

MANAGEMENT LEADERSHIP

Coaching for Success

Provides managers, supervisors, team leaders and mentors with the knowledge and skills necessary to assess, plan, and carry out a performance coaching dialogue with an employee. Covers recognizing a coaching opportunity, preparing a plan for a coaching session, techniques for ongoing performance feedback, and undertaking a coaching dialogue.

Audience:

Any employee responsible for coaching others with or without a reporting relationship. This could include managers, supervisors, team leaders and mentors.

Credits available: AIB

Corrective Action

Teaches participants how to facilitate their employees' improvement, instead of merely disciplining them. Covers when and how to apply corrective action, describing an employee's performance or behavior gap specifically and objectively, strategies for motivating employees to improve, using a range of corrective modes in a balanced and objective manner including the progressive disciplinary model, documenting corrective action through a standard documentation template, and counseling employees towards improvement in a professional manner.

Audience:

Any supervisor or manager who has responsibility for evaluating and documenting employee performance.

Credits available: AIB

Hiring the Best

Presents participants with a structured process for identifying, evaluating and hiring the best candidate for a job. Covers identification of job requirements, measuring and rating skills, preparing interview questions and conducting an interview that is legal and useful, the use of pre-employment tests and reference checks, and selecting the most qualified candidate.

Audience:

Any supervisor or manager who participates in the position analysis and selection and hiring of employees.

Credits available: AIB

Improving Productivity

Teaches participants how to evaluate and improve productivity in the workplace. Provides a carefully structured process to resolve productivity problems in the work environment. Covers the manager's role in improving productivity, the key elements of productivity, common productivity problems, obstacles to improving productivity, techniques for evaluating productivity solutions, and implementation of these solutions.

Audience:

Any employee that leads a work team on a full or part-time basis.

Credits available: AIB

Managing Change

Provides participants with the skills to lead change in their organization. Covers the typical effects that change events can have on individuals and organizations, the four-step change communication process, and effective and ineffective change communication techniques.

Audience:

Any employee who is leading a group in a changing environment.

Credits available: AIB

Managing Employee Relations

Focuses on the four key components of effective employee relations: compliance with legislation, managing diversity, handling work and personal issues, and fostering open communication. Covers effective practices and guidelines for handling workplace situations that threaten positive employee relations, the supervisor's role in establishing and maintaining sound employee relations, formal problem resolution processes, and supervisory practices that facilitate open communication.

Audience:

Any manager or team leader with one or more reporting relationships.

Credits available: AIB

Performance Management

Provides supervisors and managers with a proactive approach to performance management through a process called the Performance Management Cycle. Covers the setting and communication of clear expectations with employees, monitoring employee progress, and delivering fair and effective performance feedback and objective

evaluations through the three stages of the Performance Management Cycle: Planning, Feedback, and Evaluation.

Audience:

Any supervisor or manager who has responsibility for directing, documenting and evaluating employee performance.

Credits available: AIB

Rewards and Recognition

Provides participants with techniques for using non-monetary and small dollar value awards to recognize, reward and motivate employees toward continued and improved performance. Covers the diagnosis of motivational problems, incentives for performance improvement, effective and ineffective forms of recognition, and the consequences of failing to recognize people.

Audience:

Bank personnel responsible for motivating staff regardless of the specific reporting relationships. This could include managers, supervisors, team leaders and mentors.

Credits available: AIB

Project Management Fundamentals, Part One

Project Management Fundamentals, Part One examines the phases of the Project Management Life Cycle and the project manager's role in each phase. It defines basic project success criteria and common reasons for project failure. Finally, it describes techniques for setting up a strong project team and determining the elements of a Risk Management Plan.

Audience:

Those with project management responsibilities or who are part of a project team.

Credits available: AIB when taken with Project Management Fundamentals, Part Two

Project Management Fundamentals, Part Two

Project Management Fundamentals, Part Two describes techniques for planning and sequencing project activities. It describes how to identify the Critical Path for completing a project on schedule. It identifies the cost elements that should be included in a project and describes techniques for managing deviations from budgets and schedules. Finally, it describes key elements of project management communications and reporting tools and the key activities of project close out.

Audience:

Those with project management responsibilities or who are part of a project team.

Credits available: AIB when taken with Project Management Fundamentals, Part One.

Sexual Harassment in the Workplace for Managers

Sexual Harassment in the Workplace for Managers builds on the content in Sexual Harassment in the Workplace and explains the role supervisors play in establishing and maintaining a work environment that discourages and prohibits this unwelcome behavior. Supervisors will be given tools they can use to help them create a “safe” environment for employees. Included in this course are the consequences of ignoring reports of inappropriate or unwelcome behavior that may be considered sexually harassment. A “Talking Points Worksheet” provides a checklist of tips on how to handle reports of sexual harassment.