



NEFI Management Development Program

for Key Staff at Retail Heating Fuel Companies
in partnership with Quinnipiac University Corporate Training

November 2018 – May 2019

COURSE DESCRIPTIONS



You've got great people.

They've grown your business to where you are today.

Give them the tools to be successful tomorrow.



Quinnipiac
Corporate Training

TECHNICAL LEARNING: CORE MICROSOFT EXCEL SKILLS

How You Will Benefit

Core Excel Skills will teach you how to make the most of this popular spreadsheet program, including how to use interface to make working with spreadsheets easier than ever. In this module, you will learn how to:

- Get a firm understanding of the basics of working with Excel
- Understand how to work with data
- Become familiar with basic formatting and data analysis tools
- Get to know some of Excel's more advanced tools, such as conditional formatting and cell styles
- Understand how to add graphics and objects to your spreadsheets
- Understand different ways of viewing and printing your data

Key Topics Covered

The specific skills you will learn are:

- Anatomy of a spreadsheet
- Using ribbons and tabs
- Inserting and deleting rows and columns
- Merging and splitting cells
- Moving and resizing cells
- Using Paste Special
- Understanding cell references and formulas
- Basic and advanced functions
- AutoFill and AutoComplete
- Sort and filter
- Working with fonts on the Home tab
- Adjusting cell alignment and text direction
- Changing number format
- Using the Format Painter
- Using conditional formatting
- Formatting data as a table

ONSITE #1: LEAD YOURSELF

How You Will Benefit

Strong leadership is the critical foundation for an organization. It ensures goals are achieved on time, empowers individual employees, motivates teams to work in solidarity, and generates visions for future growth. Yet, it can be difficult to establish yourself as an influential leader.

The Ketchum Leadership Communication Monitor polled 6,509 people in 13 countries worldwide on their perceptions of effective leadership and communication. Only 22 percent of respondents felt leaders demonstrate effective leadership. Communication was cited as a top value in leadership, but only 29% felt their leaders were effective communicators.

These statistics, indicate that ineffective leadership is attributed to not having a clear leadership style. This course will enable you to adopt the qualities of an effective leader and communicate more constructively with your team by adjusting your behavioral style to meet the needs of employees. As a result, you'll be better able to facilitate meetings smoothly, engage in constructive one-on-one conversations and ultimately, build rapport among colleagues.

Course Objectives

Successful completion of this course will increase your ability to:

- Identify the qualities of an effective leader.
- Make the mental shift from individual productivity to influencing others.
- Recognize style differences in others and cater to their preferences.
- Build rapport using verbal and nonverbal messages.
- Conduct constructive one-on-ones.
- Give positive and negative feedback to different styles.
- Develop individual motivation approaches for employees.
- Facilitate a meeting effectively.

Key Topics Covered

This course explores the following subjects in depth:

- Understanding what behavior constitutes an effective leader.
- Learning the four behavior styles and uncovering why these styles of leadership matter.
- Mapping the nonverbal ways humans communicate to makes leaders more aware of subtle messages.
- Developing methods of becoming a more open, attentive listener.

ONLINE MODULE 1: LEADERSHIP 101

How You Will Benefit

Being a leader inherently implies having a lot of responsibility. What that responsibility is can vary among leadership roles, but there are some universal ways to be a leader. Enthusiasm, having a vision, problem-solving, promoting teamwork, and delegating tasks are all forms of leadership, but may not come naturally to every leader. And when a leader is not up to shape, it reflects on the organization or team as a whole.

For instance, a poll by the Center for Public Leadership at Harvard University reported that 70% of Americans blame leadership crisis as a factor in the national economic decline. A Deloitte survey showed top American executives majority of CXOs surveyed (52 percent) and CXOWs (59 percent) do not think that their direct reports have the skills to assume greater leadership roles in the organization.

This course will give you the tools you need to hone your skills as a leader, from earning trust and respect, to leading through crisis and creating a vision to share. As a result, you will have more confidence in your ability to lead, will inspire a more collaborative work environment, and will be able to lead through any situation.

Course Objectives

Successful completion of this course will increase your ability to:

- Identify key characteristics of leaders.
- Build trust and confidence with employees.
- Avoid behaviors that undermine leadership.
- Promote teamwork and esprit de corps.
- Act decisively.
- Demonstrate leadership in a crisis.

Key Topics Covered

This course explores the following subjects in depth:

- How to have and share a vision.
- How to set expectations, communicate effectively, and be trustworthy.
- Methods of building confidence in your employees.
- Benefits of being enthusiastic.
- Behaviors that signal serving.

Key Topics Covered (Continued)

- Pitfalls to avoid such as lack of transparency, neglect, and unwillingness to change or innovate.
- How to influence others and promote teamwork.

ONLINE MODULE 2: EMOTIONAL INTELLIGENCE

A Scientifically Proven Method for Developing the Skills of Success

How You Will Benefit

Motivated business professionals are looking for every edge to be successful in the workplace. Naturally, many develop expertise in technical or task-oriented skills in order to enhance their careers. However, those who have a high level of awareness and control over their emotions and use their emotions to connect with others and develop positive relationships, will find even greater success in the workplace.

This soft skill is known as emotional intelligence, and it is an essential element in the business world, especially in high-stress environments. If you are unable to control your emotions, they can preoccupy your thoughts and interfere with your ability to evaluate a situation objectively. On the contrary, knowing what triggers your emotional responses and understanding how to exercise self-control over them enables you to confront difficult issues and manage change with clarity and composure.

This program is designed to provide you with the knowledge and tools to develop your emotional intelligence. You'll learn how to avoid self-sabotaging outcomes by altering how you perceive and respond to emotionally-charged situations. In addition, you'll improve your ability to resolve conflict constructively, create a productive work environment, build and mend relationships, and bounce back from setbacks and disappointment.

Course Objectives

This course will help you to:

- Manage your emotions by recognizing how thoughts and emotions are connected.
- Improve your self-control by identifying physical cues that indicate your emotions may be taking over.
- Discover how emotional intelligence can help you develop more positive relationships at work and a more optimistic outlook.
- Learn how to use assertive communication to express your needs and feelings appropriately.

Course Objectives (Continued)

- Explore how to use emotional intelligence to bounce back from setbacks.

Key Topics Covered

This course explores the following subjects in depth:

- How to develop your self-awareness by discovering how thoughts drive feelings and recognizing your physical cues that emotions are arising.
- Learning to prevent emotional-hijacking by using techniques for collecting your thoughts.
- How to develop more positive relationships with others at work through empathy.
- Improving communication by building assertiveness skills.
- Using your emotions as a tool to improve the process of conflict resolution.
- Responding more quickly and positively to changing priorities and situations.
- Keeping your composure and staying focused in stressful or high-pressure situations.
- How to reframe thinking, change perspective, and bounce back from setbacks.

ONLINE MODULE 3: PERSONAL PRODUCTIVITY

How You Will Benefit

The modern work world is full of distractions. Private e-mails, social media, the Internet, and chatty co-workers cut into productivity and prompt procrastination. Yet work left unfinished today becomes a mountain of work due tomorrow, making a lack of productivity one of the biggest causes of profit loss for organizations.

A national survey conducted by Harris Poll included a representative sample of 2,175 hiring and human resource managers across industries and company sizes. The managers said that the consequences of distraction were compromised quality of work, lower moral because of other employees having to pick up the slack, negative impact on boss/ employee relationships, missed deadlines and loss in revenue.

This course is designed to teach employees how to kick bad habits and stay more focused on work throughout the day. As a result, employees will work at a higher level, be able to more effectively prioritize tasks, improve relationships with coworkers and bosses, and create long-lasting behavioral changes.

Course Objectives

Successful completion of this course will increase your ability to:

- Recognize the difference between true productivity and “fake” productivity.
- Prioritize your daily work based on your key results.
- Improve your ability to focus.
- Eliminate habits that detract from your productivity.
- Work effectively with colleagues.
- Cultivate the nine habits that will increase your productivity.

Key Topics Covered

This course explores the following subjects in depth:

- Benefits of working productively.
- Identifying your purpose and prioritizing key results.
- Focusing on outcomes and planning your day.

Key Topics Covered (Continued)

- Evidence against multi-tasking.
- How to minimize interruptions and find immersion in activities.
- The law of diminishing returns.
- How to break bad habits like procrastination, negativity, and succumbing to distractions.

ONSITE #2: MANAGING TEAMS

How You Will Benefit

Although the goal of teamwork is to generate multiple ideas, split up assignments, and build on relationships, teams can go haywire without enough direction and focus. It is important to understand the dynamics of the team, what the team hopes to accomplish, and any strengths and weaknesses individuals on the team may have.

In a Business Insider study, 39% of employees surveyed responded that people in their own organization don't collaborate enough. Furthermore, about 75% of employers rate teamwork and collaboration as "very important." When teams do get together, 97% of employees and executives surveyed believe that lack of focus on a team directly impacts the outcome of a task or project.

This course is designed to teach team managers how to delegate tasks to team members, how to balance team members' strengths and weakness, how to handle different team member roles, and how to develop team goals and organization. As a result, teams will operate with clearer objectives, will communicate more effectively, meet goals more productively, and have fewer instances of discordance.

Course Objectives

Successful completion of this course will increase your ability to:

- Determine the fundamentals for establishing a team.
- Develop a team charter and project plan.
- Clarify team roles and personality types.
- Define leadership responsibilities and functions.
- Understand how to lead through coaching.
- Facilitate team meetings effectively.
- Make decision-making beneficial.
- Handle conflict appropriately.
- Understand and deal with communication issues.
- Troubleshoot problem situations on the team.
- Measure a team's success.
- Reward team accomplishments.

Key Topics Covered

This course explores the following subjects in depth:

- The team management model.
- Issues to consider as a team manager, team member, or advisor.
- How to develop a team charter and write team objectives.
- Methods of determining team member's roles.
- Differentiating personal styles: challenger, contributor, communicator, or collaborator.
- Defining leadership responsibilities and building trust as a leader.

ONLINE MODULE 4: TEAM EXCELLENCE

The Secret to Achieving High Performance

How You Will Benefit

According to a survey conducted by the Center for Creative Leadership, 91% of respondents agreed with the statement, “Teams are central to organizational success,” and 87% said, “Our team collaborating with other teams is essential for success.”

Clearly, teams are a vital part of almost every organization, which are depending on them to use resources more effectively, solve problems more creatively, and provide greater productivity than individual employees working alone.

The goal of every team is to perform at its highest level, and the secret to achieving high performance is this—having team members who CARE. Care in the literal sense, as well as in the sense of the acronym for the following traits: Communication, Ability, Results, and Esprit de corps. These four traits are the foundation of team excellence. You will find practical strategies for developing each trait throughout the remainder of the program.

Course Objectives

Successful completion of this course will increase your ability to:

- Recognize the communication characteristics of high-performing teams and team members.
- Assess individual strengths in order to ensure the best possible team performance.
- Set goals successfully and avoid common goal-setting mistakes.
- Foster accountability among team members to ensure all members succeed.
- Develop esprit de corps and coordinate effective team-building activities.

Key Topics Covered

This course explores the following subjects in depth:

- How to ensure team members talk and listen equally, display energy, connect with one another, converse informally, and hold productive “idea” conversations.

Key Topics Covered (Continued)

- Key considerations for assembling teams to create synergy and maximize performance.
- Goal-setting mistakes to avoid and techniques for setting goals that produce success and encourage member commitment to achieving those goals.
- The meaning of accountability and how to implement it within your team.
- Characteristics of ownership, integrity, connectedness, and confidence or the four elements that build esprit de corps.
- Ways to capitalize on new ideas, foster creativity, and ensure members continuously improve their skills.
- Dos and Don'ts for organizing effective team-building activities.

ONLINE MODULE 5: LEADER'S GREATEST CHALLENGES

And How to Overcome

How You Will Benefit

A supervisor plays more roles than just the overseer. Supervisors often have to be mentors, delegators, diplomats, and disciplinarians. Therefore, supervisors have to know their employees' strengths, weaknesses, triggers, and apprehensions and have the communication skills necessary to effectively steer employees in the right direction.

No matter how poor an employee's behavior is, it is ultimately up to the supervisor to correct the behavior. Sometimes a bad supervisor can be the source of all the organization's problems. According to a Huffington Post survey, employees with bad managers are the least productive workers. In fact, 65% of respondents said they would take a new boss over a pay raise!

This course is designed to help you understand your organization's problems and challenges at a deeper level and give you the communication tools to become an inspiring supervisor. In this guide you will learn the proper recourse to take with problem employees to resolve problems, create goals, work through personal issues, and mediate conflict. As a result you will be better able to understand your employees' behavior and motives and react appropriately to them.

Course Objectives

Successful completion of this course will increase your ability to:

- Use realism, restraint, and resolve when facing any tough challenge.
- Resolve conflicts between employees effectively.
- Deal with layoffs in a way that minimizes the negative effects.
- Show support for employees with performance issues while building a defensible case for discipline and/or termination if necessary.
- Deal with employees' personal problems with sensitivity and fairness.
- Take control and responsibility in a crisis situation.

Key Topics Covered

This course explores the following subjects in depth:

- Establish and following ground rules and frameworks to mediate conflict.
- The symptoms and solutions of working with employees who do not take initiative, know it- all's, whiners, and backstabbers.
- How to identify types of personal problems and general performance issues related to those problems.
- What problems absenteeism. Tardiness and inappropriate conduct might signal.
- The process of EAP (Employee Assistance Program).
- How to prepare termination and have a termination conversation with an employee.

ONLINE MODULE 6: COACHING CONVERSATIONS

How You Will Benefit

Coaching skills can be applied to a variety of situations. Common coaching situations involve the "big picture" view of identifying a satisfying life path, or a more detailed view of improving performance in specific areas. In all situations, coaching is about tapping into a potential that would otherwise be idle, and using it for the benefit of the employee and the company. According to the International Coach Foundation, coaching improves work performance by 70 percent, time management by 57 percent, and team effectiveness by 51 percent.

Coaching also impacts the manager or supervisor who coaches. A Results Coaching Systems study surveyed 30 supervisors who had been trained in coaching techniques. The coaches reported that they changed their managerial style to better empower their staff, with 60 percent feeling more valued by team members and 40 percent feeling more valued by their immediate boss.

This course reviews some basic coaching situations and expands upon them to give participants a chance to practice applying the skills in different situations. This course will establish the context of a situation, then allow the participants a chance to practice or evaluate a portion of a coaching session. As a result, you will be able to target specific areas for improvement, motivate and inspire individuals, communicate more effectively as a coach, and increase job satisfaction for your employees and yourself.

Course Objectives

Successful completion of this course will increase your ability to:

- Identify the four steps of a coaching session and how they are applied in various contexts.
- Recognize the correct application of inquiry and advocacy in a coaching session.
- Apply basic coaching techniques to coaching for:
 - Performance improvement
 - Career development
 - Training for specific skills
 - Coaching a business team

Key Topics Covered

This course explores the following subjects in depth:

- The four-step process for conducting a coaching session.
- Types of questions to ask during coaching sessions.
- Inquiry and advocacy as communication techniques.
- Coaching for performance improvement, career development, and training specific skills.
- How to be an effective business team coach and empower team members.
- The four-step process of learning from mistakes.

ONLINE MODULE 7: THE TRANSFORMATIONAL LEADER

Inspiring and Motivating Others to Achieve New Levels of Success

How You Will Benefit

Transformational leadership is an approach to leading others that “...causes change in individual and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders.”

In plain English, transformational leadership creates important, positive change. It is grounded in the belief that inspiring others to focus on the greater good produces a level of excellence that exceeds results achieved by other forms of leadership.

This program will walk you through the four components to transformational leadership – calling, charisma, challenge, and caring – allowing you to develop the skills and techniques required to make a real difference at your workplace and to inspire others to work toward a shared vision of positive change.

Course Objectives

Successful completion of this course will increase your ability to:

- Carry out the four components of transformational leadership.
- Identify your calling and share it with passion and purpose.
- Develop the elements of charisma and share impactful stories with others.
- Help others engage in critical thinking.
- Implement ideas to encourage creativity and innovation.
- Make personal connections with your followers and encourage their growth.

Key Topics Covered

This course explores the following subjects in depth:

- Techniques for realizing what drives your passion and energy.
- How to engage others in the change process and inspire ownership.

Key Topics Covered (Continued)

- Ways to exhibit self-confidence and show genuine interest in others.
- How to use story-telling to foster support and commitment to your calling.
- Ways to empower followers to think independently and to take bold actions.
- Demonstrating cognitive, emotional, and compassionate empathy toward followers.

ONSITE #3: IDEAS INTO ACTION

How You Will Benefit

Imagine this scenario: a panel of developers for a tech company meet to design a big product for the upcoming year. Although there are a dozen people in the room, the conversation is driven by eight top individuals, who are focused on updating software programs. Four others in the room have ideas about developing hardware instead, but think their ideas will not be well-received given the consensus. This is a culture whose innovation has become too focused in one area, determined by a minority of individuals.

Often, a lack of innovation is less due to having unimaginative individuals, and more to do with and organization not tapping into all of its employee's potential. After studying innovation among 759 companies based in 17 major markets, researchers Gerard J. Tellis, Jaideep C. Prabhu and Rajesh K. Chandy found that corporate culture was a much more important driver of radical innovation than labor, capital, government or national culture. The study showed that only 9% of the estimated 1.5 million for-profit companies examined were active product innovators!

This course is designed to help organizations reshape their thinking on innovation. This course will teach you to understand different elements of creativity, how to build ideas in a group, how to let innovation flow without directives, and how to draw out creative ideas from new sources.

Course Objectives

Successful completion of this course will increase your ability to:

- Recognize common myths and misconceptions about innovation.
- Use multiple intelligences to generate a variety of ideas.
- Apply the characteristics of creative people to any problem or issue.
- Follow a four-step process for team innovation.

Course Objectives (Continued)

- Promote innovation without regulating it.
- Use cross-functional teams to foster innovation.
- Spot sacred cows in your organization.

Key Topics Covered

This course explores the following subjects in depth:

- Myths and misconceptions of innovations.
- Understanding multiple intelligences including, word smart, body smart, picture smart, and music smart.
- Characteristics of creative people.
- The stages of the creative process: initiation, incubation, illumination, and implementation.

ONLINE MODULE 8: LEADING CHANGE

A Three- Phase Model for Success

How You Will Benefit

Change is here to stay. That's probably no secret to you. For years we've all heard that the "only constant is change." Change is present in every aspect of your life and has become the norm in all organizations. The frequency and pace at which leaders must ask employees to change course or adapt to new systems and initiatives continues to accelerate.

The word "crisis" in the Chinese language is composed of two characters: one represents danger and the other represents opportunity. Change has the same negative and positive connotation. It can be antagonistic, undesirable, and perilous; or it can be pleasant, welcomed, and exciting. It is a leader's job to identify the positive prospects and communicate the opportunity that change imposes upon the organization.

Leading others through change successfully requires thoughtful planning and innovative options. This course will provide you with a clearer understanding of what happens to people when an organizational change initiative occurs. It also introduces the tools and techniques you can use to more effectively lead change efforts in your organization, ultimately allowing you to leave the course feeling better prepared to address the myriad of changes that come your way.

Course Objectives

Successful completion of this course will increase your ability to:

- Understand why change initiatives fail and how to ensure their success.
- Implement a framework to actively lead change efforts.
- Plan for the success of future change through close evaluation of the current initiative.
- Identify, acknowledge, and manage resistance to ensure an efficient transition.
- Apply techniques for increasing and gaining commitment to the change.

Key Topics Covered

This course explores the following subjects in depth:

- The three phases of the ACT model that help to guide specific steps in leading the change effort.
- Tactics for communicating the vision and goals of your organization's change initiative.
- How to assess your organization's environment to determine its readiness for change.
- Increasing employee commitment and motivation for the change by establishing good communication skills.
- The importance of data collection and the numerous outlets for gathering it.
- Identifying common reasons for resistance and how to manage them at all levels.
- Organizing the change effort by designing the implementation and completing a RACI chart.
- Making the change a lasting part of the culture.
- How to evaluate the impact, process, and leader of the current initiative to plan for the success of future change efforts.

ONLINE MODULE 9: INTRAPRENEURSHIP

How You Will Benefit

Intrapreneurship has been described as a great way to make beneficial changes to your organization. People can choose to continue with the status quo, or they can work to make a difference in the lives of themselves and others within the company.

Who wants to feel empowered and recognized for their innovative and creative ideas? Who wants to make a difference? If you answered yes to these questions, then this course will help you become energized and ready to push your ideas forward.

Course Objectives

Successful completion of this course will increase your ability to:

- Understand the importance of intrapreneurship in today's economy
- Identify the characteristics of an intrapreneur and assess your own strengths
- Create an intrapreneurial team within your organization
- Understand the process of intrapreneurship
- Develop a new product or process idea
- Understand the importance of a sales strategy

Key Topics Covered

This course explores the following subjects in depth:

- What is intrapreneurship?
- Why is intrapreneurship important?
- Characteristics of intrapreneurs
- Picking your team
- Are you an intrapreneur?
- Becoming an intrapreneur
- Creating and selling your ideas
- The implementation plan
- Mock innovation fair

**NEFI MANAGEMENT DEVELOPMENT PROGRAM
2018 - 2019**

**TO SIGN UP OR FOR MORE INFORMATION,
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