



# Course Catalog

Program Descriptions and Learning Objectives

# Improve Employee Engagement and Retention with Lead at Any Level®

Does your organization promote from within? This is an effective strategy for retaining your best employees over time. But there's a downside.

Highly technical employees—even the most talented ones—often lack the essential skills needed to lead diverse teams effectively. The results can be catastrophic, from lost revenue to high turnover costs.

***Lead at Any Level® helps reduce unwanted turnover for companies that promote from within.*** Our training programs help transform their reclusive nerds into inclusive leaders, build cultures of belonging, and develop diverse leadership pipelines for a sustainable competitive advantage.

- ✓ Attract, develop, and retain talent
- ✓ Innovate for top-line growth
- ✓ Improve employee engagement
- ✓ Reduce the costs associated with unwanted turnover
- ✓ Measure and manage a culture of inclusion and respect
- ✓ Engage emerging and aspiring leaders as agents of change

Inclusive leaders can be anywhere and should be everywhere. Can you afford to let your leaders figure it out for themselves? Let's work together to help your employees Lead at Any Level®!



A background image showing a group of business professionals in a meeting. They are gathered around a table, looking at documents and using mobile devices like smartphones and tablets. There are coffee cups on the table. The scene is brightly lit, suggesting an indoor office environment.

# **Sustainable Competitive Advantage** **The Business Case for Inclusive Leadership**



## **BUSINESS IMPACTS**

- Top line growth
- Reduce expenses
- Improve bottom line

## **TARGET AUDIENCE**

- Executives and senior leaders
- Professional associations in finance and real estate

## **DESCRIPTION**

Have you ever wondered why so many companies focus on diversity and inclusion? You may be surprised to know that inclusive leaders can positively impact every aspect of company performance. From sales and marketing to supply chain, from operational efficiency to talent retention, inclusive organizations enjoy a sustainable competitive advantage. In this session, you'll learn how inclusive leadership drives bottom-line benefits and promotes a thriving organization.

## **LEARNING OBJECTIVES**

- Identify the bottom-line benefits of leading inclusively
- Understand the costs associated with continuing to do "business as usual"
- Explore strategies to build a sustainable competitive advantage in your industry

**To schedule training, call (317) 589-5955**

# INCLUSIVE LEADERSHIP BASICS

Powered by the Lead at Any Level™ Framework.



# Moving from Panic to Purpose

LEAD AT ANY LEVEL

## **BUSINESS IMPACTS**

- Reduce the friction (and costs) associated with organizational change
- Reduce unwanted turnover
- More resilient, nimble workforce

## **TARGET AUDIENCE**

- Emerging and aspiring leaders
- Early- to mid-career professionals, regardless of rank
- Entry- to mid-level professionals, regardless of tenure

## **DESCRIPTION**

Your industry is changing more rapidly than ever before, bringing a barrage of discussions about disruption, agility, and resilience. Professionals who adapt quickly can seize new opportunities and manage their careers. This session will introduce various models for understanding personal and organizational change, as well as techniques for identifying and overcoming fear, resistance, and uncertainty. Participants will work through a guided exercise to prepare for a current or imminent change. They will leave with an action plan that puts them in the driver's seat.

## **LEARNING OBJECTIVES**

- Recognize different models for understanding change from an organizational and personal perspective
- Identify different responses to change, including fear and resistance, in yourself and others
- Evaluate productive behaviors and resilience strategies
- Create a personalized action plan for a current or imminent change in your life or career

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# Our Brains Are Biased

UNDERSTANDING AND OVERCOMING  
UNCONSCIOUS BIAS



## BUSINESS IMPACTS

- Increase engagement
- Improve innovation and team dynamics
- Expand market opportunities

## TARGET AUDIENCE

- Emerging professionals
- Emerging and aspiring leaders
- Early- to mid-level professionals

## DESCRIPTION

Your brain makes decisions for you before you even know what's happening! These decisions, feelings, and behaviors are based upon a lifetime of experiences that are uniquely yours. Still, we all need to be more thoughtful and deliberate in how we approach our work and relationships. This session will help you take steps in the right direction.

## LEARNING OBJECTIVES

- Recognize the role unconscious bias plays in everyday decision-making
- Understand where bias comes from
- Follow a 3-step process for interrupting patterns of bias

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#### **BUSINESS IMPACTS**

- Increase employee engagement
- Reduce unwanted turnover
- Increase team and individual productivity
- Improve innovation and collaboration

#### **TARGET AUDIENCE**

- Project Managers and Team Leaders
- Front-Line Managers
- Emerging and aspiring leaders
- Early- to mid-career professionals
- Newly formed or struggling teams

#### **DESCRIPTION**

No matter where you are in your career, you have the power to be a superstar. The key to your success lies in doing what you do best. For many of us, though, we take our gifts for granted and struggle to see what makes us uniquely talented. This session will help you recognize and celebrate how you (and others) can truly thrive!

#### **LEARNING OBJECTIVES**

- Gain familiarity with StrengthsFinder concepts
- Understand why focusing on strengths can lead to increased engagement and improved performance
- Recognize and appreciate your own strengths, as well as the strengths and talents of others



# Our Strengths in Action

## Building Strengths-Based Teams



You've already discovered your unique talent themes with the CliftonStrengths assessment. Congratulations on this important first step! Now, you're ready to continue the journey by applying your talents in the real world. Just remember, your strengths are stronger and your weaknesses weaker than you realize. You need help. You are also precisely the help someone else needs. That's why you'll want to harness the collective power of your team. On strengths-based teams, everyone is valued for their strengths, while also recognizing that we need one another to realize individual and team excellence.

### LEARNING OBJECTIVES

- Recognize and appreciate your own strengths, as well as the strengths and talents of others
- Understand how strengths-based partnerships benefit individuals and teams
- Apply a strengths focus to create highly productive teams
- Complete a group activity that reinforces key concepts for strengths-based teams

# Serving Up Feedback



## One BITE at a Time



### **BUSINESS IMPACTS**

- Retain top talent
- Increase engagement
- Improve performance

### **TARGET AUDIENCE**

- New managers
- Emerging and aspiring leaders
- Early- to mid-career professionals, regardless of rank

### **DESCRIPTION**

Many people shy away from giving constructive feedback because they fear conflict. And while many are quick to praise for a job well done, few do so in a meaningful way. In this session, you'll learn a simple and effective four-step method (called "BITE") for giving feedback. We'll practice strategies for accepting both compliments and criticisms gracefully. By the end of this workshop, you'll quickly become confident coaching up, down, and across your organization. What's more, you'll be ready to seek out more meaningful feedback to propel you forward in your career.

### **LEARNING OBJECTIVES**

- Identify and practice four steps to giving positive feedback / affirmation
- Identify and practice four steps to giving constructive feedback / redirection
- Learn strategies to seek out meaningful feedback
- Evaluate your typical responses to feedback and identify new responses

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# HIRER

*Beyond* BIAS



## **BUSINESS IMPACTS**

- Attract top talent
- Improve innovation

## **TARGET AUDIENCE**

- Hiring managers, regardless of experience
- Newly formed management teams or hiring teams
- Technical staff involved in candidate selection/evaluation processes

## **DESCRIPTION**

Are you ready to expand your team or backfill an open position? Unconscious bias can influence our hiring processes in ways we don't readily recognize. This makes it hard for us to attract a diverse slate of candidates and to recognize qualified candidates who may not conform to our expectations. This program will help you avoid common pitfalls at every stage of your selection process.

## **LEARNING OBJECTIVES**

- Recognize barriers to attracting and selecting highly qualified candidates
- Identify and remove restrictive language from job postings
- Develop strategies to overcome biases during resume screening and interviews
- Establish objective tiebreakers for final selection decisions

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# CREATING A LEARNING CULTURE FOR YOUR TEAM OR ORGANIZATION



## **BUSINESS IMPACTS**

Reduce the friction (and costs) associated with organizational and environmental change

- More resilient, nimble workforce
- Improved innovation

## **TARGET AUDIENCE**

- Emerging and aspiring leaders, regardless of tenure
- Professional associations or trade groups

## **DESCRIPTION**

Participation in ongoing professional development is an important component of a winning career management strategy. But how do you influence your team or organization to adopt a “learning culture” that values professional excellence? This program will help you build and sustain an environment that supports your pursuit of lifelong learning!

## **LEARNING OBJECTIVES**

- Explain the organizational benefits of having a learning culture
- Identify the cultural drivers necessary to support ongoing professional development
- Recognize the importance of embracing change as a common value
- Avoid common pitfalls to get the most out of your learning & development efforts

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# Supplemental Courses



from Lead at Any Level®



# LEAD BEYOND BIAS

Inclusive Leadership Strategies for Managers and Aspiring Leaders



## BUSINESS IMPACTS

- Reduce unwanted turnover
- Increase engagement
- Improve innovation
- Attract and retain top talent
- Expand market opportunities

## TARGET AUDIENCE

- Emerging and aspiring leaders
- Senior leaders
- Early- to mid-level professionals

## DESCRIPTION

Are you comfortable leading people from diverse backgrounds? If not, you could be missing important opportunities for your career and your company. Learn about the challenges we all face in managing across difference, the impacts of misunderstandings, and how to recognize and overcome them. This session will help you remove these artificial barriers to team cohesion and engagement.

## LEARNING OBJECTIVES

- Understand the role unconscious bias plays in leaders' decision-making
- Identify inclusive behaviors and effective communications strategies
- Consider how the breadth and depth of your professional network informs your cultural range as a leader
- Create a personal risk management strategy for cross-cultural deficiencies

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# Speaking Out

## Aspiring Allies and the LGBTQ Workforce



### BUSINESS IMPACTS

- Reduce unwanted turnover
- Increase engagement
- Improve innovation
- Attract and retain top talent

### TARGET AUDIENCE

- Emerging and aspiring leaders
- Senior leaders
- Early- to mid-level professionals

### DESCRIPTION

Employees need to bring their full selves to work if they are to contribute at the highest levels. Perhaps you've already created Resource Groups or a Diversity Council to provide a sense of community and safety for underrepresented employees. Even so, most companies' LGBTQ professionals are still holding back, struggling to present themselves authentically, and leaving trust (and talent) on the table. Speaking Out offers aspiring allies the information they need to understand the challenges facing their LGBTQ colleagues.

### LEARNING OBJECTIVES

- Understand the vocabulary used within the LGBTQ community
- Recognize unique challenges faced by LGBTQ employees and students
- Understand how having an LGBTQ identity shapes workplace identities and leadership styles
- Identify strategies for including LGBTQ employee and student populations

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# Women as Cross-Cultural Allies

## BUSINESS IMPACTS

- Increase profits
- Reduce turnover costs
- Increase engagement
- Attract and retain top talent
- Improve innovation

## TARGET AUDIENCE

- Women's Employee Resource Groups (ERGs)
- Emerging and aspiring women leaders and their allies
- Senior leaders committed to gender parity

## DESCRIPTION

Smart companies know that women hold tremendous unrealized potential in their organizations. Yet, women continue to face systemic barriers to career advancement. Many organizations have put a sharp focus on gender parity as their primary diversity and inclusion strategy. While some of these initiatives work well for white women, additional hurdles still exist for other disadvantaged groups. The good news is that gender equity discussions pave the way for broader and deeper discussions about workplace diversity, equity, and inclusion. This program will help reframe gender equity to include women of diverse backgrounds, demographics, and abilities.

## LEARNING OBJECTIVES

- Recognize the compounding effect of multiple marginalized identities (intersectionality)
- Strengthen and diversify professional networks inside and outside the organization
- Understand how focusing on strengths can lead to increased engagement and improved performance
- Develop intercultural communication skills while enhancing cultural competency, essential business skills required for authentic global leadership in the 21<sup>st</sup> century
- Learn strategies to be better cross-cultural allies

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# BIAS, BEHAVIORS, & BEYOND

## OVERCOMING INTERPERSONAL BARRIERS TO INCLUSION



### BUSINESS IMPACTS

- Reduce unwanted turnover
- Increase engagement
- Improve innovation
- Attract top talent
- Expand market opportunities

### TARGET AUDIENCE

- Emerging and aspiring leaders
- Senior leaders
- Early- to mid-level professionals

### DESCRIPTION

Once you've learned to Network Beyond Bias, you may start to notice who's missing from your workplace, team, or association. This session will help you identify the barriers that keep people from feeling welcome, behaviors that undermine inclusion efforts, and how to address these problems in practical and sustainable ways.

### LEARNING OBJECTIVES

- Recognize various forms of "covering" and why they persist in the workplace
- Identify common microaggressions and understand their cumulative impacts on individuals and work cultures
- Analyze common practices that may be discriminatory in impact and/or intent
- Develop strategies for deconstructing the barriers to inclusion that exist in your environment

# Growing Together

## Teamwork across Generations



LEAD AT ANY LEVEL

### BUSINESS IMPACTS

- Improve teamwork
- Reduce unwanted employee turnover

### TARGET AUDIENCE

- Emerging and aspiring leaders, regardless of tenure
- Professional associations or trade groups

### DESCRIPTION

Each generation brings its own interests, assumptions, and needs to the workplace. Managers need to resolve these competing—and often conflicting—perspectives and priorities at all levels of the organization. In this session, you'll learn to move beyond the stereotypes to leverage each generation's strengths and build a cohesive team.

### LEARNING OBJECTIVES

- Recognize common characteristics and driving values of each generation
- Understand the unique challenges facing each generation
- Identify strategies for bridging generation gaps in the workplace

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# Leaders can be anywhere and should be everywhere!

## **Not sure where to begin? Let us help!**

Together with our strategic partners, Lead at Any Level® can design your transformational journey and deliver robust content, uniquely matched to your organization's needs.

## **About Our Programs**

**Our programs can be adapted to your suit your organization's needs.** Common modifications include:

- Assessments for the organization and/or individuals
- Program or series length
- On-site, online, or hybrid format
- Live and/or recorded sessions
- Self-paced online courses
- Industry- or company-specific data and case studies
- Supplemental materials, including books, workbooks, handouts, and eBooks
- Cobranded books and workbooks
- Licensed programs for your internal LMS
- Licensed train-the-trainer programs
- Ongoing support options, including coaching, consulting, and online communities

## **Looking for a topic you don't see listed above?**

We would be happy to create something new or to recommend a training provider from our robust partner network!

**To schedule training, call (317) 589-5955**



# Blueprint for Belonging™





# Amy C. Waninger Founder & CEO

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Amy C. Waninger starts from a learning perspective to build deep and transparent relationship with her clients. She draws upon her depth of understanding to offer new and fresh perspectives, as well as tangible tools that can facilitate growth and performance. She is the author of multiple books, including *Network Beyond Bias: Making Diversity a Competitive Advantage for Your Career*.

Amy is a Certified Diversity Executive (CDE®), Certified Diversity Professional (CDP®), and a Gallup-Certified Strengths Coach. She is also a Professional Member of National Speakers Association, a Certified Virtual Presenter, and a Prosci Certified Change Practitioner. Her other credentials include two degrees from Indiana University and a “World’s Best Mom” coffee mug.

