



TSC Course Catalog

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COMPANY BACKGROUND

TSC is a woman owned small business whose core business is training in business management and project management environments. TSC's expertise include: executive coaching, leadership development, organizational development, acquisition and management training, facilitating and organizational assessment. The TSC model for training is focused on the adult learner. Workshops for training are developed using certified instructional systems designers with a specific focus on interactive learning. This catalog provides an overview of the courses offered by TSC at this time and provides information regarding criteria for which we contract to develop courses. Note: TSC offers a Leadership 4-day webinar course given over six weeks which is not currently included in this catalog. This catalog is updated periodically as additional courses are developed.

GENERAL INFORMATION

For purposes of the Commonwealth contract # E194-73092MA2192 the customer is considered to be any Participating Entity approved to participate on the contract.

For purposes of the Seaport-e contract, the customer is considered to be any Navy or military customer authorized to purchase goods and services through Seaport-e.

All other customers may purchase training courses from TSC (a Woman Owned Small Business), through purchase orders under the \$5000 threshold or non-government agencies may order courses by contacting TSC's CEO, Susan Grunin at Susan.Grunin@Think-SC.com.

A. Types of Learning Activities and Media Used by TSC

TSC offers classroom, blended learning, webinar and on-line learning activities and workshops.

B. Class Size

Minimum class size is 15 students and maximum class size is 20 students for classroom and webinars.

C. Section 508 Compliance Standards

All TSC's course materials are 508 compliant.

D. Licenses



TSC is capable of developing online courses customized to a customer's requirements and will allow access to these on-line courses for 120 days after registration.

E. Train the Trainer Program

TSC offers Train the Trainer instruction for courses customized for a specific customer that has the resources to provide continuing instruction after course development. The customer will assume total responsibility and accountability for the course and its delivery after the train the trainer session is conducted. The cost for the train trainer instruction is included in the development costs of the course. TSC provides the capability for a customer to teach a non-customized course. The pricing for this service is based on the number of course participants with the cost being at least equal to 50% of the per participant fee plus costs for participant guides. TSC does not certify trainers; however, TSC will provide a certificate of completion that shows that a trainer has attended and received the training and therefore, can use the materials for future course offerings with the agreed upon restrictions. There is no restriction on the class sizes for a customer's trainers but training can occur only within the customer's organization by qualified TSC trained instructors, and the trainers must be employees of the customer and not an external contractor sources. Course materials used by a customer's trainers are guaranteed by the TSC for 12 -18 months and should be updated after the expiration date (e.g., updated with policy and procedure changes).

F. Training Materials

There is no charge for customers to reproduce training materials for courses developed and customized for their internal use or if the training materials are used to support online learning that was developed for a specific customer with an instructor in the loop, (an instructor that is on call to answer questions or, run an exercise). Customers can reproduce non-customized TSC training materials for _____ per participant. The Contractor (and Sub-contractors) will ship course materials at cost without a mark-up provided they are in support of a course that TSC is conducting or has agreed the customer can conduct and is attended by the maximum number of students or less.

G. Customization of Materials and Courses

TSC provides subject matter expertise and instructional systems design expertise to customize courses. In addition, TSC has the expertise and past experiences of converting classroom courses to the other media types of delivery. TSC can deliver Synchronous, Asynchronous or blended learning educational workshops.

- Synchronous means learners and instructors are engaged in an online course at the same time.



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- Asynchronous means learners are engaged in an online course on their own schedule.

H. Co-Branding Materials

Customers may put their brand on course materials only by specific agreement with the TSC and subject to TSC being recognized for the development of the course.

I. PRICING SCHEDULE

TSC's pricing schedule is based on a model with classroom delivery course, length of training time, and number of students. Services outside of the model will require negotiations between the customer and TSC because of the diversity of needs such as delivery method, a stand-alone class or a program of classes, number of students, and course customization.

The cost of customization depends on the extent of customization necessary to modify the course, to add the customer's policies and practices, and whether the course delivery will be online or classroom. When TSC provides instructional support or design each module will be priced as a 1 day effort in accordance with TSC's general pricing structure. If a train the trainer focus is maintained, then a two to four day train the trainer prototype will be provided to the customer's subject matter experts with the materials and the exercises the modules contain. Cost will depend on whether the prototype is a table top walk through of the materials or, whether it will consist of actual training sessions based on artifacts provided by the customer.

TSC breaks up the number of students into a maximum of 20 participants per classroom workshop. (15-20 students are desired). Generally two instructors could be needed to provide adequate instruction if there are more than 20 participants for a classroom workshop and an additional charge per day will be added to the costs for a second instructor. The 15-20 classroom size provides optimum time for the participants to interact and engage in exercises.

Webinar classes can be provided in any length of time as agreed to between TSC and the participating entity. Cost per student will depend on the number of attendees and the effort involved, along with the time needed for the facilitator.

J. DISCOUNT STRUCTURE

TSC offers a discount to customer's based on the number of courses that the customer requests for a given calendar year, to discuss: contact Dr. Grunin 202-412-1916.

K. PAYMENT

- a) Upon receipt of a proper invoice submitted from TSC, a customer is expected to pay any amounts not in dispute for Services identified in the invoice no later than 30 days from the date that TSC has performed the services for the customer making payment. Invoices not paid within 30 days are subject to prevailing interest charges.
- b) TSC will invoice a customer no later than close of business on the 5th business day following the end of the month during which the services were provided. Electronic invoices are used and checks, credit card, purchase orders or electronic payment may be utilized for payment. Contact Susan Grunin, CEO at Susan.Grunin@Think-sc.com to arrange for payment.



PROJECT MANAGEMENT COURSES SUMMARY AND COMPETENCIES

Commonwealth Topic Area	Key Competencies	TSC Course TITLE	# Days
Project Management Framework	Interrelationships within the of Project Management Framework/ Organizational Influences on Project Management(Planning, Governance, Stakeholders, Project Life Cycle)/ Project Management Processes	Course 1: Project Management Framework	3
Project Management Framework	Interpersonal Skills of the Project Manager/ Teaming/ Leadership	Course 2: The Effective Project Manager	2
Project Integration Management	Developing the Project Charter/ Project Management Plan/ Management, Control and Closeout Procedures	Course 3: Managing in a project management environment	3
Project Scope Management	Scope of a Project/ Creating the WBS/ Change and scope control	Course 4: Managing the Scope of a Project	2
Project Time Management	Developing, Monitoring and Controlling a Project Schedule, (Knowledge of MS Project desired)/ Schedule estimating techniques	Course 5: Scheduling for Success	2
Project Cost Management	Cost Estimating techniques/Defining the Project Cost Baseline/ Earned Value Management/Cost Forecasting/ Developing a Spend Plan	Course 6: Controlling Cost in the Project Management Environment	2
Project Quality Management	Planning Quality Management, Understanding Failure Cost/Using Quality Tools and Techniques/ Statistical Sampling/ Quality Control	Course 7: Controlling for Quality	2
Project Human Resource Management	Planning the Organizational Structure/Selecting and Managing the Project Team/ Defining roles and Responsibilities/Team Processes/ Conflict Management	Course 8: The Human Side of Project Management	3
Project Communications Management	Communication Skills – Listening, Questioning, Persuading, Coaching, Negotiating/Developing a Communications Plan	Course 9: Effective Communication in Project Management	2
Project Risk Management	Risk Management Process/ Controlling for Risk – Tools and Techniques/Risk Analysis and Modeling Techniques.	Course 10: Controlling the Risk	2
Project Procurement Management	Defining the Procurement Process, Contract Types, Market Research, Standard Procurement Documentation, Conducting Procurements-Tools and	Course 11: Integrating Project and Procurement Management	3



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	Techniques(includes Source Selection), Managing Procurement Relationships, Payment and Reporting		
Project Procurement Management	Source Selection Roles and Responsibilities/Defining Criteria/ Source Selection Process.	Course 12: Conducting a Formal Source Selection (Developed for US Department of Education).	3

PMBOK Program Design: The program is designed for all project managers to begin with the foundational workshop Project Management Framework. Then the project manager can select any of the remaining 10 workshops. In addition, all workshops are independent of one another and are designed to be customized and tailored to meet customer needs:

Instructional Systems Design: Each workshop has these seven components:

1. Outcomes and Identified Key Competencies
2. Introduction
3. Learning Unit(s)
4. Learning Activity(s)
5. Developmental Activities
6. Commitment
7. Resources/Web/Tools
8. Evaluation of Courses – done using Kirkpatrick Level I, II, and III



PROJECT MANAGEMENT COURSE LISTING

Course #1 Title: Project Manager Framework – 3 Days

Foundation Module- Recommended for all beginning Project Managers (PM)

Course Topic Area: Project Management Framework



Learning Outcomes:

- To Describe the role of the project manager and recognize the responsibilities and interpersonal needed in the organizational environment;
- To Recognize the interrelationships of the project manager, the program manager, the portfolio manager and the operations manager;
- To Explore and Analyze the major organizational influences on project management as they relate to planning for success;
- To Differentiate different organizational structures as they relate to Governance in the PM environment;
- To Identify the major stakeholders and their role in the PM life cycle area;
- To Diagram the PM processes associated with the project management life cycle and their relationship to one another.

Course Description: This is an introductory course to the world of Project Management. It explores the role of the project manager in the organizational environment, recognizing important interrelationships, exploring and analyzing major organizational influences and discerning the challenges of governance in the PM organizational structure. This workshop is designed to provide a big picture viewpoint of project management and the life cycle processes that it contains.



Course #2 Title: The Effective Project Manager – 2 Days

+ Optional Course Materials DISC = \$85/person

Course Topic Area: Project Management Framework

Learning Outcomes:



- **To Explore the PM role and the interpersonal skills/EQ needed for success;**
- **To Strategically Communicate the organizational vision to align the project with future goals and objectives and clearly link them to current and future activities;**
- **To Consider the effect of project change on the organizational strategy;**
- **To Assess the critical PM skill in organizing and managing the PM team;**
- **To Assess team formation and how it can affect the success of the project;**
- **To Create an operative Team Charter to gain team commitment to the overall project;**
- **To Develop clear strategies/tactics for overcoming obstacles and developing recommendations.**

Course Description: Today's project managers (PMs) must strategically communicate their organization's vision and how their project aligns with organizational goals, objectives and how each member of the project management team has a role within this organizational environment. Participants in this course will explore the interpersonal skills that PMs need to develop effective strategies to obtain team commitment, to handle change and daily operations, and to over-coming obstacles for implementing the PMs mission and goals. Participants should bring a copy of their organization's vision, mission and goals.



Course #3 Title: Managing in a Project Management Environment – 3 Days

Course Topic Area: Project Integration Management



Learning Outcomes:

- To Create an operational Project Charter;
- To Create an effective Project Management Plan that serves as the blueprint for managing and controlling the project;
- To Explore effective strategies for monitoring and controlling project work;
- To Recognize how active Configuration Management is the best practice for effective change management;
- To Determine appropriate closeout procedures at the end of a project or life cycle phase.

Course Description: In order to be effective in a project management organization, PMs need to use effective tools to document key aspects and strategies of the project management process. These are the living documents – Project Charter and Project Management Plan, and create a baseline for future activities and form the basis for effective management and control throughout the life of the project. Participants will bring a copy of projects Charter (if one exists) or the authorizing document that establishes the need to form a Project Management Office (PMO). They will assess their project needs and create a Project Management Plan to form a baseline for monitoring, managing controlling project resources. They will also explore the effects of good configuration management in controlling and documenting changes to the project baseline. The action learning focuses on creating opportunities for building an operational project management strategy throughout the project life cycle that includes building relationships with key stakeholders and recognizes the impact of change.

Course #4 Title: Managing the Scope of a Project – 2 Day

Course Topic Area: Project Scope Management



Learning Outcomes:

- To Realize the importance of Project Scope and how it defines project requirements;
- To Utilize tools and techniques to define and validate the Scope of a project;



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- **To Analyze and diagram a Requirements Traceability Matrix;**
- **To Create an Operative Work Breakdown Structure/Work Breakdown Dictionary;**
- **To Implement a Change Management Process to control the Requirements Baseline.**

Course Description: Effectiveness and efficiency are important attributes of the project management process. Effectiveness for the PM is defined in the Scope of the project; efficiency is developed from the Requirements Traceability Matrix and an operational Work Breakdown Structure. Participants in this course will explore how to fully define the scope of the project and how a Requirements Traceability Matrix and an operational Work Breakdown Structure will assist the PM to be effective and efficient. They will also develop a change management process to control and document changes to the project baseline. Prerequisite: Managing in a Project Management Environment.

Course #5 Title: Scheduling for Success – 2 Days

Course Topic Area: Project Time Management



Learning Outcomes:

- **To Analyze issues affecting the Project Schedule;**
- **To Describe different schedule estimating techniques and their uses;**
- **To Create a schedule of events using the Critical Path Method/Critical Chain Method to Ensure project success;**
- **To Develop a plan for monitoring and controlling a project schedule.**

Course Description: Creating a realistic schedule of the project management process is essential to measure progress and ensures the right resources are applied at the right time as the project progresses. Participants in this course will consider issues affecting a schedule, how to estimate duration, how to monitor and adjust the schedule as necessary to manage the project. Participants' knowledge of work breakdown structures and MS Project and access to computers are required to attend this course.



Course #6 Title: Controlling Cost in the Project Management Environment – 2 Days

Course Topic Area: Project Cost Management



Learning Outcomes:

- To Analyze environmental factors that affect the cost estimating process;
- To Establish a Cost Management Plan to set ground rules for defining the cost estimate;
- To Explore the different factors of cost included in a valid cost estimate;
- To Develop a project cost baseline using the Work Breakdown Structure;
- To Explore the concept of Earned Value Management;
- To Develop a Spend Plan that assists with cost forecasting, budget control and controlling expenditures.

Course Description: Cost overruns are always a concern for the Project Manager. Participants in this course will analyze the issues associated with cost estimating and learn tools and techniques to assist in controlling cost on a project.

Course #7 Title: Controlling for Quality – 2 Days

Course Topic Area: Project Quality Management



Learning Outcomes:

- To Appraise a project to determine the necessary level of quality assurance;
- To Develop a quality management plan to ensure customer satisfaction;
- To Explore the use of the 7 basic quality tools;



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- **To Use statistical process control in the measurement of product quality.**

Course Description: Quality is an essential element in any product or service managed by the PM. Participants in this course will learn through exercises and case studies the basics of quality management, and the use of basic quality tools and methods to conduct quality assurance through monitoring, measuring and controlling for quality in a product or service.

Course #8 Title: The Human Side of Project Management - 3 Day

DISC = \$85/person- - [Optional Course Materials](#)

Course Topic Area: Project Human Resource Management



Learning Outcomes:

- **To Organize the Project Management Office for successful project execution;**
- **To Build constructive, trusting relationships with colleagues at all levels;**
- **To Develop high performance employees—includes an organization profile for hiring the right staff with the right competencies and an employee recognition system;**
- **To Use informal networks and teams to achieve organizational goals.**

Course Description: Since most work is accomplished with and through others, it is critical to learn teambuilding skills. This workshop focuses on how to build trust, to collaborate, and to learn to effectively progress through the phases of team development. Participants will apply principles of team development in building a successful PMO.



Course #9 Title: Effective Communication in Project Management – 2 Days

+ MBTI – Optional Cost = \$50/person

Course Topic Area: Project Communications Management



Learning Outcomes:

- **To Use the skills of listening, questioning, persuading, coaching and negotiating for project success;**
- **To Analyze and create an effective Communications Management Plan.**

Course Description: This workshop's focus is on the skills of listening, influencing and negotiating to assist PMs reach win-win outcomes. The role of trust is highlighted in this workshop. Participants will also learn how to construct an effective Communications Management Plan to facilitate the flow of information within the PMO and between the PMO and principle stakeholders.

Course #10 Title: Controlling the Risk – 2 Days

Course Topic Area: Project Risk Management



Learning Outcomes:

- **To Assess the risk inherent in a project;**
- **To Use risk management tools and techniques to prioritize, monitor and track the risk inherent in a project;**
- **To Analyze methods to control risk in a project;**
- **To Present the results of a risk management assessment.**

Course Description: This workshop sensitized the participant to the full range of risk inherent in a project and provided tools and techniques for prioritizing, monitoring, controlling and tracking risk in a project. Participants will also practice presentation skills in presenting a risk management assessment of a project.



Course #11 Title: Integrating Project and Procurement Management – 3 Days

Course Topic Area: Project Procurement Management



Learning Outcomes:

- **To Define the phases of the procurement process;**
- **To Employ the appropriate contract type in implementation of a project;**
- **To Conduct market research in contract management decision-making;**
- **To Design an effective procurement strategy;**
- **To Manage procurement relationships;**
- **To Develop an effective payment and reporting system.**

Course Description: In today's environment, it is not unusual for a PM to be assigned to a project that is acquired from an experienced vendor. In addition, the PM may be supported in this process by a procurement expert who is conversant with the rules and laws affecting procurement actions. This workshop is designed to provide a complete overview of the procurement process from the PM perspective and the PM role in developing an effective procurement strategy. It also addresses the role of the PM in the execution of the contract.

Course #12 Title: Conducting a Formal Source Selection – 3 Days

Course Topic Area: Project Procurement Management



Learning Outcomes:

- **To Determine the roles and responsibilities of the formal Source Selection process;**
- **To Define discriminating evaluation factors and rating systems;**
- **To Conduct a fair proposal evaluation;**
- **To Conduct discussions, select the best value proposal and document the results.**

Course Description: This workshop is a series of module designed to plan, strategize and implement a formal source selection as defined by the Federal Government. Participants are walked through the process and learn to select and evaluate proposal discriminators to ensure that the best value proposal is selected.



BUSINESS COURSES SUMMARY AND COMPETENCIES

Commonwealth Topic Area	Key Competencies	TSC Course TITLE	# Days
Adult Learning	Interactive Action & Adult Learning Principles/Styles & Bloom's Taxonomy	Course #1: Adult Learning Theories, Strategies & Applications	3
Budgeting/ Accounting Financial Skills & Reports for Procurement	Business Vocabulary and Cost-Planning/ Basics of Finances/ Reports and Accounting	Course #2: Business Acumen – Financial Management	3
Business Communications	Communicating/Effective Listening and Interacting/ Dialogue/Values/ Active Listening/Collaboration/ Tact/ Diplomacy & Persuasion	Course #3: Dynamic Communications & Diplomacy and the Art of Persuasion Course #18: Applying Emotional Intelligence (EI/EQ) in the Workplace Course #19: Business Communications Course #21: Success Crucial Conversations	3 2 1 2
Business Ethics	Trust, Respect, and Ethics/Values and Moral Compass	Course #4: Leading Ethically and with Integrity	2
Business Law	Legal Issues	Course #5: Introduction to Business Law & The Uniform Code	2
Change Management	Change Management and Communicating/ Change Readiness, Adaptability, Resiliency and Coping	Course #6: Navigating and Championing Change & Building Resiliency	3
Critical, Creative and Complete Thinking	Critical Thinking/Analytical Thinking/ Problem-Solving /Analysis and Mind Mapping/ Creativity, Ingenuity, Innovation and Entrepreneurialism	Course #7: Thinking Critically, Creatively and Analytically	3
Coaching	Coaching Skills- Active Listening, Giving Feedback, Asking the Right Questions & Knowing How To Motivate and Work with Others + Applying the Situational Leadership Model and the GROW Model of Coaching	Course #8: Leading, Coaching & Delegating Effectively	2



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Decision-making	Courage and Decision-making/ Demonstrating Flexibility and Decisiveness	Course #9: Making Effective Decisions & Demonstrating Flexibility and Decisiveness	2
Economics	Basic Economic Terms and Introduction to Economics	Course #10: Basic Economics	2
Human Resource Skills & Public Administration	Setting Performance Standards, Creating High Performing Organization, Optimizing, Evaluating and Utilizing/Accountability/ Leveraging Diversity	Course #11: Driving Organizational Performance	3
Leadership	TRUST/Integrity/ Emotional Intelligence /Developing Leaders to Develop Others/ Leading from Strength and with Respect Leading with Wisdom and Enthusiasm	Course #12: The Foundations of Leadership & Other Key Leader Strategies & Competencies	3
Management Theories	Utilizing Management Theories and Applying them to Today's Changing Environment – Adaptive & Values Leadership	Course #13: Management Theories & Applications	2
Organizational Behavior	Organizational Effectiveness and Planning/ Cultural and Organizational Awareness and Political Savvy	Course #14: Effectively & Efficiently Operating the Organization	3
Presentation Skills	Know your Audience, Presentation Skills, Body Language, Tone & Visuals	Course #15: Effective Presentation Skills	3
Strategic Thinking	Visioning, Goal Setting (Priorities), Developing Strategies and Assessment/ Strategic Planning and Strategic Thinking/ Entrepreneurship	Course #16: Leading Strategically with Vision Developing and Executing Strategic Plans	3
Team Building/ Group Dynamics	Recognizing Delegating/ Teamwork and Using Networks/ Conflict Management/Polarity	Course #17: Empowering Others and Growing Leaders/ Fostering Collaboration and Teambuilding Course#20 Leading, Managing & Supervising through Conflict	3

Business Competency Course Design: TSC Business competency courses are designed in modular formats that can be organized in different configurations to meet customer needs. They consist of a collection of 30 modules that can be customized and tailored to meet different levels of management as well as individual employees. Finally, developmental modules are built into the curriculum as an add-on optional feature in order to provide more skill building of the key competencies identified in that module. For example, a recent customer desired a teaming course but asked for this to be used in their operational environment. In discussions with the



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customer we were able to structure a module of their operational environment and then use that environment as a basis of the follow-on exercises and tailored the modules of team building and group dynamics to meet their needs.

Instructional Systems Design: Each workshop has these seven components:

1. Outcomes and Identified Key Competencies
2. Introduction
3. Learning Unit(s)
4. Learning Activity(s)
5. Developmental Activities
6. Commitment
7. Resources/Web/Tools
8. Evaluation of Courses – done using Kirkpatrick Level I, II, and III

BUSINESS COURSE LISTING:

Course #1 Title: Adult Learning Theories, Strategies & Applications – 3 Days

Course Topic Area: Adult Learning



Learning Outcomes:

- **To Utilize the five types of learner outcomes;**
- **To Explain the implications of learning theory for instructional design;**
- **To Incorporate adult learning theory into the design of a training program;**
- **To Describe how adult learners receive, process, store, retrieve, and act upon information;**
- **To Discuss the internal conditions (within the learner) and external conditions (learning environment) necessary for the trainee to learn each type of capability;**



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- **To Explain the four components of program design: course parameters, objectives, lesson overview, and detailed lesson plan;**
- **To Apply Adult Learning Principles to a learning situation.**

Course Description: Training is the facilitation of learning in the workplace. Learning must occur for training to be effective. The workshop defines adult learning and highlights major need adult learning theory principles. As part of adult learning, the learning process, involving internal processes and external processes are discussed along with the basic process of instructional design. Important elements of instruction include making the learner aware of why he/she should learn, styles of learning, making the content meaningful, providing opportunities for practice and feedback, a logical program and an environment conducive to learning. Finally, the workshop addresses the preparation of the training site and program design. The workshop engages participants in developing the design document, program and course objectives, a lesson plan overview, and a detailed lesson plan for adult learners.

Course #2 Title: Business Acumen – Financial Management – 2 Days

Course Topic Areas: Budgeting/ Accounting Financial Skills & Reports for Procurement



Learning Outcomes:

- **To Link an insightful assessment of the external business drivers and Ask the right questions;**
- **To Execute the strategy to deliver the desired results;**
- **To Optimize people, technology, facilities, time, and money to meet organizational goals;**
- **To Evaluate how and when to integrate goals with effectiveness verses efficiency through identifying critical success factors;**
- **To Utilize the sustainability advantage.**

Course Description: A key component of effective leadership is cost-effective planning, budgeting and implementation of projects that directly address the organization's mission and functions. Participants will learn a process to obtain and analyze financial information and requirements to achieve mission critical results, along with focusing on capturing and key financial data and reporting requirements. And, since over 80% of organizations, people-related expenditures constitute 75% or more of their organization's budget, it is critical that we understand how to integrate financial planning into our daily work. A model for identifying Critical Success Factors in an organization is introduced and participants begin to develop



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factors for use by their team. Sustainable advantages are also presented in order for managers to be more effective in managing financial resources in today's environment.

Course #3 Title: Dynamic Communications & Diplomacy & the Art of Persuasion – 3 Days

Course Topic Area: Business Communications



Learning Outcomes:

- **To Interact effectively with all internal and external stakeholders;**
- **To Balance and Disseminate the right amount of information and level of information for the intended audience;**
- **To Identify, eradicate and overcome barriers to communication/ engagement and collaboration;**
- **To Develop effective plans and strategies for negotiating;**
- **To Negotiate and Influence for a win-win solution;**
- **To Use tact, diplomacy, dialogue in the art of persuasion.**

Course Description: Leaders spend up to 80% of their time communicating in one fashion or another. This workshop explores the outcomes of good and bad workplace conversations. Participants will learn effective proactive listening techniques, learn and practice the four steps of a high-impact, high-commitment workplace conversation, and practice a BCA (Behavior, Correction, Attitude) conversation. This course will help leaders to build and strengthen effective communication skills and provides tools and techniques for leaders to communicate in a variety of situations. Finally, this workshop also focuses on influencing and negotiating and learning a process for both that will help leaders reach win-win outcomes. Leaders will learn and practice the six effective steps for influencing for win-win outcomes and learn to conduct a principled negotiation, along with the art of persuasion.



Course # 4 Title: Leading Ethically and with Integrity – 2 Days

Course Topic Area: Business Ethics



Learning Outcomes:

- **To Review the relationship between core values, ethics and trust and how organizations define their core values;**
- **To Examine the ethical issues of decision-making while using the four basic ethical frameworks;**
- **To Examine the relationship of ethics to leadership;**
- **To Use the behavioral and attitudinal precursors to trust to build trusting relationships.**

Course Description: Leadership is executed through relationships with people, and those relationships depend on trust. Participants in this course will examine the foundations of trust, align their intentions with ethical behaviors and habits that communicate integrity to others, and demonstrate how to lead and model ethical behavior in their organization. Participants will explore fundamental ethical concepts, ethical frameworks, and the relationship of ethics to core values and how ethics impact decisions and the organization and leadership.

Course #5 Title: Introduction to Business Law & the Uniform Code – 2 Days

Course Topic Area: Business Law



Learning Outcomes:

- **To Provide a foundation of business law & the Uniform Commercial Code;**
- **To Learn where to find business law Uniform Commercial Code regulations;**
- ***To Recognize the requirements and limitations of specific laws identified by the customer.**

Course Description: This course will provide an introduction and foundation of business law covering the basic regulations and topics found in the Uniform Commercial Code and how to find the regulations that cover key business law topics in the code and to be finalized with customer input. This course is tailored to specific customer needs.



Course # 6 Title: Navigating & Championing Change & Building Resiliency – 3 Days

Course Topic Area: Change Management



Learning Outcomes:

- **To Value and Promote change for growth;**
- **To Utilize change management best practices;**
- **To Effectively lead change and manage conflict;**

- **To Assess your ability to cope with change/stresses;**
- **To Assess your change readiness;**
- **To Review coping mechanisms that provide you with ways to build your resiliency.**

Course Description: Today's organizations are dynamic, always adapting to new social forces, technology, and regulations. Many professionals have come to expect change, but that doesn't mean your changes will be embraced or carried out with enthusiasm and flawless execution. In this course, participants will examine past organizational changes through the lens of best practices research to learn how to replicate their successes and learn from their experiences. Participants will also focus on how different individuals are able to cope with change better than others and how to manage conflict in change management. Finally, the course provides tools for assessing change readiness and ability to cope with change, and provides a framework for understanding comfort zone in terms of constant change and provides ways to build resiliency in order to better cope with change and stressors.

Course # 7 Title: Thinking Critically, Creatively and Analytically – 3 Days

Course Topic Area: Critical, Creative and Complete Thinking



Learning Outcomes:

- **To Break-down complex issues into manageable pieces and systematic examination of the thinking process;**

- **To Select examples of methods that can be used to evaluate data;**

- **To Apply appropriate inductive reasoning methods to generate recommendations;**



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- **To Analyze complex issues in order to identify and solve problems in a variety of contexts;**
- **To Use and Apply mind-mapping tools;**
- **To Move beyond your own Paradigms;**
- **To Lead workplace innovation.**

Course Description: Critical thinking involves asking the “right” questions. This course will take participants through the Socratic Method and will build skills for inquiry, for differentiating issues, and for applying inductive reasoning. Problem-solving and mind-mapping are tools and techniques used in many organizations to structure the identifying and solving of problems. This session will engage participants in problem-solving activities which demonstrate techniques for focusing on identifying the “correct” problem and then offering creative thinking solutions. Participants will learn to add the dimension of creativity to assess risk factors. The interactive activities in this workshop will translate into workplace creativity, ingenuity, and entrepreneurial skills. It all comes together in the final activity when participants engage in an interactive exercise to make critical decisions and apply their reasoning and creative/critical thinking.

Course # 8 Title: Leading, Coaching & Delegating Effectively – 2 Days

Course Topic Area: Coaching



Learning Outcomes:

- **To Assist staff to reach higher levels of performance through trust, delegation, participation, and coaching;**
- **To Recognize and Develop leadership potential in the workforce;**
- **Utilize Empowerment/Engagement Principles to engage others;**
- **Learn and Effectively Apply the Situational Leadership Styles;**
- **Use and Apply the GROW Model of Coaching to staff and in the development of others.**

Course Description: To be an effective leader, one must learn to delegate and learn to let others lead through the empowerment of others. Empowering others challenges leadership skills in communicating, listening, planning, decision making, and problem solving. Empowering others will help build rapport and create productive relationships. This in turn will assist staff in reaching higher levels of performance through trust, delegation, participation, and coaching. Participants will learn and practice the six steps of successfully empowering leaders and how to apply the GROW model of coaching.



Course #9 Title: Making Effective Decisions & Demonstrating Flexibility & Decisiveness – 2 Days

Course Topic Area: Decision-making



Learning Outcomes:

- **To Integrate perspective and input of stakeholders and authoritative sources to make informed, timely decisions using the best information available through an assessment of Decision making models;**
- **To Assess your own decision making style and learn how to make more effective decisions;**
- **To Assume responsibility for decisions and/or decision making and help you build commitments;**
- **To assess how to adjust your decision making style;**
- **To Make decisions which can respond with speed and conviction to changing organization conditions;**
- **To Make decisions which can readily accommodate the needs of a project, stakeholder, or situation.**

Course Description: Making decisions is a critical part of responding to new and changing workplace demands. Understanding your own decision-making process is very useful. Learn how your decision-making style impacts your ability to be flexible. Utilize a proactive model which demonstrates how to quickly adapt your decision-making style to changing circumstances in the workplace. Furthermore, effective leadership is about making effective decisions in a timely fashion. Participants in this course will assess their decision-making style and then apply different styles to various decision-making situations. One of the key Action Learning units will engage the participants in a process that exposes them to the issues of “group think.”



Course #10 Title: Basic Economics – 2 Days

Course Topic Area: Economics



Learning Outcomes:

- **To review basic economic terminology;**
- **To learn basic economic theory and applications.**

Course Description: This course covers an introduction to economic terminology, basic economic theories and practical applications to the workplace.

Course #11 Title: Driving Organizational Performance – 3 Days

Course Topic Area: Human Resource Skills and Public Administration



Learning Outcomes:

- **To View a diverse workforce as an asset;**
- **To Manage and Value differences across cultures and generations;**
- **To Set and Maintain high standards of individual and organizational performance;**
- **To Create a climate that motivates and empowers employees to meet stakeholder needs and achieve organizational goals;**
- **To Develop high performance employees—includes an organization profile for hiring the right staff with the right competencies and employee recognition;**
- **To Demonstrate how building a high performance organization makes organizations more effective and efficient;**
- **To Identify and Simulate planning and Human Capital/organizational strategies for success tied to organization's vision, mission and strategic goals and plans;**
- **To Focus on what makes organization's workforces highly productive and to develop a plan for creating a high performing organization.**



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Course Description: Participants in this workshop discuss and learn concepts and theories of high performance individuals and organizations. These concepts and theories are transferred into practical solutions for real-life workplace situations. Leaders will also learn to see how valuing differences is related to innovation and productivity in the workplace and how effectively leading a multi-cultural and/or a multi-generational workforce can stimulate creativity, generate commitment, help produce a better product, and provide a variety of alternative solutions to workplace challenges. The course highlights specialized strategic human resources functions. This course examines how human resources can formulate and implement unified, comprehensive and integrated decisions to attain organizational goals and effectiveness in partnership with top management. It illustrates the philosophy, policies, programs and trends for effective human resource management. It also provides the framework and process for managers to use in development of a Strategic Human Capital plan for an organization and to understand the key considerations of what is required to develop a high performance organization.

Course #12 Title: The Foundations of Leadership & Other Key Leader Strategies & Competencies – 3 Days

Course Topic Area: Leadership + MBTI – Optional Cost = \$50/person



Learning Outcomes:

- **To Demonstrate how and why trust is critical to being a leader;**
- **To Recognize how relationships and personal values are key to effective leadership;**
- **To Know ourselves, Maintain control and Take responsibility for our emotions;**
- **To Embrace a vision and Demonstrate resolve;**
- **To Model appropriate behaviors and emotional intelligence;**
- **To Recognize your strengths and weaknesses;**

- **To Reflect upon ways to improve oneself;**

- **To Apply leadership principles to get things done through others;**

- **To Effectively Apply leadership styles and power to different workplace situations.**

Course Description: The role of trust in any leadership position has never been more critical or visible as in today's workplace. This module begins building a foundation for leadership trust at all levels. Leaders in this workshop will learn the importance of trust in a leader, and the behaviors of trust in action. Evaluating trust building characteristics and the gateways to trust



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are continuous learning themes. Leaders will assess the relationship of trust to leadership competencies throughout the workshop. This course also focuses on the individual and helps each of us understand ourselves better. It provides tools for assessments of our leader strengths and weaknesses. It helps to provide a framework for a reflective journey to grow as a leader. And it spells out how to take action for ourselves through self-coaching in a transformative way in which our awareness, commitment and practice helps us sustain personal growth. This workshop highlights the ongoing importance of trust in the workplace and identifies strength themes from the current literature. Leaders will have the opportunity to receive feedback on their application of an individual strength. The workshop focuses on emotional intelligence and demonstrates that when we are emotionally intelligent (EI) or learn to be so, we let ourselves be informed, but not ruled by our emotions. EI needs to guide our decision-making in order for us to successfully navigate life and work. They need to be in balance for us to be most effective. To be in balance with our emotions and to be able to successfully lead others, we need to learn more about our emotions rather than ignore them. This course provides information, activities and dialogue to allow individuals to understand themselves and what it means to be emotionally intelligent and then how to use EI as a leader to inspire others.

Course #13 Title: Management Theories & Applications – 2 Days

Course Topic Area: Management Theories



Learning Outcomes:

- Review and compare and contrast the basic principles of the Six Management Theories;
- Apply the theories to the modern work place and situations.

Course Description: Managing humans is still something that computers and robots cannot yet do. For this reason, proper management is vital to every organization's success. This workshop will cover the six major management theories which provide the framework for effective management strategy and are implemented in modern workplaces. These theories are used as a basis to motivate and bring the best out of employees. Furthermore, it's commonplace for managers to use more than one theory in order to achieve productivity or organizational goals. Because it is important for managers to understand these different theories and know how to implement them, this work shop will cover the basic premises and how we can apply the principles of these six most popular management theories:

1. Scientific Theory by Frederick W. Taylor
2. Administrative Theory by Henri Fayol
3. Bureaucratic Theory by Max Weber
4. Human Relations Theory by Elton Mayo
5. Systems Theory by Ludwig von Bertalanffy
6. X&Y Theory by Douglas McGregor



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Course #14 Title: Effectively & Efficiently Operating the Organization – 3 Days

Course Topic Area: Organizational Behavior



Learning Outcomes:

- To Clarify what the organization needs to accomplish;
- To Develop clear strategies/tactics for overcoming obstacles and developing recommendations;
- To Integrate perspective and input of all stakeholders and authoritative sources to make informed, timely decisions;
- To Know and appreciate the organization's culture and history;
- To Navigate organizational, social, and political relationships within the organization – political savvy.

Course Description: Effectiveness and efficiency have become “buzz” words for leaders' role as a manager in today's organizations. Participants will conduct a Stakeholder Analysis of their organization and they will develop a Responsibility Chart for strategically linking future decisions in their organizations to mission, goals and objectives. Participants will bring a copy of their organization's mission, goals and objectives. Organizations all have their unique culture and history that impacts human behavior in their organizations. Participants will navigate organizational structures, cultures, values, and dynamics to appreciate and apply their understanding to managing human behavior in their organization. They will extract the “best” pieces, practices, norms and parts with a view to integrating them into the future of their organization.

Course #15 Title: Effective Presentation Skills/Techniques – 3 Days

Course Topic Area: Presentation Skills



Learning Outcomes:

- To Use Qualities of an Effective Presenter & Effective Presentations
- To Project your voice and use pauses to dramatize your point;
- To Use relaxation techniques to overcome nervousness/stress;
- To Tailor your presentation to your audience;
- To Plan & Organize Content & Use visual aids and support materials;



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- To Expertly handle difficult questions and situations;
- To Communicate with clarity and conviction;
- To Gain confidence in your presentation skills.
- To provide the opportunity to practice developing and making effective presentations.

Course Description: This work shop covers a number of topics to provide expertise, practices and feedback to participants who will develop and deliver a presentation. Some of the key topics include: balancing verbal and nonverbal messages; practicing nonverbal impact skills to reduce nervousness and to engage the attention of listeners; making content clearer and more memorable; developing and organizing presentation content; creating an audience profile and set presentation parameters; preparing to give a presentation; tips on rehearsing, adhering to a time frame and speaking from notes; learning how to reduce stress and speaker's anxiety; using visual aids and support materials; handling questions from the audience; managing the presentation environment – including understanding the advantages and disadvantages of different room setups and to be able to anticipate challenges or difficulties with equipment.

Course # 16 Title: Leading Strategically with Vision to Develop and Execute Strategic Plans – 3 Days

Course Topic Area: Strategic Thinking and Developing/Executing Strategic Plans



Learning Outcomes:

- To Express a compelling vision of future goals and objectives and clearly link them to current and future activities;
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- To Clarify what the organization needs to accomplish;
- To Handle wave after wave of overlapping change;
- To Develop clear strategies/tactics for overcoming obstacles and developing recommendations;
- To Develop short and long range plans to fulfill the organization's mission, values, and goals;
- To Evaluate strategic drivers and barriers – internal and external to the organization.

Course Description: The strategic plan is the focus of this workshop it involves strategically aligning the organization's objectives and initiatives to the goals, turning the initiatives into an action plan, determining measurements, and creating targets. Participants



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are instructed to bring copies of the vision, mission, and goals statements of their organization in order to use the suggested template in creating a matrix for executing strategic plans. Today's leaders must strategically communicate their organization's vision so that employees have a clear understanding of organizational goals, objectives and how they link to each employee's role in the organization. Participants in this course will develop strategies to focus on the organization's vision while handling change, daily operations, and over-coming obstacles for implementing the organization's vision, mission and goals. Participants should bring a copy of their organization's vision, mission and goals.

Course #17 Title: Empowering Others and Growing Leaders/ Fostering Collaboration and Team Building – 3 Days

Course Topic Area: Team Building/Group Dynamics

+ Optional Course Materials DISC = \$85/person



Learning Outcomes:

- **To Build constructive, trusting relationships with colleagues at all levels;**
- **To Recognize differences in communication styles and values;**
- **To Learn How to Use Tools to Engage Others in Meaningful Dialogue;**
- **To Identify/overcome & eradicate barriers to engagement & collaboration & implement strategies to meet these challenges and build teams;**
- **To Approach conflict, resistance, and disagreement constructively, refraining from personal attacks and excessive emotion;**
- **To Determine how to maximize polarity issues, differences, and conflict.**

Course Description: Since most work is accomplished with and through others, it is critical to learn teambuilding skills. This workshop focuses on how to build trust, to collaborate, and to learn to effectively progress through the phases of team development. Participants will apply principles of team development in engaging activities. Participants will assess their personal communications style and values and use dialogue to communicate differences. And, because conflict is a natural outcome in teams, participants will identify types of conflict and use a polarity framework, to diffuse situations and maximize polarity in their teams and interactions with others who have different points of view. This will result in focusing energy on positive outcomes involving all parties and building the team.



Course #18 Title: Applying Emotional Intelligence in the Workplace- 2 Days

Course Topic Area: Assessing and EI/EQ Competencies: Empathy, Self-Control, & Building Social Relationships and Communication Skills

+ Optional Course Materials DISC = \$85/person



Learning Outcomes:

- **How to Assess Yourself on EI- Dimensions/Competencies**
- **To Receive Feedback on EI Competencies**
- **To Maintain Control and How to Minimize Blocks to EI**
- **To Read Others and How To Perceive Others/Situations Accurately**
- **To Communicate with Flexibility**
- **How To Build EI Insights and Collaboration**
- **To Apply the Second Dimension of EI to Real Life Situations and Communication Styles**

Course Description: Emotional Intelligence (EI/EQ) is a vital component of successful managers and employees in any organization. In this interactive 2 day workshop that was specifically designed and developed for the US Department of Homeland Security, participants will learn to use the two dimensions of EI/EQ: Personal Competence and Social Competence. Through a series of self-assessments and interactive scenarios, participants will explore and apply the concepts of EQ: self-awareness, self-control, empathy, social skills, trustworthiness, conscientiousness, innovation, adaptability, and achievement/drive to recognize the impact of how these personal and social competencies affect workplace performance. Additionally participants will explore the blocks to EI and what can be done to minimize their impact on workplace performance.

Prior to the workshop, participants will have the opportunity to take the DISC preference tool to discover their DISC communication characteristics, thinking style and strengths. During the second day of the workshop participants will cross-walk their DISC styles to their EI/EQ competencies. At the conclusion of the workshop, participants will apply EQ to workplace communication situations.



Course #19 Title: Business Communications: Dynamic Writing & Listening Skills – 1 Day

Course Topic Area: Communications



Learning Outcomes:

- To utilize techniques of a strategic system for listening, writing, and effective communication skills
- To learn techniques for communication that will foster productive workplace interaction in a work setting
- To interact effectively with internal and external stakeholders

Course Description: this course is designed to deliver a strategic system that will enhance participants' writing, listening, and communication skills that will foster productive workplace interaction.

Course #20 Title: Leading, Managing & Supervising Through Conflict - 2 Days

Course Topic Area: Conflict Management



Learning Outcomes:

- To understand that conflict is not inherently negative and how by understanding the different types of conflict and components involved we can learn how to manage it
- To understand our values, reactions, style of conflict and how they impact how each of us responds to and manages conflict
- To learn to use dialogue as a tool for reducing tensions and conflict
- To utilize conflict resolution skills, models, techniques, tools and strategies in order to know when to use which strategy/technique to manage and master conflict.



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Course Description: This course is designed to provide participants with an understanding that conflict is not inherently a negative thing. Through guided discussions, they will examine hands-on techniques and modes and learn which mode is best for what situation to **efficiently [and effectively]** manage conflict and not let it manage them.

Course #21 Title: Success Crucial Conversations - 2 Days

Course Topic Area: Communication and Conflict



Learning Outcomes:

- To Identify unproductive thinking patterns and approaches to difficult conversations and replace them with positive and productive patterns and approaches
- To Replace egocentric attitudes with open, inclusive, learning attitudes towards others when faced with disagreement and conflict
- To Practice simple, proven strategies for entering and working through “hard to have conversations” and conflict situations and
- To Use Tools that assist us in having Successful Challenging Conversations that need to be had.

Course Description: Before this workshop participants will need to read the book, Crucial Conversations. In the workshop participants will answer some insightful questions on the book and provide their own case study on a crucial conversation that they need to have. Participants will be introduced to: How We Tell Stories, Types of Crucial Conversations, Ladders of Inferences, Tools & Guidelines for having Crucial-Difficult Conversations and will have the opportunity to practice having a crucial conversation and to develop an action plan for follow-up development.