

COURSES & CERTIFICATION PROGRAMS

Winding roads are great for vacations. But when training your agents, you want a straight and easy path to success. We make it simple, saving you time and money for your next adventure.

About Alcor Consulting

At Alcor, we are on a mission to help individuals and companies connect with their customers and we're dedicated to the CX professionals who drive that mission every day.

In partnership with Orion Learning, a global leader in digital learning, we're pleased to offer accredited contact center/customer service courses and certification programs. Our CX certification programs are designed to deliver and improve a set of global foundation skills for individuals and to recognize the unique skills and the valuable contribution that they make in their organizations every day.

Successful completion of our certification programs results in a program certificate, a professional designation, listing on a global register of certified individuals and bragging rights! Certified CX professionals join exclusive ranks as a certified individual working within a CX environment providing world class service and support.

This document contains the course and certification program overviews.

Features & Benefits

Some of the features of our courses and programs are:

- A state-of-the-art collaborative learning management system for all users
- Accredited course content with theory, exercises, quizzes, assessments
- Course and Program certificates
- Learner Tracking and Reporting
- Access to a wide variety of courses
- Group messaging
- Technical and Academic support
- Competency paths
- More!

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Contact Center Course Overviews

Contact Center

Contact Center Information Use & Systems

As a contact center agent, you'll use many different types of information within the scope of your job, including customer, product, and company information. However, to be able to use this information, you need to know where to find it. You will learn about various types of customer data including what is known as customer information and transactional functions. Additionally, you will learn about some of the technological resources and strategies used to store, organize and provide access to customer data including information management systems, customer relationship management systems, and databases. This terminology will form the basis for further lessons on using technological resources in the contact center environment. Finally, you will learn what business documentation is and how the contact center agent interacts with it. Specifically, you will then learn about a particularly useful tool used for external and internal business documentation, email templates. You will learn some common uses for email templates and how to use them within an information management system.

What You Will Learn:

- What is information?
- Information use in contact centers
- Key information locations
- Customer Data
- Information Management
- Data Integrity
- Editing and Updating Customer Information
- Transaction Functions
- Searching Databases
- Validating Customer Identity

Course Code: TECH502

Duration: 2 hours

Contact Center Telephony and Systems

Telephony systems make up the main framework for almost all modern mobile, telephone, and internet communications. These systems can connect simple communications, like a local telephone call, and complex operations, like accessing internet networks around the world. Contact center systems ensure that contact centers function effectively. They work together to support CRMs, contact center agents, and customers. Systems can be internal, external, and can be made up of a single individual, group of people, computer network, server, or other technology.

What You Will Learn:

- Basic Telephony Systems
- Interactive Voice Response
- Private Branch Exchange

Contact Center Course Overviews

- Computer Telephony Integration
- Automatic Call Distribution
- Predictive Dialers
- Quality Control Monitoring
- Workforce Management Systems
- Email Management
- Statistics Management Systems
- Report Management

Course Code: TECH503

Duration: 2 hours

Contact Center Time Management

In this course time management is discussed as it applies specifically to the contact center environment. Topics including common contact center metrics such as schedule adherence and how it affects the achievement of service level, and strategies for reducing average handle time or after-call work are covered in this course. Furthermore, some practical time management tips useful in any work environment are discussed, focussing mainly on how to stay organized. Specifically, there is a focus on how to organize your workstation, your electronic files and email, and your daily priorities. Additionally, some common communication tips helpful for managing multiple tasks at one time including delegation and saying no are addressed.

This course includes the following chapters:

- Chapter 1: Time Management in the Contact Center Environment
- Chapter 2: Organization and how to Manage Tasks

What You Will Learn:

- Agent schedule adherence in the achievement of service level
- Factors and strategies affecting average handle time
- Creating a customer log
- Strategies for reducing after-call work
- Getting organized at work
- Email organization
- The four levels of delegation
- How to Say No

Course Code: CTM200

Duration: 2 hours

Introduction to Contact Centers

What is a typical day in the life of a contact center employee? In this course, you will gain an understanding of how a contact center functions, including the general roles and responsibilities of contact center agents. Furthermore, you will learn about the different types of contact centers and what agents who work in them are likely to do. Finally, it is vitally important to know the

Contact Center Course Overviews

common contact center systems and terminology as well as the pressures associated with working in a contact center environment.

This course includes the following chapters:

- Chapter 1: Types of Contact Centers
- Chapter 2: Contact Center Pressures
- Chapter 3: Telephony and Telephone Systems
- Chapter 4: Quality Monitoring
- Chapter 5: Contact Center Terminology

What You Will Learn:

- Inbound and outbound contact centers
- In-house and outsourced contact centers
- Virtual contact centers
- Workspace
- Supervision
- Meeting metrics
- Difficult customers
- Dealing with rejection
- Telephony
- Call routing
- Agent states
- Introduction to quality monitoring
- How is quality monitored?
- CRM
- KMS
- Network Operations

Course Code: CCE200

Duration: 8 hours

Customer Service Course Overviews

Customer Service

Customer Service Basics

This course explores some introductory information about what quality service is and isn't, and the benefits of delivering great customer service. You'll see how you can increase your job satisfaction and further develop essential job skills all by focusing on providing quality customer service. Furthermore, this course examines how the cost of retention compares to the cost of acquisition and investigates the main reasons why companies lose customers. Finally, you'll explore communication styles, how to build rapport, how to be empathetic, and the importance of being positive, decisive, and helpful. You might discover it's easier to say unhelpful things than you think!

This course includes the following chapters:

- Chapter 1: Quality Customer Service
- Chapter 2: Customer Retention
- Chapter 3: Relationship Building

What You Will Learn:

- What is quality customer service?
- Job satisfaction
- Developing job skills
- Customer retention
- Why is customer retention important?
- Why companies lose customers
- Your role in customer acquisition and retention
- Communication styles
- How to be likeable
- Empathy
- The power of positivity, decisiveness, and helpfulness

Course Code: CSS300

Duration: 2 hours

Customer Service Course Overviews

Customer Service Policies and Procedures

Policies and procedures may be implemented for a variety of reasons, but ultimately, no matter why they are in place, it is your job as an employee to know and follow them. In this course, you will learn more about why policies and procedures are important to know and follow for customer service. You will also practice interpreting and following policies and procedures and explore some of the possible consequences of not following them properly.

What You Will Learn:

- Introduction: Policy & Procedure
- Escalation: Interpreting Policy & Procedure
- Why Follow Procedures

Course Code: CSS303

Duration: 2 hours

Discovering Customer's Problems

It is very important that customer service agents are skilled at identifying the underlying causes of their customer's problems. In this course, you'll learn more about different strategies and techniques you can use to identify the true cause of your customer's problems, including using customer history, root cause analysis, the 5 why's and fishbone diagram techniques, and the PRIDE method.

What You Will Learn:

- Using Customer History
- Root Cause of Customer Dissatisfaction
- Methods of Determining the Root Cause of Customer Dissatisfaction
- Customer Needs: P.R.I.D.E Introduction

Course Code: CSS305

Duration: 2 hours

Effective Listening

When you hear something, does it also mean that you're listening? Is it one and the same thing? We often mistake these two terms as interchangeable. This course will describe the difference between hearing and listening and how effective listening is a key contributor to successful communication in all aspects of life. This extensive course covers a series of theory, techniques, activities, quizzes and an assessment.

This course includes the following chapters:

- Chapter 1: Elements of Active Listening
- Chapter 2: Core Issues Related to Listening
- Chapter 3: Overcoming Listening Issues and Applying Active Listening

Customer Service Course Overviews

What You Will Learn:

- Introduction to active listening
- Workplace barriers
- Attending skills
- Perceptions
- Following skills
- Root cause analysis
- Reflecting skills
- Overcome listening barriers
- General types of listening barriers
- Active listening

Course Code: COM100

Duration: 8 hours

Evaluating Customer Service

Being evaluated can be stressful for some people, while others find it exciting. One way to eliminate this stress is to take the mystery out of the test, or to understand what is being evaluated and why. In this course, we'll look at why and how customer service is evaluated. We'll look at different types of customer service evaluations and performance reviews. You'll see what aspects of service are being evaluated and how you can improve your job performance.

What You Will Learn:

- Evaluating Customer Service
- Evaluating and Monitoring Customer Service
- Performance Reviews

Course Code: CSS304

Duration: 1 hour

Handling Difficult Customers

Unfortunately, one part of many jobs has to do with dealing with frustrated, angry, or upset customers. This course provides you with some strategies to add to your customer service tool kit for: communication strategies and techniques, problem resolution, and techniques for maintaining your own emotions. It also covers when you should draw the line with a customer who is excessively difficult (using vulgar language, being verbally abusive or threatening).

This course includes the following chapters:

- Chapter 1: Different Types of Difficult Customers
- Chapter 2: Handling Hostile Customers
- Chapter 3: Problem Resolution
- Chapter 4: Escalation Procedures
- Chapter 5: Calming Customer Emotions

Customer Service Course Overviews

- Chapter 6: Techniques For Handling Agent Emotions

What You Will Learn:

- Types of difficult customers
- Hostile customers
- Creating a customer log
- Dealing with abusive customers
- Types of hostile and abusive customers
- Problem resolution resources
- Common problem resolution techniques
- Problem solving stages
- Customer history related to current issues
- Problem escalation procedure
- Time-driven and event escalation
- Escalation procedure practice
- The C.A.R.P. method
- 12 steps to diffusing a hostile customer
- Dealing with abuse
- Tools for reducing conflict
- Discussion to conflict
- Employee stress
- Understanding anger
- Learning to cope
- Coping practice

Course Code: CSS302

Duration: 4 hours

Rebuilding Customer Relationships

When you're faced with a situation where a customer has already had negative experiences with your company, it can be difficult to rebuild a trusting relationship. In this course, you'll learn about why it's important to rebuild customer relationships and useful methods for addressing and repairing customer relationships. Using a six-step process, you'll learn how to properly address a customer's concerns, fix his or her existing problem, provide atonement for previous dissatisfaction, as well as other methods to rebuild trust with existing customers.

What You Will Learn:

- Rebuilding relationships: Why?
- Service Recovery Process Introduction
- Rebuilding Trust

Course Code: CSS306

Duration: 1 hour

Customer Service Course Overviews

Understanding Your Customer

In this course, you'll look into different types of customer needs, especially unstated needs. Satisfying your customers may be more complex than you originally thought. Solving their problems and answering their questions is not enough. Next, you'll explore how to identify, validate, and meet customers stated and unstated needs by using different probing techniques and other active listening skills, as well as a 5-phase approach to problem solving. Finally, you'll investigate how customer needs are related to service and product options and how you can use your customers' background information, such as call history, to provide them with better customer service.

This course includes the following chapters:

- Chapter 1: Customer Needs
- Chapter 2: Identifying, Validating, and Meeting Customer Needs
- Chapter 3: Customer Information

What You Will Learn:

- The Kano Model
- Recognizing customers unstated needs
- Another unstated need: consistency
- How to identify customer needs
- Validating customer needs
- Meeting customer needs
- Determining service options
- Who are your customers?
- Customer information

Course Code: CSS301

Duration: 1 hour

Verbal Communication

The ability to communicate articulately and effectively to varying audiences is a key skill in all professions. This course will help you to develop or refine your verbal communication skills in the use of professional business language and information gathering techniques. This extensive course covers a series of theory, techniques, activities, quizzes and an assessment.

This course includes the following chapters:

- Chapter 1: Information Gathering Techniques
- Chapter 2: Questioning Techniques
- Chapter 3: Speaking Style
- Chapter 4: Summarization to Confirm Accuracy

What You Will Learn:

- Introduction to information gathering
- The purpose of the interview
- Introduction to questioning

Customer Service Course Overviews

- Types of questions
- Contact Center practical tips for effective questioning
- Introduction to the voice
- Speaking characteristics
- Telephone voice
- Summarization introduction
- Steps to conversation summarization
- Summarizing technical instructions

Course Code: COM101

Duration: 8 hours

Written Communication

E-mail, texting, and instant messenger applications for communication are norms in all professions. Without a commitment to strong writing skills, an intended message can be misread or misunderstood. This course on written communication will help you to develop and refine your professional writing skills. This extensive course covers a series of theory, techniques, activities, quizzes and an assessment.

This course includes the following chapters:

- Chapter 1: The Importance of Reading and Writing Skills
- Chapter 2: Creating Case Notes
- Chapter 3: Simplifying Written Communication
- Chapter 4: General Business Writing Skills
- Chapter 5: Corporate Internal Correspondence

What You Will Learn:

- Reading skills
- Writing skills
- Introduction to case notes
- Summarizing for case notes
- Creating case notes
- Summarizing written communication
- Writing clearly
- Writing concisely
- Writing completely
- Reading skills
- Writing skills
- Introduction to case notes

Course Code: COM102

Duration: 8 hours

CX Certification Programs

CX Certification Programs

Certified Contact Center Agent (CCCA)

The Certified Contact Center Agent program is targeted to contact center agents, in any industry. This certification program has been designed to ensure that the successful Certified Contact Center Agent program participant is trained and has the knowledge and skills to competently perform their jobs to a national occupational standard. All of the required courses in this program contain comprehensive interactive online training materials, activities, real-life application of concepts and solid assessments. This certification program is the only ISO, competency-based, contact center certification program in the world that utilizes international competency-based standards and are accredited by the International Service Standards Alliance (ISSA). Each of our programs provides a professional designation, for program graduates, which can be used behind their name and their certification achievement can also be found on a global public register of certified individuals.

The Learning Outcomes include:

- Professionalism
- Communication Skills
- Technology Skills
- Health & Safety
- Operations

This program includes the following courses:

- Handling Difficult Customers (CSS302)
- Contact Center Information Use and Systems (TECH502)
- Contact Center Telephony and Systems (TECH503)
- Contact Center Time Management (CTM200)
- Customer Needs and Desires (SAL700)
- Customer Relationship Management (TECH501)
- Customer Service Basics (CSS300)
- Customer Service Policies and Procedures (CSS303)
- Dealing with Change (MP102)
- Discovering Customer's Problems (CSS305)
- Diversity in the Workplace For Employees (DIV404EE)
- Effective Listening (COM100)
- Evaluating Customer Service (CSS304)
- Health and Wellness (HWS405)
- Internet Security (PRS201)
- Introduction to Contact Centers (CCE200)
- Rebuilding Customer Relationships (CSS306)
- Team Dynamics (TEA604)
- Understanding Your Customer (CSS301)
- Verbal Communication (COM101)
- Workplace Hazardous Materials Information System (WHMIS) for Employees (WHM400EE)
- Workplace Safety for Employees (SFT403EE)
- Written Communication (COM102)

CX Certification Programs

Benefits:

- Professional designation
- ISO certification program
- International curriculum
- Comprehensive competency-based training
- Elevates service standards to a professional level
- Creates a competitive edge
- Provides enhanced career path

What's included

- Up to 12 months access to each course in this program
 - Delivery via Orion Learning LMS
 - Accredited Course Content
 - Course Workbook (if applicable)
 - Interactive Course Activities
 - Course Assessment
 - Course Certificate
 - Progress Reporting
 - Collaborative LMS
 - Integrated LMS Social Media
-

Certified Contact Center Supervisor (CCCS)

The Certified Contact Center Supervisor program is for individuals (team leads, supervisors or any position that provides leadership, coaching, mentoring, and direction to employees) in any service environment. This certification program has been designed to ensure that the successful program graduate is trained and has the knowledge and skills to competently perform their jobs. All of the required courses in this program contain comprehensive interactive online training materials, activities, real-life application of concepts and solid assessments. A professional designation is awarded to all successful program applicants. This certification program is the only ISO, competency-based, contact center certification program in the world that utilizes international competency-based standards and are accredited by the International Service Standards Alliance (ISSA). Each of our programs provides a professional designation, for program graduates, which can be used behind their name and their certification achievement can also be found on a global public register of certified individuals.

The Learning Outcomes include:

- Professionalism
- Communication Skills
- Technology Skills
- Health & Safety
- Monitoring & Leading Operations
- Basic Human Resources

This program includes the following courses:

- Appraising Workplace Performance (PER504)

CX Certification Programs

- Coaching in the Workplace (COA500)
- Common Human Resource-Related Issues and Responsibilities (MP105)
- Contact Center Information Use and Systems (TECH502)
- Contact Center Telephony and Systems (TECH503)
- Contact Center Time Management (CTM200)
- Customer Service Policies and Procedures (CSS303)
- Diversity in the Workplace for Employers (DIV404ER)
- Effective Listening (COM100)
- Health and Wellness (HWS405)
- Hiring for Success (PM101)
- Interviewing, Hiring, Orientation and Training (MP104)
- Introduction To Contact Centers (CCE200)
- Management Preparation (MP101)
- Performance Management (PM104)
- Structure, Culture and Change (CUL600)
- Team Environment and Behaviors (TEA401)
- Verbal Communication (COM101)
- Workplace Safety for Employers (SFT403ER)
- Written Communication (COM102)

Benefits:

- Professional designation
- ISO certification program
- International curriculum
- Comprehensive competency-based training
- Elevates service standards to a professional level
- Creates a competitive edge
- Provides enhanced career path

What's included

- Up to 12 months access to each course in this program
- Delivery via Orion Learning LMS
- Accredited Course Content
- Course Workbook (if applicable)
- Interactive Course Activities
- Course Assessment
- Course Certificate
- Progress Reporting
- Collaborative LMS
- Integrated LMS Social Media

Certified Customer Service Agent (CCSA)

The program is targeted to individuals who are or aspire to be customer service agents. This certification program has been designed to ensure that the successful program graduate is trained and has the knowledge and skills to competently perform their jobs. All of the required courses in this program contain comprehensive interactive online training materials, activities, real-

CX Certification Programs

life application of concepts and solid assessments. A professional designation is awarded to all successful program applicants. This certification program is the only ISO, competency-based, contact center certification program in the world that utilizes international competency-based standards and are accredited by the International Service Standards Alliance (ISSA). Each of our programs provides a professional designation, for program graduates, which can be used behind their name and their certification achievement can also be found on a global public register of certified individuals.

The Learning Outcomes include:

- Professionalism
- Communication Skills
- Technology Skills
- Health & Safety
- Operations

This program includes the following courses:

- Contact Center Information Use and Systems (TECH502)
- Customer Needs and Desires (SAL700)
- Customer Relationship Management (TECH501)
- Customer Service Basics (CSS300)
- Customer Service Policies and Procedures (CSS303)
- Dealing with Change (MP102)
- Discovering Customer's Problems (CSS305)
- Diversity in the Workplace For Employees (DIV404EE)
- Effective Listening (COM100)
- Evaluating Customer Service (CSS304)
- Handling Difficult Customers (CSS302)
- Health and Wellness (HWS405)
- Internet Security (PRS201)
- Rebuilding Customer Relationships (CSS306)
- Team Dynamics (TEA604)
- Time Management for Peak Performance (TM101)
- Understanding Your Customer (CSS301)
- Verbal Communication (COM101)
- Workplace Hazardous Materials Information System (WHMIS) for Employees (WHM400EE)
- Workplace Safety For Employees (SFT403EE)
- Written Communication (COM102)

Benefits:

- Professional designation
- ISO certification program
- International curriculum
- Comprehensive competency-based training
- Elevates service standards to a professional level
- Creates a competitive edge
- Provides enhanced career path

What's included

- Up to 12 months access to each course in this program

CX Certification Programs

- Delivery via Orion Learning LMS
 - Accredited Course Content
 - Course Workbook (if applicable)
 - Interactive Course Activities
 - Course Assessment
 - Course Certificate
 - Progress Reporting
 - Collaborative LMS
 - Integrated LMS Social Media
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Certified Customer Service Supervisor (CCSS)

The Certified Customer Service Supervisor program is for individuals provides leadership, coaching, mentoring, and direction to customer service employees. This program is applicable in any service environment and has been designed to ensure that the successful program graduate is trained and has the knowledge and skills to competently perform their jobs. All of the required courses in this program contain comprehensive interactive online training materials, activities, real-life application of concepts and solid assessments. A professional designation is awarded to all successful program applicants. This certification program is the only ISO, competency-based, contact center certification program in the world that utilizes international competency-based standards and are accredited by the International Service Standards Alliance (ISSA). Each of our programs provides a professional designation, for program graduates, which can be used behind their name and their certification achievement can also be found on a global public register of certified individuals.

The Learning Outcomes include:

- Professionalism
- Communication Skills
- Technology Skills
- Health & Safety
- Monitoring & Leading Operations
- Basic Human Resources

This program includes the following courses:

- Appraising Workplace Performance (PER504)
- Coaching in the Workplace (COA500)
- Common Human Resource-Related Issues and Responsibilities (MP105)
- Contact Center Information Use and Systems (TECH502)
- Contact Center Telephony and Systems (TECH503)
- Customer Service Policies and Procedures (CSS303)
- Diversity in the Workplace for Employers (DIV404ER)
- Effective Listening (COM100)
- Health and Wellness (HWS405)
- Hiring for Success (PM101)
- Interviewing, Hiring, Orientation and Training (MP104)
- Management Preparation (MP101)
- Performance Management (PM104)

CX Certification Programs

- Structure, Culture and Change (CUL600)
- Team Environment and Behaviors (TEA401)
- Time Management for Peak Performance (TM101)
- Verbal Communication (COM101)
- Workplace Safety for Employers (SFT403ER)
- Written Communication (COM102)

Benefits:

- Professional designation
- ISO certification program
- International curriculum
- Comprehensive competency-based training
- Elevates service standards to a professional level
- Creates a competitive edge
- Provides enhanced career path

What's included

- Up to 12 months access to each course in this program
- Delivery via Orion Learning LMS
- Accredited Course Content
- Course Workbook (if applicable)
- Interactive Course Activities
- Course Assessment
- Course Certificate
- Progress Reporting
- Collaborative LMS
- Integrated LMS Social Media

Certified Customer Service Manager (CCSM)

The Certified Customer Service Manager program is targeted to service industry managers/supervisors (team leads, supervisors or any position that provides leadership, coaching, mentoring, and direction to employees) in any service environment. This certification program has been designed to ensure that the successful Certified Customer Service Manager program graduate is trained and has the knowledge and skills to competently perform their jobs to a national occupational standard. All of the required courses in this program contain comprehensive interactive online training materials, activities, real-life application of concepts and solid assessments. Our customer service certification programs are the only ISO, competency-based, customer service certification programs in the world that utilize international competency-based standards and are accredited by the International Service Standards Alliance (ISSA). Each of our programs provides a professional designation, for program graduates, which can be used behind their name and their certification achievement can also be found on a global public register of certified individuals.

The Learning Outcomes include:

- Professionalism
- Communication Skills

CX Certification Programs

- Technology Skills
- Health & Safety
- Leadership
- Human Resources

This program includes the following courses:

- Appraising Workplace Performance (PER504)
- Coaching in the Workplace (COA500)
- Common Human Resource-Related Issues and Responsibilities (MP105)
- Communicating for Success (COM501)
- Contact Center Information Use and Systems (TECH502)
- Contact Center Telephony and Systems (TECH503)
- Customer Service Policies and Procedures (CSS303)
- Diversity in the Workplace for Employers (DIV404ER)
- Effective Listening (COM100)
- Health and Wellness (HWS405)
- Hiring for Success (PM101)
- Interviewing, Hiring, Orientation and Training (MP104)
- Management Preparation (MP101)
- Performance Management (PM104)
- Structure, Culture and Change (CUL600)
- Team Environment and Behaviors (TEA401)
- Using Motivational Training (PM102)
- Verbal Communication (COM101)
- Workplace Safety for Employers (SFT403ER)
- Written Communication (COM102)

Benefits:

- Professional designation
- ISO certification program
- International curriculum
- Comprehensive competency-based training
- Elevates service standards to a professional level
- Creates a competitive edge
- Provides enhanced career path

What's included

- Up to 12 months access to each course in this program
- Delivery via Orion Learning LMS
- Accredited Course Content
- Course Workbook (if applicable)
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Leadership Course Overviews

Leadership Courses

Appraising Workplace Performance

Conducting performance reviews can be an excellent opportunity to inspire, motivate, and communicate with your employees, but only if they are conducted correctly. Conversely, if performance reviews are poorly done, they can result in mutual feelings of frustration and distrust between managers and employees. In this course, you'll have an opportunity to learn the correct methods and techniques that can be used in the performance review process to ensure the most beneficial results possible.

This course includes the following chapters:

- Chapter 1: Understanding Performance Appraisals
- Chapter 2: The Performance Management Process
- Chapter 3: The Performance Appraisal

What You Will Learn:

- An explanation of why performance appraisals aren't popular amongst employees and leaders
- An effective way to address employee concerns about performance appraisals
- How to make performance appraisals defensible
- The benefits of performance appraisals
- What the performance appraisal consists of
- The main topics that should be included in the development of a performance appraisal document template
- How to monitor and modify workplace behavior after conducting performance appraisals
- Strategies to conduct a successful performance appraisal meeting
- Constructive listening during a performance appraisal
- The importance of asking questions to gain more information during a performance appraisal

What's included

- Up to 12 months access to each course in this program
- Delivery via Orion Learning LMS
- Accredited Course Content
- Course Workbook (if applicable)
- Interactive Course Activities
- Course Assessment
- Course Certificate
- Progress Reporting
- Collaborative LMS
- Integrated LMS Social Media

Leadership Course Overviews

Building Effective Teams

In this course the concept of workplace teams is discussed. Topics covered include the stages of team formation, models of workplace teams, team player types, team building, and characteristics of effective teams. When everyone on a team is working together well, teamwork can be of tremendous benefit for an organization, for job satisfaction, and for work efficiency. Its important to be aware of the factors that can prevent or take away from good teamwork. The awareness of these barriers will help you to recognize their existence in your team and take steps to break the barriers down.

What You Will Learn:

- Benefits and barriers of Teamwork
- Models of workplace teams
- Team Player Types
- Characteristics of Effective Teams
- The TORI Model of Team Building

What's included

- Up to 12 months access to each course in this program
 - Delivery via Orion Learning LMS
 - Accredited Course Content
 - Course Workbook (if applicable)
 - Interactive Course Activities
 - Course Assessment
 - Course Certificate
 - Progress Reporting
 - Collaborative LMS
 - Integrated LMS Social Media
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Coaching in the Workplace

Effective managers understand that simply directing orders to their employees will not yield optimal results. Rather, by developing a coaching style that addresses and nurtures the skills and talents of employees will help create a more well-rounded and knowledgeable workforce. As a result of coaching, employees become more efficient, educated, and effective in the tasks and roles they are assigned. This course will help you to develop your coaching skills. You'll have an opportunity to learn how to communicate your coaching feedback and how to develop an awareness of the specific learning styles of your employees.

This course includes the following chapters:

- Chapter 1: Fundamentals Laying Down the Foundation
- Chapter 2: The Five Critical Coaching Skills
- Chapter 3: Feedback and Your Coaching Process

What You Will Learn:

- What coaching is in the context of a workplace
- Two styles of coaching

Leadership Course Overviews

- What learning styles are and how they contribute to being an effective coach
- The 6 key adult learning principles
- The impact that effective interpersonal communication skills has on the success of the coaching you provide
- The importance of coaching follow-up and helping skills
- How mentoring and teaching skills can improve the success of your team
- The need for challenging skills as a component of your coaching practice
- How feedback and coaching work together
- Types of feedback models and knowing how and when to use which one
- Some useful tips that experienced leaders use when giving feedback
- How to avoid the top 8 mistakes when delivering feedback
- How to handle negative reactions to the delivery of negative feedback

What's included

- Up to 12 months access to each course in this program
 - Delivery via Orion Learning LMS
 - Accredited Course Content
 - Course Workbook (if applicable)
 - Interactive Course Activities
 - Course Assessment
 - Course Certificate
 - Progress Reporting
 - Collaborative LMS
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Coaching for Success

Communicating for success means not only being able to utilize the tools required for meaningful and effective communication, but also understanding how to identify and overcome any barriers that present themselves on a day-to-day basis. Without proper communication, both managers and employees will struggle in their attempts to collaborate or work within a team environment. Consequently, effective communication is one of the foundation elements that support a productive and harmonious workplace.

This course includes the following chapters:

- Chapter 1: Why Effective Listening Is Important
- Chapter 2: Barriers To Communication
- Chapter 3: Communication Skills

What You Will Learn:

- Organizational outcomes from listening
- Problems with ineffective listening
- Hearing versus Listening
- The communication funnel
- Communication barriers
- Effective listening techniques

Leadership Course Overviews

- Non-verbal behavior
- Improving listening

What's included

- Up to 12 months access to each course in this program
 - Delivery via Orion Learning LMS
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Conflict Resolution Strategies for the Workplace

Conflict can occur whenever two or more people are required to work together. While it is inevitable that problems will arise, the key to a harmonious workplace lies in understanding how to properly manage and resolve these conflicts. Developing a skill set that can be used to help quell and solve the feelings of anger, resentment, and frustration that are generated by interpersonal conflicts is essential. By the end of this course, the user will have the skills necessary to address and resolve a variety of workplace conflicts.

This course includes the following chapters:

- Chapter 1: Understanding Conflict
- Chapter 2: Conflict Resolution Methods
- Chapter 3: Managing Conflict

What You Will Learn:

- Identifying different types of conflict
- Benefits and costs of conflict
- The five stages of conflict
- The LESCRA method
- The ten commandments of change
- Anger management
- Communicating to resolve conflicts
- Facilitating conflict

What's included

- Up to 12 months access to each course in this program
- Delivery via Orion Learning LMS
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Emotions, Attitudes & Stress

The role of emotions in the workplace is becoming an increasingly prominent area of study and concern for organizations. There are many studies which support a strong business argument for the improvement of managing employee emotions, attitudes, and stress levels. Unhappy employees are more likely to be neglectful, absent, and less productive than happier ones. This course examines the link between emotions, attitudes, and stress and how these are expressed in the workplace. There is a focus on the development of organizational commitment, emotional intelligence, and effective stress management.

This course includes the following chapters:

- Chapter 1: Effects on Attitudes and Workplace Behavior
- Chapter 2: Job Satisfaction
- Chapter 3: Organizational Commitment
- Chapter 4: Workplace Stress

What You Will Learn:

- Generating positive emotions can be beneficial
- Psychological, behavioral, and physiological effects of emotions
- How emotions can affect a persons attitudes
- How to properly display emotions in the workplace
- What emotional intelligence is and how it is displayed
- The benefits of having a high degree of emotional intelligence
- Factors that contribute to an employees overall job satisfaction
- Responses to job dissatisfaction
- Rewards and Recognition
- Factors that can contribute or detract from workplace commitment
- How to build organizational commitment
- The difference between positive and negative stress
- Psychological consequences of distress in the workplace
- Factors that can cause stress in the workplace
- Common causes of stress in the workplace

What's included

- Up to 12 months access to each course in this program
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Dealing with Change

Dealing with change can be a difficult task for anyone, but the issue becomes even more complex once you are in a managerial role. As a manager, it is your responsibility to guide your employees through the process of change so that it is as painless and fruitful as possible. Change can bring up feelings of anger, stress, and other negative attitudes in even the best employees, and as a manager it will be your job to help them respond and adapt to change with resilience and resourcefulness. By understanding the cycle of change, the varying reactions to change, and how to deal with anger and stress, you will be able to provide your employees with the guidance and leadership necessary to face even the largest shifts and disruptions in the workplace.

This course includes the following chapters:

- Chapter 1: Change in the Workplace
- Chapter 2: Change Management
- Chapter 3: Managing Anger, Stress & Attitudes

What You Will Learn:

- How to help employees adapt to change
- The benefits and costs of change
- The three-step cycle of the change process
- The process involved in the adaption of change
- The problems faced by management during times of change
- The different types of reactions to change and what you can do to manage these
- The characteristics associated with resiliency to change
- Strategies that can be used to help employees cope with change
- How to help employees deal with their anger and stress
- How to identify and manage negative employee attitudes

What's included

- Up to 12 months access to each course in this program
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Delegating Effectively

Delegation involves being able to effectively assign either authority or responsibility for a task to an employee, who will then carry out the assignment efficiently and accurately. This form of task assignment should not simply be the process of a manager/supervisor dumping work on a subordinate, but should rather be the utilization of a variety of individual skills and capabilities in order to get a job done quickly and properly. This course will help you to determine when and to whom to delegate, how to give clear and concise instructions, and the follow-up and feedback process in delegation.

This course includes the following chapters:

- Chapter 1: Defining and Understanding Delegation
- Chapter 2: Getting Ready to Delegate
- Chapter 3: Delegating

What You Will Learn:

- The definition of delegation what it is and what it isn't
- Some general guidelines for what you should and shouldn't delegate
- The reasons for which delegation should occur
- How to determine if a task should be delegated or whether you should just do it
- Selecting the right person to delegate a task to
- The importance of preparing for a meeting during which you're going to delegate a task to an employee or employees
- The key areas of communication to cover when providing instructions to an employee during a delegation meeting
- The problems that can develop when delegation instructions are not clear
- How the use of a pre-developed guideline for a delegation meeting will help to ensure that the task to be delegated is understood by the employee taking it on
- The importance of monitoring the delegated task, using the agreed upon level of authority
- How and when to provide feedback to an employee to whom you have delegated a task

What's included

- Up to 12 months access to each course in this program
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Hiring for Success

Ensuring that an organization hires the right person the first time can help save both time and money. Before the hiring process can even begin, the tasks and responsibilities associated with the position being filled must accurately be identified and agreed upon. Next, in order to make

Leadership Course Overviews

the correct hiring decisions, management must understand and implement a variety of measures that will help attract and identify the best candidate for the job. It is these elements that will help managers make the correct hiring decisions the first time rather than wasting time and money on costly hiring errors.

This course includes the following chapters:

- Lesson 1: Preventing Costly Hiring Mistakes
- Lesson 2: The Advertising, Recruitment and Selection Process
- Lesson 3: The Interview Process
- Lesson 4: Interviewing and Hiring Responsibilities

What You Will Learn:

- The costs of hiring mistake
- How to conduct job analyses and create position profiles
- The repercussions of failing to ask proper interview questions
- Factors to assess during the hiring process
- How to create job advertisements and choose the best form of advertising
- The recruiting and selection process
- Obstacles to recruiting and hiring
- How and why to use a resume screening guide
- How to prepare for an interview
- How to avoid bias during interview
- The different types of interview questions and techniques including behavioral questioning and the critical incident technique

What's included

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Making Employees Accountable

Any effective manager will tell you that having faith and confidence in his/her employees is essential to running a successful department. This trust is not created overnight or without significant time and commitment from an organization. In order to establish employee accountability, an organization itself must be seen as accountable. By creating an environment where accountability is not only praised but expected, a manager can foster and manage an inclusive and secure work environment, which will lead to improved employee morale, productivity, and faith in the organization.

Leadership Course Overviews

This course includes the following chapters:

- Chapter 1: Accountability Basics
- Chapter 2: Personal & Organizational Accountability
- Chapter 3: Managing Accountability

What You Will Learn:

- What accountability is
- A history of accountability
- How recent events have further eroded many peoples belief in public accountability
- The characteristics of an accountable organization
- Ways to foster and enhance the personal accountability of employees
- How goals and expectations can improve employee accountability
- Strategies for creating and sharing ownership of work with employees
- Delegation and how it can be used to strengthen employee accountability
- Useful ways to monitor and assess employee accountability

What's included

- Up to 12 months access to each course in this program
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Management Preparation

Preparing to become a manager can be a difficult and stressful task if you are not properly prepared. Fortunately, there are skills and strategies that can be used to help make the transition less stressful and more successful. By understanding the foundations of successful management, coupled with an understanding of elements like effective leadership styles, conflict resolution methods, and problem solving techniques, even someone with limited supervisory experience can become a successful manager.

This course includes the following chapters:

- Chapter 1: The Foundation of Successful Management
- Chapter 2: Management Skills
- Chapter 3: Implementing Management Strategies
- Chapter 4: Leadership

What You Will Learn:

- The managerial benefits of personal mastery, values, and vision

Leadership Course Overviews

- How to foster positive employee mental models and team learning
- The five-step process involved in building shared visions
- How to break destructive cycles of trust with employees
- How to avoid negative responses when implementing change
- The benefits of directional and consequential thinking
- Useful relationship-building and coaching techniques
- A useful explanation of SWOT analysis
- Useful strategies for public speaking and communicating with employees
- How to use leadership to strengthen your management techniques
- The benefits and weaknesses of different leadership techniques
- How to challenge, inspire, and encourage your employees

What's included

- Up to 12 months access to each course in this program
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Perception

Our environment and surroundings give us a lot of information. In fact, it is often too much for our minds to handle at any one time. This is where perception comes in. Using our past experiences and expectations, we categorize and group similar items together to allow for quick thinking and the ability to fill in missing information. However, this can also lead to problems, such as categorical thinking leading to stereotyping. In this course, you will learn about the different problems with the perceptual process and ways you can overcome them.

This course includes the following chapters:

- Lesson 1: What is Perception?
- Lesson 2: Categorical Thinking
- Lesson 3: Problems with Perception
- Lesson 4: Overcoming Perceptual Problems

What You Will Learn:

- The process of perception and how to make sense of information
- How the perception process allows us to gather, filter, and interpret information, as well as overcome any problems
- Selective attention
- How information is filtered by various internal and external factors
- When assumptions are made
- Categorical thinking based on similarity and proximity
- How mental models can be used to connect events and develop expectations
- How people join groups and organizations to help them define who they are

Leadership Course Overviews

- How categorizing, homogenizing, and differentiating are elements of forming and maintaining a social identity
- Stereotyping, or assigning traits to individuals based on their membership in a social group
- The difference between a self-serving bias and a fundamental attribution error
- The effects of self-fulfilling prophecies in the workplace
- How lessons about perception must not only be learned, but also applied
- How self-awareness and training can be used to reduce perceptual biases
- How understanding your values, beliefs, and prejudices can help reduce your perceptual biases
- How meaningful interaction can help reduce perceptual biases

What's included

- Up to 12 months access to each course in this program
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Performance Management

Effective performance management within an organization can help make the difference between a successful and a failing business or department. By developing effective training and coaching programs, an organization can lay the groundwork for an effective and successful performance management process. Once these foundations have been established, management needs to ensure that the performance management process is activated, evaluated, and reviewed in such a way as to implement the most useful and productive process possible. By doing this, management can help ensure that they are getting the most out of their workforce at all times.

This course includes the following chapters:

- Chapter 1: The Foundation of the Performance Management process
- Chapter 2: Performance Management Preparation
- Chapter 3: Performance Management Activation & Evaluation
- Chapter 4: Formal Evaluation

What You Will Learn:

- Shared Management
- The 3 Phases of Shared Management
- Setting Employee Goals
- The 4 main categories for successful goal setting
- Preparing for Performance Management

Leadership Course Overviews

- Choosing the Right Candidate
- Training: Classroom Learning
- Training Programs
- Coaching: Effective Communication
- Performance Management and Motivation
- The Activation Stage
- Ongoing Evaluations
- Performance Feedback
- Accepting Criticism
- Formal Evaluations
- Performance Reviews
- Fostering Communication
- Performance Review Preparation and Follow Up
- Performance Review Forms

What's included

- Up to 12 months access to each course in this program
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Power & Influence

No matter what your position or title is in an organization, it is important to understand what power and influence are and how to use them. If you feel empowered at work, you are more likely to enjoy your job, be more productive, and not engage in negative office politics. This course presents the basic elements of power, influence, and organizational politics, and examines how these elements are related.

This course includes the following chapters:

- Chapter 1: Power in Organizations
- Chapter 2: Factors Influencing Power
- Chapter 3: Influencing Tactics
- Chapter 4: Consequences of Power

What You Will Learn:

- The meaning of power
- The different types of power that can influence your workplace
- Factors that affect power in the workplace, including substitutability, centrality, discretion, visibility, and social networking
- The effect that different types of influence tactics have on power dynamics and work relationships

Leadership Course Overviews

- Influence tactics including: silent authority, assertiveness, coalitions, upward appeal, information control, persuasion, impression management and ingratiation, and exchange
- Employee empowerment and the benefits it brings to the workplace
- Different responses to influence tactics based on how the tactic is presented
- The impact of organizational and office politics and how to minimize their negative impact

What's included

- Up to 12 months access to each course in this program
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Structure, Culture & Change

Policies and procedures may be implemented for a variety of reasons, but ultimately, no matter why they are in place, it is your job as an employee to know and follow them. In this course, you will learn more about why policies and procedures are important to know and follow for customer service. You will also practice interpreting and following policies and procedures and explore some of the possible consequences of not following them properly.

This course includes the following chapters:

- Chapter 1: Organizational Structure
- Chapter 2: Organizational Culture
- Chapter 3: Organizational Change

What You Will Learn:

- Gaining an understanding of how work is organized and divided up in an organization
- Different methods of coordinating labour and when each is most likely used
- The functions of organizational culture
- How to change and strengthen organizational culture
- An introduction to Lewins Force Field Analysis Model and how it relates to organizational change
- The importance of minimizing employee resistance to change and some tips on how to accomplish it
- Two different approaches to examining how well your organization is handling organizational change

What's included

- Up to 12 months access to each course in this program
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Talent Management

Attracting and retaining talented individuals can be difficult for even the most experienced manager. Drawing in-demand candidates to your firm can help bolster the productivity, prestige, and value of an organization, which means that attracting highly-talented individuals should be a primary concern for the management of any business. Furthermore, many organizations have talented individuals within their ranks that management simply hasn't identified or placed in a role where the employee's talents can be properly used. Management must help ensure that such potential isn't wasted. Finally, once talented individuals from outside the organization have been hired, it is the responsibility of management to ensure that these employees are being utilized effectively.

This course includes the following chapters:

- Chapter 1: Talent Management Basics
- Chapter 2: Identifying, Retaining and Engaging Talent
- Chapter 3: Talent Management Programs
- Chapter 4: Formal Evaluation

What You Will Learn:

- The concepts of talent management and shared management
- The different elements of emotional intelligence
- What competency models and clusters are
- Methods that can be used to identify and classify talent in the workplace
- Ways to manage talent and motivate employees
- Ways to encourage and foster engagement in the workplace
- How talent within an organization should be assessed and reviewed
- How talent review meetings should be conducted
- The process and rationale for evaluating an existing talent management program
- Example of conducting a Formal Evaluation

What's included

- Up to 12 months access to each course in this program
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Team Building

While the benefits to having effective teamwork within the workplace are well known, the methods to achieve this harmonious and cooperative environment can be more challenging to find. Fortunately, this course will help uncover and explain these often elusive strategies. Once the foundations for successful teamwork have been laid, your role as a manager will be made easier and your employees will be more productive. By understanding team types, what makes a good team player, how trust and communication affect teamwork, and learning how to effectively build a team, a supportive and collaborative work environment can be established.

This course includes the following chapters:

- Chapter 1: Foundations of Team Building
- Chapter 2: Team Players
- Chapter 3: Managing Teams

What You Will Learn:

- The benefits/drawbacks of different team formations
- Problems that teams can face and how they can be avoided
- Barriers to communication
- The names and common characteristics of the 4 types of team players
- How to build better teams using forming, storming, norming, and performing
- How the TORI model can aid in team building and management change and what you can do to manage these
- The characteristics associated with resiliency to change
- The value and composition of team contracts

What's included

- Up to 12 months access to each course in this program
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Team Dynamics

The use of different types of teams and team work, in particular virtual teams, is becoming more prevalent in the workplace. It follows that the concept of team dynamics is an important aspect of organizational behavior. In this course, the advantages and disadvantages of teamwork will be explored. As well, elements of effective teams will be focused on, including the level of interdependence, team size, team composition, team cohesion, team norms, and team trust. You will also learn about the constraints on team decision making and how to overcome them.

What You Will Learn:

- What Teams Are
- Different Types of Teams
- Advantages & Disadvantages of Teams
- Types of Interdependencies
- Sizes of Teams
- Composition of Teams
- Team Lifecycle
- Team Norms
- Team Cohesion
- Team Trust
- Conflict & Constraints in Team Decision Making
- Team Decision Making Strategies

What's included

- Up to 12 months access to each course in this program
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Team Environment & Behaviors

In this course team behaviors and the team environment are discussed. Specific topics covered include the stages of team development, positive team behaviors, team codes of conduct, and communication techniques used by healthy teams. It is important that the team development process and the environment in which teams operate promote collaboration and encouragement. Finally, some clear examples are given of how effective teams behave and communicate.

What You Will Learn:

- The Four Stages of Team Development

Leadership Course Overviews

- Things to Encourage In A Team
- Team Codes of Conduct
- How Healthy Teams Communicate

What's included

- Up to 12 months access to each course in this program
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Time Management for Peak Performance

Regardless of the industry or position, successful leaders understand the importance of effective time management. When faced with competing tasks and simultaneous deadlines, it is important that you are able to manage your time successfully. As a leader, if you model good time management and coach your team members in this important skill, you will reduce stress, maintain team focus, and stay in control. This course will teach you how to identify important tasks, avoid procrastination, set achievable goals, organize your work space, prioritize to improve productivity, improve your scheduling, and delegate effectively.

What You Will Learn:

- Time Wasters
- Procrastination
- Combating Procrastination
- Setting Goals
- Organizing Computer Files and Email
- Delegating
- Levels of Authority
- Just Saying 'No'

What's included

- Up to 12 months access to each course in this program
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Using Motivational Training

Ensuring that an organization hires the right person the first time can help save both time and money. Before the hiring process can even begin, the tasks and responsibilities associated with the position being filled must accurately be identified and agreed upon. Next, in order to make the correct hiring decisions, management must understand and implement a variety of measures that will help attract and identify the best candidate for the job. It is these elements that will help managers make the correct hiring decisions the first time rather than wasting time and money on costly hiring errors.

This course includes the following chapters:

- Chapter 1: The Nature of Motivation
- Chapter 2: Goals & Values
- Chapter 3: Motivational Environments & Motivating Jobs

What You Will Learn:

- Motivational Techniques
- Hierarchy of Motivational Needs
- Motivational versus Maintenance Factors
- Personal Motivators
- Setting Goals: SMART Method
- Setting & Developing Goals
- Comparing Values
- Values in the Workplace
- The Effect of Positive and Negative Feedback
- Creating a Motivational Environment
- Expectancy Theory
- Aspects of a Motivating Job
- Examples of ways to create Job Motivation

What's included

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Sales Course Overviews

Sales Courses

Customer Needs & Desires

Customers have different needs and varying levels of ability to express their needs. In this course, you'll learn how to apply a tailored approach to better meet the specific needs and desires of your customers by learning about categorizing customer needs, six sigma, and root cause analysis.

What You Will Learn:

- Identifying customer needs
- Categorizing customer needs
- Six Sigma DMAIC
- Six Sigma DMADV
- Root cause analysis/5 Whys

What's included

- Up to 12 months access to each course in this program
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Market Segmentation & Target Marketing

Marketing segmentation and target marketing are two key components of a sales strategy. To successfully sell products, you need to know what group of people or geographical area you're targeting. In this course, you'll learn about market segmentation, target marketing, and the importance of applying both in sales strategy development.

What You Will Learn:

- Who are your Customers
- Market Segmentation
- Target Marketing

What's included

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