



E-LEARNING CATALOG



Helping You to Build a Better Workplace...™



Dear Learners,

Welcome to the Hicks-Carter-Hicks online campus. This is the place where learners can expand their knowledge, skills and abilities by completing Hicks-Carter-Hicks's online courses.

Hicks-Carter-Hicks's courses enhance performance by supplying new techniques and strategies to improve individual, team and organizational results. The interactive courses include pre- and post-tests and skill practices. Each course can be customized to reflect your specific business or industry. Course delivery options, designed to fit your work environments and schedules, include traditional classroom, online, or blended formats. The Hicks-Carter-Hicks curriculum is relevant, flexible, results-oriented and value-driven.

Through the Hicks-Carter-Hicks coursework, managers, supervisors, team leaders and other professionals, working in any industry, learn how to use basic human relations skills to motivate, engage and lead employees with finesse and respect. By improving manager/team leader and team member relations, organizations can improve productivity, increase employee engagement, and enhance employee performance and potential. Brief descriptions and learning objectives for each course offered via the classroom, online or blended formats appear on the catalog pages to follow.

If you have any questions regarding our courses or method of delivery, please call us at 800-396-2402 or send an email to info@h-c-h.com. Thank you.

Regards,

A handwritten signature in cursive script that reads 'Gloria'.

Gloria Carter-Hicks
President and CEO



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**Online Courses in
Leadership, Talent Management, Productivity, Diversity, Sales and
Customer Service Skills Development**

***Leadership Series**

Essential Skills of Leadership

Course Description

Essential Skills of Leadership is one of two foundation courses in the Leadership Series, which help to develop skills that are basic to all the other courses in the series. Learners acquire these skills through a variety of exercises and skill building techniques. The audience for this course consists of team leaders, supervisors, and first-line managers.

Essential Skills of Leadership is the first step to developing successful managers. By focusing on three critical management skills, the program establishes a methodology for productive interactions between team members and team leaders. *Essential Skills of Leadership* helps experienced managers, new managers, and aspiring managers refocus on the basics—the skills required to manage the individual while also leading the team.

Course Objectives

Like the team leader in the video, when you have completed the *Essential Skills of Leadership* course, you will be able to:

- Deal with your team members on a day-to-day basis in such a way as to maintain and enhance their self-esteem.
- Base your discussions about performance and work habits on your team member's behaviors rather than on their personalities or attitudes.
- Involve your team members in goal setting, solving problems and making decisions.



Essential Skills of Communicating

Course Description

Essential Skills of Communicating is one of two foundation courses in the Leadership Series, which help to develop skills that are basic to all the other courses in the series. Learners acquire these skills through a variety of exercises and skill building techniques. The audience for this course consists of team leaders, supervisors, and first-line managers.

Essential Skills of Communicating provides the tools necessary to develop clear, concise messages. Focusing on communication as a two-way process, the program can help even experienced managers improve their messages by making them clear, well organized and aimed at the needs and interests of the listener. By developing the essential skills of communicating, managers improve relations with their team members and increase productivity.

Course Objectives

Like the team leader in the video, when you have completed the *Essential Skills of Communicating* course, you will be able to:

- See that communication is a two-way process.
- Construct clear, concise messages in the interest of the receiver.
- Manage nonverbal behaviors to reinforce the intent of your message.
- Listen actively to improve communication.
- Create a climate of open communication that increases your team members' motivation and commitment.



Coaching Job Skills

Course Description

Coaching Job Skills is one of the courses included in Leadership Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating*, prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers.

Coaching Job Skills provides the tools necessary for successfully coaching individuals to perform a job, a task, or a skill. In order to achieve results, coaching must go beyond just showing how to do something. Coaching involves observing, analyzing, demonstrating, and giving feedback. It's a process of developing relationships with team members - relationships that ultimately can build the trust and respect that are the foundation of successful organizations.

Course Objectives

When you have completed the *Coaching Job Skills* course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Understanding the special nature of coaching; a one-on-one activity that involves showing a team member how to perform a task.
- Distinguishing between performance problems that require coaching and those that can best be handled by clearer instructions or by other means.
- Understanding the importance of observation and analysis before coaching a team member, since coaching, like all effective training activities, must be well thought-out and carefully planned.
- Involving the team member in the coaching process by asking questions and encouraging feedback.



Improving Work Habits

Course Description

Improving Work Habits is one of the courses included in Leadership Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating*, prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers.

Improving Work Habits provides the tools necessary to recognize and to address poor work habits - even those of a team member who may be successful in his or her job. By focusing on the negative behavior and gaining the individual's acceptance and commitment to change, the manager effectively addresses the issue before it develops into a disciplinary problem for everyone on the team.

Course Objectives

When you have completed this workshop on *Improving Work Habits*, you will be able to:

- Distinguish between job performance and work habits.
- Understand the importance of dealing with unsatisfactory work habits early, before they require disciplinary action.
- Explain clearly and specifically to a team member the nature of his/her unsatisfactory work habits, focusing on behavior rather than personality or attitude.
- Involve the team member in the process of correcting the unsatisfactory behavior through an interactive process that maintains the team member's self-esteem.
- Increase team member accountability by getting team member commitment to a clear plan of action and by reviewing progress regularly.



Delegating

Course Description

Delegating is one of the courses included in Leadership Series. It focuses on interpersonal skills emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating*, prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers.

Delegating provides the tools necessary to develop messages that communicate the "what" and the "why" of every delegated task. Focusing on ensuring that the individual understands what is required helps facilitate a successful result - the work is done correctly, and the individual gains the benefits of a new experience and increased confidence and responsibility.

Course Objectives

When you have completed this workshop on *Delegating*, you will be able to:

- Understand the importance of effective delegation as well as the problems associated with the lack of delegating or delegating poorly.
- Communicate both the need for and the "why" of every delegated assignment and task.
- Use delegation as a powerful motivational tool. Use delegation to improve your team members' skills.
- Encourage team member participation and involvement through proper delegating methods.
- Establish a team member's responsibility and authority for a delegated task.
- Regularly monitor progress through feedback and review.



Managing Complaints

Course Description

Managing Complaints is one of the courses included in Leadership Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating*, prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers.

As the leaders on the front line, managers and team leaders are often the first to hear team member complaints. Though sometimes they may seem unimportant, each complaint should be addressed and resolved. This module shows how to resolve simple complaints and identify the hidden agendas that so often underlie the chronic grievances.

Course Objectives

When you have completed the *Managing Complaints* course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Understanding why all team member complaints must be dealt with rather than ignored or dismissed.
- Being more sensitive to all the problems—major or trivial, real or imagined—that can lie behind complaints.
- Understanding techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties.
- Using various techniques to solve such problems while maintaining a positive relationship with the team member.



Resolving Conflicts

Course Description

Resolving Conflicts is one of the courses included in Leadership Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating*, prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers.

Resolving Conflicts helps managers develop skills to identify the source of team member conflicts. Using effective communication and management techniques, managers can help individuals understand another point of view and move beyond the conflict.

Course Objectives

When you have completed the *Resolving Conflicts* course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Distinguishing between the two major sources of team member conflicts: personality clashes and work structure problems.
- Being aware of the positive and negative impacts of conflicts.
- Accepting conflict as an inevitable part of all work situations, one that must be dealt with, not ignored.
- Establishing a cooperative atmosphere to resolve conflicts when they arise.
- Helping individuals involved in conflicts understand each other's point of view.
- Leading them to agree on the facts and a solution.



Developing Performance Goals and Standards

Course Description

Developing Performance Goals and Standards is one of the courses included in Leadership Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating*, prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers.

Unless managers and team leaders are successful in spelling out the organization's specific goals, their team members are not going to know how to meet those objectives. This module shows trainees how to establish specific, measurable, attainable, results-oriented, and time-framed performance goals. It then illustrates the steps that gain team member agreement and commitment to those performance goals.

Course Objectives

When you have completed the *Developing Performance Goals and Standards* course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Defining goals, objectives and performance standards.
- Identifying and set performance standards that are specific, measurable, attainable, results-oriented, and time-framed, using concrete active language.
- Establishing time limits for all performance standards.
- Involving team members in creating their own individual performance standards.
- Negotiating with team members to develop effective S.M.A.R.T.-based performance standards.
- Monitoring team members' progress toward their goals by holding individual review meetings.



Providing Performance Feedback

Course Description

Providing Performance Feedback is one of the courses included in Leadership Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating*, prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers.

Providing Performance Feedback shows the way evaluation is done by the experts. First, relevant performance standards are established. Then the team member's own performance evaluation is solicited. This accomplished, the stage is set for a summary evaluation that will be clear and credible to the team member.

Course Objectives

When you have completed the *Providing Performance Feedback* course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Basing assessments on facts and behavior.
- Assess performance.
- Using positive performance feedback to encourage self-motivation of team members.
- Gaining team member participation in assessment.
- Gaining team member agreement with the assessment.
- Gaining team member commitment to the change needed to improve the performance.



Supporting Change

Course Description

Supporting Change is one of the courses included in Leadership Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating*, prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers.

Supporting Change helps managers learn to understand and to interpret change. By understanding it, managers can more clearly communicate change to their team. This clear communication helps to reduce misunderstanding and anxiety. It also helps the change initiative gain acceptance more quickly - minimizing lost productivity and decreased performance.

Course Objectives

When you have completed the *Supporting Change* course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Understanding and interpret change and the impact on your team members.
- Viewing change and the anxiety it can cause team members as natural and inevitable.
- Assisting your team members as they adjust to change.
- Involving team members in the process of change.
- Helping your team members make the change.
- Following up on initial meeting to make sure adjustment to the change is going as planned.



Effective Discipline

Course Description

Effective Discipline is one of the courses included in Leadership Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating*, prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers.

Effective Discipline helps managers learn effective techniques for addressing problem behavior. Using communication skills, the manager works to preserve the individual's self-respect and encourage the best kind of discipline - self-discipline.

Course Objectives

When you have completed the *Effective Discipline* course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Using techniques of effective discipline to eliminate problem behavior.
- Communicating in terms of behavior rather than perception or opinions.
- Recognizing the importance of team member participation in defining the problems and their solutions.
- Managing the discussion to diminish defensiveness and focus on solutions.
- Issuing appropriate warning consistent with your organization's policies.
- Reviewing performance to make sure the problem is solved.



Communicating Up

Course Description

Communicating Up is one of the courses included in Leadership Series. It focuses on interpersonal skills, emphasizing communication and improvement of management skills by using behavior modeling. For maximum benefit, it is recommended that learners first experience the two foundation modules, *Essential Skills of Leadership* and *Essential Skills of Communicating*, prior to taking this course. The audiences for this course are team leaders, supervisors, and first-line managers.

Most managers and team leaders realize the importance of upward communication, but few accept the responsibility for the quality and effectiveness of communicating with their own managers. Managers and team leaders will learn how to frame communication so that a desired result is achieved.

Course Objectives

When you have completed the *Communicating Up* course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Understanding the importance of framing all communication with your manager in terms of his/her self-interest.
- Entering meetings with your manager armed with a well-thought-out objective that is clearly stated.
- Clearly linking your objective with facts that support plans and goals.
- Working with your manager to uncover any questions or reservations he/she may have concerning your message.
- Moving conversations toward agreement using questions that focus on benefits to be gained when your objective is reached.
- Clearly and concisely restating the decisions that result from communicating with our manager and insure that those decisions are mutually understood.



Motivating Team Members

Course Description

Motivating Team Members helps managers learn the four stages to influence a team member to perform a task, while creating a work environment that will motivate higher performance. Throughout the workshop, managers and team leaders will participate in *reading, discussion, assessments, diagnostics, small group exercises and rehearsal modeling with real life situations, and facilitator coaching*. Managers leave the workshop with implementation tools, troubleshooting guides and additional resources to help them apply the skills they have learned on the job.

Course Objectives

When you have completed the *Motivating Team Members* course, you will be able to conduct a successful meeting with a team member to coach them on how to perform a job, task, or skill by:

- Improve your team member's performance.
- Understand the factors that motivate team members to perform effectively.
- Understand how motivation varies from team member to team member.
- Distinguish between motivators and dissatisfiers.
- Learn how to create a work environment for each team member that will motivate higher performance.

Developing and Coaching Others

Developing and Coaching Others educates managers to effectively and successfully develop and coach their team leaders to become better and more consistent performers. The program will help your managers learn the specifics of how they can effectively impact the learning process and coaching moments of their teams to make the difference.

Course Objectives

- **Ensure Training Changes Behavior** – Successfully motivate, direct, and coach your team members through a learning process to ensure they transfer learning into improved on-the-job performance.
- **Coach Effectively** – Effectively handle coaching moments to improve team members' performance on the job.



***Talent Management**

Hiring Winning Talent

Course Description

Successful hiring doesn't start with a job posting and end when a candidate has been selected. Successful hiring is a structured process that begins with a clear, well defined and justified definition of what capabilities a good candidate must have to be successful and it ends with ensuring the selected individual accepts the offer and joins the organization in a totally positive way. **Hiring Winning Talent (HWT)** provides the processes and tools required to master the art and science of identifying and winning great new employees - those that will perform in the top 20%.

Course Objectives

After successful completion of this course, participants will be able to:

- Establish an efficient process that will reduce the time it takes to interview and select a qualified candidate.
- Maximize new hires' productivity once they join your team by ensuring that candidates are a good fit for the job (both technical and organizational fit).
- Ensure team cohesion and support for new hires by involving team members in the process.
- Increase the retention of all new hires, and in particular reduce turnover during new hires' first year on the job.
- Conduct a hiring strategy meeting that helps clarify the roles and responsibilities of the interview team.
- Learn a structured interview process that will ensure consistency and fairness to all candidates.
- Utilize specific tools and techniques to evaluate candidates and make an informed hiring decision.



***Productivity**

Achieving Communication Awareness

Course Description

Administrative and support personnel will learn effective communication techniques thereby opening the door to dialogue, negotiation, and compromise. Participants will also be trained to function more productively through improved communication skills. More accomplished communicators will work well with others to get tasks done faster and with fewer mistakes. Support staff who are skilled communicators will be respected within the organization, because they understand instruction, get their thoughts across, influence others, and stimulate new ideas. As a result, organizational productivity will increase.

Course Objectives

After successful completion of this course, participants will be able to:

- Understand the elements of communication.
- Recognize and begin to overcome barriers to effective listening.
- Improve your ability to listen.
- Improve your ability to interpret messages.

Professionalism in the Office

Course Description

Professionalism in the Office is designed to teach the skills needed to be more professional on the job. This self-study will emphasize the positive results when an employee possesses courtesy, work organization, time management skills, effective interpersonal communication skills, knowledge of the organizational culture, and flexibility for change. This course gives the opportunity to assess personal performance, participate in learning experiences not available in the day-to-day work environment, and define and evaluate personal goals/objectives related to career growth.

Course Objectives

After successful completion of this course, participants will be able to:

- Recognize the qualities that help you to be more professional on the job.
- Develop an awareness of the standards and abilities required for professional job performance.
- Learn how to develop an understanding of your organization's policies, procedures, and philosophy.
- Improve your outlook and motivation.
- Improve behavior related to interpersonal communication and courtesy.
- Stimulate teamwork through learning how to communicate with peers, supervisors, and other coworkers.
- Learn how to increase your productivity by organizing work, setting priorities, and managing your time effectively.
- Learn how to accept organizational changes and how to benefit from new opportunities.
Understand that all professional skills and behaviors can be learned, perfected, and used successfully in both the business and world and in your personal life.



***Diversity**

Diversity Awareness

Course Description

This interactive online skill builder will assist in understanding, recognizing and appreciating that cultural diversity means being different from others and learning how to celebrate those differences once they are identified. The opportunity will be provided to learn and then do something about personal understandings of other cultures. This course will show how to interact with different kinds of people and recognize the benefits that multi-culturalism can bring to our lives. *Diversity Awareness* is a source of enrichment that can bring a wealth of benefits to every organization.

Course Objectives

After successful completion of this course, participants will be able to:

- Create an environment in which individual differences are evident, valued and respected.
- Gain a clearer understanding of various terms and definitions directed to diversity.
- Create a culture where diversity is a driving force, making you more aware of others and your environment.
- Identify your own discomforts with the complex and diverse population that exists within the world.
- Increase your appreciation of differences and enhance your ability to utilize these differences to increase problem solving and innovation.
- Practice skills and principles that will allow you to position yourself proactively in a changing environment.



***Sales Training**

Making Customer Recommendations

Course Description

The recommendation begins where the discovery leaves off with a clear consensus about the customer objectives. Representatives are not selling products and services; they're selling "solutions" that can help the customer reach his or her objectives. The final "confirming question" to the customer in which the representative and the customer agree that they have understood the customers' objectives correctly is the foundation for their recommendation. In this course, your representatives will learn the four-step recommendation process that is an essential part of customer interactions.

The Incoming Sales Call

Course Description

The relationship representatives establish in the first few seconds of the customer's call will dictate their chances of success. The first words out of their mouths are the most important part of the whole customer interaction. In the first few seconds, they'll establish whether they and the organization they work for are professional and responsive to their customers, or not. Representatives want to provide the customer with service, but they also want to look for opportunities to provide products or services to the customer. In this course, they will learn what they can do to help make sure the conversation and the relationship with the customer get off to a positive start. They will also learn how they can make the transition from taking an order or providing a service to a sales conversation.

***Customer Service**

Dealing with Difficult Customer Situations

Course Descriptions

Customer service representatives are provided techniques for dealing with difficult customer situations. Their role as customer service representatives offers many rewards and satisfactions. However, there are many frustrations inherent in the job. During this training, they will learn the general guidelines for dealing with difficult customers in such situations: calming and focusing, and then practicing what they have learned.

Course Objectives

After successful completion of this course, participants will be able to:

- Demonstrate professionalism on the job while building a proactive, problem-solving culture.
- Use essential communication skills in dealings with customers.
- Recognize characteristics of human behavioral style and opportunities to adapt to their personal style.
- Identify and utilize a structured process/model for conducting customer service transactions.



Delivering Customer Focused Service

Course Description

Learners analyze the skills and strategies they use every day in their jobs to identify the techniques that they do very well and to develop ways for them to do their job better. During this training, participants will learn guidelines for delivering customer focused service, including understanding their role as a professional; the essential skills of communication: listening, questioning, verifying, explaining; and a four-step customer service model.

Course Objectives

Upon completing this training, you will be able to:

Your Role as a Professional

- Describe the importance of professionalism to a customer service professional.
- List characteristics associated with professionalism that you can exhibit on the job.
- Identify the professional characteristics you already exhibit on a regular basis, and the professional characteristics you need to develop or improve.
- List action items that if achieved will improve your professionalism.

The Essential Communication Skills

- Describe the importance of each of the essential communication skills (listening, questioning, verifying, and explaining) in customer service situations.
- List and describe the techniques involved in correct use of each of the essential communication skills.

The Four-Step Customer Service Process

- Perform the four steps of the customer service process, including proper use of the essential communication skills.
- List the four steps of the customer service process.
- Describe what happens at each of the steps in the customer service process.
- Describe the use of the essential communication skills in each of the four steps of the customer service process.



STAR Service

Course Descriptions

STAR Service is a new, powerful, designed to address the opportunity to improve customer experiences. Your service employees will learn the process and skills they need to provide customers with Positive Memorable Experiences. The clear, practical, four-step **STAR Service** Process™, coupled with the communication skills taught in the workshop, help your employees not only to transform negative and neutral customer experiences to positive and memorable transactions but also to reaffirm and enhance long-term relationships, the foundation of business success

Course Objectives

- **Effectively** integrate the expectations of your customers, organization, and yourself into your performance as a service professional.
- **Successfully** apply each of the essential communication skills in your role as a service professional: listening, questioning, paraphrasing, and explaining.
- **Consistently** employ the STAR Service Process with empathy to achieve Positive Memorable Experiences.