

TRAININGessentials™

Transforming Businesses Through The Power Of People 2019



Webinar Catalogue

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Communicating Effectively

This program will provide participants with an introduction to personality styles using Myers-Briggs Type Indicator® (MBTI®). Managers will have an opportunity to analyze the impact that their own personality type has on the way they interact with others.

These tools raise self awareness and assist people to recognize, appreciate and utilize the strengths of others who they work with as well as encourage them to grow in their development.

How You Will Benefit:

- Have a better understanding on how your personality affects others
- Gain a deeper self-awareness
- Be better equipped to utilize your own and others strengths

What You Will Learn:

- How effective and critical communication is in all components of your work
- An introduction to the techniques used to communicate effectively with all levels in the organization
- To build on your new knowledge around personality style and how it impacts how you communicate
- The common barriers to effective communication
- To develop strategies to overcome these barriers

Note: Participants will be asked to complete an on-line MBTI® assessment prior to the session.



Effectively Managing in a Unionized Environment

Labour relations has become an increasingly complex area and gaining a greater understanding of this topic will benefit participants who work in a unionized environment and/or interact with unionized employees as part of their business.

How You Will Benefit:

- Develop an understanding of the nature and complexity of labour relations issues
- Gain an awareness of the role of both union and management in the labour relations context
- Build the skills necessary to operate effectively within a unionized environment
- Develop an initial understanding of the legislative framework
- Understand the basic rules regarding the collective bargaining process

What You Will Learn:

- The essential leadership/management skills to manage effectively in a unionized environment
- The key differences between union and non-union work environments
- The tools used to promote a positive labour relations environment
- How to recognize the warning signs of conflict and how to deal with the issue proactively
- Valuable tips for getting both union and management moving in the same direction



Accessibility for Ontarians Disabilities Act (AODA)

This program will provide participants with an introduction to the *Accessibility for Ontarians with Disabilities Act (AODA)*. The purpose of AODA is to develop and implement accessibility standards to prevent and remove barriers for people with disabilities. The objective is to provide all Ontarians with disabilities accessibility in key areas of daily living such as goods, services, employment, facilities, buildings, structures and premises.

In order to comply with the training requirements for AODA, each employee is mandated to participate in related training on the topic.

How You Will Benefit:

- Gain a better understanding regarding AODA's purpose and scope
- Ensure compliance with this important legislation in your workplace
- Better appreciation for the broad definition of "disability" in today's workplace
- Learn what you can do to be pro-active in servicing persons with disabilities

What You Will Learn:

- The scope of disabilities in Ontario
- An introduction to the customer service standard outlined under AODA
- Background information on all five standards under AODA
- Knowledge about specific disabilities (i.e., definitions, how to recognize a customer with a disability, and how to appropriately communicate)
- The importance of feedback and giving notice of service disruption



Employment Law for Non-HR Professionals

In today's legal environment, taking care of the 'people-side' of the business is becoming increasingly important to organizations. Leaders need to be equipped with knowledge and tools to reduce legal costs and minimize the risk of third party employee complaints and/or lawsuits arising from workplace issues. This course will provide participants with an overview of typical workplace issues along with practical tips when faced with them.

Examples of modules reviewed in this program include: the importance of legislative compliance, the do's and don'ts in recruitment and selection, statutory obligations regarding hours of work, overtime, vacation, leaves of absence, accommodation and termination, among others.

How You Will Benefit:

- Participants will gain practical tips on how to proactively deal with workplace issues before they escalate
- Gain a deeper understanding of employment related laws and what is required to protect themselves
- Better understand their rights and obligations as employers to protect their business and minimize liability

What You Will Learn:

- The latest developments in Ontario's workplace landscape
- Review of the rights and obligations of employers and employees
- Employment law 'Red Flags'- what to look for to deal with workplace issues professionally
- Tools and tips to assist your organization to minimize potential legal fees and stay out of court!



HR Fundamentals for Non-HR Professionals

In today's complex and competitive work environment, taking care of the 'people-side' of the business becomes increasingly important to organizations. In turn, business owners and executives need to be equipped with the tools to minimize risk and deal with employee issues professionally and promptly. This program will provide participants with an overview of the fundamental human resources skills required to establish a productive and positive work environment.

Examples of some topics that will be covered in this program include: legislative compliance, recruitment and selection, performance management and employee relations. Participants will also learn how business planning and strategy is related to the effective management of your 'people.'

How You Will Benefit:

- Learn the basic necessities of employee relations
- Gain insights on how to make your organization run seamlessly
- Know how to address employee issues in a timely and professional manner

What You Will Learn:

- How to deal with difficult employee situations to minimize liability
- How to effectively manage people using a proactive approach
- How to navigate through all stages of the employment cycle from recruitment up to termination
- How to promote a positive employee relations environment
- How to draw the link between effective 'people-management' and business strategy

Respect in the Workplace for Employees

The *Respect in the Workplace* training program will be geared specifically to Employees. Emphasis will be placed on providing an overview of harassment and violence under Bill 168, their rights and responsibilities as well as educating them around human rights legislation and diversity issues. By having employees work through a series of interactive exercises, the objective is to ensure that the learning is assimilated and liability is minimized.

The program overview will cover the following elements:

Bill 168 background and expanded definitions of Violence and Harassment

- Scope of workplace violence and harassment
- Cost and consequences of violence and harassment

An overview of an employer's duties and obligations under the legislation (Employer, Manager and Employee)

- Evaluating your Risk Assessment that is intended to identify actual/potential workplace hazards based on risk
- Developing and implementing your Violence and Harassment policy and program
- Reviewing your company processes under your Violence & Harassment policy and program to ensure compliance
- Rights against discrimination under the Human Rights Act

Controversial provisions under Bill 168

- The interplay between Health and Safety, Human Rights and Privacy legislation
- What does the company do in the event of a conflict?
- Domestic Violence, Duty to Inform Workers of Risk of Violence, Work Refusals

Next steps – what else can you do as an employee?

- Review of the company's Harassment and Violence policies and programs
- The importance of cultivating a positive employee relations environment
- Your role in reporting, any incidents of violence, harassment or discrimination

Respect in the Workplace for Managers

The *Respect in the Workplace* training program will be geared specifically to Managers. Emphasis will be placed on their obligations under *Bill 168: An Act to amend the Health and Safety Act with regards to Violence and Harassment* as well as applicable human rights legislation around discrimination. By raising awareness with Managers, the objective is to role model behaviour for others in the company while, at the same time, satisfying your due diligence requirements.

The program overview will cover the following elements:

Bill 168 background and expanded definitions of Violence and Harassment

- Scope of workplace violence and harassment
- Cost and consequences of violence and harassment

An overview of an employer's duties and obligations under the legislation (Company, Manager and Employee)

- Evaluating your Risk Assessment that is intended to identify actual/potential workplace hazards based on risk
- Developing and implementing your Violence and Harassment policy and program
- Reviewing your company processes under your Violence & Harassment policy and program to ensure compliance
- Rights against discrimination under the Human Rights Act

Competing and controversial provisions under Bill 168

- The interplay between Health and Safety, Human Rights and Privacy legislation
- What does the company do in the event of a conflict?
- Domestic Violence, Duty to Inform Workers of Risk of Violence, Work Refusals

Your role as a leader in dealing with complex workplace harassment and violence issues

- Reviewing the company's Harassment and Violence policies and programs
- Cultivating a positive employee relations environment
- Your role in investigating, dealing with, and responding to a complaint of violence or harassment

Terminate Now: Hire Slow, Fire Fast

Dismissals are an unfortunate reality of every business. However, many organizations continue to struggle with terminations and frequently delay the process. Regardless of how unpleasant the experience may be, prolonging a termination can be very costly for your organization and result in lower company morale, decrease in productivity and legal troubles.

Through this session, employers will learn how and why they should “Hire Slow, Fire Fast.” Preventative tips will also be discussed in detail to provide participants with best practices for creating employment agreements and termination clauses. As an employer, you must be aware of your obligations and the employee’s rights. This session will teach you how to conduct due diligence and follow proper termination procedures to ensure your dismissals are compliant with the law.

What You Will Learn:

- Why it is important to “Hire Slow, Fire Fast”
- How to prepare and perform a termination while being compliant with the law
- The HR and Legal aspect of a termination □ Preventative tips to help protect your organization when handling terminations



Weed in the Workplace

The legalization of marijuana is scheduled for spring 2018. What does this mean for Canadian employers? Employers should be aware that marijuana has a variety of impairment effects, including reduced reaction times, irritability, loss of focus, lethargy, disengagement with reality and poor decision making. Through this webinar, the challenges of cannabis in the workplace and the potential impact it will have on employers and employees will be discussed. Employers will be educated on the effects of marijuana on one's duty to perform safety sensitive roles and the legal do's and don'ts of marijuana in the workplace, including the implementation of testing programs; the legal accommodation of medical marijuana in the workplace and best practices for the implementation of workplace drug policies and programs.

What You Will Learn:

- The impact of marijuana on workplace safety
- What is CANNABIS?
- Medical 'Indications' for marijuana
- What are safety sensitive jobs?
- Best practices for alcohol and drug testing in the workplace
- Duty to accommodate medical marijuana under Human Rights
- Balancing legalities of workplace safety versus human rights
- Legal considerations for alcohol and drug policies/programs



Becoming a Great Manager

"The best boss I've ever had." That's a phrase most of us have said or heard at some point, but what does it mean? What sets the great boss apart from the average boss? What do great Managers actually do?

The role of the Manager is very internally focused: to turn one person's talent into performance; to ask, "Who is the person? What is his or her unique style of learning? What is his or her unique trigger to get the best out of the person?" The challenge is to find what's unique and capitalize on it.

How You Will Benefit:

- The key things great Managers do and how to apply them
- Providing a positive working environment
- Recognizing, reinforcing and rewarding individual efforts
- Involving and engaging everyone
- Building trust

What You Will Learn:

- Come away with a number of new ideas, skills and solid principles to apply
- Take ownership as a Manager to develop staff
- Foster open communication and motivate your staff



Effectively Handling Difficult Conversations

Difficult conversations are those conversations we often procrastinate having. When these necessary conversations are ignored they are often acted out in unproductive ways. How well we handle these “critical conversations” depends on how skilled we are at leveraging our interpersonal communication skills and managing difficult people.

Effectively Handling Difficult Conversations will help you maximize the performance of staff, co-workers and colleagues, both individually and as a team, by raising participants awareness of the different communication styles and tools required for different conversations.

How You Will Benefit:

- Understand the benefits for both you and others in having difficult conversations
- Identify the challenges encountered when dealing with difficult conversations
- Develop strategies to effectively identify, prepare for, engage in and respond to difficult conversations

What You Will Learn:

- How to leverage communication styles to have candid discussions on sensitive issues
- Learn how to recognize the “warning signs” of a difficult conversation that is about to derail
- Identify the different types of difficult people and how to deal with them when issues arise

Effectively Managing Challenging Employees

Performance management is critical in today's workplace given the challenges of dealing with difficult employee situations. In this program, participants will be given the tools to deal with these employee issues directly rather than allowing them to fester in the workplace.

How You Will Benefit:

- Understand the benefits of dealing with poor performers
- Learn to deal with performance issues proactively to avoid potential financial and/or legal costs
- Gain an awareness of tools that are available to manage performance effectively
- Learn about the link between performance management and company expectations

What You Will Learn:

- How to improve employee performance through communication and feedback
- The transition of a performance issue to progressive discipline
- How to move through the different stages of progressive discipline
- How to ensure that the employee takes responsibility in the performance management process
- The importance of documentation and file management in dealing with performance issues
- How to handle difficult and sensitive issues by communicating in respectful manner



Motivate Your People Through High Performance Coaching

This program focuses on building effective feedback and coaching skills for Leaders and providing them with the foundation for managing people. It will teach your Leaders the importance of effective performance management practices. This program will provide an overview of the Situational Leadership II™ model which will help Leaders increase the frequency and quality of their performance conversations with their people. Ultimately seeing that competence is developed, commitment is gained, and talented individuals stay within the organization.

The role of a good Leader is to provide whatever it takes—goals, direction, training, support, feedback, and recognition—to develop employees' skills, motivation, and confidence to excel. The result of effective feedback and coaching is an organization where people feel more empowered, engaged, and open to new challenges.

How You Will Benefit:

- Better able to coach employees to excel in their roles
- Reduce the amount of time spent on managing employees
- Increase in personal quality and effectiveness as a Leader

What You Will Learn:

- How to identify challenges in an employee's performance and understand the issues that may be interfering with their performance
- To see the critical role a Leader plays through out the performance management process
- To monitor the progress of your employees and ensure ongoing feedback and coaching support

Running Effective Meetings

Do you dread facilitating or attending meetings because they are unproductive, disorganized and too long? With proper planning and preparation, any meeting can become useful and effective. *Running Effective Meetings* will incorporate the three phases of a meeting, which includes planning and setting up the meeting, running the meeting, and following up on the meeting. We also incorporate tips on how to handle difficult participants.

This session will equip participants with the tools necessary to manage and carry-out effective meetings. Through this program, participants will learn how to better their leadership, facilitation, communication, and time management skills. We will draw on participant experiences in their workplaces to create a learning environment that is relevant and practical.

How You Will Benefit:

- Develop the skills necessary to prepare for and facilitate an effective meeting
- Acquire tools to communicate effectively with stakeholders at all levels
- Learn to manage the environment around you

What You Will Learn:

- How to prepare for the meeting through creating a comprehensive agenda
- How to stay on track during a meeting by avoiding disruptions
- How to present information so others see them favorably
- How to persuade and influence others through effective messaging
- How to manage the people-side of a meeting and resolve conflict when necessary
- How to make decisions in a collaborative manner

Delegating Effectively

Delegation is one of the most important skills that your Managers can develop, and the higher the Manager rises in the organization, the more important effective delegation becomes to their success. Effective delegation skills will provide them with an opportunity to develop and coach their people and boost the productivity of their teams.

Managers will be better equipped to identify what needs to be delegated, to whom and how to communicate their desired results more effectively.

How You Will Benefit:

- Develop powerful management tools that will help Managers optimize their time
- Be better equipped to meet priorities
- Increase employee developmental opportunities
- Boost employee productivity and motivation

What You Will Learn:

- How to make delegation a critical component of your role
- How to identify the sources of resistance to delegation
- What the necessary steps are when delegating work to team members
- Apply a delegation model (and Situational Leadership Model) to your people/tasks
- Ability to apply learnings to real work examples

Negotiating with Impact

This program will help participants identify conflicts and learn how to get better results in negotiations. Real-life business issues will be incorporated into the program to ensure they are “value-added” learning experiences. Participants will be expected to develop an action plan.

How You Will Benefit:

- Learn tools and techniques for developing effective negotiation skills
- Identify strategies for identifying and resolving conflicts
- Recognize your negotiation and conflict resolution style using the Thomas Kilmann Instrument
- Clarify the other party's interests and positions
- Achieve the best results in a negotiation while maintaining relationships

What You Will Learn:

- The Nature and Causes of Conflict
- Barriers to Resolving Conflict
- Conflict Resolution Approaches
- Conflict versus Negotiation
- Introducing Negotiation Styles – Knowing Your Style
- The Elements of Win-Win Negotiations
- Recap - Putting It All Together!



Performance Management Essentials

This program will teach participants the importance of effective performance management practices and how these practices will enable their people to become more productive, engaged and effective employees.

Participants will learn how to assess the gap between their employees current and desired performance, by clarifying the role expectations and setting appropriate goals. They will learn how to identify challenges in an employee's performance and understand the issues that may be derailing their performance.

How You Will Benefit:

- How to drive a successful performance discussion
- Increase your employee's engagement and job success
- Leverage your employee's strengths and developmental areas

What You Will Learn:

- How to plan for your performance management discussions
- Importance of regular and effective feedback
- How to identify your own pitfalls and barriers within your performance
- How to use effective communication techniques to empower others
- Identify the root of performance issues and address poor performance before it spirals

Becoming A Master of Time Management

This interactive and practical program will provide participants with an understanding of effective time management strategies and how to integrate them into their everyday work environments.

We are all given the same 24 hours each day. The question is: “Are you *managing those hours effectively?*” With effective time management skills, participants will gain control of their time and their life, as well as manage their stress and energy levels. By managing time effectively, they will have enough flexibility to respond to surprises or new opportunities when they arise.

How You Will Benefit:

- Develop skills to save you time
- Be better positioned to manage your stress
- Have the ability to control your time and life
- Learn to manage the environment around you

What You Will Learn:

- How to identify and focus on your critical versus urgent priorities
- How to more effectively manage the demands of your everyday jobs
- How to work smarter, not harder
- How to prioritize job tasks to make time for the “A” activities
- Obstacles to effective daily time management



Project Management Fundamentals

In this program you will leverage your management skills around projects from the initial steps of launching a project to project closeout. Our approach is to build on the participant's natural abilities in organizational and leadership skills while weaving in the theory and knowledge behind the formal project management process.

We will provide you with the tools and strategies to lead successful projects as well as get your existing projects back on track. We will draw on participant experiences in their workplaces to create a learning environment that is both collaborative and practical.

How You Will Benefit:

- Have a better understanding of the key project management knowledge areas and your competency within them
- Be better positioned to manage a project smoothly and successfully
- Acquire tools to communicate effectively with stakeholders at all levels throughout the project

What You Will Learn:

- Sound project management tools
- How to manage a project successfully
- How a project moves through its lifecycle
- How to avoid project pitfalls
- How to manage the people-side of a project and resolve conflict when necessary

The Importance of Effective Interviewing Skills

One of the most important decisions that any company will make is hiring the right person for the job. This program will provide participants with the opportunity to enhance their selecting and interviewing skills to attract and retain the best talent to work for their organization. It is essential that the hiring Manager is equipped to deal with the complexities of the selection process.

How You Will Benefit:

- Understand the step-by-step processes to follow before, during and after meeting a candidate
- Learn the key factors to explore when assessing candidates
- Identify the common costs and mistakes in the interviewing process and learn how to overcome them
- Gain an awareness of cultural stereotypes and the importance of recognizing individual differences

What You Will Learn:

- How to ensure better control of your company's recruitment and selection process
- How to position your company to the candidate, in order to create a value proposition for joining
- An overview of the relevant legislation to ensure compliance during the interview process
- How to identify predictors of future performance by using behavioural based interviewing
- How to identify strategies to overcome challenges in the interviewing process

The Power of Conflict Management

This program will equip participants with the tools to effectively manage disputes and disagreements proactively. Participants will have the opportunity to analyze how conflict arises in the workplace and how it can be diffused with the appropriate response. They will learn how to recognize the root causes of the interpersonal conflicts that they encounter in the workplace, and resolve them effectively.

Participants will review the Thomas-Kilmann Conflict Mode Instrument (TKI), highlighting an individual's conflict handling modes and identifying their preferred style. With this in mind, they will understand how their own conflict style must be adjusted to manage various types of conflicts differently.

How You Will Benefit:

- Have a better understanding of your preferred conflict handling style
- Be better equipped to manage disputes/disagreements promptly and effectively

What Will You Learn:

- How to recognize the root cause of the interpersonal conflict they encounter in the workplace
- How to resolve the conflict to achieve 'win-win' results
- How to diffuse conflict before it escalates
- How to use dispute management tools
- How to adjust their own conflict style to better manage a conversation



Why Your Workplace Culture Can Make or Break Your Business

Although corporate culture does not appear on your annual report, it is one of the most important aspects of your business. Overlooking culture can be a major detriment to your organization's success and sustainability. An unpleasant work environment can have many adverse effects on your company and your employees. Cultivating a positive, open culture is critical to creating trust and loyalty among your staff. When your employees feel comfortable and appreciated at work, they are more engaged in their jobs and work more effectively. Investing time and money to create a strong culture will enable your business to be more competitive and profitable.

This session, we will explore the connection between corporate culture and employee engagement and potential ways to close the gaps. Maintaining a highly engaged, productive and innovative team is essential in helping you achieve success and a competitive advantage.

What You Will Learn:

- How to cultivate a positive working environment.
- The link between corporate culture and employee engagement.
- How to recognize, reinforce and reward individual efforts.
- New ideas, skills and solid principles to apply in your workplace to cultivate positive corporate culture and employee engagement.
- Learn how to take ownership as a Manager to develop your team and create a positive corporate culture.
- Learn how to foster open communication and motivate your staff.



Workplace Best Practices in Conducting Workplace Investigations

This Webinar will provide practical guidelines for conducting workplace investigations as well as highlighting the importance of conducting a comprehensive investigation in today's challenging work environment. Given the legislative changes, new technology and social media enhancements and the increasing level of employee sophistication, Managers need to be fully equipped to carry out workplace investigations pertaining to harassment, bullying as well as workplace violence.

What You Will Learn:

- Understanding the different types of workplace investigations
- Gain Strategic insight on how to conduct an effective workplace investigation while minimizing liability for your organization
- Valuable tools related to workplace investigations to give you greater confidence
- How to pro-actively deal with unanticipated issues during a workplace investigation



Workplace Discipline & Performance Management

This webinar will teach participants the importance of effective performance management practices and how these practices will enable their people to become more productive, engaged and effective employees.

Participants will learn how to assess the gap between their employees current and desired performance, by clarifying the role expectations and setting appropriate goals. They will learn how to identify challenges in an employee's performance and understand the issues that may be derailing their performance. Business owners and Managers will also be equipped with the tools needed to minimize risk when dealing with workplace discipline

What You Will Learn:

- How to plan for your performance management discussions
- Importance of regular and effective feedback
- How to identify your own pitfalls and barriers within your performance
- Identify the root of performance issues and address poor performance before it spirals
- The transition of a performance issue to progressive discipline
- How to move through the different stages of progressive discipline

How Will You Benefit:

- How to drive a successful performance discussion
- Increase your employee's engagement and job success
- Leverage your employee's strengths and developmental areas