

Montreal



Laurentians



Outaouais



Montréal



Ottawa

Ann Brosseau  
& Associés

# TRAINING & COMPETENCY DEVELOPMENT

## 2017-2018 Training Catalog

Eligible services under  
the “Competency Law”

40  
workshops

**INTERPERSONAL,  
PROFESSIONAL AND  
PERSONAL  
DEVELOPMENT** for any  
and all types of  
employees

To communicate better,  
to become a more  
effective team member,  
to improve writing skills,  
to give better  
presentations or to  
manage stress better...

**MANAGEMENT AND  
LEADERSHIP  
DEVELOPMENT** for  
supervisors and  
managers of all types  
and levels

To develop skills to  
manage performance  
and motivate  
employees, manage  
change, influence others  
or learn how to hire  
better employees...

**PROFESSIONAL &  
TECHNICAL  
DEVELOPMENT** for  
Human Resources  
Professionals

To adopt and adapt the  
best professional  
practices in the area of  
human resource  
management and to  
play a more significant,  
strategic role in the  
organization...

**TEAMBUILDING**  
for any and all types of  
work teams

To foster team cohesion,  
to learn how to better  
work together while  
having fun...at you  
place, at the Farm or  
anywhere else!



## **ANN BROSSÉAU B.A., M.A.**

*More than 25 years experience in training design and delivery.*

Ann is recognized by the *Commission des partenaires du marché du travail* as a professional entitled to offer services covered by the *Loi favorisant le développement et la reconnaissance des compétences de la main-d'œuvre* (also known as the "Competency Law" or "1% law").

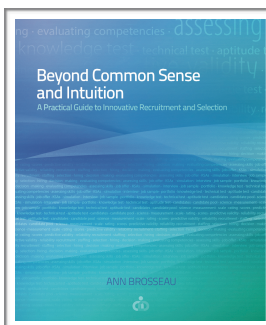
With a Specialized Bachelor's degree in Applied Social Science, a Master's degree in Adult Education and a professional diploma in counselling, Ann has more than 25 years experience in the areas of counselling, coaching, training and education, and 17 years experience in the design and implementation of programs, systems, strategies and interventions in human resource management for all kinds of organizations.

Ann has been teaching organizational psychology, human resources management and leadership to university students since

2003 (McGill University and Université du Québec en Outaouais).

Ann also completed interdisciplinary doctoral studies in organizational psychology, sociology and human resources management.

In 2014, she published *Beyond Common Sense and Intuition: A Practical Guide to Innovative Recruitment and Selection*.



## **APPROACH**

To foster learning, we begin by creating a relaxed and pleasant environment. Our methods are based on experiential and collaborative learning principles and a variety of interactive and practical activities to engage learners throughout the workshop.

To ensure that all participants have a chance to fully participate, we limit groups to 20 people. It is also possible to receive training on an individual basis.

All participants obtain a Participant Manual.

## **Did you know?**

In Quebec, to conform to the *Loi favorisant le développement et la reconnaissance des compétences de la main-d'œuvre* (also called "*Loi sur les compétences*" or "1% Law"), employers whose annual payroll is 2 million dollars or more have to invest at least 1% of that amount in training or other competency development activities for their employees.

Those who do not invest in such initiatives have to contribute that amount to the *Fonds de développement et de reconnaissance des compétences de la main-d'œuvre*.

## MATRIX OF TRAINING WORKSHOPS BY COMPETENCY AREA

The duration of most training workshops offered is one day. For training workshops that last more than one day, the duration is indicated in parentheses.

Training workshops can be adapted to a specific clientele or work context.

For EMPLOYEES of any type or level	For MANAGERS of all types and levels	For HUMAN RESOURCES MANAGEMENT PROFESSIONALS
Interpersonal Competencies	Management and Leadership Competencies	Professional and Technical Competencies
<ul style="list-style-type: none"> <li>Communicating for Results (2 days)</li> <li>Making Teamwork Work</li> <li>Managing Conflicts at Work</li> <li>Dealing With Difficult People</li> <li>Working in a Diverse Environment: Personalities</li> <li>Working in a Diverse Environment: Generations</li> <li>Working in a Diverse Environment: Cultures</li> <li>Informal Leadership Skills</li> </ul>	<ul style="list-style-type: none"> <li>Fundamental Leadership Skills (2 days - includes coaching)</li> <li>Transition to Management (for new supervisors/managers)</li> <li>Leading Effective Teams</li> <li>Conflict Management and Prevention for Leaders (2 days)</li> <li>Managing Employees in Times of Change</li> <li>Planning and Implementing Organizational Changes</li> <li>Assessing and Improving Customer Service</li> <li>Employee Hiring and Orientation for Managers (2 days)</li> <li>Managing Employee Performance</li> <li>Motivating Employees</li> <li>Managing Difficult Employees</li> <li>Managing Diversity: Personalities</li> <li>Managing Diversity: Generations</li> <li>Managing Diversity: Cultures</li> </ul>	<ul style="list-style-type: none"> <li>The HR Profession in the Organization: Challenges and Competencies</li> <li>Innovative Staffing Practices (2 days)</li> <li>Competency-based Human Resource Management (2 days)</li> <li>An Innovative Approach to HR and Succession Planning</li> <li>Performance Management and Appraisal (2 days)</li> <li>Designing and Facilitating At-Work Training (2 days)</li> <li>Designing and Implementing HR Policies and Programs</li> <li>Incentives, recognition and rewards: Objectives, initiatives and programs</li> </ul>
Professional Competencies		
<ul style="list-style-type: none"> <li>Optimal Customer Service</li> <li>Effective Presentations and Facilitation (2 days)</li> <li>Problem-Solving and Creativity</li> <li>Effective Business Writing (2 days)</li> </ul>		
Personal Competencies		
<ul style="list-style-type: none"> <li>Adapting to Change</li> <li>Managing Time and Stress</li> <li>Emotional Intelligence and Self-Management</li> <li>Career Planning</li> <li>Writing a Curriculum Vitae</li> <li>Job Interviews and "Self-Selling"</li> </ul>		

To see the description of a workshop, please refer to the alphabetical list on pp.3-5.

## TRAINING WORKSHOP DESCRIPTIONS (alphabetical order)

The type of participant for whom each workshop is designed is indicated by the following letter codes:

**A** = All

**M** = Managers of all types and levels

**HR** = Human Resource Professionals

- **Adapting to Change (1 day) A**

The purpose of this workshop is to help people understand the human side of change and how individuals go through stages of normal, inevitable, emotional and psychological reactions to change - which we call "transitions". Individual differences related to personality types are addressed to gain an understanding of the needs of different people in times of change. Participants analyze different change situations to identify appropriate steps a person can take: first, through case studies, and then, based on their own transition experiences. Learners develop skills to better deal with change and to support others who are experiencing it.

- **An Innovative Approach to HR and Succession Planning (1 day) HR**

During this workshop, participants learn how the risk management model inspired the design of the HR Risk Assessment Tool. More than based on simple predictions, this tool allows the gathering of quantitative and qualitative data on departure probabilities and the impact these departures would have on the organization, within the specific organization's context and realities. Concrete and detailed real cases are presented to demonstrate how HR and succession planning strategies can be tailored to the specific needs of the organization. *Note: The HR Risk Assessment Tool is protected by copyright (Ann Brosseau) and its use is dependent on taking this training.*

- **Assessing and Improving Customer Service (1 day) M**

This workshop focuses on drivers of customer satisfaction and is an opportunity for managers to review these aspects in light of the services offered by their team or department. Tips and strategies to improve on five factors contributing to service quality are presented and managers get an opportunity to identify ways in which they can and should improve in order to foster customer satisfaction and loyalty.

- **Career Planning (1 day) A**

Through the use of diverse self-assessment tools, participants get an opportunity to assess their past and future career choices in light of their preferences, interests, priorities, values and abilities. Participants prepare or begin developing their career plan in light of their career aspirations.

- **Communicating For Results (2 days) A**

The purpose of this workshop is to provide the knowledge and tools required to develop the communication skills to deal with various workplace communication challenges such as: dealing with angry or emotional people, overcoming our own defensiveness, giving feedback to influence others, adapting to different styles of communication and delivering convincing messages.

- **Competency-Based Human Resource Management (2 days) HR**

The benefits, success factors and functioning of a competency-based HR management system are presented. Participants learn how to design competency profiles that reflect the values and realities of the organization, as well as how to use them as a basis for all HR functions, to increase their effectiveness and efficiency.

- **Conflict Management and Prevention for Leaders (2 days) M**

Through the presentation of concepts, self-assessments and various activities, managers learn about sources and types of conflicts, as well as how to analyze conflictual situations to identify and use the most appropriate conflict resolution strategies. Tips on how to create and maintain a healthy work environment by preventing conflict are presented and discussed. The role of managers where employee conflicts are concerned is also covered in this workshop.

- **Dealing With Difficult People (1 day) A**

Based on their explanatory model (temperaments, social norms and personal sensibilities), participants gain an understanding of why they find some people "difficult". Participants gain useful skills and techniques to better deal with those people. Simulations are used to practice and develop skills.

- **Designing and Facilitating At-Work Training (2 days) HR**

Participants first learn how to design at-work training workshops that are adapted to the topic and to various learning styles, by integrating different types of activities in the design. Participants then learn how to facilitate a training workshop to facilitate participant learning and engagement. Participants practice various techniques and obtain feedback to develop their skills.

- **Designing and Implementing Human Resources Policies and Programs (1 day) HR**

This workshop is an opportunity for participants to develop their skills in applying each phase of the development of an HR policy or program, so that HR policies and programs adequately serve the needs of the organization and are in line with the organization's mission, vision and values.

- **Job Interviews and "Self-Selling" (1 day) A**

From preparing for an interview to the interview itself, participants learn how to increase their job interviewing success rate. Learning is facilitated by realistic simulations and feedback. *\*Participants are asked to bring a relevant job ad.*

- **Effective Business Writing (2 days) A**

This workshop is a good "refresher" workshop on effective style, format, grammar and spelling. Through multiple writing activities and reviewing writing tips, participants have an opportunity to fine-tune their writing skills for various work-related media, such as letters, e-mails, etc.

- **Effective Presentations and Facilitation (2 days) A**

Participants gain knowledge and skills to better prepare for and deliver their presentations, in light of what they need to achieve with and obtain from their audience. Participants gain knowledge and skills to better prepare for and facilitate group processes, in light of different objectives such as data gathering, group decision-making and problem-solving. The role of facilitator and characteristics of an effective facilitator are discussed. Techniques, tips and tools are presented and used through various activities. Videos, self-assessments and practical activities are used to facilitate skill development.



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- **Emotional Intelligence and Self-Management (1 day) A**

The purpose of this workshop is to provide an opportunity for participants to understand the importance and impact of EI at work, and to take stock of which of the four competencies they have and which they should develop. Tips on how to build on strengths and address EI competency gaps are presented and discussed.

- **Employee Hiring and Orientation for Managers (2 days) M**

This workshop is an opportunity for managers to learn ways in which they can influence the recruitment and evaluation process leading to employee selection in order to make more effective hiring decisions. The importance of employee orientation and the role of managers in employee orientation are also covered.

- **Fundamental Leadership Skills (2 days) M**

This workshop covers a variety of topics such as the impact of personality types on leadership styles, transformational leadership, situational leadership, coaching and leadership challenges for managers. The purpose of this workshop is to provide a solid skill base for managers to improve their ability to influence others towards the achievement of objectives.

- **Incentives, recognition and rewards: Objectives, Initiatives and Programs HR**

Participants learn the difference between incentives, recognition and rewards and explore various ways to use each of those depending on the organization's objectives, needs, and context. Examples of programs are presented and participants work on preparing a proposal for a program or initiative.

- **Informal Leadership Skills (1 day) A**

One does not need to be a manager to exercise leadership. In this workshop, participants learn how to use different techniques to convince others and to influence others' behaviour or decisions.

- **Innovative Staffing Practices (2 days) HR**

During this workshop, participants learn how to select the best recruitment and evaluation methods to fill positions as well as how to design effective and scientifically sound staffing tools. Practical, step-by-step exercises are used to facilitate skill development. This training is based on Ann Brosseau's *Beyond Common Sense and Intuition: A Practical Guide to Innovative Recruitment and Selection*.

- **Leading Effective Teams (1 day) M**

The objectives of this workshop are to help participants gain knowledge and skills to lead teams effectively through the different phases of team life, and learn ways of promoting team behaviours that contribute to their team's productivity and morale. Managers assess the needs of their current team(s) to prepare for appropriate actions or interventions.

- **Making Teamwork Work (1 day) A**

This workshop is designed to help participants develop the knowledge and skills required to contribute optimally to work teams, both in terms of team productivity/results and in terms of team member satisfaction (morale). An understanding of a team's life stages allows participants to gain skills in adapting to the needs of the team as it evolves.

- **Managing Conflicts at Work (1 day) A**

Through self-assessments and various activities, learners gain a better understanding of how their own usual conflict responses can lead to effective and less effective strategies depending on the situation. Participants learn about sources and types of conflicts, and how to analyze conflictual situations to identify and use the most appropriate conflict resolution strategies.

- **Managing Difficult Employees (1 day) M**

Managers learn how to analyze various cases of undesirable employee behaviour to aptly select the best course of action. Case studies are used for analysis and abilities are developed through simulations.

- **Managing Diversity: Cultures and Values (1 day) M**

Based on concepts of cultural dimensions, managers develop a better understanding of the characteristics they share with their cultural group and how these can be different from characteristics exhibited by co-workers, clients and employees based on their own cultural background. The objectives of this workshop are to develop a better understanding and tolerance of differences, and to identify ways in which managers can make the workplace more inclusive and welcoming for people with different cultural backgrounds.

- **Managing Diversity: Generations (1 day) M**

This workshop is an opportunity for participants to understand the differences in perceptions, expectations, communication, etc. between generations, how they have come to acquire their generation-specific preferences and how to adapt to employees of different generations to increase their motivation, and improve overall relationships and results.

- **Managing Diversity: Personalities (1 day) M**

Based on Jungian concepts and the Myers-Briggs Type Indicator, managers first develop a better understanding of self, and then a better understanding of others on four different aspects of personality. This workshop allows managers to understand how personality plays a role in their own relationships with others and between employees. The benefits of diversity are explained and managers develop the abilities required to help employees appreciate and respect differences so that they may work better together.

- **Managing Employee Performance (1 day) M**

This workshop focuses on various topics, including: the difference between performance management and performance appraisal, performance measurement, formal and informal feedback, employee motivation, recognition, and rewards. The focus is on actions and strategies managers can use to improve employee performance.

## TRAINING WORKSHOP DESCRIPTIONS (alphabetical order)

The type of participant for whom each workshop is designed is indicated by the following letter codes:

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- **Managing Employees in Times of Change (1 day) M**

This workshop allows participants to better understand people's reactions to change and what their needs are at different stages of transition, assess the needs of their employees and prepare to communicate and manage transitions accordingly, and develop skills to become more effective as a facilitators of change.

- **Managing Time and Stress (1 day) A**

Covered topics include: effective work habits, time-robbers and how to avoid or minimize them, tips and techniques for better time management, positive and negative stresses, how to manage negative stress. Exercises and reflections help participants plan for the implementation of more effective work habits and stress management techniques.

- **Motivating Employees (1 day) M**

Different models of motivation are presented to provide an understanding of the determinants of motivation and to analyze problematic cases. Formal and informal methods and techniques to increase employee motivation and engagement are discussed. Participants also get an opportunity to assess their own behaviours with regards to their ability to motivate employees and plan to make changes accordingly.

- **Optimal Customer Service (1 day) A**

The workshop focuses on tips, tools and techniques to respond to customer needs and foster customer satisfaction, based on the 5 major drivers of customer satisfaction and loyalty.

- **Performance Management and Appraisal (2 days) HR**

Components of the performance management cycle (including performance appraisal) and success factors are presented. An assessment of existing measures and programs is conducted, in light of presented success factors and principles of sound HRM practices. Participants apply their new knowledge by proposing practical initiatives, programs, practices and changes that could be beneficial to the organization. Multiple examples are presented to stimulate creativity.

- **Planning and Implementing Organizational Change (1 day) M**

Using various models, techniques and tools, managers learn how they can identify required organizational changes, plan for their implementation and implement them. Monitoring, evaluation, communication and training are also covered.

- **Problem-Solving and Creativity (1 day) A**

Through various practical exercises and by applying tips and techniques, participants get an opportunity to develop their ability to identify, analyze and solve problems. The Appreciative Inquiry (AI) is presented as an alternative to problem-solving and a great way to stimulate creativity.

- **The HR Profession in The Organization: Challenges and Competencies (1 day) HR**

Unlike other types of professionals (such as accountants or engineers), the HR professional often has a hard time making sure s/he is heard and may even

have the impression s/he is not taken seriously in the organization. During this workshop, we discuss the reasons for this challenge and others, as well as ways to increase the professional credibility of the HR department, manager and professionals, with an aim to be recognized by the organization as full-fledged experts in their field.

- **Transition to Management (1 day) M (new managers)**

Becoming a manager is much more than a promotion and implies much more than just learning a new job. For instance, a manager's relationship to people who report to him/her is like no other work relationship. For those high-performance employees who become managers, there is also a need, in many cases, to step back and manage people who will not, at least for now, do the job as well as they would. *\*A slightly different workshop can be offered to aspiring managers.*

- **Working in a Diverse Environment: Cultures (1 day) A**

Based on concepts of cultural dimensions, participants develop a better understanding of the characteristics they share with their cultural group and how these can be different from characteristics exhibited by co-workers or clients based on their own cultural background. The objectives of this workshop are to develop a better understanding and tolerance of differences, and to identify ways in which we can be more inclusive and welcoming in our relationships with people from different backgrounds.

- **Working in a Diverse Environment: Generations (1 day) A**

This workshop is an opportunity for participants to understand the differences in perceptions, expectations, communication, etc. between generations, how they have come to acquire their generation-specific preferences and how to adapt to members of different generations for optimal collaboration and results. Participants get to develop useful skills to communicate, interact and work with people from different generations more effectively.

- **Working in a Diverse Environment: Personalities (1 day) A**

Based on Jungian concepts and the Myers-Briggs Type Indicator, participants first develop a better understanding of self, and then a better understanding of others on four different aspects of personality. This workshop allows participants to understand why they tend to get along better with some people and why they sometimes have a hard time communicating with others. The benefits of diversity are explained and participants develop an appreciation of differences, as well as skills to adapt their approach and/or communication styles when working with people who may be different.

- **Writing a Curriculum Vitae (1 day) A**

Different types and models of CV are presented and the goals and benefits of each are discussed so that participants can choose the best model in light of their own career objectives. Participants write their CV and obtain feedback to make improvements. *\*Participants are asked to bring a laptop and a job ad that is of interest to them to the classroom for this training.*