allows us to find the best fit for you and your organization. We will find the right format for your learners and help preserve travel budgets. Delivery methods include:

C CLASSROOM

Collaborate with other students face-to-face in a traditional classroom session held at a training center or other physical location

S SELF-PACED

eLearning that exists without instructor guidance or feedback, participants work alone

O ONLINE COHORT

An online university model with a participant cohort and instructor support; participants work on their own time but discuss and collaborate with others (asynchronous)

V VIRTUAL

Instructors and participants take part in a live class experience from their home or office locations; the classroom is hosted in a Adobe Connect Pro to allow for discussion, group work, and an immersive experience (synchronous)

DVOP SPECIALIST SUGGESTED TRAINING PLAN



COURSE NAME	RECOMMENDED COMPLETION TIMING	DETAILS
9620: Advanced Case Management	1 year to 2 years	NVTI Classroom Course
9611: Disabled Veterans' Outreach Program (DVOP) Specialist and Local Veterans' Employment Representative (LVER) Collaboration Workshop	1 year to 2 years	NVTI Classroom Course
Interpersonal Skills: Developing Effective Relationships	18 months to 27 months	Management Concepts
Communicating Strategically	18 months to 27 months	Management Concepts
9610: Career Coaching for Special Populations	2 years to 33 months	NVTI Classroom Course
Anytime Coaching	2 years to 33 months	Management Concepts
Resolving Conflict	3 years +	Management Concepts
Critical Thinking for Problem Solving	3 years +	Management Concepts

New NVTI Classes are in development; check with your representative for additional options.

LVER STAFF SUGGESTED TRAINING PLAN



COURSE NAME	RECOMMENDED COMPLETION TIMING	DETAILS
9613: Business-Driven Workforce Solutions	1 year to 2 years	NVTI Classroom Course
9611: Disabled Veterans' Outreach Program (DVOP) Specialist and Local Veterans' Employment Representative (LVER) Collaboration Workshop	1 year to 2 years	NVTI Classroom Course
Business Writing or Briefing and Presentation Skills	18 months to 27 months	Management Concepts
Interpersonal Skills: Developing Effective Relationships	18 months to 27 months	Management Concepts
Communicating Strategically	2 years to 33 months	Management Concepts
Influencing Skills	2 years to 33 months	Management Concepts
Resolving Conflict	3 years +	Management Concepts
Critical Thinking for Problem Solving	3 years +	Management Concepts

New NVTI Classes are in development; check with your representative for additional options.

DVOP Specialist Cross-Training

Course 9639 | 1 day

Virtual Private Group Training

Disabled Veterans' Outreach Program (DVOP) specialists play a critical role in helping veterans become job ready. DVOP specialists not only work directly with veterans, but also work with partners in the American Job Centers (AJC) and other community resources to meet the veterans' needs.

This course takes a dive into the DVOP specialist's roles and responsibilities. The course focuses on the application of the roles and responsibilities of the DVOP specialist and allows the participants to practice the tasks that are imperative for DVOP specialists to effectively fulfill their roles and meet the needs of veterans.

LEARNING OBJECTIVES

Develop the skillsets that are associated with the DVOP specialist position

- Build relationships and rapport with veterans
- Evaluate the knowledge and skills of veterans to develop Individual Employment Plans (IEPs)
- Execute case management
- Collaborate with and refer veterans to outside resources when needed

COURSE TOPICS

Being a DVOP Specialist

- Disabled Veterans' Outreach Program (DVOP) Specialist Duties
- Building Relationships and Rapport with Veterans
- Evaluating Knowledge and Skills for IEPs
- Case Management
- Collaboration and Referrals

CREDITS & INFORMATION

CEU CREDITS: 0.6

COURSE FORMAT: Practical examples, class discussions, and exercises

Managing Case Management

Course 9604 | 2.5 days (Class length can be modified upon request)

Classroom Private Group Training

Managing Case Management (MCM) is intended to enhance awareness of issues and management techniques related to case management. Participants learn the basic concepts of case management (CM) and understand how to monitor and support the CM process. Participants learn various approaches to case management, conflict management, and handling legal and ethical issues. The course discusses the establishment of a network outside the office.

LEARNING OBJECTIVES

- Provide direction and guidance throughout the case management process
- Determine who should receive case management
- Provide direction to case managers confronting tough issues
- Support and direct accurate IEP documentation
- Direct the development and maintenance of the case management network and set successful goals
- Provide direction to case managers on legal and ethical issues

COURSE TOPICS

Case Management and the Law

- Introduction
- 38 USC 41
- Workforce Innovation and Opportunity Act (WIOA) of 2014
- VPL 03-14

Basics of Case Management

- Introduction
- Nine Key Concepts of Case Management
- Introduction to Caseloads
- Levels of Case Management
- Qualities of Effective Case Management Supervisors

Assessment and Open Cases

- Introduction to the Comprehensive Case Management Assessment
- Conducting Assessments
- Opening Cases
- Determining Who Should Receive Case Management

Confronting Tough Issues

- Introduction
- Assumptions When Dealing with Conflict
- Rules for Dealing with Conflict

• Conflict Strategies

Documentation

- Case Notes
- Individual Employment Plan (IEP)
- Reviewing IEPs
- Reviewing Case Managers' Caseloads

Goal Setting

- Assessment Information and Setting Goals
- Benefits of Goal-Setting
- Setting Short- and Long-Term Goals on the IEP
- Developing SMART Goals
- Developing a Case Management Network of Services and Support

Ethics and Confidentiality

- Introduction
- Ethical Decision-Making Model

Case Closure

- Analyze and Document Justification for Closure
- Bringing Cases to Closure
- Provide Information to Network

CREDITS & INFORMATION

CEU CREDITS: 1.6

COURSE FORMAT: Practical examples, class discussions, group and individual exercises, and action planning

Leadership for the Integration of Veterans' Services

Course 9603 | 2.5 days (Class length can be modified upon request)

📍 Classroom 🗣️ Private Group Training

The Leadership for Integration of Veterans Services (LIVS) course focuses on the principles of leadership and the legislation supporting veterans' programs. Participants are individuals who are responsible for the program monitoring and success of Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representatives (LVERs). Course topics include an overview of leadership and management concepts, an orientation to Veterans' Employment and Training Service (VETS) and the National Veterans' Training Institute (NVTI), Priority of Service, measurement tools, and program reporting.

LEARNING OBJECTIVES

- Describe how managers and leaders can effectively lead DVOP specialists and LVER staff
- Describe the training competencies of DVOP specialists and LVERs
- Explain the importance of familiarizing staff with the American Job Centers and Priority of Service
- Implement leadership strategies and program indicators and measurements to achieve overall program success

COURSE TOPICS

Leading DVOP Specialists and LVER Staff

- Leadership and Management
- Veterans' Employment and Training Services (VETS) Programs
- Statutorily-Mandated Roles and Responsibilities
- Feedback

Mapping and Required Training

- NVTI and Required Training Courses
- Core Training for DVOP Specialists and LVERs

Integration with American Job Centers

- Integrating Leadership and Management
- Integrating JVSG Staff with AJCs
- Implementing Priority of Service

Program Success

- Leadership to Build an Effective Team
- Performance Measures and Reporting Procedures
- Motivating Leadership

CREDITS & INFORMATION

CEU CREDITS: 1.6

COURSE FORMAT: Practical examples, class discussions, and group and individual exercises

Advanced Case Management

Course 9620 | 2.5 days (Class length can be modified upon request)

📍 Classroom 🗣️ Private Group Training

This course is designed to refresh participants on key concepts from case management (CM) training. It is advanced-level CM training focused on addressing some of the more challenging skills, including: comprehensive assessment, goal setting, developing plans, and writing effective case notes. Participants will identify problems they have experienced in professional practice, brainstorm solutions, and practice specific skills. Examples, case scenarios, small group discussions, and exercises are provided.

LEARNING OBJECTIVES

- Review key concepts of CM
- Explain the Whole Person concept and how it relates to performing assessments
- Explain the importance of case notes and identify key information that should be captured
- Describe the benefits of goal setting and the characteristics of well-developed goals
- Identify the steps for setting goals on the Individualized Development Plan (IDP)
- Explain why it is important to periodically review IDPs
- Explain the importance of developing a well-structured case management network

COURSE TOPICS

What Is Case Management?

- Three Elements of CM
- Nine Key Case Management Concepts

Conducting Assessments

- Discussion: Working with Significant Barriers to Employment (SBEs)
- Whole Person Concept

Case Notes and Documentation

Goal Setting

- Benefits of Goal Setting for the Client
- Benefits of Goal Setting for the Case Manager

Setting Short- & Long-Term Goals on the IDP

- Change Problem Statements into Goal Statements
- Brainstorm Solutions and Options; Balance Options with Reality
- Choose One or More Options
- Sequence Services and Options on the IDP and Establish Responsibility

Developing SMART Goals

- Reviewing IDPs
- Discussion: Reviewing IDPs
- Review Checklist

Introduction to the Case Management Network of Services and Support

- Networking
- Outreach
- Discussion: DVOP Outreach

CREDITS & INFORMATION

CEU CREDITS: 1.6

COURSE FORMAT: Practical examples, class discussions, group and individual exercises, and action planning

Disabled Veterans' Outreach Program (DVOP) Specialist and Local Veterans' Employment Representative (LVER) Collaboration Workshop

Course 9611 | .5 day *(Class length can be modified upon request)*

📍 Classroom 🗣️ Private Group Training

This workshop is intended to bring together LVER and DVOP specialist participants to foster greater understanding of each other's roles and challenges. Teams comprised of both LVER and DVOP specialist members will work together to develop potential solutions to scenario-based activities that will be presented in three exercises.

All team members will be expected to participate fully and to be prepared to share their results with the class during the debrief periods that will take place throughout the exercises.

COURSE TOPICS

Group Exercise 1: Exploring Conversation

- Children's Hospital (LVER and BSR Information)
- Exploring Conversation Questions
- Children's Hospital (Business Information)
- Observer Sheet for Exploring Conversation

Group Exercise 2: Sharing Conversation

- DVOP Specialist Information

Group Exercise 3: Connecting Conversation

- Key Talking Points When Talking to Hiring Decision-Makers about Individual Veterans
- Observer Sheet for Connecting Conversation

CREDITS & INFORMATION

CEU CREDITS: 0.3

COURSE FORMAT: Practical examples, class discussions, group and individual exercises, and action planning

Career Coaching for Special Populations

Course 9610 | 2.5 days *(Class length can be modified upon request)*

📍 Classroom 🗣️ Private Group Training

This course provides career coaching professionals with an in-depth understanding of how to identify the capabilities of justice-involved veterans and veterans experiencing homelessness to better assist them in the job search process or a career change. Participants will examine the needs of veterans, in particular those that may prevent veterans from being successful in a job search or career change. Participants will also discuss how to empower veterans to make informed decisions about their career trajectory. This course will equip the participants with the skills necessary to engage and inspire justice-involved veterans and veterans experiencing homelessness to successfully reintegrate into the civilian workforce.

LEARNING OBJECTIVES

- Identify the unique qualities of justice-involved veterans and veterans experiencing homelessness
- Recommend methods to address the unique requirements of justice-involved veterans and veterans experiencing homelessness
- Develop and maintain a trusting relationship with veterans
- Create career goals and plans with veterans
- Practice methods to maintain and improve skills necessary to best serve veterans

COURSE TOPICS

The Unique Qualities of Justice-Involved and Homeless Veterans

- Statistics of Justice-Involved Veteran
- Statistics of Veterans Experiencing Homelessness

Requirements of Justice-Involved and Homeless Veterans

- Basic Needs of Veterans
- Resources Available for Veterans

Building a Trusting Relationship with Veterans

- Communicating Clearly and Compassionately
- Diffusing Veterans' Negative Self-perception
- Engaging Veterans During Transition

Developing Career Goals and Plans with Veterans

- Assess Veterans' Job or Career Readiness
- Develop Actionable Goals with Veterans
- Develop Realistic Career Plans with Veterans
- Capstone Exercise

Maintaining and Improving Your Ability to Serve

- Conflict Management
- Time and Resource Management
- Establishing Resilience at Work

CREDITS & INFORMATION

CEU CREDITS: 1.6

COURSE FORMAT: Practical examples, class discussions, and group and individual exercises

Business-Driven Workforce Solutions

Course 9613 | 2.5 days (Class length can be modified upon request)

📍 Classroom 📍 Private Group Training

Business services representatives play an important role in connecting veterans with businesses. Establishing and maintaining meaningful relationships with businesses are key elements to serving veterans at American Job Centers (AJCs). In order to nourish this relationship, business services representatives must be privy to both veteran and business needs while practicing exceptional communication skills to engage businesses.

This application-based course is designed to help business services representatives, including LVERs, meet the market demands for talent of today and tomorrow by collaborating, innovating, and leading market-relevant business services across talent supply organizations in AJCs.

LEARNING OBJECTIVES

- Use proven tools and techniques to promote, market, and connect businesses to skilled employees
- Evaluate resources to develop a strategy to enhance businesses' economic performance
- Innovate strategies to lead market-relevant business services across talent supply organizations

COURSE TOPICS

Connecting Businesses with the Workforce System

- Business Needs
- Business Services Strategy
- Engaging Businesses

Developing American Job Center (AJC) Strategies to Enhance Business Performance

- Enhancing Economic Performance
- Communicating with Businesses

Capstone Exercise

- Exercise: Connecting Market Demands with Talent Supply

CREDITS & INFORMATION

CEU CREDITS: 1.6

COURSE FORMAT: Practical examples, class discussions, and group and individual exercises

Briefing and Presentation Skills

Course 4318 | 3 days

📍 Classroom 📍 Virtual 📍 Private Group Training

Public speaking can feel like a daunting task, but with adequate preparation and time to practice delivery techniques, you can communicate clearly and confidently, anticipate audience needs and questions, and address other fears associated with briefings and presentations. Learn techniques for creating and organizing content, write compelling introductions and clear transitions, and create strong closings that appeal to a variety of audiences. Additionally, participants will develop effective messages by applying best practices, including the use of visual aids.

LEARNING OBJECTIVES

- Analyze the characteristics of effective briefings and presentations
- Prepare for delivering different types of briefings and presentations
- Develop a natural speaking presence for delivering presentations
- Use compelling visuals and stories to engage your audience
- Deliver an effective presentation using industry best practices

COURSE TOPICS

- Analyze the characteristics of effective briefings and presentations
- Prepare for delivering different types of briefings and presentations
- Develop a natural speaking presence for delivering presentations
- Use compelling visuals and stories to engage your audience
- Deliver an effective presentation using industry best practices

CREDITS & INFORMATION

NASBA CPE CREDITS: 24

- Field of Study: Communications and Marketing
- Course Level: Intermediate

PDU CREDITS: 21

CEU CREDITS: 1.9

CLP CREDITS: 24

PREREQUISITES: None

RECOMMENDED FOLLOW-ON COURSES:

- Business Writing
- Grammar Refresher
- Communicating Strategically
- Influencing Skills
- Data Visualization

CERTIFICATE PROGRAM(S):

- Leadership & Management
- Federal Financial Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs



Business Writing

Course 4317 | 2 days

📍 Classroom 📺 Remote 📺 Virtual 📍 Private Group Training

Build the knowledge and skills you need to communicate to various audiences in an effective and, when appropriate, influential way. Practice using pre-writing techniques to improve writing clarity and conciseness while meeting the specific needs of your audience. Learn best practices for editing and ways of seeking feedback from others to ensure your message is being received the way you intend.

LEARNING OBJECTIVES

- Recognize the components of effective business writing
- Write effective sentences and paragraphs that provide pertinent and organized information to readers
- Plan and outline documents using appropriate tools and strategies
- Write effective business correspondence
- Edit documents for quality and consistency

COURSE TOPICS

- Business Writing Basics
- Effective Writing Skills
- Planning Your Writing
- Business Correspondence
- Editing Documents

CREDITS & INFORMATION

NASBA CPE CREDITS: 16

- Field of Study: Communications and Marketing
- Course Level: Intermediate

CEU CREDITS: 1.3

CLP CREDITS: 16

PREREQUISITES: None

SUGGESTED PREREQUISITES:

- Grammar Refresher

RECOMMENDED FOLLOW-ON COURSES:

- Briefing and Presentation Skills
- Communicating Strategically

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Federal Financial Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Communicating Strategically

Course 4320 | 2 days

📍 Classroom 📺 Virtual 📍 Private Group Training

Intentional communication strengthens professional relationships and builds a healthy and productive working environment. Learn how to incorporate strategic, future-focused considerations into your daily communication. Explore how to plan strategic messages, align your goals to tangible outcomes, and analyze and cater messages to various audiences to maximize their impact.

LEARNING OBJECTIVES

- Analyze opportunities to incorporate strategic communication
- Use strategic communication to achieve desired outcomes
- Incorporate audience considerations into communication practices
- Design messages that effectively promote strategic interests

COURSE TOPICS

- Strategic Communication Overview
- Communicating to Achieve Outcomes
- Knowing Your Audience
- Designing Strategic Communication

CREDITS & INFORMATION

NASBA CPE CREDITS: 16

- Field of Study: Communications and Marketing
- Course Level: Intermediate

CEU CREDITS: 1.3

CLP CREDITS: 16

PREREQUISITES: None

SUGGESTED PREREQUISITES:

- Interpersonal Skills: Developing Effective Relationships
- From Tactical to Strategic Thinking

RECOMMENDED FOLLOW-ON COURSES:

- Briefing and Presentation Skills
- Critical Thinking for Problem Solving
- Influencing Skills

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Human Capital & Human Resources
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Customer Service Skills and Techniques

Course 4374 | 2 days

📍 Classroom 🏠 Remote 🖥️ Virtual 🗣️ Private Group Training

Customer service is crucial for organizations across all industries and sectors, public and private. Providing exceptional customer service starts with understanding who your customers are and establishing a customer focus to meet their needs. Learn and practice the skills involved in establishing a genuine customer focus, determining customer expectations, communicating with customers, dealing with difficult customers, and evaluating customer service.

LEARNING OBJECTIVES

- Examine the value of providing exceptional customer service in today's business environment
- Explore how service is defined by customers
- Communicate effectively and genuinely with customers
- Apply strategies to better deal with challenging customers
- Objectively evaluate customer service efforts

COURSE TOPICS

- Establishing a Customer Focus
- Determining Customer Expectations
- Communicating with Customers
- Dealing with Challenging Customers
- Evaluating Customer Service

CREDITS & INFORMATION

NASBA CPE CREDITS: 16

- Field of Study: Communications and Marketing
- Course Level: Basic

CEU CREDITS: 1.3

CLP CREDITS: 16

PREREQUISITES:

- None

RECOMMENDED FOLLOW-ON COURSES:

- Interpersonal Skills: Developing Effective Relationships
- Resolving Conflict

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Federal Financial Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Grammar Refresher

Course 4316 | 2 days

📍 Classroom 🗣️ Private Group Training

In the workplace, we are often judged by how well we write and speak. Understanding the fundamentals of grammar enables you to communicate effectively and convey messages clearly. Learn about updates to the English language and retrain yourself to correct outdated grammatical habits. Refresh your knowledge of grammar basics, practice identifying and correcting common mistakes, and build confidence in your communication skills.

LEARNING OBJECTIVES

- Identify and correct some of the most common grammatical mistakes
- Correctly use commas, abbreviations, verb conjugation and tenses, and complex sentences
- Approach writing with the most up-to-date information on correct grammar usage and changes to the English language
- More effectively compose and create polished, credible business documents
- Provide clarity of meaning through the use of correct grammar and punctuation
- Avoid writing sentence fragments and run-on sentences
- Know when and how to use the active voice
- Eliminate verb tense errors, misplaced and dangling modifiers, and improper pronoun usage

COURSE TOPICS

- Grammar and Communication
- Building Blocks of Language
- Constructing Messages
- Fine-Tuning Messages

CREDITS & INFORMATION

NASBA CPE CREDITS: 16

- Field of Study: Communications and Marketing
- Course Level: Basic

CEU CREDITS: 1.3

CLP CREDITS: 16

PREREQUISITES: None

RECOMMENDED FOLLOW-ON COURSES:

- Business Writing

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Group Facilitation

Course 4319 | 3 days

📍 Classroom 🏠 Private Group Training

This course is designed to provide individuals with the principles, tools, and techniques that successful facilitators use to make the work of groups more effective. Through hands-on practice, feedback, group discussions, self-assessments, and role-plays, participants learn a proven group facilitation process that includes three components: defining group work before a session begins, managing how group work will be accomplished during a session, and taking proper follow-up steps when a session is over.

LEARNING OBJECTIVES

- Define group facilitation and the role of a facilitator
- Identify the guiding principles of effective group facilitation
- Apply a results-oriented facilitation process
- Apply appropriate facilitation tools and techniques
- Demonstrate their competency as an effective facilitator of groups
- Facilitate groups to develop and agree on realistic plans or solutions to issues

COURSE TOPICS

- Understanding Group Facilitation
- Defining Group Work
- Managing How Work Gets Done
- Group Work Follow-Up
- Learning and Growing as a Group Facilitator

CREDITS & INFORMATION

NASBA CPE CREDITS: 24

- Course Level: Intermediate
- Field of Study: Communications and Marketing

CEU CREDITS: 1.9

CLP CREDITS: 24

PREREQUISITES: None

SUGGESTED PREREQUISITES:

- Interpersonal Skills: Developing Effective Relationships

RECOMMENDED FOLLOW-ON COURSES:

- Briefing and Presentation Skills
- Communicating Strategically

CERTIFICATE PROGRAM(S):



- Analytics
- Project & Program Management
- Federal Financial Management

Credit can be applied to Management Concepts Certificate Programs

Influencing Skills

Course 4363 | 2 days

📍 Classroom 🖥️ Virtual 🏠 Private Group Training

Do you want to expand your personal influence within your organization, learn to overcome obstacles, and discover influencing strategies to help build relationships? Leaders at all levels need to know how to effect change in others to drive results. Explore how to assess influence situations, practice new skills using a variety of influencing behaviors, and build networks. Return to your workplace ready to apply new skills to resolve current work-related influence challenges.

LEARNING OBJECTIVES

- Analyze the role influence plays in the modern workplace
- Interpret the links between your natural emotions and influence
- Create a situation-specific influence strategy
- Demonstrate effective communication techniques to influence others

COURSE TOPICS

- Influencing in Today's Workplace
- Maximizing Your Internal Responses to Influence
- Building an Influence Strategy
- Communicating for Influence

CREDITS & INFORMATION

NASBA CPE CREDITS: 16

- Field of Study: Personal Development
- Course Level: Intermediate

PDU CREDITS: 14

CEU CREDITS: 1.3

CLP CREDITS: 16

PREREQUISITES: None

SUGGESTED PREREQUISITES:

- Interpersonal Skills: Developing Effective Relationships

RECOMMENDED FOLLOW-ON COURSES:

- Leadership and Management Skills for Non-Managers
- Leadership Skills and Techniques
- Negotiation Skills

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Interpersonal Skills: Developing Effective Relationships

Course 4367 | 3 days

📍 Classroom 🗣️ Private Group Training

Interpersonal skills are the foundation of trust and productive relationships in the workplace. Improving interpersonal skills comes through honest self-assessment and practice relating to others. Gain a better understanding of your own communication style and how that style differs from others. Use that understanding to develop strategies to communicate effectively, resolve conflict, build relationships, and maintain trust.

LEARNING OBJECTIVES

- Complete an action plan to develop interpersonal skills
- Use multiple self-assessments to increase their understanding of themselves and the perspectives of others
- Apply positive and productive communication techniques to various types of interactions by receiving feedback from others
- Create supportive workplace relationships by treating others with respect, trust, and dignity
- Use strategies to successfully overcome tense situations and restore confidence in relationships
- Using a competitive game environment, use interpersonal skills to respond to a series of real-world scenarios

COURSE TOPICS

- Overview of Interpersonal Skills in the Workplace
- Awareness of Self and Others
- Effective Communication Skills
- Forming Connections with Others
- Dealing with Difficult Interpersonal Relationships
- Capstone: EXIT Game (EXperiential Interpersonal Techniques)

CREDITS & INFORMATION

NASBA CPE CREDITS: 24

- Field of Study: Communications and Marketing
- Course Level: Intermediate

CEU CREDITS: 1.9

CLP CREDITS: 24

PREREQUISITES: None

RECOMMENDED FOLLOW-ON COURSES:

- Influencing Skills
- Negotiation Skills
- Resolving Conflict

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Moving Beyond Generational Differences

Course 4366 | .5 day

🖥️ Virtual 🗣️ Private Group Training

The workplace now includes five generations, which creates a new layer of complexity in how we communicate and work together. While each generation is unique, we share many important similarities. Learn how to successfully work alongside those of varying generational affiliations by taking an introspective look at yourself and your generation. Discover mutual purpose with your colleagues and team members, and how to look beyond generational differences with others to create meaningful and engaging work.

LEARNING OBJECTIVES

- Use awareness of your preferences to facilitate inclusiveness, meaning, and engagement among the generations in your workplace

COURSE TOPICS

- Moving Beyond Generational Differences
- Examining Your Identity
- Self-Awareness
- Generational Diversity
- A Shift Towards Inclusion
- Broadening Your Perspective
- Creating Meaning and Engagement
- Moving Beyond Your Generational Differences in Practice

CREDITS & INFORMATION

NASBA CPE CREDITS: 4

- Field of Study: Personal Development
- Course Level: Basic

CEU CREDITS: 0.3

CLP CREDITS: 4

PREREQUISITES: None

RECOMMENDED FOLLOW-ON COURSES:

- Interpersonal Skills: Developing Effective Relationships
- Resolving Conflict
- Influencing Skills
- Communicating Strategically

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Negotiation Skills

Course 4365 | 2 days

📍 Classroom 📍 Private Group Training

Negotiation comes with a connotation associated with manipulation, chiseling, and taking advantage of others. However, negotiation has a positive outcome when you seek to understand the interests and goals in play in order to find a mutually beneficial solution. Participants will practice applying negotiation skills to a variety of situations in order to develop creative solutions, learn to recover stalled negotiations, and determine the Best Alternative to the Negotiated Agreement (BATNA).

LEARNING OBJECTIVES

- Identify and explain basic concepts associated with the practice of negotiation
- Discover own negotiation style and identify situations in which each style is most effective
- Examine key elements of negotiation planning
- Identify and implement key concepts and strategies related to Interest-Based Negotiation (IBN)
- Examine how the concepts of power and need influence negotiation strategy and tactics
- Assess how multi-party negotiations differ from two-party negotiations
- Examine communication issues to enhance negotiations and foster positive professional relationships

COURSE TOPICS

- Understanding How Negotiation Works
- Negotiation Styles
- Planning for a Negotiation
- Interest-Based Negotiation (IBN)
- Power, Needs, and Strategy
- Multi-Party Negotiations
- Communicating Effectively to Enhance Negotiations

CREDITS & INFORMATION

NASBA CPE CREDITS: 16

- Field of Study: Communications and Marketing
- Course Level: Intermediate

PDU CREDITS: 14

CEU CREDITS: 1.3

CLP CREDITS: 16

PREREQUISITES: None

SUGGESTED PREREQUISITES:

- Critical Thinking for Problem Solving
- Influencing Skills
- Interpersonal Skills: Developing Effective Relationships

RECOMMENDED FOLLOW-ON COURSES:

- Resolving Conflict
- Communicating Strategically

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Resolving Conflict

Course 4364 | 2 days

📍 Classroom 📍 Private Group Training

Identify the nature of conflict and the role conflict plays in an organization. Learn how to recognize the constructive and destructive natures of conflict, appropriately react to a conflict situation, effectively communicate through the exchange, and explore methodologies to effectively manage and resolve conflicts. You will also gain insight into responding to conflicts to achieve desired outcomes for yourself as well as your organization.

LEARNING OBJECTIVES

- Describe conflict and its sources and strategies
- Interpret behaviors and reactions within different conflict styles
- Evaluate the impact of how people interpret situations and communicate during conflict
- Assessing conflict to determine a resolution

COURSE TOPICS

Recognizing Conflict

- Types of Conflict
- Conflict Sources and Strategies

Managing Conflict Styles

- Understanding Your Approach to Conflict
- Managing Conflict Styles of Others

Engaging in Conflict

- Assumptions and Conflict
- Conflict Communication Techniques

Effective Conflict Resolution

- Analyzing a Conflict and Finding a Resolution
- Facilitating Dialogue

CREDITS & INFORMATION

NASBA CPE CREDITS: 16

- Field of Study: Communications and Marketing

CEU CREDITS: 1.3

CLP CREDITS: 16

PREREQUISITES: None

SUGGESTED PREREQUISITES:

- Interpersonal Skills: Developing Effective Relationships

RECOMMENDED FOLLOW-ON COURSES:

- Influencing Skills

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Federal Financial Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Advanced Leadership Skills and Techniques

Course 4002 | 3 days

📍 Classroom 🖥️ Virtual 🗣️ Private Group Training

Learn how to shift your view to serve as a strategic leader in today's complex organizations, where senior leaders must foster resilience and emotionally intelligent behaviors across the organization. Develop the ability to engage in strategic change management, use advanced communication skills, and lead organizational culture change. In addition, you will examine the role of systems and design thinking so you can lead others to spark strategic and innovative change.

LEARNING OBJECTIVES

- Evaluate your leadership role within the complex systems of your organization
- Determine ways to build resilience within yourself and your teams to foster an emotionally intelligent organization
- Devise a plan that enables you to improve your organization's culture
- Develop a strategy for creating and managing change in your organization
- Use targeted strategic thinking practices to communicate more effectively
- Select appropriate leadership language to enhance your interpersonal communication
- Implement design thinking strategies to foster an innovative culture
- Illustrate a plan for fostering an ethical organization focused on serving others
- Develop a plan for how to apply advanced leadership skills and techniques in your career

COURSE TOPICS

- Leading Through Complexity
- Leading a Resilient and Emotionally Intelligent Organization
- Organizational Culture
- Strategic Change Management
- Advanced Interpersonal Communication
- Cultivating an Innovative Organization
- Servant Leadership
- My Leadership Journey

CREDITS & INFORMATION

NASBA CPE CREDITS: 24

- Field of Study: Personal Development
- Course Level: Advanced

PDU CREDITS: 21

CEU CREDITS: 1.9

CLP CREDITS: 24

PREREQUISITES: None

SUGGESTED PREREQUISITES:

- Leadership and Management Skills for Non-Managers
- Leadership Skills and Techniques

RECOMMENDED FOLLOW-ON COURSES:

- From Tactical to Strategic Thinking
- Navigating Change in Turbulent Times
- Strategic Planning in Federal Agencies

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Creativity and Innovation

Course 4064 | 2 days

📍 Classroom 🗣️ Private Group Training

Gather practical tools and techniques to help generate and gain support for creativity and innovation in the workplace. Explore the conditions necessary for creativity and innovation to thrive in the workplace, and practice a wide range of techniques to access creative capacities, develop persuasive cases in order to implement new ideas, and obtain buy-in for innovation from stakeholders.

LEARNING OBJECTIVES

- Recognize your potential for thinking creatively and enabling innovation
- Generate innovative solutions by discovering and testing creative ideas
- Create an environment that continually fosters creativity and innovation
- Develop a persuasive case for implementing an innovation

COURSE TOPICS

- Foundation for Creative Thinking and Innovation
- Generating Creative Ideas
- Fostering a Creative and Innovative Environment
- Converting Creative Ideas into Reality

CREDITS & INFORMATION

NASBA CPE CREDITS: 16

- Field of Study: Personal Development
- Course Level: Intermediate

CEU CREDITS: 1.3

CLP CREDITS: 16

PREREQUISITES: None

SUGGESTED PREREQUISITES:

- Critical Thinking for Problem Solving

RECOMMENDED FOLLOW-ON COURSES:

- Breakthrough Problem Solving

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Critical Thinking for Problem Solving

Course 4060 | 3 days

📍 Classroom 📺 Remote 📺 Virtual 📍 Private Group Training

The ability to think critically is a crucial skill set because an essential measure of an organization's success is its ability to overcome problems. Explore what critical thinking entails and the mindset of effective critical thinkers, while learning about your thinking style. Learn how to frame problems and formulate effective decision criteria to arrive at the best solution to a problem. Improve your ability to overcome obstacles to critical thinking and use creative thinking tools by applying critical thinking and problem-solving methods to your own workplace situations.

LEARNING OBJECTIVES

- Analyze qualities and patterns of effective critical thinkers
- Use sound methods of framing problems and thinking critically to implement solutions
- Overcome obstacles to critical thinking and problem solving
- Use various tools to promote critical thinking for problem solving
- Use creative thinking tools and methods to solve problems
- Apply critical thinking strategies to solve work-related problems

COURSE TOPICS

- The Critical Thinker
- Framing the Problem
- Barriers to Critical Thinking
- Tools for Critical Thinking and Problem Solving
- Creative Thinking for Problem Solving
- Problem Solving Workshop

CREDITS & INFORMATION

NASBA CPE CREDITS: 24

- Field of Study: Personal Development
- Course Level: Intermediate

PDU CREDITS: 21

CEU CREDITS: 1.9

CLP CREDITS: 24

PREREQUISITES: None

SUGGESTED PREREQUISITES:

- Participants should have some experience in addressing workplace problems

RECOMMENDED FOLLOW-ON COURSES:

- Breakthrough Problem Solving
- Creativity and Innovation
- From Tactical to Strategic Thinking
- Negotiation Skills
- Resolving Conflict

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Federal Financial Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Leadership and Management Skills for Non-Managers

Course 4000 | 3 days

📍 Classroom 📺 Virtual 📍 Private Group Training

Leaders exist at all levels of an organization, regardless of title or role. Explore how to identify leadership opportunities and use your natural strengths to take on important leadership roles within your organization. Learn strategies that successful leaders use to communicate effectively, build relationships, influence, solve problems, make decisions, work in teams, and succeed during times of organizational change.

LEARNING OBJECTIVES

- Apply leadership and management skills to overcome a leadership challenge
- Explain leadership and management as an integration of roles with distinct characteristics
- Describe emotionally intelligent leadership skills
- Recognize the importance of developing strategic awareness of how your organization functions, including how to navigate your organization and collaborate with key stakeholders
- Demonstrate an understanding of basic communication principles as they relate to leadership and management
- Explain how to leverage the skills of others as well as your own in order to effectively work in teams
- Apply critical thinking techniques to solve problems and make decisions
- Describe techniques to influence others within your organization
- Describe techniques for successfully responding and adapting to change

COURSE TOPICS

- Leadership Challenge
- Defining Leadership and Management
- Emotional Intelligence
- Broadening Your Perspective
- Communication Skills
- Working in Teams
- Problem Solving and Decision Making
- Influencing Without Authority
- Effectively Responding and Adapting to Change

CREDITS & INFORMATION

NASBA CPE CREDITS: 24

- Field of Study: Personal Development
- Course Level: Basic

PDU CREDITS: 21

CEU CREDITS: 1.9

CLP CREDITS: 24

PREREQUISITES: None

RECOMMENDED FOLLOW-ON COURSES:

- Leadership Skills and Techniques
- Critical Thinking for Problem Solving
- Interpersonal Skills: Developing Effective Relationships

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Federal Financial Management
- Human Capital & Human Resources
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

If you don't see the course length or the course that's right for you, please contact 844.423.8872, option 5.

Leadership Skills and Techniques

Course 4001 | 3 days

📍 Classroom 🖥️ Virtual 🗣️ Private Group Training

What is leadership, and what are the essential traits and behaviors of leaders? This course provides the opportunity to explore various skills and techniques crucial to effective leadership. You will learn skills such as engagement and motivation; performance enhancement; coaching; and conflict resolution. Examine the role ethical leadership plays in creating an environment of creativity and innovation. Additionally, you will assess your own leadership style and values in an effort to increase your flexibility as a leader.

LEARNING OBJECTIVES

- Discover your personal leadership style and values to identify opportunities for flexible leadership
- Analyze practices to build emotionally intelligent teams
- Apply strategies for engaging and motivating others to maximize team performance
- Explore techniques for enhancing the performance of individuals on your team
- Demonstrate coaching techniques to empower others
- Examine methods for supporting teams through challenging situations
- Model how leaders use conflict resolution techniques to manage groups
- Discover strategies for developing inclusive teams to foster an environment of creativity and innovation
- Examine the role ethical leadership plays in high-quality decision-making

COURSE TOPICS

- Leadership Style and Flexible Leadership
- Emotional Intelligence and Mindful Leadership
- Engagement and Motivation
- Performance Management
- Coaching Skills
- Creating Adaptable and Resilient Teams
- Managing Conflict
- Establishing Inclusive Teams
- Ethical Leadership and High-Quality Decision-Making

CREDITS & INFORMATION

NASBA CPE CREDITS: 24

- Field of Study: Personal Development
- Course Level: Basic

PDU CREDITS: 21

CEU CREDITS: 1.9

CLP CREDITS: 24

PREREQUISITES: None

RECOMMENDED FOLLOW-ON COURSES:

- Advanced Leadership Skills and Techniques
- Critical Thinking for Problem Solving
- Interpersonal Skills: Developing Effective Relationships

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Federal Financial Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Anytime Coaching

Course 4700 | 3 days

📍 Classroom 🗣️ Private Group Training

Effective supervisors find “coachable” moments that empower employees to reach new insights, make effective decisions, and improve their competence. The Anytime Coaching model provides tools to guide employees through a variety of workplace situations. This highly interactive course introduces the key practices of observing, inquiring, listening, and responding, and highlights the importance of mindfulness—being fully present, aware, and focused—during coaching interactions.

LEARNING OBJECTIVES

- Describe the Anytime Coaching model and how it can be applied in day-to-day interactions with others
- Demonstrate mindfulness to better relate to others during coaching interactions
- Recognize how focusing on the positive qualities of individuals improves coaching interactions
- Practice observation of self and others to respond appropriately in the moment
- Ask powerful questions that elicit insight to prompt employees to realize their full potential
- Practice extreme listening
- Practice responding appropriately during coaching interactions
- Create a plan to integrate Anytime Coaching principles into day-to-day performance conversations

COURSE TOPICS

- Introduction to Anytime Coaching
- Preparing Yourself To Coach
- The Practice of Observing
- The Practice of Listening
- The Practice of Inquiring
- The Practice of Responding
- Improving Day-to-Day Performance

CREDITS & INFORMATION

NASBA CPE CREDITS: 24

- Field of Study: Personal Development
- Course Level: Intermediate

CEU CREDITS: 1.9

CLP CREDITS: 24

PREREQUISITES: None

SUGGESTED PREREQUISITES:

- Leadership and Management Skills for Non-Managers
- Interpersonal Skills: Developing Effective Relationships

RECOMMENDED FOLLOW-ON COURSES:

- Leadership Skills and Techniques
- Building and Sustaining Teams

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Federal Financial Management
- Human Capital & Human Resources
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs



Building and Sustaining Teams

Course 4704 | 3 days

Classroom Virtual Private Group Training

Building and sustaining high-performing teams requires conscious planning, an understanding of team member differences, and the ability to establish norms that promote collaboration. Learn to build high-performing teams by discussing previous teaming experiences, gaining insight into your own preferences around team dynamics, and evaluating the strategies you currently use to help accomplish team objectives. Participants will also acquire skills to promote successful teaming experiences and sustain high performance.

LEARNING OBJECTIVES

- Compare personal and team characteristics to leverage skills and maximize team strengths
- Apply effective communication strategies to ensure team success
- Illustrate how creating efficient team norms can align your team to its organizational goals
- Decide what concrete steps a team can take to achieve high performance and prepare a plan for implementation

COURSE TOPICS

High-Performing Teams

- Characteristics of High-Performing Teams
- Trust and the Foundations of a High-Performing Team
- Sustaining High Performance

Effective Communication

- Keirsey Temperaments
- Team Communication

Team Alignment

- Understanding Your Team and Planning for Alignment
- Establishing Behavioral Norms and Team Processes

Course Capstone

CREDITS & INFORMATION

NASBA CPE CREDITS: 24

- Field of Study: Communications and Marketing
- Course Level: Intermediate

PDU CREDITS: 21

CEU CREDITS: 1.9

CLP CREDITS: 24

PREREQUISITES: None

SUGGESTED PREREQUISITES:

- Leadership and Management Skills for Non-Managers
- Leadership Skills and Techniques
- Interpersonal Skills: Developing Effective Relationships

RECOMMENDED FOLLOW-ON COURSES:

- Anytime Coaching
- Fostering a Diverse and Inclusive Workplace

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Federal Financial Management
- Human Capital & Human Resources
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs

Supervising Employee Performance

Course 4713 | 3 days

Classroom Private Group Training

Supervisors play a pivotal role in managing the day-to-day and long-term performance of their teams. The most effective supervisors use performance management best practices to meet the needs of individual employees. This course focuses on vital supervisory skills related to performance management, such as providing feedback, diagnosing performance issues, coaching, and mentoring.

LEARNING OBJECTIVES

- Explore and assess yourself against best practices in supervision
- Give valuable feedback to help employees perform more effectively
- Plan effectively for employee performance, creating a commitment to achieve one's goals
- Accurately diagnose performance problems
- Conduct effective performance appraisals
- Coach employees to help them understand and act upon challenges and opportunities
- Mentor employees to help them see the big picture and navigate through the organization

COURSE TOPICS

- Becoming a Supervisor
- Giving and Receiving Feedback
- Supervising Employees
- Giving Feedback
- Diagnosing Performance Issues
- Appraising Performance
- Coaching
- Mentoring

CREDITS & INFORMATION

NASBA CPE CREDITS: 24

- Field of Study: Personal Development
- Course Level: Basic

CEU CREDITS: 1.9

CLP CREDITS: 24

PREREQUISITES: None

RECOMMENDED FOLLOW-ON COURSES:

- HR Essentials for Government Supervisors
- Leadership Skills and Techniques
- Building and Sustaining Teams

HRCI CREDITS: 4.5

HRCI FIELD: HR (General)

CERTIFICATE PROGRAM(S):



- Leadership & Management
- Project & Program Management

Credit can be applied to Management Concepts Certificate Programs



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