LEADERSHIP, COMMUNICATIONS, and DIVERSITY & INCLUSION COURSE OFFERINGS BY TRG

A. LEADERSHIP SKILLS COURSES

Course Title	Illustrative Description/Objectives
MBTI Guide to Self-Awareness	• Understand personality type preferences and uses of MBTI. • Understand type concepts and how they can influence interactions. • Learn preferences in being energized, receiving information and making decisions. • Increase behavioral versatility to be more effective in a wide range of situations.
Developing Personal Leadership Skills	• Use personal leadership practices to improve self-accountability. • Develop ability to use leadership skills to influence others (in)directly. • Better understand mission/vision of WBG and translate it into daily work. • Develop personal vision statements.
Leading Vs. Managing	• Explain differences between functions of leading and managing and identify when it is appropriate to use each. • Select appropriate style of leadership to use when supervising based on the skills and willingness of others. • Use a work management cycle to clearly assign, monitor and provide feedback on work provided by others.
Project Management	• Apply a variety of tips and tools (e.g. Gantt Charts, RACI charts, etc.) to better plan work, prioritize projects, manage time and multiple tasks. • Develop an action plan for using a variety of tips and tools in ongoing work and team interactions.
Performance Management	• Practice giving feedback. • Practice receiving feedback. • Develop specific techniques to support development of others.
Negotiation 101	• Apply principles of effective negotiation during conversations. • Clearly identify objectives, entry and exit points and non-negotiables. • Enhance communication skills to achieve win-win outcomes during negotiations.
Navigating Change	• Understand 3-phase transition process: ending, neutral zone, new beginning. • Design and implement plan to guide people through transition. • Support planning groups in creating changes that are less disruptive. • Develop action plan to deal with the human side of organizational change.
Making Smart Decisions	• Describe smart decisions in the context of strategic thinking. • Explore WRAP model for smart decisions as individuals and in groups. • Practice techniques related to applying the WRAP model to smart decisions.
Strategic Thinking & Innovation	• Articulate what it means to be strategic. • Identify environmental factors, to consider when assessing opportunities and requests for services. • Explore underlying assumptions when analyzing data and drawing conclusions. • Use strategic innovative tools and creative processes to enhance and generate ideas for addressing real work situations. • Use strategic thinking lenses to prioritize decision-making and to prepare a compelling business case.
Energy Management	• Understand difference between managing personal energy and time. • Explore how to refine daily habits and routines. • Explore practical ways for renewing 4 dimensions of energy in workplace.

B. COMMUNICATIONS SKILLS COURSES

Course Title	Illustrative Objectives
Emotional Intelligence	• Understand: basic definition and 4 quadrants of Emotional Intelligence (EI). • Learn best practices in developing/leveraging EI abilities: awareness of self and others, using and understanding emotions, and emotional management. • Gain EI skills to strengthen leadership capacity in worksite communication and relationship building. • Identify benefits of developing and leveraging EI in the workplace.
Conversations for Success	• Identify preferred style of communication. • Develop strategies for and skills in interacting effectively with a wide range of communication styles. • Deliver clear, concise, messages to peers, supervisors and clients. • Use open communication skills, enhanced with an awareness of EI. • Apply communication skills to work plan conversations, feedback conversations and when participating in difficult conversations.
Facilitation 101	• Use facilitation skills more naturally and fluently in a variety of settings. • Effectively plan and facilitate meetings. • Use different strategies to handle difficult meeting and facilitation situation. • Develop an action plan for application of meeting planning and facilitation skills.
Conflict Management	• Recognize your own and others' conflict management style. • Assess conflict situations. • Learn best practices in making better choices in responding to conflict. • Examine nuances of working in conflict-affected countries.
Maximizing the Value of Virtual Teams	• Describe what makes virtual teams different and ingredients of high performing virtual teams. • Demonstrate effective behaviors used in virtual teaming. • Identify appropriate uses for and know how to access a range of virtual tools.
Making the Most of Working with Difficult People	• Introduce a diagnostic framework that assists in the identification of difficult behaviors, self-reflection of reactions, and selecting the best path forward. • Examine and practice communication best practices necessary for building bridges with others.
Influencing Without Authority	• Gain familiarity with preferences in approaching an opportunity to influence, using the Influence Style Indicator Inventory. • Practice influencing using various styles.
Identifying Your Networks	• Identify operational, personal and strategic networks to work more effectively, develop professionally and advance career goals.
Tips and Tools for Networking	• Feel more comfortable networking with individuals and at larger events. • Use social media such as LinkedIn to build a network.
Powerful Presentations	• Describe some of the cognitive science principles relevant to presentations. • Identify graphic design principles in action in a slide presentation. • Develop presentations with visual impact. • Identify tools and resources that will help develop design and delivery skills. • Present content effectively and confidently. • Make a plan for incorporating these principles into subsequent presentations.

C. DIVERSITY & INCLUSION COURSES

The Science of Inclusion: The Brain and Bias	• Experience and draw on research from social science and neuroscience to explain unconscious bias and better understand its impact in the workplace. • Introduce four behaviors that can help address unconscious bias so that there is a place for everyone to contribute and add value to the workplace.
Extroversion & Introversion at Work	• Dispel myths about introversion and extraversion. • Explore what it means for how we work together and tips for working together better.
Gender and Leadership: Assumptions We Make	• Explore the expectations we have for male leaders and female leaders. • Compare the leadership styles of men and women. • Examine how male and female leaders use language differently. • Analyze the impact of our assumptions on how we view male and female leaders.
Cross-Cultural Collaboration	• Explore individual identity shaped by dimensions of diversity. • Explore perceptions of others shaped by dimensions of diversity. • Analyze social distance and its effect on workplace interactions. • Examine how to create inclusive environments to maximize team effectiveness.