



TAFLAT CURRICULUM

The Academy For Leadership And Training



**Academy for Leadership
and Training**

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THE ACADEMY FOR LEADERSHIP AND TRAINING, LLC
Miami, Florida

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Leadership Curriculum

Emotional Intelligence For Business

Description

In Emotional Intelligence for Business, you will develop your capacity for recognizing your own emotional state, in real time, and managing those emotions based on the need of the social situation at hand. This awareness and behavior modification will increase your ability to work through stress and build effective relationships, both professionally and personally.

Learning Objectives

- 1) Develop the participants' capacity for understanding their emotional states
- 2) Through awareness and behavior modification, increase the ability to work through stress and build more effective work relationships.

Agenda (Typically 2-Day Workshop; Can Be 1-Day)

✓ Day One

- Defining EQ
- The business case for EQ
- Neuroplasticity/brain function
- Self-awareness
- Strategies & Action Planning
- Self-management
- Strategies & Action Planning

✓ Day Two

- Social Awareness
- Strategies & Action Planning
- Relationship Management

- Strategies & Action Planning
- Making commitments to take back to the job

Leadership Curriculum

Emerging Leaders Workshop

Description

This highly interactive 2-day workshop, designed for managers-of-people, is designed to deliver practical managerial tools, as well as foster a powerful new perspective on the value of leading others. The workshop approaches this skill-development, focusing on the four key areas of leading others: Strategy, Attitude, Inquiring, and Feedback.

Learning Objectives

- 1) Develop the participants understanding for core leadership skills that are particularly helpful at the mid-levels of leadership.
- 2) Through interactive activities, participants will practice their leadership skills and will develop a specific plan to deliver these skills back on the job.

Agenda (2-Day Workshop)

- ✓ Learning to give, and receive, business feedback
- ✓ Reflection on and adjusting leadership styles, based on a direct reports' needs
- ✓ Leading by example; learning to create a positive, calming attitude
- ✓ Connecting the strategy of your department's work with the overall organization
- ✓ Learning to coach and delegate, using the "Task-Based Leadership" model
- ✓ Identifying successful techniques to approach conflicts, and difficult discussions
- ✓ Building the powerful skill of Active Listening
- ✓ Building the powerful skill of Inquiring, to get to the root causes of issues
- ✓ Understanding a few, fairly common legal themes for new managers
- ✓ Recapping commitments; taking the learning back to the job



Leadership Curriculum

Project Management (Leading Teams)

Description

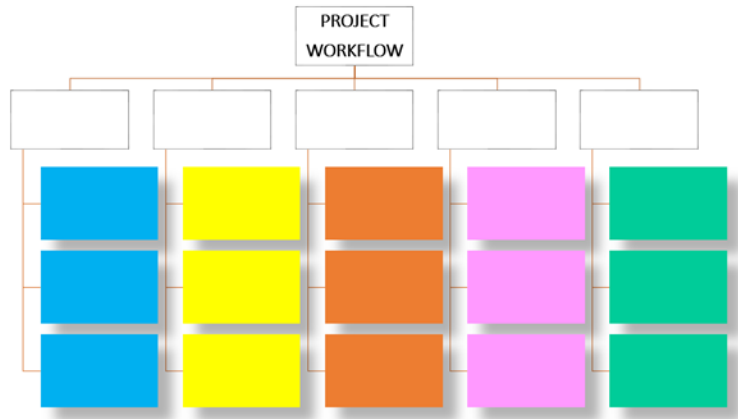
This course is designed to improve the participant's ability to lead teams by kicking off projects with clear roles and responsibilities, a team-built project plan, effective upward communication, and a vision for success. This interactive workshop provides a simulation for team members to learn how to visually create a project plan, using their team to identify and understand each other's milestones, deliverables, and specific tasks. Participants learn the value of clear and interactive planning, to avoid miscommunications and conflicts.

Learning Objectives

- 1) Develop the participants' ability to collaboratively establish a project plan for projects of a small to medium size, including process changes, technology rollouts, or cultural initiatives.
- 2) Through simulation and practice, participants will practice and learn how to use a few collaborative team project management techniques, such as the Work Breakout Structure (creating a visual project plan) and Project Charters.

Agenda (4-Hour Workshop)

- ✓ Learn the root causes of poor teams, and poor team results
- ✓ Learn team project management techniques, including Work Breakout Structure
- ✓ Learn how to establish clear roles and responsibilities – e.g. RACI charts
- ✓ Learn how to hold team members accountable for their tasks and for communicating to other team members
- ✓ Learn how to put together a clear project plan
- ✓ Learn how to create a Project Charter
- ✓ Learn to communicate effectively within the team, and upward to senior management



Leadership Curriculum

Active Listening

Description

This course is designed to increase the participants' listening skills, emphasizing active listening techniques. Participants will practice their listening techniques in interactive activities.

Learning Objectives

- 1) Develop the participants' empathy and ability to listen actively to others
- 2) Through interactive activities, participants will enhance the core leadership skill of active listening—appreciating the value of pausing, breathing, and listening to others. Participants will develop a plan to implement this skill back on the job.

Agenda (1-2-Hour Workshop)

- ✓ Why active listening is a critical activity
 - Listening is purposeful, requires control, and requires total focus and engagement
 - Listening is the front end of decision making
- ✓ Steps in active listening - FOCUS
 - Free your mind
 - Observe the speaker
 - Comment on what you heard and encourage
 - Uncover facts or feelings
 - Summarize and gain agreement
- ✓ 10 Keys to effective listening
 - Find areas of interest, listen for content not delivery, “stop loadin’ yer guns”, listen for ideas, be a flexible note-taker, focus on listening , resist

distractions (phones, email, etc), exercise your mind, keep your mind open, thought is faster than speech; repeat back what you heard until the speaker agrees

✓ Active listening exercises

Leadership Curriculum

Business and Email Writing

Description

Being able to write in a clear and professional style is critical to effective leadership, and to one's career. This course will focus on improving the participant's ability to write, so that their readers will receive clear, concise, and effective messages. Through this training module, participants will reflect on their own areas to improve and will create an individual approach to resolution.

Learning Objectives

- 1) Develop the participants' ability to write effective emails that are both concise and highlight critical areas of information.
- 2) Through practice and instructor-feedback, participants will enhance their writing skills, to create emails that are easier to read and therefore are more likely to be read.

Agenda (3-Part; 2-Hours Per Part Workshop)

✓ Target audience overview

- WIIFM (What's in it for me?)
- Research your audience before making assumptions
- Exercise: Write an email to 4 different types of people

✓ BAM!

- Capture the reader's attention
- Exercise with different emails – Find the BAM!

✓ Structure

- Inverted pyramid, Grouping information, polite openings, examples
- Activity: In groups, move index cards around in the "right order"

- ✓ Oxygen: creating writing that is open, readable, and to the point
- ✓ The importance of grammar, spelling, and editing



Leadership Curriculum

Clarifying Roles and Responsibilities

Description

Perhaps no area can have such a positive impact as clarifying, and communicating, roles and responsibilities across a department, and even outside of that department. The collection of roles & responsibilities involves brainstorming, bucketing responsibilities into categories, prioritizing, and then determining who to communicate to. On occasion, communication of roles & responsibilities may include upper levels to gain alignment around expectations for specific roles.

This workshop can be delivered to individuals, intact teams or departments, or to leaders representing different departments that work together. Leaders will develop passion around clarifying roles and responsibilities and will learn to use that clarity to reduce conflict and streamline work.

Learning Objectives

- 1) Develop the participants' appreciation for, and skill in developing, clear roles and responsibilities for their teams.
- 2) Participants will learn interactive techniques to have their teams clarify both their responsibilities at work and the service level agreements between roles.

Agenda (3-Hour Workshop)

- ✓ Why Assess Roles and Responsibilities
 - What are roles & responsibilities
 - What have leaders noticed when expectations are unclear? Clear?
- ✓ Real scenarios of conflicts with unclear roles as the root cause
- ✓ Following the TAFLAT process to clarify roles and responsibilities
- ✓ Bring this process back to your team(s); strengthening your team(s)

THIS SECTION IS PROJECT BASED.

Leadership Curriculum

Managing Priorities/Time Management

Description

This course is designed to improve the participant's ability to get the most out of each day through actively managing time spent on high priority action items. Participants will learn to deliver against their priorities by reducing the impact of "time wasting traps".

Learning Objectives

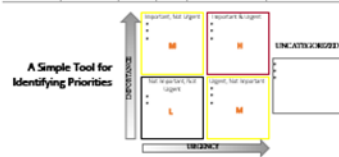
- 1) Develop the participants' awareness of the root causes of mismanaging time, including gaining clarity on their priorities and delivering priorities to their teams.
- 2) Participants will leave the workshop with an action plan to increase the likelihood that their priorities and their team's priorities will enhance their effectiveness.

Agenda (3-Hour Workshop)

- ✓ Identifying your priorities
 - Listing your tasks and using the priority matrix
 - Shiny objects and other common traps
- ✓ Understanding time management
 - Envisioning the ideal day versus actual day
 - Defining "What's In; What's Out!"
- ✓ Planning is the key to managing priorities
 - Developing annual, quarterly, weekly goals, and connecting daily goals
 - Setting and sticking to your schedule
- ✓ Reviewing progress and making changes

PRIORITIZATION WORKSHEET

YOUR TASKS OR PROJECTS	PRIORITIZATION			RATIONALE	PERCENTAGE OF TIME YOU ARE SPENDING ON THIS
	IMPORTANT	URGENT	NEUTRAL		



Leadership Curriculum

Self-Awareness and Interpersonal Communications

Description

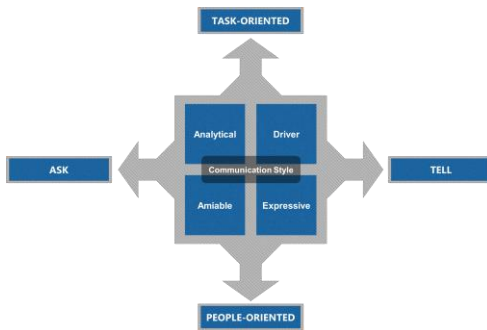
The course is designed to help you learn more about different Communication Styles, including your Style, others' Styles, and how to adjust to be the most effective leader. In addition, the course builds skills to allow participants to provide effective feedback, both positive and constructive. This course draws on team theory and communications models to solidify trust within a team, thereby fostering high-performing teams.

Learning Objectives

- 1) Develop the participants' emotional intelligence through the lens of Communication Styles.
- 2) Participants will learn techniques to adjust their styles to others, to increase the effectiveness of their communications.

Agenda (2-3 hour workshop; can be enhanced with the module "Delivering Feedback Effectively" to a 3-4-hour workshop.)

- ✓ Communications Styles – assessment and activity
 - Understanding various Communication Styles
 - Gaining insight into your own Style
 - Learning how to adjust your Style for others
- ✓ Feedback Model – Context, Behavior, Effect (+ consequence)
- ✓ Team development and building trust within the team
 - Understanding Lencioni's Team Development model
 - Communicating effectively within the team
 - Team Activity: scenarios; techniques to facilitate communication



Leadership Curriculum

Communications & Overcoming Objections For Salespeople

Description

The course is designed to help you learn more about different Communication Styles, including your Style, others' Styles, and how to adjust for your clients. In addition, the course builds skills to allow participants to overcome objections in a Sales situation. This course draws on Communications and Overcoming Resistance frameworks, to strengthen Emotional Intelligence and Empathy for customers. Course participants walk out with practical, and practiced, skills to use in a Sales situation.

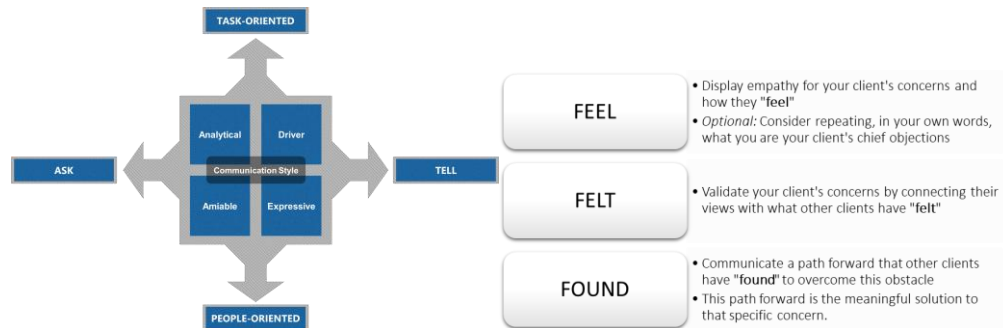
Learning Objectives

- 1) Enhance the results of sales meetings by increasing the participants' emotional intelligence through the lens of Communication Styles and techniques to overcome objections.
- 2) Participants will gain a deeper understanding of styles of communicating, and will learn techniques to adjust their meetings, emails, and other communications to their prospects' (or customers') preferred styles.
- 3) Participants will learn, and practice, a technique to overcome many objections to the sales process to increase the likelihood of a smooth sales meeting.

Agenda (3-Hour Workshop)

- ✓ Communications Styles – assessment and activity
 - Understanding various Communication Styles
 - Gaining insight into your own Style
 - Learning how to adjust your Style for your clients
 - Mapping your top clients, their likely Communication Style, and adjusting your verbal and written communications
- ✓ Overcoming Objections Framework – Feel, Felt, Found (+ affirming & validating objections)

- Understanding Objections – affirm and validate to show you’ve heard your client. This section includes brainstorming of common objections.
- Applying “Feel, Felt, Found” in a way that displays the ability to put yourself in your client’s shoes, and provide a new way to think about the area of objection



Leadership Curriculum

Creating and Delivering Effective Presentations

Description

Whether it's a keynote address or a presentation for a few colleagues, you still have to capture attention and hold it. This training is for individuals or groups, the smaller the better, to help participants create and deliver effective presentations. This course employs storytelling techniques to significantly improve the ability to relay information in a manner that is more compelling and so will be remembered.

Learning Objectives

- 1) Participants will gain an appreciation for the art of storytelling in presentations.
- 2) Participants will reexamine their presentations and develop new presentations.
- 3) Participants will practice presentation techniques to increase the effectiveness of their delivery of information.

Agenda (3-Part Workshop; 3-Hours Per Part)

- ✓ Telling a story
 - The power of storytelling; stories widely used in the business world
 - Knowing your audience's interests
 - Capturing your audience's attention from the beginning
 - Read your audience
 - Know your subject
- ✓ Create your story structure – story boards
- ✓ Use visuals versus text
 - Show processes
 - Use visuals to paint pictures

- ✓ Writing tips and tricks – Common Errors
- ✓ Deliver presentation
 - Rehearse and practice - videotaped
 - Control your voice: tone and speed
- ✓ Close by letting audience know exactly what you need them to do

Leadership Curriculum

Leading by Example

Description

This course is designed to promote leadership behavior, through modeling the right behavior. The job of a manager is to get the system running; it is the job of the leader to turn on the system, and, more especially, to get others to turn it on. The course covers four ways to do this: Set the right example (e.g. the 19th century model of a cavalry officer), Act the part (demonstrate that you are in charge and that you have what it takes by being willing to get out of your skin and connect with others), Handle the tough stuff (pick your moments to battle carefully and persevere), Put the team first (learn to stand in the spotlight when things go poorly).

Learning Objectives

- 1) Participants will reflect on the best leaders they've worked with, identifying the qualities that made them so. Participants will be afforded the time to consider their own leadership style, connecting their aspirations to their genuine styles.
- 2) Participants will learn the most critical elements of leading a team, building their teams' trust in them when things go well, or not.

Agenda (6-Hour Workshop)

- ✓ What makes a great leader v. a good manager?
 - Small team activity and group debrief
 - Leadership Principles
- ✓ Setting the right example
 - Stories and examples
 - Walking the talk
- ✓ Act the Part
 - Stories and examples
 - Trying something new

✓ Handle the Tough Stuff

- Stories and examples
- How to pick battles

✓ Putting the Team First

- Stories and examples
- Standing up when things go wrong

Leadership Curriculum

Training Others

Description

In many instances, excellent leaders train their employees to pick up new skills and goals. This course is designed to improve a supervisor's understanding of when and how to use training, coaching, or projects to develop their staffs. The course builds the supervisor's ability to use time-tested training techniques, by demonstrating these techniques, and building their confidence as an instructor.

Learning Objectives

- 1) Participants will learn the core training skills, increasing their skill in transferring knowledge and skills to others.
- 2) Participants will learn, and practice, numerous techniques to actively engage learners to most effectively transfer knowledge and skills.

Agenda (1-Day Workshop)

✓ Principles of Adult Learning

✓ Training Techniques

- Icebreakers, Energizers
- Brainstorming
- Case Studies
- Demonstrations

- Gallery Walk
- Group Feedback
- Observation
- Reflection
- Role Playing
- Storytelling
- ✓ Creating a Learning Environment
- ✓ Pre-Work, Post-Work and Tracking Training Effectiveness
- ✓ Put It Into Action – Practice Training

Leadership Curriculum

Task-Based Leadership: Coaching & Delegation

Description

Many leaders-of-others worked hard to get to where they are at. However, that dedication to hard work and control may not lend itself to effective leadership of a team, where the emphasis needs to shift to helping others to be successful, and removing some control of tasks to allow for the team's elevation.

This interactive course is designed to improve the participant's ability to coach individuals and teams to higher levels of performance. The course emphasizes Task-Based Leadership— a model that provides invaluable tools to help the leader spend his/her time on the right areas for his/her direct reports (i.e. those improvement areas that have been agreed to by both the direct report and the coach).

Learning Objectives

- 1) Develop the participants' appreciation for, and ability to, delegate tasks.
- 2) Participants will create a strategy to delegate specific tasks to direct reports, considering the current skill levels of those people and the style of coaching that will best support their take-over of those tasks.

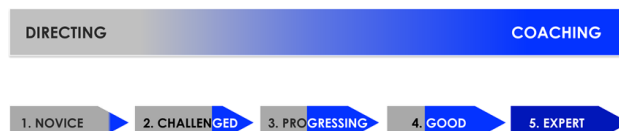
Agenda (3-4 hour workshop)

✓ What is a great coach?

- Participant activity: sharing personal examples
- Famous coaches: their philosophies and behaviors

✓ Coaching Individuals

- Scattergram: people are experts in some areas, and weak in others
- Using Task-Based Leadership/Coaching



✓ Coaching Teams

- Setting a clear vision, with understandable and achievable stretch goals
- Establishing clear roles and responsibilities, and aligning team goals with rewards and recognition

TASK	RISK	TIME COMMITMENT	DELEGATE? Y/N	CANDIDATE/S

Leadership Curriculum

Conflict Management

Description

This course is designed to improve the participant's ability to identify inter-personal, inter-team, and inter-departmental conflicts, in order to better isolate the root cause(s) of these issues. Participants will gain an understanding of their role as a "manager of others" and how they can reduce team conflict, employ Disciplinary Processes and Performance Management tools, and integrate conflict management tools (e.g. CBE Feedback Model, Communication Styles, Lencioni's Team Model) to improve those situations.

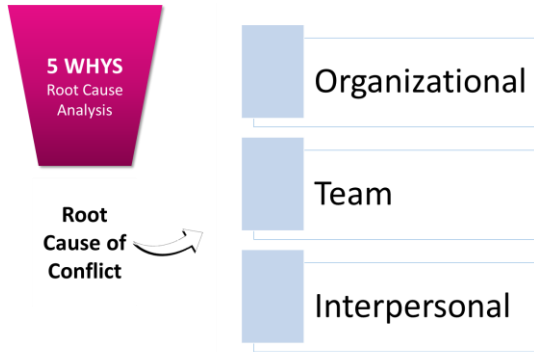
Learning Objectives

- 1) Participants will use leadership and LEAN tools to collaboratively gain an understanding of the root causes of conflict.
- 2) Once these root causes are understood by all, participants will learn invaluable techniques to manage conflicts, reducing tension, and allowing their teams to focus on the work.

Agenda (4-Hour Workshop)

- ✓ Opening: Understanding the Cost of Conflict
- ✓ Understanding the Leader's Role in Conflict, and in Conflict Management
 - Being a leader means managing conflict
 - Using Performance Management, the Disciplinary Process, and Human Resources to manage conflict
- ✓ Identifying the Root Cause of Conflict
 - Examples of organizational, team, and interpersonal conflict
 - Looking for organizational solutions, such as clear roles/responsibilities or sponsorship alignment

✓ Practicing Tools to Manage Conflict



Leadership Curriculum

Performance Management and Goal Setting

Description

This course is designed to improve the participant's ability to use the Company's Performance Management processes and tools. Participants will learn how to set SMART goals for employees, hold them accountable, and conduct professional performance management conversations.

In addition, participants will learn when and how to use the Disciplinary Process, for both Exempt and Non-Exempt employees (i.e. Warnings, Performance Improvement Plans). Participants will learn the importance of effective and detailed documentation to reduce legal exposures.

Learning Objectives

- 1) Participants will increase their ability to hold employees accountable through their Performance Management and Goal Setting processes.
- 2) Participants will practice the delivery of tough messages in a manner that both gets across the messages and respects the other individual.

Agenda (4-Hour Workshop)

- ✓ Performance Management Overview
 - Importance of Performance Management
 - Reward / Compensation
 - Coaching before Counseling
- ✓ Performance Management Process
 - Aligning Goals with Business Targets
 - SMART Goals
 - Performance Reviews – Feedback, Active Listening, Effective Questioning
 - Evaluations, Progress Results, Ratings

✓ Disciplinary Process

- Overview and importance of the Disciplinary Process
- Company Policies and Procedures
- Exempt versus Non-Exempt
- Coaching, Training, Disciplining

Leadership Curriculum

Stakeholder Analysis and Influencing Others

Description

This course is designed to improve the participant's ability to influence others in their organization, and to include these influencing techniques into their project planning and communications. The leader will become more aware of others' objectives, so that the leader can adjust her/his approach to influencing others, so they achieve the desired organizational behaviors.

Learning Objectives

- 1) Participants will strengthen their understanding of stakeholder involvement in their work, and will practice the development of change management processes to increase the likelihood of their projects' successes.
- 2) Participants will learn, and practice, influencing techniques to enhance long term commitment to changes.

Agenda (6-Hour Workshop)

✓ Stakeholder Analysis Activity

✓ Creating Change and Communication Plans

- Learning the principle of "WIIFM" – "What's in it for me"
- Learning the importance of structured and cascading communications

✓ Influencing Others

- 3 Simple Ways to Influence Others

- Influence is a process, not an event
- Choosing an influencing technique requires putting yourself into their shoes, and considering factors (such as time, money, sponsorship, etc)
- Understanding that choices regarding influencing techniques can lead to different results, in terms of Compliance v Commitment
 - Debrief on process/emotions/active listening
- ✓ Emotional Intelligence
 - Understanding how to pick up on cues, around resistance
 - Practicing on-the-fly adjustments and flexibility
- ✓ Final review and presentation of take-home exercises

Leadership Curriculum

Interviewing and Selection

Description

This course is designed to improve the participant's ability to display the skill of conducting a standard, consistent, and legally compliant interview. Participants will learn how to engage with the interviewee to learn about past behavior that will predict future performance. Participants will learn how to screen resumes, write interview questions using Behavioral Interviewing techniques, and spend more time *listening* and less time *talking* during interviews.

Learning Objectives

- 1) Participants will increase their skill in selecting the right candidates for interviews.
- 2) Participants will build their interviewing skills, increasing the likelihood of making effective hiring decisions.

Agenda (6-Hour Workshop)

- ✓ Understanding Policies and Legal Guidelines
- ✓ Understanding the Recruitment Process
- ✓ Preparing for an Interview
 - Defining the job
 - Defining the competencies, behaviors, and values of the position
 - Screening resumes: what to look for
 - Writing effective interview questions
- ✓ Delivering an Effective Interview
 - Putting candidate at ease
 - Asking open-ended questions

- Listening 80%; talking 20%
- Keep interview on track and close effectively

✓ Post Interview

- Reviewing notes as a team
- Evaluating and selecting as a team

Leadership Curriculum

Managing Change

Description

Research shows that 50-70% of how employees perceive their organization can be traced to the actions of one person: the leader. People take their behavioral and attitudinal cues from higher management . . . particularly from the person they report to. This course is designed to improve the participant's ability to manage and communicate change.

Learning Objectives

- 1) Participants will gain an appreciation for how people move through changes, so that these leaders can create an effective strategy to take an organization through change.
- 2) Participants will learn, and practice, structural techniques to build plans that encourage their stakeholders' adoption of changes.

Agenda (1-Day Workshop)

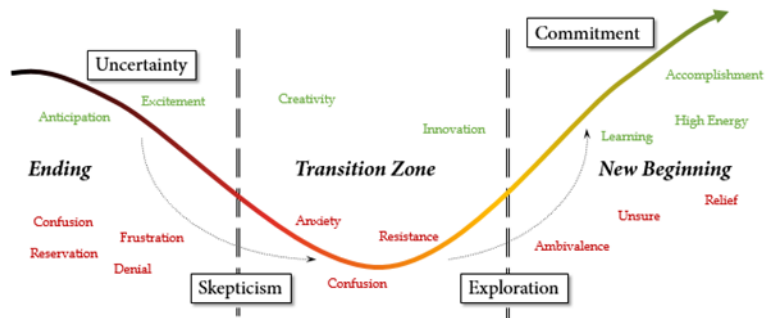
- ✓ What is Change? Who are Stakeholders to Change?
 - Real business experiences involving Change
 - Stakeholder Map
- ✓ How do individuals and teams respond to change?
 - "The Change Curve" – Phases of Responses

- Individuals reactions to Change: motivation levels, excitement v. stress

✓ Leadership through the “Change Curve”

- Understanding impacts of Change on all stakeholders
- Incorporating impacts in plans: training, communications, feedback loops

✓ Using the Change Management tools back on the job



Leadership Curriculum

Structured Problem Solving

Description

This course is designed to improve the participants' abilities to assess situations and apply a structured approach to solving problems. Teams will work with real-life business challenges, apply the approach, and present recommendations to the broader class.

Learning Objectives

- 1) Participants will learn collaborative techniques to identify the root causes of business issues.
- 2) Participants will learn, and practice, structured techniques to clarify the opportunity, prioritize solutions, and create an action plan that is realistic.

Agenda (4-Hour Workshop)

- ✓ Getting Started
 - Understand the situation – scenarios and simulations
 - Identify experts and establish expectations
 - Learn techniques to assess root cause(s)
- ✓ Define the Problem
 - Dissect the problem into components and prioritize
 - Identify resources and obtain commitment to move forward
- ✓ Data Collection and Analysis
 - Focus on the key questions that get to the root cause of the problem
 - Manage data and analysis to avoid losing sight of problem
- ✓ Conclusion and Recommendations
 - Prioritize conclusions into a cohesive set of recommendations
 - Confirm level of analysis to support recommendations; build consensus
- ✓ Communicating the Solution
 - Drive to a straight forward compelling message, with supporting data

-

Leadership Curriculum

Effective Upward Communication and Presentations

Description

This course is designed to build the participants' abilities to communicate to higher levels of management. Through simulations, practice, and guest discussions, the participant learns how to value the time of higher-level leaders, by presenting through a structured approach (Situation, Challenge, Recommendations). Participants learn to take complex and copious amounts of data, synthesize that data, and develop an "Executive Summary".

Learning Objectives

- 1) Participants will gain an appreciation for the art of delivering messages to senior levels of management, or to clients.
- 2) Participants will learn, and practice, techniques to increase the likelihood that their recommendations are heard and acted upon.

Agenda (2-4 hour workshop; can be broken into parts)

- ✓ What is the key to communications at senior levels?
 - How much information is enough, too much?
 - What do senior level leaders respect in communications?
- ✓ Business Simulation
 - Learning the Simulation and Basic Financial Principles
 - Working in teams to collect data, and make decisions
 - Collaborating on presentations for senior leadership
 - Receiving feedback from senior leadership
- ✓ Back on the job

Situation	Key Challenges	Potential Solutions												
- Background info 1 - Background info 2	- Key challenge 1 - Key challenge 2	<table border="1"> <thead> <tr> <th colspan="2">Recommendation One</th> </tr> <tr> <th colspan="2">Description</th> </tr> </thead> <tbody> <tr> <td> - Advantage - Advantage </td> <td> - Risk - Risk </td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Recommendation Two</th> </tr> <tr> <th colspan="2">Description</th> </tr> </thead> <tbody> <tr> <td> - Advantage - Advantage </td> <td> - Risk - Risk </td> </tr> </tbody> </table>	Recommendation One		Description		- Advantage - Advantage	- Risk - Risk	Recommendation Two		Description		- Advantage - Advantage	- Risk - Risk
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Leadership Curriculum

Meeting Management & Decision-Making

Description (4-Hour Workshop)

This course does more than only teach the best practices of running meetings, it helps leaders consider how they would like all meetings in their company to be held. Often, leaders express that ~ 50% of their meetings are not productive, resulting in less time to complete their work. The impact of poorly-run meetings spreads into the organization's culture and, ultimately, its results for customers.

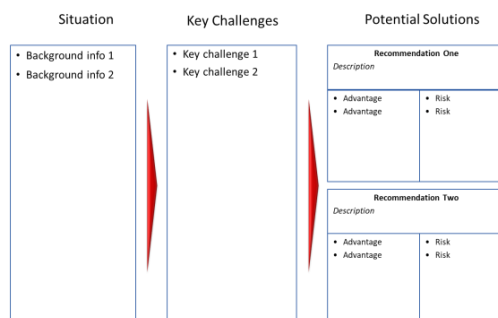
Training individuals to run more effective meetings may be one of the easiest ways to increase organizational performance. To be successful, leaders first must agree on the purpose of their meetings, then who to invite, and finally, how to facilitate the meeting. After the meeting, leaders must learn to hold others accountable for the team's results.

In this workshop, we tackle team meetings, 1:1s, and the "dreaded status report meeting." Leaders leave the workshop with knowledge, skills, and a plan to deliver effective norms around meetings.

Learning Objectives

- 1) Develop the participants' appreciation for effectively-run meetings.
- 2) Enhance the participants' skills in setting up, delivering, and following up on their meetings.

Upward Communication



Team Decision-Making



Leadership Curriculum

Thinking Strategically As a Department Leader

Description

Oftentimes, we hear from CEOs that they would like their leaders to “think more strategically” and to be able to communicate their strategies to their staff. In this workshop, we take leaders through our proprietary framework for viewing their work, transforming raw inputs and requirements into finished products and/or services. Leaders spend time discussing their departments as, essentially, small businesses, with employees (staff), customers (internal or external to the Company), and the value of continuous improvement in areas of their business. Participants present their work to each other and leave the workshop not only with a completed template to communicate their department’s work, but also with new knowledge about other departments.

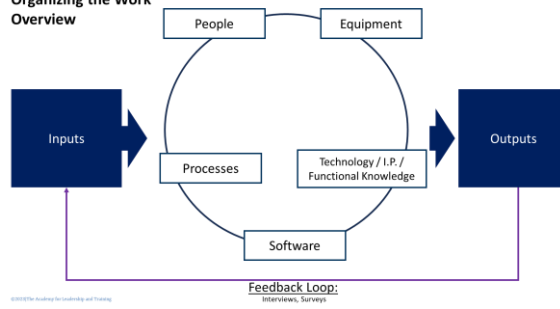
Learning Objectives

- 1) Participants will learn the difference between tactical and strategic thinking.
- 2) Participants will practice strategic thinking techniques using their department as a model.
- 3) Participants will learn to present their department’s work to others, and participants will gain an appreciation for other departments.

Agenda (4-Hour Workshop)

- ✓ Your Department as a Small Business
 - What are small businesses?
 - How is your department a small business?
- ✓ Completion of Strategic Framework
 - Explaining and discussing the strategic framework
 - Completing the framework for each department
- ✓ Gallery Walk Presenting the Strategic Frameworks

Organizing the Work
Overview



Leadership Curriculum

Customer Service and Emotional Intelligence

Description

Customer Service skills can be the key to keeping clients for the long-term. What's more, their jobs are emotionally taxing. This workshop assists these folks to communicate effectively to multiple types of personalities and to build their skill in managing their own emotions and interpretations of events before them. In strengthening Emotional Intelligence skills, these leaders will be positioned to strengthen their interactions with colleagues, customers, prospects, and vendors. The workshop participants learn the principles behind Emotional Intelligence, gain self-awareness in their preference for communication, and strengthen their ability to assess how they interpret situations, so they can gain empathy toward others.

Learning Objectives

- 1) Participants will learn about Emotional Intelligence (E.I.), specific techniques to enhance their own E.I., and how to apply those techniques to increase the likelihood of smooth customer interactions.
- 2) Participants will leave the workshop having practiced specific techniques for likely instances in their business.

Agenda (1-2 days workshop)

- ✓ Emotional Intelligence (E.I.)
 - What is Emotional Intelligence, and how is this skill one of the keys to your career growth and to building the Company's success?
 - Scenarios where Emotional Intelligence will apply directly to your role.

Our E.I. model, known as "T.E.A.R." or:

Thoughts →

Emotions →

Actions →

Results →

When we understand how we are interpreting situations (and, by the way, where that interpretation may be wrong), we strengthen our ability to respect others. Along with that respect and empathy for others comes our own empowerment to support and “show up” the way we would like to, even in unsettling circumstances.

Leadership Curriculum

Sales Team Training

Description

Is your Sales Team aligned on their messages to customers and to prospects? Does your team effectively differentiate the value of your product and service and how you excel above your competitors? Many of our clients say, “Some of them do.” Our 5-part Sales Training program helps to align your salespeople, with a Messaging Framework and a way to visualize to whom they are selling. This 5-Part program can be delivered in a variety of ways (in-person v remote; over time or all in two-days).

Learning Objectives

- 1) Salespeople will work to crystallize their key messages for their customers, connecting the customers’ needs with the key areas of differentiation that their company possesses versus its competitors.
- 2) Salespeople will learn to sell proactively through a strategy and a plan that puts strategy into action. The sales strategy will include new customer acquisition as well as new sales to existing customers.

Agenda (5-part, 2-hours per part, Sales Training Series)

✓ 1) Messaging

- What is the difference between Sales and Marketing, and how does Messaging fit into both areas?
- Points of Differentiation (PODs)- What makes you stand out?

2) Targeting

- Build your “Marketing Personas” and team shares
- Create your Unique Value Proposition, written with each Persona in mind

3) Unique Value Propositions (UVPs) and Handling Objections

- Team alignment on UVPs
- Handling the most common customer/prospect objections

4) Proactive Selling

- Strategies for nurturing relationships, including storytelling, customer segmentation and frequency of communication to different customers
- Creating a tactical sales plan for existing customers

5) Building Pipelines: Connecting with New Customers

- New customer segmentation and sharing best practices

Leadership Curriculum

Curriculum-Guided Coaching

Description

If you have leaders who could level-up with the right coaching, and their manager would like to guide that development path, then 1:1 Curriculum-Guided Coaching could be a wonderful solution. Through this process, our senior facilitator will meet with the leader's manager, and the leader, to select the leadership behaviors on which they will focus. Leaders will receive a six-month bespoke coaching model that both allows for flexibility and structure. This leader will experience accelerated growth to bring them to their next level.

Learning Objectives

- 1) Participants will have the unique experience of a 1:1 coach to build specific leadership skills that are selected by their manager and themselves.
- 2) Participants will gain a deep understand of leadership techniques and have the opportunity to talk with a coach about their implementation of these techniques.

Process (6 months of 1:1 coaching around specific leadership curriculum topics; coaching meetings to take place every other week)

✓ 1) Kick-Off

- The leader's manager (and possibly the leader) meets with the TAFLAT Sr. Facilitator to discuss the program and set expectations.
- Review of TAFLAT Curriculum – All curriculum modules and the time needed to complete each module.

2) Selection

- The leader's manager and the leader discuss the leadership behaviors they would like the leader to enhance.
- The two carefully select 3-6 modules for the guided-curriculum coaching.

3) Facilitation

- The TAFLAT Sr. Facilitator and the leader set up six months of one-hour meetings, every-other-week (or 12 total Zoom meetings).
- Each meeting includes an explanation of the leadership material, with participant activities, and each session concludes with action step commitments by the leader.

4) Debrief

- Once all 12 meetings are delivered, the leader, the leader's manager, and TAFLAT meet to debrief the value achieved and further development.

Leadership Curriculum

Using A.I. To Boost Your Leaders' Efficiency

Description

This three-part workshop series provides practical, hands-on AI skills that leaders can apply to their immediate work. Participants compare A.I. platforms, learn the basics of A.I. security, and build deliverables drawn from their own recurring tasks. The program is delivered in two tracks, Beginner and Intermediate, so content matches each participant's initial skill level. Each session combines live practice, peer coaching, and real-time instructor feedback, and each participant leaves with two to three working A.I. deliverables built on their existing work tasks.

Learning Objectives

- 1) Build participants' ability to select and safely use approved A.I. platforms for recurring tasks in their job role.
- 2) Enable participants to create, refine, and apply A.I. deliverables that reduce the time their team invests in routine work.

Agenda (Three, 2-Hour Virtual Sessions; Delivered for Beginner and Intermediate Tracks)

✓ 1) Workshop One: Foundations & Tools

- *Beginner*: Compare A.I. platforms, set up accounts and logins, and start live sessions; learn the basics of A.I. security
- *Beginner*: Experience examples of real uses of A.I. across multiple departments; guided practice to create their first A.I. deliverable
- *Intermediate*: Evaluate platform capabilities to match the right tool to each task; apply data-governance nuances for higher-stakes, sensitive use cases
- *Intermediate*: Map recurring tasks to Automate / Augment-with-Review / Not-a-Fit, and draft a tailored AI workflow for a real task

✓ 2) Workshop Two: Applied Practice

- *Beginner*: Share deliverables in small groups to give and receive feedback; brainstorm additional A.I. uses for your own role
- *Beginner*: Prioritize your “A.I. opportunity list” with peer input; build a second deliverable live, with real-time coaching
- *Intermediate*: Peer-review deliverables; refine prompts and workflows for repeatable, high-complexity tasks
- *Intermediate*: Prioritize automation opportunities across the team; build and stress-test a more advanced deliverable or mini-workflow

✓ 3) Workshop Three: Mastery & Integration

- *Beginner*: Full-group session during which the instructor live-enhances one participant’s deliverable; followed by a final peer feedback round
- *Beginner*: Consolidate learnings into a personal A.I. practice routine, then close-out Q&A and follow-on support
- *Intermediate*: As a full group, refine a complex, cross-functional deliverable and provide peer coaching on scaling workflows to the whole team
- *Intermediate*: Define local norms and a quick-reference guide for the department; close-out outcome review plus a 3–4-week reinforcement check-in