

Business Skill Development Training Catalogue



We Find Better Ways...

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Skill Development

The Reconnaissance Management Consulting Group has assembled an extensive catalogue of seminars and workshops that have been designed to assist all levels of staff and management enhance their business skills.

Each session has been designed for a three-hour delivery. Depending on your needs and the time available, the length of the sessions can be altered and topics can be bundled so that your team receives the training they need.

The topics fall into four basic categories:

1. Management and Staff Development

These sessions explore the effective and efficient operation of a business or organization and cover a variety of topics ranging from business ethics and problem solving/decision making to effective delegation, presentation skills, time management and managing stress. Within this heading, topics are further divided into four series:

- Business Management
- Managing Staff
- Balancing Your Life
- Diversity

2. Human Resources

Effective human resources are the key to a successful organization. The sessions in this cluster examine ways to make the most of your greatest resource – your staff. Seminars cover motivation, coaching and performance evaluation.

3. Business Start and Operation

Starting and operating a business requires knowledge in a variety of areas. These sessions will assist those thinking about starting a business and those in the early stages of operation to acquire important business skills.

4. Financial Management

'The numbers' say a lot about a business. You will learn more about budgeting and business finance in these sessions.

Diversity and Intercultural Training

The Diversity and Intercultural Training Program of Manitoba (DIT) is one of several Manitoba Labour and Immigration programs funded under the Manitoba Immigrant Integration Program. The program was established to create a network of diversity and intercultural trainers who are available to Manitoba workplaces and organizations to help them meet their diversity and intercultural training needs.

The trainers use an experiential and interactive delivery style. Their goal is to enable workplaces to understand the concept of culture and gather the tools they need to become welcoming, efficient and productive. Each trainer, qualifying as a member of DIT, has been assessed and evaluated to deliver quality training in this field.

The following pages provide descriptions of each of the sessions. Bios for the facilitators are included at the end of this document.

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Seminar Descriptions

Topical Area: **Management and Staff Development**

Subtopic: **Business Management Series**

Seminar Title: **Ethics for your Business**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Understand the importance of ethics
- Develop ethical guidelines

Target Audience: Business owners and managers

Seminar Description: The business community has been buffeted by problems in recent years that have challenged its moral and ethical leadership and raised fundamental questions about ethics. This interactive seminar will provide business owners/managers with a clearer understanding of workplace ethics and how to develop ethical guidelines.

Presenter: Kaye Grant / Melenie Olfert

Seminar Title: **Inspired Problem Solving and Decision Making**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Recognize problems vs. symptoms
- Develop tools to assist in problem solving and decision making analysis
- Implement measurable decision-making tools that are evaluated for effectiveness.

Target Audience: Business owners, managers and supervisors

Seminar Description: Do you find yourself making decisions on the fly? Sometimes it works, but often it doesn't. This session looks at a systematic method to approach problems and make decisions of various size and scale.

Presenter: Kaye Grant / Rob Shura / Melenie Olfert

Seminar Title: **The Chain of Service**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Understand how to deliver quality service to internal and external customers
- Practice service recovery and communication when things go wrong

Target Audience: Business owners, managers, employees

Seminar Description: Every day we provide service to another company, department, or individual. This seminar is designed to show employees that we are all servicing the needs and expectations of the customer – both internal and external. It focuses on building and maintaining a service-oriented view on the work we do each day.

Presenter: Melenie Olfert

Seminar Title: **Presentation Skills**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Deliver effective and powerful presentations, meetings, and workshops within the workplace
- Keep their audience interested and attentive

Target Audience: Business owners, managers, employees

Seminar Description: Improve your face-to-face presentation skills by building self-confidence and establishing rapport with your audience. Whether you lead meetings or facilitate workshops, this session will help identify strategies to keep you focused and your audience engaged.

Presenter: Melenie Olfert

Subtopic: **Managing People Series**

Seminar Title: **Delegation Strategies**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Understand the importance of delegation
- Know what to delegate
- Know how to delegate

Target Audience: Business owners and managers

Seminar Description: Learning how to effectively delegate is a key management skill yet business owners and managers are often reluctant to delegate because they are worried about the outcomes. Understanding how to delegate will not only free up time, it will also develop the skills of your staff.

Presenter: Kaye Grant

Seminar Title: **Dealing with Difficult People**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Recognize difficult personalities
- Identify appropriate strategies to deal with difficult personalities

Target Audience: Business owners, managers, supervisors, employees

Seminar Description: Difficult people are encountered in many situations. What is behind this kind of behaviour? In this interactive workshop, participants will learn and practice strategies to deal with that behaviour.

Presenter: Kaye Grant / Melenie Olfert

Subtopic: **Balancing Your Life Series**

Seminar Title: **Planning and Using Time Effectively**

Length: Three hour seminar

Objectives: Understanding effective time management will enable individuals to:

- Focus on their goals
- Reduce stress
- Give you more free time
- Eliminate unnecessary activities
- Allow you to focus on what is important to you

Target Audience: Business owners, managers, supervisors, staff

Seminar Description: Effective time management equals good self-management. This hands-on workshop will provide you with practical tools to help you use your time more efficiently. Through a combination of theory, practice and time management tools you will gain a new awareness of your time management strengths and weaknesses. The key objective of the seminar is for you to leave with a personalized time management plan.

Presenter: Kaye Grant / Melenie Olfert

Seminar Title: **Managing Stress**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Identify key stressors
- Understand how stress affects our performance
- Identify stress management techniques

Target Audience: Business owners, managers, supervisors, employees

Seminar Description: The fast pace of the business world, long to-do lists and the need to make many important decisions in any given day or week, all affect our ability to perform effectively and efficiently. We will learn how to identify and monitor our stress focusing on both immediate actions and longer term strategies.

Presenter: Kaye Grant / Melenie Olfert

Subtopic **Diversity Series**

Seminar Title: **Understanding Culture in Workplace Health and Safety**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Effectively train culturally diverse groups
- Ensure a clear understanding of safety is communicated to employees who may not speak English as a first language
- Make their work environment safe and welcoming to all cultures

Target Audience: Business owners, managers, supervisors, health and safety coordinators, human resources

Seminar Description: Most workplaces are comprised of people from diverse cultures. Understanding workplace health and safety procedures may be challenging for new Canadians. This seminar will offer an introduction to the intercultural differences that may exist when providing workplace health and safety training to a diverse group of employees.

Presenter: Melenie Olfert

Seminar Title: **Generations at Work**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Define characteristics of generational values and behaviours, and identify common stereotypes and unconscious biases while recognizing and responding to generational differences
- Learn strategies to create a workforce that is motivated and eager to work to achieve individual and organizational goals
- Understand and improve different communication techniques and enhance healthy workplace relationships

Target Audience: Business owners, managers, supervisors, staff

Seminar Description: For the first time in history, four generations of employees are represented in the workplace. Each generation brings its own set of values, beliefs, life experience and attitudes. Differences in world view and work styles can contribute to misunderstandings, conflict and loss of productivity. This workshop will explore the implications to internal and external relationships in a multi-cultural and multi-generational workplace.

Presenter: Melenie Olfert

Seminar Title: **Successful Hiring of Culturally Diverse Employees**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Address the challenges of reviewing cover letters, resumes and CV's submitted by new Canadians

- Conduct effective interviews with new Canadians when English may be an additional language
- Know what to expect after an interview and/or an applicant is hired

Target Audience: Business owners, managers and supervisors

Seminar Description: Hiring new Canadians can be challenging when there are cultural differences in resumes and cover letters. We will look at what is behind these differences and identify strategies for hiring and retaining the right candidate.

Presenter: Melenie Olfert

Seminar Title: **Embracing Cultural Diversity**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Understand the importance of cultural diversity
- Increase their cultural awareness
- Make their business environment welcoming to all cultures

Target Audience: Business owners , managers, supervisors and staff

Seminar Description: Your employees or customers might be new to Canada. This seminar will offer an introduction to intercultural diversity in Manitoba and provide insight into cultural issues to help you manage your staff and engage your customers.

Presenter: Kaye Grant

Seminar Title: **Clear Communication Across Cultures**

Length: Two hour seminar

Objectives: This seminar will assist individuals to:

- Ensure that communication occurs across cultures
- Check that instructions have been understood

Target Audience: Managers, human resource personnel and employees

Seminar Description: Communications across cultures may not always go smoothly in a workplace. This session looks at the reasons for communication breakdown and will provide practical tips for communicating across cultures. It will also show you how to check that the message that is being shared is being understood.

Presenter: Julie Bell

Seminar Title: **Diversity in Values – Strength or Deficit?**
Length: Three hour seminar
Objectives: This seminar will assist individuals to:

- Gain awareness of one’s own cultural values and the values of the company
- Reflect on how one effectively deals with differing values between oneself and a company
- Consider how to support culturally diverse employees in their successful integration into the company

Target Audience: Managers and supervisors
Seminar Description: Cultural intelligence involves not only having an understanding of other cultures, but even more importantly understanding oneself and one’s organizational culture. In this interactive workshop, participants will have the opportunity to reflect on and discuss how values affect employees and their contributions to the company.
Presenter: Julie Bell

Seminar Title: **Tapping into the Unwritten Rules of an Organization**
Length: Three hour seminar
Objectives: This seminar will assist individuals to:

- Reflect on the unwritten rules of one’s organization and the impact that these rules have on job success
- Strategize how these unwritten rules can be communicated to employees who are new to Canada in order to increase their potential for job success

Target Audience: Managers and supervisors
Seminar Description: Are all the rules of your organization clearly stated in your company policies? Even the most detailed company policies do not record certain unwritten rules that are key to success. These unwritten rules can be particularly difficult for new Canadians. Participants will have the opportunity to identify the unwritten rules that exist in their workplace, and how these rules can be effectively communicated to new staff.
Presenter: Julie Bell

Seminar Title: **Mentorship – the Key to Success for Immigrant New Hires**
Length: Three hour seminar
Objectives: This seminar will assist individuals to:

- Understand the importance of mentorship for immigrant new hires
- Strategize how pre-existing new hire models can be adapted for success
- Strategize how to implement a mentorship program when one does not currently exist.

Target Audience: Business owners and managers
Seminar Description: New Canadians on your team are not always equipped with the tools that will enable them to quickly and effectively integrate into their new workplace. This workshop will analyze the differences between the traditional model for mentorship and the model for mentoring immigrant new hires. Strategies will be presented for departments that already have a mentorship process, as well as for those that do not.
Presenter: Julie Bell

Seminar Title: **Working with Employees from both High and Low Context Cultures**
Length: Three hour seminar
Objectives: This seminar will assist individuals to:

- Understand high and low context cultures and their implications for the workplace
- Strategize how to effectively communicate with employees from both contexts

Target Audience: Business owners, managers, employees
Seminar Description: The Canadian workplace is culturally diverse. Some employees come from cultures that communicate clearly with words. Others come from cultures where non-verbal cues communicate strong messages. Participants will learn about “high context” and “low context” individuals and how to effectively communicate and work with both.
Presenter: Julie Bell

Seminar Title: **Anti-Racism**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Increase awareness and understanding of multiculturalism and racism in the workplace
- Provide strategies to reduce the behaviours and views leading to racism

Target Audience: Business owners, managers, employees

Seminar Description: This workshop focuses on the root causes of racism and discrimination and the negative impacts to the workplace. Learn how to promote a welcoming and all inclusive workplace community for all employees.

Presenter: Melenie Olfert / Kaye Grant

Topical Area: **Human Resources Development**

Subtopic: **Managing Staff Series**

Seminar Title: **Motivating Others**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Understand the basics of motivation
- Identify motivational strategies

Target Audience: Business owners, managers and human resource personnel

Seminar Description: How can I get people to want to do what I need them to? Anyone who directs the activities of other people has faced the struggle to get people to willingly perform key tasks and activities. We will explore some key motivational theories and gain an understanding of how to implement motivational strategies.

Presenters: Kaye Grant / Rob Shura / Melenie Olfert

Seminar Title: **Coaching and Development**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Understand the importance of employee development
- Learn key techniques that will enable employees to learn and develop their skills

Target Audience: Business owners, managers and human resource personnel

Seminar Description: The competitive nature of today's labour market has made it difficult to attract and retain skilled staff. Learning how to coach your staff and encourage their development will be useful skills in reducing employee turnover.

Presenter: Kaye Grant / Melenie Olfert

Seminar Title: **Managing Employee Performance**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Understand the needs and reasons for effective performance appraisals
- Develop and conduct efficient employee performance appraisals

Target Audience: Business owners, managers and human resource personnel

Seminar Description: This seminar is designed to give participants a solid grounding in the why and how of employee appraisals. It focuses on using effective appraisals to increase productivity, motivate employees and create healthier workplaces.

Presenters: Kaye Grant / Rob Shura / Melenie Olfert

Subtopic: **Effective Training Series – Session A**
Seminar Title: **From Subject Expert to Effective Trainer**
Length: Three hour seminar
Objectives: This seminar will assist individuals to:

- Understand the difference between teaching and learning
- Understand the amount of material that can effectively be covered in a workshop
- Facilitate workshops with a wide variety of participant expertise and background knowledge

Target Audience: Managers, supervisors, and workplace trainers

Seminar Description: Not all industry experts are experienced classroom instructors. Gather practical guidelines on how to effectively ensure that training you deliver is not just an “information dump” but a valuable learning opportunity.

Presenter: Julie Bell

Subtopic: **Effective Training Series – Session B**
Seminar Title: **Train the Workplace Trainer**
Length: Three hour seminar
Objectives: This seminar will assist individuals to:

- Identify the areas where staff require training
- Determine the best way for the trainee to learn
- Provide follow up to ensure the trainee has learned what is needed to be learned

Target Audience: Business owners, managers, employees

Seminar Description: A good trainer seeks and uncovers the wealth of knowledge that is in each of the people being trained or coached. This session provides an understanding of adult education principles, plus provides an opportunity to practise training and coaching skills.

Presenter: Melenie Olfert

Subtopic: **Effective Training Series – Session C**
Seminar Title: **Effective Training in Workplace Workshops that Include Employees that speak English as a First Language**
Length: Three hour seminar
Objectives: This seminar will assist individuals to:

- Understand the challenges that EAL employees face in workplace training

- Understand how trainers can ensure that all workshop participants can learn and participate

Target Audience: Managers, supervisors, and workplace trainers

Seminar Description: Workplace training sessions may have participants who speak English as a first language and those who speak English as an additional language. How can the trainer ensure that both native speakers and EAL participants are able to get the most out of the session?

Presenter: Julie Bell

Topical Area: **Business Start and Operation**
Subtopic: **Marketing Your Business Series:**
Seminar Title: **Determining the Selling Price**
Length: Two hour seminar
Objectives: This seminar will assist individuals to:

- Understand the importance of pricing
- Determine the basis for appropriate pricing

Target Audience: Entrepreneurs, marketing managers, business managers
Seminar Description: What is the right price? Should I match a competitor's price or offer a lower price? What is my pricing strategy? These are very important questions to consider when starting your business and when evaluating the competition. This session explores the important variables you must consider when establishing prices for your products and/or services.

Seminar Title: **Marketing Basics**
Length: Two hour seminar
Objectives: This course will provide participants with:

- An understanding of the principles of marketing
- Tools to implement practical marketing tactics

Target Audience: Entrepreneurs, marketing managers, business managers

Seminar Title: **Understanding Your Market**
Length: Two hour seminar
Objectives: This seminar will assist individuals to:

- Identify potential customers for your business
- Understand the needs of these customers

Target Audience: Business managers, entrepreneurs
Seminar Description: You have probably heard the saying, "You can't be all things to all people." The same is true for your business. Successful business owners are able to identify the needs that they can satisfy in their specific target market. This session will shed light on how you can identify your key customers and understand precisely what they want and need.

Subtopic: **Planning Your Business Series:**

Seminar Title: **Planning Your Business**

Length: Two hour seminar

Objectives: This seminar will assist individuals to:

- Understand the variables involved in starting a new business
- Develop a starting point for planning a new business

Target Audience: Entrepreneurs

Seminar Description: Plan, revise, plan and revise... this is the mantra when starting a new business. This seminar looks into the real value of planning a business and how to do it to mitigate risk and capitalize on opportunities.

Seminar Title: **Business Fundamentals**

Length: Full-Day

Objectives: This session will assist individuals to:

- Become familiar with the language of business in Canada;
- Understand the basic economic and financial structures used by businesses in Canada;
- Explore common operational methods used by Canadian businesses

Target Audience: Business owners and managers.

Seminar Description: This intensive and interactive one-day course examines fundamental business language, structure and operational methods used by a variety of businesses within Canada.

Subtopic: **Business Finance Series**

Seminar Title: **Bookkeeping**

Length: Full-Day

Objectives: This session will provide individuals with:

- A basic understanding of bookkeeping and why it is important for business management
- A simple tool to conduct record keeping and bookkeeping to generate statements

Target Audience: Business owners, managers dealing with finance

Seminar Description: The seminar is designed to take the mystery out of generating financial statements. A large portion of the day will be spent exploring the importance of the bookkeeping process and how it works. By the end of the class, participants will be able to generate

relevant financial statements for their own business or organization.

Seminar Title: **Budgeting**

Length: Three hour seminar

Objectives: This seminar will help individuals:

- Establish appropriate types of budgets
- Implement a budgeting plan
- Measure and analyze budgeted results

Target Audience: Managers and business owners

Seminar Description: This seminar has been designed to give participants a basic understanding of how a budget works, the purpose of different types of budgets, and how to implement and measure the results of a budgeting plan.

Presenter:

Seminar Title: **Understanding Business Finance**

Length: Three hour seminar

Objectives: This seminar will assist individuals to:

- Understand financial statements
- Conduct key financial measurements
- Gain awareness of the types of management decisions that affect different areas of finance

Target Audience: Business owners and managers

Seminar Description: This finance seminar has been designed to expose participants to financial statements and learn tangible methods of measuring them to make better informed management decisions.

Presenter:

Diversity and Intercultural Training

The following workshops are also available in partnership with The Manitoba Diversity and Intercultural Training Program¹

An Introduction to the Role of Culture:

Participants will examine cultural assumptions, beliefs, values, expectations and their effects on organizations and communities.

Culturally Sensitive Supervising:

This session explores the diversity challenges that supervisors in a diverse workplace encounter. Supervisors will have the opportunity to identify concerns and possible solutions.

Inclusive Communication in a Diverse Workplace:

Managers, supervisors and other members of staff will learn how to create an environment that allows second language speakers to participate and contribute fully in the workplace. Participants will have the opportunity to examine and solve some of the misunderstandings that arise between people of different nationalities, ethnic backgrounds and even personalities.

Developing High Performance Diverse Teams:

Explore the challenges team members may encounter when working in diverse teams. The session will identify some of the cultural and language barriers to team participation in the workforce. Participants will discuss solutions and formulate an action plan that can be implemented at the workplace.

Conflict Resolution in the Diverse Workplace:

This session is designed for all members of the organization. It looks at the impact of conflict on organizational activities and highlights culture as a dimension that may be encountered in conflict resolution. There will be discussion of conflict resolution strategies and action plans that can be implemented

Creating a Welcoming Community:

This seminar provides an introduction to cultural aspects of community interaction and communication. In addition to examining cultural and language barriers, participants will also have the opportunity to examine and solve some of the misunderstandings that arise between people of different backgrounds.

¹ Sponsored by the Manitoba Immigrant Integration Program (see description on page 2)

Facilitator Bios

Kaye Grant, B.A., B.Ed., M.B.A.

Kaye Grant is an experienced business consultant, project manager, researcher and trainer. She combines her background in education with her business experience to assist entrepreneurs and non-profit organizations acquire knowledge and enhance their skills in order to develop their internal capacity.

Kaye's background in education has made her ideally suited to work with a variety of educational institutions. She has developed and delivered training curriculum in areas such as Supervisory Management, Marketing Fundamentals, Business Management, Organizational Behaviour, Business Fundamentals and Marketing Research for the University of Winnipeg and the University of Manitoba. Through her work with Manitoba Labour and Immigration she has received diversity and intercultural training which has prepared her to provide organizational diversity training. She also has extensive teaching experience with Aboriginal and international students. Kaye spent several years instructing in the Self-Employment Program where she assisted hundreds of entrepreneurs pursue their goals of business ownership.

Melenie Olfert

A certified trainer with extensive experience with adult learners, Melenie specializes in diversity and intercultural training with a focus on diversity in the workplace, human resources development, and intercultural communication skills. For more than 10 years, she has worked as an independent management consultant, sharing her knowledge and expertise through a variety of employment projects and training programs.

A seasoned writer and training content developer, Melenie has participated in the creation of an online hiring guide for employers of new immigrants; written several workplace manuals on cultural differences in workplace health and safety; and has contributed her expertise to a government website aimed at helping newcomers learn about the norms and expectations in Canadian workplaces. She has experience in a variety of sectors including finance, tourism and the contact centre industry.

Julie Bell

Since 1995, Julie has been providing support to immigrants in the workplace and to supervisors who lead diverse teams. She shares her expertise through English as an Additional Language (EAL) instruction, diversity workshops for leaders, teacher training, teacher mentorship, and advising programs that support EAL clientele. She has also authored and edited several student resources and curriculum.

Over the years, Julie has been involved with projects that have facilitated the successful integration of internationally trained employees through diversity training for leadership, cross cultural mentorship, the creation of support resources and curriculum, as well as the creation of tools and processes that help recruit and hire internationally trained workers. She recently

co-wrote a resource for internationally trained IT professionals that covered business and customer service standards in the Canadian workplace.
In addition to her undergraduate degree, Julie has a certificates in TESL (Teaching English as a Second Language), CACE (Certificate in Adult and Continuing Education), and is working on a Masters degree in TTESOL (Trainer of Teachers to Speakers of Other Languages).