
What's New

As in previous editions of the Benchmark Training Resource Book, we have improved our featured training programs. In this issue, we have added several programs and removed a handful of courses. New programs have been added because you have requested them, so please take advantage of the thought and effort put into these excellent courses by trying them out in your organization. Even one session of one class is important to our business; we'll treat you the same way as we do our larger clients – with care and personal attention.

New Training Programs In This Issue:

- Planning for Life after Retirement
- Dealing with Difficult People
- Servant Leadership
- Consultative Marketing: How to Build Rapport, Relationships, and Connect with Clients
- Emotional Intelligence: Expanding Your Emotional Quotient
- TEAM Simulation
- Accounting Comes Alive™: Financial Literacy and Business Acumen
- Supporting Change
- Best Negotiating Practices®: Creating and Capturing Value as You Negotiate
- Best Negotiating Practices® for Lawyers: Creating and Capturing Value as You Negotiate

After nearly six years serving our clients across the United States, we have found that only offering instructor-led training limits our ability to create comprehensive learning solutions for clients who have expansive needs. So, we have added executive coaching, assessments, and online performance support to our repertoire. Each of these complementary tools supports our instructor-led training to satisfy most of the pre- and post-training needs of our clients. Our online performance support program, WorkNetSkills.com, is sure to be hugely popular with organizations who require point-of-need learning and ongoing follow-up for over fifty skill sets.

Additional New Solutions:

- Assessments and Instruments
- Executive Coaching Services
- Online Performance Support – WorkNetSkills.com

Benchmark Select™

Benchmark Select™ is a new type of course offering. These programs are highly specialized and command a premium in the marketplace. They are elite programs for high-potential employees and those with unique skill sets where an extra investment in training dollars will pay off handsomely. They have all been delivered to hundreds of clients over several years by their designers and are only delivered by specially-trained personnel. The information and skill sets presented are proprietary and unique, and Benchmark is proud to be able to offer them to our clients. All Benchmark Select™ programs are noted as such next to the course titles, and special pricing is included near the back of this resource book.

OPM Leadership Competencies Addressed

For the first time, we are making it easy for our federal government clients to see which OPM Leadership Competencies each course addresses. These individual and organizational competencies aid training managers in their planning and enable them to point their internal clients in the direction of training topics that will best serve their developmental goals. There are a total of 27 competencies grouped under five major headings. The five broad areas are:

- 1) Leading Change
- 2) Leading People
- 3) Building Coalitions/Communications
- 4) Results Driven
- 5) Business Acumen

Even if you are not providing training for federal employees, you can use these competencies as a solid guideline for who should enroll in these programs. The competencies addressed are found near the bottom of each course description.

Inside This Resource Book

We have divided this resource book into sections for easy navigation. We're confident that our programs will enhance the productivity, effectiveness, professionalism, attitude, accountability, and morale of your organization. Should you have questions, concerns, or suggestions about our offerings, please call us at **703-360-5161**. Or, call the same number to schedule a meeting to discuss and assess your needs and ensure the optimal utilization of your training resources. We're here to serve you by bringing value to your organization through our expertise.

About Benchmark Training

Benchmark Training is a fully-integrated training company that designs and delivers training programs, assessments, online performance support, and executive coaching programs for organizations of all sizes. We help our clients to identify their human capital development (HCD) needs and match our extensive capabilities to those needs through our creative solutions.

Based in Alexandria, VA, our geographical reach is national, but our approach to our clients is hands-on and always tailored. We pride ourselves in our ability to handle almost any non-technical training request with quick turnaround and helpful customer service. We are always working to stay informed of the latest in training techniques and technologies. This forward-looking vision is summed up in our slogan:

“Today’s Learning Solutions for Tomorrow’s Challenges”

Benchmark was established to provide affordable training solutions that produce lasting improvement for corporate entities, the Department of Defense, and government agencies. We pride ourselves on our wide range of offerings, quality instructors, off-the-shelf, customizable and modular curricula, and superior customer service.

If you need a training solution that is not found in our resource book or our website (www.benchmark-training.com), we can refer you to someone who can meet your needs. It's the power of our instructor network that Benchmark has built over time which enables us to satisfy almost any training requirement that you might have. Our philosophy is to create an abundant resource for your training office that guarantees that if you call on Benchmark, we can either meet your training needs in-house, or we can find someone else who can. When you deal with Benchmark Training, it's always a win-win situation.

Since the last issue of this resource book, Benchmark's programs made a positive impact on the employees of many organizations we worked with during that time period. Students handed out a record number excellent evaluations of our instructors and course content. And, as a testament to the quality of our services, many of the programs we delivered came by referral from satisfied customers or were repeat business from customers who just couldn't get enough of a good thing.

Background of Benchmark Training

Benchmark Training was founded in 2002 to help top managers, training officers, human resource managers, and employee development specialists acquire a menu of meaningful, practical solutions to their training challenges in one place. We gather the expertise of training professionals, create focused training programs that play to their greatest strengths, and offer fairly priced programs that can be customized to any organization's unique needs. Since the beginning, we have done what it takes to innovate our curriculum and respond to new needs that arise from the changing business landscape. Our management and instructors have the skills, experience and resources to make your job of developing your employees hassle-free and fun.

Our roster of clients has grown from a handful in our first year to a virtual who's who in government and corporate America. Recently, we partnered with WorkNetSkills.com to assist our clients with online performance support. Subscriptions to WorkNetSkills.com can be standalone, or they can be bundled with your purchase of training classes. If you've been struggling to find a cost-effective way to enhance your instructor-led programs and provide follow-up to your training initiatives, this is the solution for you. We have added a section to the book about WorkNetSkills.com, but if you would like a test drive, go to www.worknetskills.com or call John Gorman at **703-360-5161**.

Benchmark Training's Instructors

With hundreds of years of cumulative training and coaching experience, the nearly twenty Benchmark instructors and coaches deliver world-class insights and skill-building information in every class. Our instructors have delivered programs to more than one thousand organizations. It is our goal to deliver programs that are fun, informative and immediately applicable to your employees' jobs. Good information and new skills get people moving in the right direction, but if you aren't taught how to use what you learn, then you probably won't get the training results you want. At Benchmark Training, our instructors teach your people how to use what they learn – in other words, we want and get results from your training dollars. It's just one way that Benchmark differentiates itself from other training firms.

To learn more about our instructors, take a minute to visit the Faculty section of our website at www.benchmark-training.com/faculty.html.



How to Take Advantage of Our Services

Benchmark Training makes it easy to initiate a training partnership with your organization. You can call us at **703-360-5161**, email us at **sales@benchmark-training.com**, visit our frequently updated web site at **www.benchmark-training.com**, or fax us a request at **703-360-5173**. We'll talk to you over the phone, we can correspond via email, or even better, we'll come meet with you face-to-face.

Benchmark accepts credit cards, EFT, and company checks, and we have partnerships with firms who have GSA contracts, so we make it simple to do business with us, regardless of your purchasing restrictions.

Give Benchmark Training a Try

The best way to see if Benchmark Training's services are a fit for your organization is to give us a try. You probably have vendors who already do a good job training your people. If that's true, it's an encouraging sign for us. It means that you trust your vendors enough to use them again and again. We hope to one day become one of those privileged vendors upon whom you come to rely. How do we hope to get to that point? We suggest you choose Benchmark Training for a course or two and see how you like us. Given a fair shot, we anticipate doing an excellent job and subsequently building a fruitful relationship for years to come. We aren't looking to take over your training operations; a program here and there is all we ask. If you are not ready to take the step of piloting a program, ask us about auditing a session. We can often get permission from current clients to allow you the chance to audit a live session, free of charge.

A Message from the President

Thank you for taking the time to peruse our newest resource book. It demonstrates how serious you are about improving the effectiveness of your people. As you read through the rest of the book, keep in mind the challenges your organization faces and how our solutions might be suitable for helping you overcome those challenges.

- How do our courses meet your needs?
- Which managers in your organization have been looking for the kinds of solutions Benchmark offers?
- Who else in your organization can you team up with to bring our training to you?
- How do our programs tie into your current long-term development programs?
- Are there new topics we deliver that you've been hoping to bring to your employees?

I will do everything in my power to make dealing with Benchmark Training an enjoyable and worthwhile experience. Please don't hesitate to check in with me to make suggestions, ask questions, or tell us how we're doing, and I'll see what I can do to make your life easier. Let's work together to help your employees optimize their unrealized potential.

Thank you in advance for your consideration and for allowing us to earn both your trust and a fair shot at training valued members of your organization.

Sincerely,

S. John Gorman
President, Benchmark Training

Contents

INTRODUCTION

What's New	1
About Benchmark Training	2
How to Take Advantage of Our Services	4

LEADERSHIP, MANAGEMENT, AND SUPERVISORY SKILLS

Servant Leadership – NEW!	8
Techniques for Managing the Generational Mix	9
Managing Up, Down and Across to Get Results	10
The Entrepreneurial Leader: Advanced Leadership Skills for Today's Managers and Supervisors	11
Leadership Skills for Non-Supervisors	12
Delegation: Developing Others Through Shared Work	13
Building and Managing Effective Teams	14
Successful Mentoring Skills	15

PERSONAL AND PROFESSIONAL DEVELOPMENT

Planning for Life after Retirement – NEW!	18
Emotional Intelligence: Expanding Your Emotional Quotient (EQ) – NEW!	19
Supporting Change – NEW!	20
Coaching for Performance	21
Ethics and Decision Making	22
Balance, Effectiveness and Professionalism	23
Critical Thinking Skills	24
Creative Problem Solving	25
Customer Elation: Serving Customers With Class	26
Customer Service Makeover: Get New Customers, Keep the Customers You Have, Get Enthusiastic Referrals and Everyone Singing Your Praises	27
Practical Time Management	28
Stress Management for Effective, Satisfied Employees	29
Dealing with Difficult People – NEW!	30
Turning the Tables on Conflict	31

Contents

DIVERSITY AND CULTURAL COMMUNICATIONS	
Communication Skills in a Culturally Diverse Workplace	34
Race and Gender: Reducing Conflict in the Workplace	35
Understanding, Recognizing and Valuing Diversity	36
COMMUNICATION AND PRESENTATION SKILLS	
Consultative Marketing: How to Build Rapport, Relationships, and Connect with Clients – NEW!	38
Clear Communication Skills for Managers and Supervisors	39
Get Along with Anyone, Anytime, Anywhere: Create Enduring Connections with Customers and Co-Workers	40
Making Meetings Work for Time-Crunched Executives	41
Facilitating Groups: The Active Facilitation Approach	42
Winning Briefing and Presentation Skills Put Power, Punch and Pizzazz Into Your Presentations	43
Persuasive Legal Writing and Reasoning	44
Professional Business Writing	45
BUSINESS ACUMEN	
TEAM Simulation – NEW! (Benchmark Select™)	48
Accounting Comes Alive™: Financial Literacy and Business Acumen – NEW! (Benchmark Select™)	49
Best Negotiating Practices®: Creating and Capturing Value as You Negotiate – NEW! (Benchmark Select™)	50
Best Negotiating Practices® for Lawyers: Creating and Capturing Value as You Negotiate – NEW! (Benchmark Select™)	51
Understanding Benchmarking	52
The Basics of Property Management	53
Business Acumen Part II: Financial Management Training	54
RETREATS, CONFERENCES AND “ALL HANDS” MEETINGS	55
EXECUTIVE COACHING SERVICES	55
ASSESSMENTS AND INSTRUMENTS	55
ONLINE PERFORMANCE SUPPORT – WORKNETSKILLS	56
PRICING, EXPENSES AND CANCELLATION POLICY	57
REMINDERS & RECOMMENDATIONS	60

Leadership, Management, and Supervisory Skills

Benchmark Training subscribes to the concept that leadership should be encouraged at every level of an organization. With our Leadership programs, Benchmark can help put your employees on the road to becoming better leaders regardless of their current positions.

Our management and supervisory training programs provide practical knowledge and skill sets, peppered with exercises, role plays, and real life examples of how to apply the new knowledge. We prepare your current and future managers by giving them leadership tools and showing them how to use them. Practiced daily, your employees will become more advanced in their ability to lead others and the projects that are vital to your organization's mission.

These Programs Will:

- Inculcate your top managers with the philosophy of servant leadership
- Demonstrate techniques for navigating the complex demographics of the workplace from a management and team member perspective
- Show you proven methods for managing up, down, and across your organization
- Prepare your employees to become the leaders of the future
- Complement your succession planning with practical training
- Introduce the concept of mentoring to current and future leaders
- Demonstrate the power of delegating work to others
- Improve the communication skills of your current and potential leaders
- Demonstrate the positive effects of building productive teams

Servant Leadership – NEW!

What is servant leadership and how does it apply to your organization?

Servant leadership is a practical philosophy, which supports people who choose to serve first, and then lead as a way of expanding service to individuals and institutions. Servant-leaders may or may not hold formal leadership positions. Servant leadership encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment.

Robert Greenleaf, the man who coined the phrase, described servant-leadership in this way: *The servant-leader is servant first. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. He or she is sharply different from the person who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. For such it will be a later choice to serve after leadership is established. The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature. The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, will they not be further deprived.*

From *The Servant As Leader* published by Robert Greenleaf in 1970.

What You Will Learn:

- Examine and assess your organizational values
- Examine and practice the principles of Servant Leadership
- Examine, discuss, and assess the concept and value of good followership in a servant leadership environment.

How You Will Benefit:

- By fostering an environment that promotes full engagement and motivates employees by your example
- By promoting and inculcating the 10 principles of servant leadership
- By cultivating effective followers who are able to assume both leader and follower roles as circumstances dictate.

Who Should Attend:

Managers, supervisors, team leaders, and project managers will find this program invaluable in transforming and reframing both individual and organization concepts of leadership and followership.

Competencies Addressed: External Awareness, Vision, Service Motivation, Partnering, Political Savvy, Accountability

Program Length: Two days (or more as appropriate with optional follow up)

Techniques for Managing the Generational Mix

Isn't managing employees difficult enough without needing to be mindful of when people were born, how they were raised, how they were educated, and what cultural influences impacted their current behaviors, work styles, values and beliefs? Wouldn't you like to have a better handle on the strategies to employ when working with those who are not "of your generation"?

Benchmark Training's program, *Techniques for Managing the Generational Mix* will set the foundation for a clearer understanding of the characteristics of the five generational groups currently represented in the workplace and how managers can use a working knowledge of their differences to be more effective at getting the mission of the organization accomplished. Even non-managers will benefit through greater awareness and understanding of what makes their peers and their managers "tick".

What You Will Learn:

- The key characteristics of the five generations (Silents, Traditionals, Baby Boomers, Gen Xers, Gen Yers) and how they differ
- The do's and don'ts of working with each group, including legal implications such as age discrimination
- The realities and challenges of each group; which critical events influenced who they are and how they behave
- How each is alike and different (group exercise)
- Assumptions that each group makes about the others
- How to value what each generation and the individuals who comprise them brings to the workplace (group exercise)
- How to enhance/improve communications and working relationships across the generations (interactive pair and triad exercises based upon real-life situations/case studies)
- How to leverage generational diversity to improve the organization's products, processes, and working relationships (group exercise)

How You Will Benefit:

- By creating awareness of a real phenomenon that will improve one's ability to get along with peers and subordinates
- By learning strategies for getting the best performance out of the diverse landscape of employees from the various generations
- By better understanding and appreciating the assets that each group brings to the workplace
- By learning techniques to navigate the education/experience conundrum
- By improving your cross-generational communication skills

Who Should Attend:

Managers and non-managers alike will find value in this program. If you work in an organization in which the young, old, and everything in between work side-by-side on projects or in teams, this session is indispensable.

Competencies Addressed: External Awareness, Political Savvy, Cultural Awareness

Program Length: One or Two Days or as a Half Day Overview Session



Managing Up, Down and Across to Get Results

Feeling stuck in the middle? Does the work that crosses your desk also touch the desk of others above and below you, and you feel like you can't control the quality and timeliness of getting it done? Ever wonder if there's a better way to manage all of the people around you without appearing pushy, aggressive or critical?

Whether it's in a corporation, non-profit or government agency, the bottom line for all organizations is to get results, achieve the mission, and work effectively toward the vision set by top management. If you find yourself in the middle of the management ladder, you need special skills to achieve all of these goals. *Managing Up, Down, and Across to Get Results* will help you to think and work differently to become a more effective manager, influencer, relationship-builder, persuader, delegator, and advisor who can be trusted to move your people and the agenda along.

Benchmark Training's highly participatory class on managing from the middle lays the groundwork for being more effective in your role and workshops the skills required to get better results from your team, bosses, and subordinates while simultaneously helping you to stand out from the pack when future promotions are handed down.

What You Will Learn:

- How to communicate and manage effectively up, down, and sideways
- How to manage your boss in a non-threatening way
- How to become an effective follower and cultivate effective followers
- How to diagnose your relationship with your peers, your boss and your subordinates
- How to effectively ask for what you want for faster, better results and performance

How You Will Benefit:

- By understanding how to analyze and form strategies for communicating and managing up, across, and down
- By enhancing both your leadership and followership skills
- By learning how to navigate important working relationships
- By gaining the skills to ask for what you want, demonstrate the ability to have earned the right, and the ability to show the return on the investment in you

Who Should Attend:

Employees who are in upper, middle or beginning management positions who want to learn how to communicate better up, down, and across the organization should enroll. If you are responsible for being both a leader and a follower, and you want to get more output and better performance from your colleagues, this is the course for you.

Competencies Addressed: Problem Solving, Decisiveness, Political Savvy, Flexibility, Influencing/Negotiation, Interpersonal Skills

Program Length: One or Two Days

The Entrepreneurial Leader: Advanced Leadership Skills for Today's Managers and Supervisors

The management cadre of the civil service is faced with demands that lie outside the traditional scope of supervision: increasing diversity in the workforce, changing values among different generations of employees; the loss of large numbers of senior, experienced staff; changing philosophy regarding mission and scope. Many agencies are embracing a model that has parallels in the private sector, and are redefining themselves into a business model. In this evolving environment, the ability to be forward-looking and innovative is critical. This highly interactive seminar will provide practical skills and ideas that apply to your workplace.

What You Will Learn:

- Advanced leadership skills that are relevant to the challenges of your work
- Different perspectives on combining leadership and management
- Communication techniques that will facilitate clarity and energize your employees
- The importance of creating alignment and effective techniques to accomplish this
- How to use feedback and disclosure as techniques to increase trust
- How to use iteration as a process of continual improvement

How You Will Benefit:

- By assessing your leadership style in order to build on your strengths
- By learning how to manage differences to produce creativity and high levels of alignment
- By mastering the art of balancing product, process, and people
- By encouraging communication that builds productivity
- By creating strong team relationships that move all employees to higher levels of contribution
- By encouraging collaboration, open communication, and learning as gateways to a successful planning and implementation

Who Should Attend:

Professionals at the management/supervisory level who welcome the chance to explore ways of bringing a successful business perspective to their role as supervisors are eligible for this program. Managers and supervisors of employees who have completed Benchmark Training's *Leadership Skills for Non-Supervisors* are encouraged to attend.

Competencies Addressed: Creativity/Innovation, Vision, External Awareness, Strategic Thinking, Political Savvy, Accountability, Entrepreneurship

Program Length: Two Days

Leadership Skills for Non-Supervisors

Federal employees who aspire to become managers and supervisors in the future rarely get the leadership training necessary to prepare them for a promotion. The “Trial By Fire” management strategy of the past is not sufficient for today’s sophisticated workforce. So, it is important to groom high-potential employees for positions of leadership by training them early. Identifying and training these employees is a component of good succession planning, which is becoming increasingly important as the federal workforce ages.

To facilitate good succession planning, Benchmark Training has developed a course to help your future managers and supervisors with the skills that they’ll be called on to utilize as they move up the ranks. By the end of this two or three day session, your talented non-supervisors will have furthered their knowledge and skills in areas that will prepare them to lead your organization into the future with confidence and professionalism.

What You Will Learn:

- The skills, techniques and behaviors of being a good leader
- How leaders take responsibility for their actions
- How to lead by positive example
- How to make faster, smarter decisions
- How to use questioning skills to become a more effective communicator
- How to delegate responsibility fairly and adroitly

How You Will Benefit:

- By making decisions from a leadership position
- By preparing your organization for smooth managerial and supervisory successions
- By learning how to delegate tasks, assignments and responsibilities effectively
- By showing your future leaders how to behave like leaders
- By helping you identify the employees who will make good supervisors and managers
- By improving interpersonal communication skills in the manager/subordinate relationship

Who Should Attend:

Anyone who aspires to a position of leadership should attend this seminar. This course is ideal for those who have been identified by current management as potential managers or supervisors.

Competencies Addressed: External Awareness, Political Savvy, Integrity/Honesty, Interpersonal Skills, Decisiveness, Problem Solving

Program Length: Two or Three Days

Delegation: Developing Others Through Shared Work

Effective delegation is one of the most powerful tools for leading and directing the work of others. When used appropriately, delegation allows managers to strategically allocate workload while providing challenging developmental assignments for their staff. And yet, delegation is one of the most misunderstood and misused tools in the workplace today.

This workshop will show participants how to design delegation plans for their team. It covers some of the common myths and misconceptions about delegating work to others and shows how good delegation is customized to the needs and abilities of individual employees. Managers who effectively delegate, not only distribute work more effectively, but also grow the self-confidence and sense of achievement in their staff.

What You Will Learn:

- The importance of delegating and the problems with poor delegation
- How to create a total team delegation plan
- How to communicate the purpose of every delegated assignment
- How to use a multi-level delegation model
- How to use delegation as a tool for staff development
- How to develop a method to monitor progress and take corrective action

How You Will Benefit:

- By learning how to create meaningful delegation plans based on the team's needs and skills
- By proactively using delegation as a tool for staff development and growth
- By using delegation to motivate and reward staff achievement
- By using various degrees of delegation to customize assignments
- By using delegation as a powerful tool to achieve workplace goals and objectives

Who Should Attend:

Those who directly or indirectly manages others should consider this course. This program can be of special benefit to those who provide direction and leadership to staff without direct reporting authority, such as project leaders or matrix managers.

Competencies Addressed: Flexibility, Resilience, Strategic Thinking, Accountability

Program Length: One Day

Building and Managing Effective Teams

In today's modern, collaborative business environment, teamwork is essential to the success of any organization. Formal and informal teams are required to leverage the greatest possible productivity from the limited human capital with which many organizations are equipped. Training on how to build effective teams for projects, initiatives and special assignments is imperative, but the training should not stop at the creation of the team. To further the agenda, organizations must be instructed on how to manage and maintain the teams that they build. Unlike many other similar programs available in the marketplace, *Building and Managing Effective Teams* meets the full spectrum of needs that teams have if they want to succeed and thrive in today's competitive landscape.

What You Will Learn:

- How to plan in advance who and what will comprise of your team
- How to assign individual tasks to create a sum that is greater than the parts
- How to tie the goals of your teamwork to the mission of your organization
- How to identify problems in the team before they fester
- How to lead a team through good times and bad
- How to effectively communicate your needs to the rest of the team
- How to manage the individuals to create positive group dynamics

How You Will Benefit:

- By assembling and managing effective teams to meet your objectives
- By maintaining and then improving upon the team once it's built
- By reaping the benefits of collaboration and cooperation
- By doing more as a team than as individuals
- By becoming a better problem solver in a team setting
- By becoming a better manager through improved communication techniques

Who Should Attend:

This course is ideal for those who are charged with the role of leading, growing, and changing group results. It is very beneficial for teams who are already formed and tasked with goals.

Competencies Addressed: Strategic Thinking, Conflict Management, Team Building, Interpersonal Skills, Partnering, Decisiveness

Program Length: One or Two Days

Available Variations of This Program: 1) Team Development for Executives: Creating a Positive Impact on Team Performance

Successful Mentoring Skills

Successful mentoring can make or break the development of human capital in an organization – especially when succession planning is an issue. Planning for the future in a real-life, intimate way is exactly what mentoring programs are all about. Mentoring programs encourage relationships that support the learning and development of targeted employee populations. They are established to create accountability for development and accessibility to developmental relationships. Effective mentoring requires commitment and the development of a specific skill set. This skill shop provides the skills necessary to mentor effectively so as to produce rapid improvement and lasting results.

What You Will Learn:

- How to create an effective mentor/protégé relationship
- The roles and expectations of mentors and protégés within your mentoring program
- The relationship of mentoring to coaching, managing, teaching, counseling, sponsoring, advising and serving as a confidante
- How to use communication skills to motivate your protégé
- How to evaluate skills to determine protégé strengths and potential areas for development
- How to provide reinforcement for positive development
- How to provide corrective feedback for poor performance
- How to transfer knowledge and “corporate memory” to protégés to facilitate succession planning

How You Will Benefit:

- By having a foundational training from which to initiate your mentoring program
- By learning effective communication techniques to enhance your learning organization
- By helping the protégé develop job knowledge and skills
- By creating a teaching environment for mentors that is outside of the supervisor/subordinate structure
- By creating an environment for protégés where they can learn the “ropes” from those who have advanced in the organization
- By building a climate of trust and rapport where protégés honestly discuss their performance
- By facilitating succession planning in your organization

Who Should Attend:

If you wish to get the most out of your mentoring program and your individual matches, this is the course for you.

Competencies Addressed: Service Motivation, Vision, Continual Learning, Cultural Awareness, Political Savvy

Program Length: One or Two Days

*Call 703-360-5161 to learn about a longer-term Mentoring consultancy.



Personal and Professional Development

One of the most rewarding features of the training and development business is that the skills one learns can carry over into other aspects of a person's life – especially the programs found in this section. Former participants in these courses report that they apply these skills in many situations outside of work. The programs found in this section are truly comprehensive in nature.

You'll find many ways to use what you learn in the following programs, and Benchmark's expert instructors will show you how – because learning and doing are different things. And the “doing” which you will be asked to master in these programs will make you and your organization better performers.

These Programs Will:

- Help you plan for and manage your retirement so that you can continue to grow and be fulfilled
- Make you aware of your emotional quotient and how to use it at work and in your personal relationships
- Hone coaching skills to plan, manage, monitor, and reward performance
- Provide an ethics framework for greater organizational effectiveness and better decision making
- Make you a more critical thinker and effective problem solver
- Enhance the quality of your relationships with customers and vendors
- Reduce job-related stress and increase job satisfaction
- Help you manage conflict and difficult employees
- Help you support change to achieve your goals
- Achieve balance in job and your life

Planning for Life after Retirement – NEW!

Many organizations offer pre-retirement seminars for seasoned employees – usually when it's too late for effective planning and almost always focusing exclusively on financial aspects of retirement. Benchmark Training has set out to improve upon and complement pre-retirement seminars by helping those who are about to make what is arguably their biggest career move transition seamlessly into a new lifestyle filled with possibilities and opportunities.

It has been said that if you're green, you're growing and if you're ripe, you're dying. *Planning for Life after Retirement* will give you the tools you need to grow and thrive as you move toward retirement. Retirement is not only an ending of a career; it's a beginning of a new stage of life that should be carefully considered and planned. It's also the beginning of a slew of "maybes". Maybe you want to continue working, but in a different capacity. Maybe you want to start a small business or a non-profit. Maybe you want to volunteer. Maybe you want to dive head-first into your favorite hobby. Maybe you want to travel the world. Maybe you want to mentor youth. Maybe you want to do as little as possible. Maybe, maybe, maybe...

No matter what your maybes are, this practical, dynamic program will help you identify your goals, objectives and next steps toward your new lifestyle. You will walk away from this training energized, enthusiastic, and excited about the future.

What You Will Learn:

- How to identify your professional and personal goals, aspirations and options post-retirement
- How to stay "green" by continually upgrading your skills and expanding your interests
- How to use retirement as an opportunity to turn your maybes and dreams into reality
- How to plan and strategize for the non-financial aspects of retirement
- How to embrace a post-retirement lifestyle, not centered around your career
- How to manage your passions, interests, and time when your days are no longer structured

How You Will Benefit:

- By creating a retirement plan that will keep you busy and channel your energy toward the endeavors that make you happy
- By learning how to network outside of work to make connections that support your goals
- By learning how to improve your personal relationships during a time of major transition
- By sharing your objectives and obtaining feedback and support from your peers
- By learning how to channel your excitement (and anxiety) about retirement in a healthy and advantageous ways

Who Should Attend:

Those who are near retirement and want to get the most out of the transition. If you aren't sure what your next move will be, this is the course for you.

Competencies Addressed: Continual Learning, Resilience, Flexibility, Entrepreneurship

Program Length: One or Two Days

Emotional Intelligence: Expanding Your Emotional Quotient (EQ) – NEW!

One of the most vital assets a person can have is a high level of emotional intelligence. What exactly is it? It is being intelligent about emotions and having the ability to sense, understand and apply the power of emotions as a source of energy, information and influence. Fortunately, emotional intelligence can be increased, but first one must know his or her own emotional quotient (EQ), how it affects how one deals with other people, how it plays into our decision making processes, and what one can do with improved emotional intelligence to make the workplace more productive and enjoyable.

In this one or two day program, participants will become aware of their emotional quotient and discover how to use it for their personal and organizational benefit. The training is based on the work of Daniel Goleman, and it focuses on the skills of listening, self-awareness, understanding, decision making, and leadership.

What You Will Learn:

- Emotional intelligence's importance to personal and professional success
- The four domains of emotional intelligence
- How to listen more effectively
- How to employ emotions for better decision-making
- How to use your EQ to create a conducive work climate for high productivity
- Motivation techniques using emotional intelligence
- How to plan for continual learning and intentional use of EQ in daily actions

How You Will Benefit:

- By understanding emotional intelligence and its impact on your success in relating to others
- By recognizing what blocks your emotional intelligence
- By practicing core EI leadership skills
- By being better equipped to manage your emotions in all situations
- By learning new techniques for self-motivation
- By improving your relationships at work and at home
- By becoming a more empathic listener
- By increasing your self-esteem and optimism

Who Should Attend:

Anyone who wishes to relate better to others, become a better listener and leader and increase confidence and self-esteem should consider this program. If you are in a team environment that requires working well with others, this is the course for you.

Competencies Addressed: External Awareness, Interpersonal Skills, Decisiveness, Continual Learning

Program Length: One or Two Days

Supporting Change – NEW!

We've heard this many times before, and it's true — the only constant left in the world of work today is change. The speed of research and development, information sharing and knowledge management requires that organizations keep in constant motion, changing processes and people almost incessantly.

Rather than focus on “managing” change, this workshop shows participants how to harness the energy and excitement of the new to accelerate achievement and results. Managers who support their staff through the chaos of continual change with open and honest communication will achieve improved team performance and business results.

What You Will Learn:

- How to understand change as an opportunity for leadership
- The phases of the change process
- How to create a change management plan that allows staff time for input and adaptation
- How to communicate to support the change process
- Follow up techniques to use to track achievement of plan goals and tasks

How You Will Benefit:

- By seeing change as a catalyst for performance
- By utilizing change and uncertainty to leverage growth and achieve goals
- By planning the change process to maximize employee involvement and support
- By knowing that complete and full communication essential for mastering change

Who Should Attend:

Anyone who directly or indirectly manages others. This program can be of special benefit to those who provide direction and leadership for a team but who do not have direct management authority.

Competencies Addressed: Flexibility, Accountability, Vision, Strategic Thinking

Program Length: One or Two Days

Coaching for Performance

Organizations of all sizes and stripes are focusing on how the implementation of new performance systems, including complex multi-tiered systems, affect the way in which managers and their employees plan for, monitor, evaluate, and reward performance. An important component of this process involves quarterly coaching sessions between managers and employees. Currently, these coaching sessions are underutilized to a large degree – often they are not even conducted on a quarterly basis, thus marginalizing the efforts of employees and destabilizing the value of performance plans.

For the sessions to be worthwhile, both managers and employees should know what to expect and then how to execute an effective coaching session. It takes effort and skill from both sides to manage a coaching relationship. This course covers how to make the best use of these sessions by teaching how to prepare for the sessions, how to give and receive feedback, how to communicate your wants and needs, how to ask better questions and listen strategically, how to praise, give guidance, and administer advice. This course is a comprehensive roadmap for any organization whose current performance planning and coaching sessions are going nowhere. It is ideal for managers only, employees only (*How to Receive Coaching*), or a mixed group.

What You Will Learn:

- How to manage a coaching relationship
- For managers, how to find your unique coaching style; for employees, how to manage up
- How to improve your skills of giving and receiving feedback
- How to manage expectations during the performance cycle and specific coaching sessions
- How to be accountable for your performance and how to hold managers accountable for their input into the coaching relationship
- How to give advice, guidance, praise, and bad news
- How to coach and be coached with results in mind, rather than going through the motions
- How to resolve conflict in a coaching relationship

How You Will Benefit:

- By getting a better handle on how the coaching cycle is supposed to work
- By aligning intention, behavior and impact
- By recognizing the difference between performance issues and attitude/conduct issues
- By learning about what motivates people to perform
- By knowing how to use the feedback you get in a positive, productive way
- By overcoming fears and uncertainties regarding your coaching sessions and relationship
- By getting a chance to practice your new coaching skills with peers

Who Should Attend:

Anyone who is on the manager or employee side of a coaching relationship who wants to get the most out of this performance management feature should consider this program. If you aren't reaping any benefit from your current coaching sessions, this course will help change that.

Competencies Addressed: Flexibility, Political Savvy, Strategic Thinking, External Awareness, Oral Communication, Human Resource Management

Program Length: One or Two Days

Ethics and Decision Making

Although viewed by some as intrusive and unnecessary, ethics is vital to the well-being and performance of federal agencies and private institutions alike. Employees may feel ethics provisions are written for contracting officers, those accountable for funds, and other such specialized employees. They may feel ethics provisions do not apply to their type of work. However, ethics policies and procedures apply to all employees, so everyone needs to be conversant with the applicable regulations.

Traditional approaches to ethics trainings have justifiably been lamented by employees because they can be boring or redundant. However, in Benchmark Training's approach, the nature, sources and requirements of ethics provisions and consequences for failure to comply are presented in an informative, interesting and relevant manner. The class focuses on understanding ethics-based concepts and systems, on rights and responsibilities, on individual compliance with ethics policies and procedures, and on how to make ethical decisions. The approach is interactive and encourages questions. Each ethics program will be tailored to the individual organization and its relevant provisions.

What You Will Learn:

- The general nature of ethics and conflicts of interest
- The sources of ethics requirements, including statutory and regulatory provisions
- Your rights and responsibilities under ethics rules, including your conduct, including reporting requirements
- The importance of conflicts of interest, including avoiding even the appearance of such conflicts
- Why it is in your best interest to understand and comply with ethics requirements in your organization
- The consequences to you and the organization for failing to comply
- Where to go for help with ethics questions and issues
- Ethics and the decision making process

How You Will Benefit:

- By understanding the nature of ethics and reasons for complying, ethics will be less of a burden and frustration and more a routine way of doing business
- By recognizing potential conflicts of interest before they become problems
- By understanding your obligations, you'll make appropriate decisions and lessen the chance of becoming the focus of an ethics investigation, administrative action or criminal proceeding
- By knowing which awards or gifts you may accept thus avoiding compromising situations

Who Should Attend:

All employees who are required to take ethics training and all employees who need greater familiarity with, and understanding of, ethics policies and procedures should enroll.

Competencies Addressed: Service Motivation, Integrity/Honesty, Decisiveness

Program Length: One or Two Days

Balance, Effectiveness and Professionalism

Balance is far more than time spent at the office compared to time spent at home. That is a time management issue. Balance is a state of dynamic equilibrium. Like riding a bicycle, balance is a process involving motion. Balance promotes effectiveness; balance and effectiveness promote professionalism. Balance is best built and maintained by capitalizing on one's strengths and minimizing the adverse impact of weaknesses. Balance has multiple components which make up an ever-changing basis of balance. The key element is personal responsibility. Without personal responsibility any sense of balance is purely coincidental with the circumstances of life and will quickly disappear with the advent of adversity. This class begins with a look at the emotional, family, financial, fitness, health, intellectual, nutritional, professional, life purpose, social, spiritual and stress aspects of balance.

What You Will Learn:

- The components of balance and what balance means to you
- Your most important assets for building and maintaining balance
- How to assume responsibility for building and maintaining balance
- How to use the change process to promote balance
- The importance of humor in balance
- The relationship and importance of energy and enthusiasm and why attitude is the critical factor in balance
- The importance of stress in achieving and maintaining balance
- Factors which derail the best of balance plans
- The three parts of life which are critical to maintaining balance

How You Will Benefit:

- By understanding the process of balance
- By focusing on your personal and professional values and goals
- By learning to use humor to bring balance to or improve balance in your life and work
- By learning to use common parts of life such as music to establish and maintain balance
- By learn the importance of letting go of those things which encumber you
- By learning the relaxation response and how to achieve it
- By learning how to be resilient even from very public failures
- By learning the value of a grateful heart and joy
- By learning how to improve your relationships and employment situation

Who Should Attend:

All employees, managers and executives who feel they are out of balance or who want to improve balance in their own lives, and those who want to encourage those working with or for them to build balance in their lives should enroll in this program.

Competencies Addressed: Flexibility, Resilience, External Awareness

Program Length: One, Two or Three Days

Available Variations of This Program: 1) Managing Stress to Achieve a Balanced Life



Critical Thinking Skills

Accelerated change, constant reorganization, and down-sizing are trends that place new demands on our ability to quickly judge and to make decisions quickly. Some organizational practices no longer match this acceleration. Many organizations can be compared to a supertanker: Powerful, able to carry a lot of cargo, but slow to change direction. That model is outdated. Whatever your professional responsibilities, you will face accelerated change. Our critical thinking “tool boxes” need constant upgrading or we will fall behind.

This two-day session consists of highly interactive learning focused on the real-world skill of critical thinking. Critical thinking skills are focused on the organizational and individual challenges of the participants’ professional world. One of the elements of critical thinking is that “one size fits all” does not work. All participants will be provided with a bibliography that includes works by Roger von Oech, Peter Senge, Margaret Wheatley and other leaders in critical thinking and innovation.

What You Will Learn:

- The skills inherent in processing challenges through no-nonsense risk-analysis models
- Three models for measuring risk and impact on performance
- How to question assumptions and measure how they generate perceptions and behaviors in organizations
- How to apply systems thinking to organizational problems
- How to solve larger problems rather than agonizing over the smaller ones
- How to practice methods to build consensus and alignment
- Invaluable ways to ensure accurate communication, both written and oral

How You Will Benefit:

- By learning how to locate points of entry for problem solving, project effectiveness and improvement measurement
- By exploring the impact of paradigms (mental models) on thinking and how to check and negate subsequent irrational perceptions and behaviors
- By seeing how solving larger problem often solves other problems yet to come
- By getting other people to not just go along with, but actively support change
- By avoiding flawed data by using improved communication skills to understand the real message another person intends to send you
- By improving your critical thinking skills through better questioning skills

Who Should Attend:

Any professional who wants to complement his or her thinking skills in an interactive, engaging session should sign up for this program.

Competencies Addressed: Continual Learning, Creativity/Innovation, Strategic Thinking, Problem Solving

Program Length: Two Days (or Three Days when combined with Creative Problem Solving)

Creative Problem Solving

Whatever your professional responsibilities, you will continue to face a barrage of challenges that necessitate flexibility and resilience. The skill of solving problems rapidly and creatively will set you and your organization apart from slower, less thoughtful entities. There are some simple and effective strategies that anyone can use to become a better problem solver. If you're not willing to stretch your mind and abilities to think creatively, solving the problems faced in today's business world may become too taxing for your organization to maintain its effectiveness

This two-day session consists of highly interactive learning focused on real-world problem-solving. Active learning will take place through simulations that connect content to your world of work. This program description is intended to be complemented by the needs of the individuals involved in each session. One of the elements of problem solving is that "one size fits all" does not work. Here, your training will be customized to meet the unique challenges that you face on a day to day basis.

What You Will Learn:

- How to discover the ten mental blocks to creative problem-solving and learn how to overcome them in your organization's future
- How to turn mistakes into opportunities to improve performance
- Methods to create a safe environment for questioning assumptions and encouraging feedback
- How to apply systems thinking: Seeing the connections that enable problems to solve each other
- Methods for building consensus and alignment
- How to clarify messaging and to reach agreement through two techniques called "Level Questioning" and "Linguistic Cuing"
- How to run simulations of solution testing that ensure positive outcomes
- Techniques to explore and clarify organizational values

How You Will Benefit:

- By learning, growing and thriving as an organization that does not punish mistakes
- By encouraging good questioning skills to solve problems
- By getting your people and their support aligned when attacking a difficult problem
- By increasing the accuracy of your communications
- By gaining practice in realistic problem solving simulations
- By understanding how organizational values will have the maximum impact on how you solve problems

Who Should Attend:

All professionals, regardless of job description or organizational role who seek better, quicker solutions to workplace problems should attend this powerful session.

Competencies Addressed: Flexibility, Creativity/Innovation, Conflict Management, Decisiveness, Problem Solving Accountability

Program Length: Two Days (or Three Days when combined with Critical Thinking Skills)



Customer Elation: Serving Customers With Class

To serve external and internal customers, handle vendors and work with industry partners successfully, you must become proficient at communicating your needs, listening to the other person's needs, and then serving those needs in a mutually beneficial way. And, you have to be consistent day in and day out. It might sound like a lot to ask, since all customers were not created equal. But, with some guidance and training, anyone can learn to make all of their customers "elated" customers.

What You Will Learn:

- How to listen to the needs and expectations of your customers
- How to ask questions to get to the root of your customer's pain
- How to serve your customers with class and respect regardless of their problems
- How each interaction with your customers affects the reputation of your organization
- Techniques that will save you and your customers time and minimize frustration
- How to consistently deliver excellent service that can be measured and improved upon
- How to deal with different types of people and meet their unique needs
- How an elated customer is always better than a merely satisfied customer

How You Will Benefit:

- By building a reputation of excellence for your organization
- By solving problems faster and more accurately for your customers
- By learning to enjoy serving customers rather than dreading it
- By improving your listening and questioning skills
- By learning that what goes around comes around when you treat customers with respect and class
- By learning new ways to monitor and measure the service to your customers
- By understanding the immediate and long-term value of quick turnaround of phone calls, promises to customers and other customer service "must do's"

Who Should Attend:

Any employee who interacts with customers and those responsible for making customer service an excellent experience should enroll in this program. Executives, managers and administrative employees should all apply.

Competencies Addressed: Flexibility, Resilience, External Awareness, Conflict Management, Customer Service, Accountability

Program Length: Half, One or Two Days

Customer Service Makeover: Get New Customers, Keep the Customers You Have, Get Enthusiastic Referrals and Everyone Singing Your Praises

Are you meeting and exceeding customer expectations and outshining the competition? To go from good to “WOW” you must constantly evaluate your operation and get a periodic customer service “tune-up”. Benchmark Training will review your customer service operation. We will then provide you with an assessment and give you specific action steps with easy to understand solutions you can use ... immediately!

Our professional instructors have seen numerous operations and a variety of different customer service models. We will provide you with real life tools, techniques and strategies you can use immediately.

Our makeovers provide maximum results in a minimum amount time at a fraction of the costs of other training programs. In fact, within only one week you can get the answers you’ll need to transform your customer service operation.

If you want to be #1 in customer satisfaction this assessment will transform your company to a more positive, productive and profitable organization.

4 Easy Steps:

1. We start by interviewing key people in your organization, talking with specific customers, reviewing materials, interactions, guidelines and every aspect relevant to the customer service part of your operation.
2. Once all this information is collected we will provide you with an in-depth easy to understand, practical, step by step report. This will include recommendations and actions you can take now and in the immediate future to improve your customer service operation and your bottom line.
3. We will meet with you and key staff to debrief you on our observations, solutions and how-to make your customer service operation work for you.
4. Professional Development Workshop for your associates focusing on “Building a WOW customer experience”.

If you just implement one of our recommendations, your investment will more than pay for itself. If you want to get new customers, keep customers coming back, get enthusiastic referrals and build positive word of mouth call 703-360-5161 to learn more.

Competencies Addressed: External Awareness, Interpersonal Skills, Accountability, Customer Service

Practical Time Management

Managing one's time effectively takes discipline. It also takes practice, hard work and an self-awareness that enables you to alter your perception of how much time you have in any given day. We all know that there's only so much time in a day – the last time we checked it was still 24 hours – but how you approach the time you have, as well as how you prioritize the various components of your job and life will determine whether you're using that time effectively.

Like many other professional skills, time management is a conscious choice one makes every day. If you make poor choices about how you use your time, or if you're undisciplined and simply conduct your days as they "play out", most of your time will get wasted on the things that bring you the least return on your time, energy and resources. In this program, you'll be taught how to make smart choices with regard to the time that you have, so that you'll understand that you can actually invest in your time to reap a better return on your time, energy and resources. Can everyone manage their time the same way, with the same results? Clearly, the answer to this question is "no". One single method does not ensure success in this area, but certain skills and techniques can be employed to make better use of your time and help you develop key disciplines to minimize wasted efforts that you cannot afford to squander.

What You Will Learn:

- How to use work time to your benefit
- How to plan your day, meetings and projects in advance
- How to give yourself extra time to complete things in a manageable timeframe
- How to be mindful of prioritizing your tasks
- How to deal with interruptions and unanticipated changes in direction
- How to differentiate between "urgent" and "important" tasks
- How to be more disciplined and conscious of where you use the time you have
- How to make better choices concerning time so that you maximize your resources

How You Will Benefit:

- By becoming more organized and efficient
- By not thinking or worrying about other things that are not important or doable at the time
- By not being thrown for a loop with unexpected changes in your daily plan arise
- By becoming more respected as a businessperson within and outside of your organization
- By minimizing wasted time and focusing on what's important
- By decreasing your stress levels and increasing your confidence

Who Should Attend:

This course is great for anyone who always finds him or herself playing "catch-up". If you want to get more from your day and reduce stress and disorganization, this program can help.

Competencies Addressed: Flexibility, Resilience, Accountability

Program Length: Half or One Day

Available Variations of This Program: 1) Managing Multiple Priorities

Stress Management for Effective, Satisfied Employees

Stress can be a highly effective motivator, or it can be a silent assassin, methodically poisoning our bodies. What will motivate one person to accomplish the greatest of goals, will drive another to self destructive behavior, illness or even death. Stress is our individual response to situations and circumstances. Determining “right” or “wrong” responses provides little value; understanding why we act and react the way we do provides tremendous value by offering the opportunity to change. Common stress is based on perceptions. Perceptions are based upon how we see the world and ourselves. Awareness is essential for understanding; understanding is essential for change, and change is essential for improvement.

This course focuses on awareness and new perspectives. Students learn how we internally “manufacture” our stress and how to maximize the benefits of stress while minimizing its negative impact. Students learn to be healthier, happier and more productive. The organization benefits with higher productivity, lower absenteeism and attrition, higher morale and a more congenial atmosphere, which in turn, can attract more quality workers to the organization.

What You Will Learn:

- The positive and negative aspects of stress, how to tell the difference, and how to retain the positive effects while reducing the negative effects
- How stress affects you and how to assume responsibility for dealing with stress
- How to identify the internal and external sources of stress
- The five responses to stress and the importance of attitude in stress
- The nature of stress and how it is based upon perception
- The nature of self-victimization and how to avoid the self-victimization trap
- The importance of humor in dealing with stress
- How to reduce stress through nutrition, fitness and relaxation
- The importance of a grateful heart, forgiveness and joy

How You Will Benefit:

- By knowing how to identify your sources of stress
- By maximizing the positive aspects of stress
- By knowing how to reduce negative stress and thereby improve your performance
- By learning how to improve your relationships and employment situation
- By understanding how stress affects people individually and the workplace as a whole
- Higher productivity, lower absenteeism and attrition, higher morale and a more congenial atmosphere

Who Should Attend: All employees, managers and executives who suffer from stress, whose organizations are stressful or who wish to develop a greater appreciation of stress and its effects on individuals and the workplace should consider this program.

Competencies Addressed: Flexibility, Resilience, External Awareness

Program Length: One or Two Days

Available Variations of This Program: 1) Stress Management for Law Enforcement

Dealing with Difficult People – NEW!

No one likes working with difficult people, but they are a fact of life. If you could learn some handy techniques for dealing with them in a productive way, would your relationships improve? Certainly! With *Dealing with Difficult People*, Benchmark Training has designed a program that will prepare you to take on “problem” people, conflict and negative work situations with a minimum of fallout. In this course, you’ll learn to diffuse anger, prevent unnecessary miscommunication and conflict and improve your personal relationships with colleagues, partners and vendors. If certain people are preventing you from enjoying your work and getting the most from your day, this program is for you.

What You Will Learn:

- How to communicate effectively with difficult people and not let bias, anger, or past run-ins get the best of you
- How to prepare in advance how you’re going to deal with difficult people
- How to not get sucked into conflict unwittingly
- How to avoid an “us versus them” mentality in your team or department

How You Will Benefit:

- By improving your relationship skills with “difficult” employees and clients
- By turning people who are enemies into allies
- By improving your communication skills
- By reducing stress in your sticky relationships
- By learning how to establishing rapport with people who do not think or operate like you

Who Should Attend:

All employees who want to improve workplace interactions and reduce incidences of conflict should attend this course. If you are frustrated by a lack of appreciation for other people’s viewpoints, this course can improve your relationships with them.

Competencies Addressed: Flexibility, Conflict Management, Interpersonal Skills, Influencing/Negotiating, Problem Solving

Program Length: One or Two Days

Turning the Tables on Conflict

Almost no one looks forward to conflict. But unfortunately, we're faced with situations and people that arouse conflict during nearly every working day. Wouldn't it be nice to have a handful of techniques in your repertoire to turn the tables on conflict so you can focus on being a productive, effective manager, supervisor or employee? With *Turning the Tables on Conflict*, Benchmark Training has designed a program that will prepare you to take on "problem" people, conflict and negative work situations with a minimum of fallout. In this course, you'll learn to diffuse anger, prevent unnecessary miscommunication and conflict and improve your personal relationships with colleagues, partners and vendors. If conflict is preventing you from enjoying your work and getting the most from your day, this program is for you.

What You Will Learn:

- How to communicate bad news and to employees, partners and vendors
- How to prepare in advance how you're going to deal with conflict
- How to not get sucked into conflict unwittingly
- How to avoid an "us versus them" mentality in your team or department
- How to get others to change their behavior with regard to conflict
- How to recognize that other people don't always share your perspective and then to take advantage of this diversity of viewpoints to improve your team's effectiveness

How You Will Benefit:

- By creating a healthier, more open working atmosphere
- By improving your relationship skills with "problem" employees
- By improving your communication skills
- By working toward viable alternative solutions to conflict
- By learning why people may view you as a problem person or a lightning rod for conflict
- By learning how to turn the tables on conflict and make the most out of seemingly hopeless situations and employees
- By learning how to establishing rapport with people who do not think or operate like you

Who Should Attend:

Managers, supervisors and team leaders who want to improve workplace interaction and reduce incidences of conflict should attend this course. If you are frustrated by a lack of appreciation for other people's viewpoints, this course can improve your relationships with them.

Competencies Addressed: Flexibility, Conflict Management, Oral Communication, Interpersonal Skills, Influencing/Negotiating

Program Length: Half, One or Two Days



Diversity and Cultural Communications

The demographic changes in the workplace over the past twenty-five years have had a positive impact on the workplace, but not all employees and not all organizations have embraced diversity to the degree to which they should. Awareness and understanding of differences among co-workers combined with improved communications between individuals of different genders, races, national origins, etc. can enhance performance and productivity. Benchmark Training's programs in the areas of Diversity and Cultural Communications can change the way managerial and non-managerial employees get along, communicate and work in teams.

These Programs Will:

- Help you understand communication rituals of people different from you
- Help you become a more culturally competent manager of a diverse workforce
- Increase productivity and job satisfaction
- Improve your ability to communicate with the opposite sex
- Help you understand how stereotyping and prejudice negatively affect communication
- Make you more sensitive to the needs of your employees
- Create a work environment where harassment is minimized

Communication Skills in a Culturally Diverse Workplace

This fascinating, contemporary workshop will improve interpersonal communication skills in a culturally diverse workplace. Through the use of video, short films, case studies, and interactive role-playing, participants will explore different kinds of communication strategies to interact more effectively with others in the work environment. They will also gain insight into different communication styles and rituals and their implications for the development of interpersonal and intercultural skills in the workplace. Emphasis is given to practical analysis of typical communication scenarios in the workplace.

What You Will Learn:

- How to strengthen your understanding of the communication process in the workplace
- How to become familiar with and be able to appreciate the different communication styles and rituals men and women use in the workplace
- How to increase your awareness of the impact cultural differences have on verbal and non-verbal communication in the workplace
- How to improve your awareness of the need for more empathic listening and feedback in communicating with others in the workplace
- How to identify various techniques and strategies for safe and respectful interpersonal communication as a key to better understanding in the workplace
- The bases for filing an EEO complaint and the informal and formal EEO complaint process
- The No Fear Act of 2002

How You Will Benefit:

- By enhancing your ability to communicate with the opposite sex
- By understanding how workplace conflict may be more a result of differences in communication style than in the content
- By becoming a highly effective mentor and teacher
- By learning how to read verbal and non-verbal communication in order to understand more accurately what is being communicated
- By increasing your ability to listen more actively and with understanding
- By understanding how stereotyping and prejudice negatively affect communication
- By acquiring the communication competencies needed to manage a diverse workforce

Who Should Attend:

Everyone in any organization committed to diversity as a business or productivity imperative should make time for this seminar. Managers, supervisors, employees will greatly benefit from the invaluable insights into communicating effectively especially with co-workers who are culturally different from them.

Competencies Addressed: Integrity/Honesty, Cultural Awareness, Interpersonal Skills, Oral Communication, Flexibility

Program Length: One or Two Days

Available Variations of This Program: 1) Using Communication Rituals for Improved Team Cohesion

Race and Gender: Reducing Conflict in the Workplace

Race and gender are the two bases upon which most EEO complaints are filed in the federal government and which cost considerable sums of money in settlement payments. Most of these complaints can be traced to the inappropriate way in which employees, managers, and supervisors communicate with each other in the workplace. This workshop will include a variety of exercises to increase awareness and skills in de-escalating conflict arising out of racial and gender issues in the workplace. For example, through an empathic listening exercise, course participants will learn to truthfully listen to what is being said and what is not being said by carefully attending to verbal as well as non-verbal signals. Participants will also learn how to negotiate gender differences in communication styles and rituals. Emphasis is given to intensive interactive participation.

What You Will Learn:

- How to have an understanding dialogue on race in the workplace
- How to engage in empathic listening with both the head and the heart
- How to become familiar with and be able to appreciate the different communication styles and rituals that men and women use
- How to de-escalate conflict based on race and gender by the use of appropriate communication strategies
- How to increase awareness of gender and racial stereotypes in reducing conflict in the workplace

How You Will Benefit:

- By understanding how workplace conflict may be a result of differences in intercultural communication styles and rituals
- By enhancing your ability to communicate more effectively with the opposite sex
- By enhancing your listening skills to de-escalate conflict arising out of race and gender issues in the workplace
- By increasing your ability to interact appropriately when gender and race stereotypes surface in the workplace
- By increasing your skills in reading verbal and non-verbal signals when communicating with the opposite sex or with someone of a different race or color

Who Should Attend:

This practical, perspective- and behavior-changing workshop is suitable for all levels of employees, particularly those seeking new strategies for reducing conflict and averting it before it begins. If you want to improve your ability to recognize communication patterns unique to individuals of different genders and races, this is the class for you.

Competencies Addressed: External Awareness, Integrity/Honesty, Conflict Management, Cultural Awareness, Interpersonal Skills, Oral Communication

Program Length: One of Two Days

Understanding, Recognizing and Valuing Diversity

This comprehensive workshop will broaden understanding of diversity and diversity-related issues in the workplace. Emphasis is given to analysis of changing demographics and their implications for meeting organizational goals and priorities in the future. More specific emphasis is given to cultivating a deeper and more profound appreciation for individual and group differences in order to facilitate optimum levels of interaction and performance in the work environment. Participants will be both exposed to and engage in numerous activities to help them recognize, value, and manage diversity in the workplace.

What You Will Learn:

- The impact of today's changing demographics on the workplace and their organizations
- The definition of sexual harassment
- Quid Pro Quo and a hostile environment
- Management and employee responsibilities
- How to identify values and behaviors held by oneself and others in the workplace
- How to develop greater awareness of societal stereotyping and its impact on achieving organizational goals and outcomes
- How to discuss cultural differences in the workplace
- To increase your awareness of the impact cultural differences have on verbal and non-verbal communication in the workplace
- How to strengthen your awareness of management and employee behaviors necessary to create an inclusive workplace that allows all employees to contribute and succeed
- How to identify various techniques and strategies for managing a diverse workplace

How You Will Benefit:

- By developing trust for others with understanding
- By being able to communicate effectively with others who are different from you
- By building empathic listening skills
- By changing non-productive behavior patterns
- By understanding communication rituals of people different from you
- By becoming a more culturally competent manager of a diverse workforce
- By increasing productivity and happiness in your work and life

Who Should Attend:

Supervisors, managers, and employees at any level of government or the private sector will benefit from this course.

Competencies Addressed: External Awareness, Integrity/Honesty, Cultural Awareness, Interpersonal Skills, Oral Communication

Program Length: One or Two Days

Communication and Presentation Skills

How we present ourselves and how we communicate our ideas, data, feelings, wants and needs is truly what people remember about us. In business, how people remember us and the message we attempt to convey is critical to the success of the enterprise.

In this section, Benchmark covers many of the major topics involved in communication and presentation skills. To improve your relationships with others, your interpersonal communication skills must improve. It cannot be stressed enough how crucial these skills are. To move up in your career, you must know how to communicate to others the vision you have for yourself, for them and your organization. And, to get your ideas accepted, you need to improve the way you present them. All of these skills can be enhanced through the training programs you'll find on the following pages.

These Programs Will:

- Provide managers and supervisors with effective communication techniques
- Show you how to strengthen your ties with customers, vendors and consultants through the skill of consultative marketing
- Help you get along better with others
- Help you to effectively influence other people with your ideas
- Reduce miscommunication in your job and at home
- Teach you how to present technical data in easy to understand terms
- Help you to run more efficient and productive meetings
- Improve your ability to speak well in public
- Improve the writing and reasoning skills of your attorneys and legal staff

Consultative Marketing: How to Build Rapport, Relationships, and Connect with Clients – NEW!

You can have the best product or service in the world, but without a well-conceived marketing strategy, your chances of success become slim. This presentation is based on Arnold Sanow's book, "Marketing Boot Camp." You will learn easy-to-implement, step-by-step strategies to build your client base, keep them happy, and get additional business through referrals and repeat business. The focus of this presentation is based on the principle, "you are not just closing a sale, but opening a relationship." Relationship and consultative marketing is the key to your ultimate success. Here, you will learn how to be a consultative marketer by becoming better at building positive connections with clients to improve your long-term business.

A cooperative spirit cultivates a culture that brings out the best in people and performance, keeping employees happy, energized and productive. When we communicate well, everything works better, including interactions with clients and team members. Good interpersonal communication skills boost the bottom line in many ways – by helping to retain employees, improve morale, "win over" customers, create a loyal following, secure repeat business, expand networks, and increase job satisfaction. To be successful today in both the public and private sector, you need to have the "marketing edge" and be versed in techniques for building rapport, strengthening relationships, and following-up to meet your clients' needs. *Consultative Marketing* is the one presentation that will help you stay on top.

What You Will Learn:

- The step-by-step guide to a consultative marketing strategy
- How to build cooperation, likeability and trust for a positive, productive work environment
- How to increase your "Social IQ" to build relationships with clients
- 3 guidelines for boosting everyone's attitude and 6 ways to get everyone singing your praises
- 4 ways to avoid misunderstandings and overcome actions that create adversarial relationships
- How to adapt your communication style to persuade, motivate and influence others
- Know yourself and your customers ... your marketing audit
- 8 questions you must ask and answer for marketing success
- The lucrative benefit of benefits
- 10 questions to ask to make your networking work for you

How You Will Benefit:

- By building your confidence as a reliable, consultative marketer
- By applying proven communication tools and strategies to bolster your marketing activities
- By receiving real-life information you can use to get along better with clients
- By smoothing out differences and building respect trust between you and your clients
- By becoming more memorable
- By increasing your business through new sales, repeat sales, and referrals
- By being viewed as a product/service educator instead of a salesperson or marketer

Who Should Attend: Employees who have regular client interactions and anyone charged with marketing or selling a product or service should make time for this program. If you are interested in serving your clients in a consultative capacity, this is the course for you.

Competencies Addressed: Oral Communication, Interpersonal Skills, Partnering, Customer Service, Entrepreneurship

Program Length: One, Two, or Three Days

Clear Communication Skills for Managers and Supervisors

In today's business environment, most work is accomplished by and through people. And yet, work is often hampered by ineffective or misleading information. Many managers don't even realize that their message to subordinates which they believe to be crystal clear is actually unclear, insufficient, or easily misunderstood. Good communication skills are an essential tool in the toolkit of a successful manager, and this program can help improve these skills..

This intensive workshop provides an advanced level of communications skills specifically for those who manage and direct others. Not only will participants be provided with concrete skill-building tools, but they will also learn strategies to enhance their oral and written communications.

What You Will Learn:

- The importance of good communication in managing others
- How to identify both the positive and negative factors affecting good communication
- How to select the appropriate media to use in communicating your message
- How nonverbal behavior affects the quality of your communication
- Your preferred communication behavior when giving directions to others

How You Will Benefit:

- By improving the effectiveness of your communication
- By using the appropriate media to communicate your messages
- By learning how you naturally communicate– what works, what to improve
- By eliminating the barriers that get in the way of your messages
- By increasing the effectiveness of your nonverbal communication
- By observing greater responsiveness to your message by subordinates

Who Should Attend:

Anyone who directly or indirectly manages others can benefit from this training. This program can be of special benefit to those who provide direction and leadership to staff without direct reporting authority, such as project leaders or matrix managers.

Competencies Addressed: Oral Communication, Written Communication, Interpersonal Skills

Program Length: Two Days

Get Along with Anyone, Anytime, Anywhere: Create Enduring Connections with Customers and Co-Workers

Getting along with others is a life-long endeavor. Good relationships are vital to our well-being and make a big difference in our effectiveness with customers, co-workers, family and friends. According to Margaret Wheatley, “In organizations, real power and energy is generated through building positive relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles and positions.”

Building positive connections with colleagues and customers will improve any business. A cooperative spirit cultivates a culture that brings out the best in people and performance, keeping employees happy, energized and productive. When we communicate well, everything works better at work, and that carries over to our interaction with clients and customers. Good interpersonal communication skills boost the bottom line in many ways – by helping to retain employees, improve morale, “win over” customers, create a loyal following, secure repeat business, expand networks, increase job satisfaction, and more!

What You Will Learn:

- How to build cooperation, likeability and trust for a positive, productive work environment
- How to increase your “Social IQ” to build relationships with co-workers
- Strategies to become totally customer-oriented (internal and external)
- 3 guidelines for boosting everyone’s attitude and 6 ways to get everyone singing your praises
- Step-by-step guidelines for giving feedback in a positive manner
- 4 ways to avoid misunderstandings and overcome actions that create adversarial relationships
- How to adapt your communication style to persuade, motivate and influence others
- How to use body language to get an almost “unfair advantage”
- How to control perceptions and stereotypes that create havoc

How You Will Benefit:

- By being able to apply proven communication tools, techniques and strategies
- By providing useful reminders of what we need to make our lives and businesses work better
- By receiving real life information you can use to get along better with colleagues and friends
- By smoothing out differences and building respect and camaraderie between co-workers
- By communicating better up and down the food chain
- By applying a step-by-step strategy to build positive relationships, get along with others, connect with everyone and boost your communication IQ!

Who Should Attend:

If you build and maintain relationships or have difficulty communicating well with coworkers, you should enroll. Those involved in customer service, leadership, supervision and team building will find immediate, practical value in this program.

Competencies Addressed: Resilience, Conflict Management, Team Building, Partnering, Interpersonal Skills, Customer Service

Program Length: Keynote, One Day or Two Days

Available Variations of This Program: 1) Get Along for Effective Teams

Making Meetings Work for Time-Crunched Executives

A recent survey of 38,000 workers worldwide found that workers consider ineffective meetings the primary “productivity pitfall” across every type of organization. In fact, employees spend an average of 5.6 hours per week in meetings, and 69% of that time is deemed to be ineffective. For employees who spend most of their hours in meetings, this data suggests a workplace problem of crisis proportions.

Through training — and meeting by meeting — this crisis can be avoided. Benchmark Training can assist you in changing the way you conduct your meetings through our *Making Meetings Work* program. This workshop features techniques to improve the way you run meetings and participate in them. Are your meetings sometimes dominated by one person or a faction whose ideas consume everyone else’s? Do your meetings drag on too long? Do you bounce from one topic to the next without a plan for the meeting? If so, much can be learned from this program and applied to your meetings to make them more productive and enjoyable.

What You Will Learn:

- The important components of meeting management
- How to run an enjoyable, results-oriented meeting
- How to use an agenda to keep the meeting on time and on track
- How to properly prepare for a meeting
- How to avoid getting sidetracked and interrupted by unimportant issues
- How to ask good, relevant questions to produce results in the meeting
- How to ensure that meetings don’t get dominated by powerful personalities
- How to help make good decisions during meetings

How You Will Benefit:

- By knowing when and how to move the agenda forward
- By learning how to give and receive productive and constructive feedback
- By having fewer meetings dominated by powerful personalities
- By doing a better job of handling questions, suggestions and objections
- By getting more input by participants who withhold opinions until after a meeting ends
- By ending meetings on time and with action plans
- By making better decisions and taking quicker actions as a result of your meetings

Who Should Attend:

Anyone who conducts or attends meetings should enroll in this course. If you don’t think meetings can be productive, you should take this training.

Competencies Addressed: Vision, Strategic Thinking, Oral Communication, Decisiveness

Program Length: One or Two Days

Available Variations of This Program: 1) Conducting Productive Meetings

Facilitating Groups: The Active Facilitation Approach

The move toward more frequent use of groups and teams to accomplish goals has increased demand for skilled facilitators who can help such groups achieve optimal productivity. One method that has emerged and is utilized in this training is the Active Facilitation Approach. As the name implies, this method requires the facilitator to become engaged in the group's processes. However, rather than become involved in the content of the group's work, this method places the facilitator in a leadership role that has significant impact on the group's effectiveness.

Although designed for novice facilitators and those who have not yet facilitated a group, the information presented in this program can be helpful to experienced facilitators, whether or not they've ever applied the active facilitation approach. This session is useful for a wide range of group process settings, including business meetings, team meetings, retreats, work sessions, or other group meetings in which the goal is to make decisions and take action. *Facilitating Groups* helps you build and/or strengthen your facilitation skills with techniques that are widely accepted by the professional facilitation field and proven to help ensure a successful group process.

What You Will Learn:

- How to design and prepare for work sessions
- How to open a work session
- How to lead a group discussion
- How to establish and work with smaller groups within a large group
- How to use flip charts effectively
- How to help groups reach consensus
- How to resolve conflict during facilitations
- How to evaluate work sessions

How You Will Benefit:

- By becoming more competent at leading groups toward consensus and important decisions
- By becoming a more confident facilitator of group work sessions
- By seeing better results from collaboration
- By having trained, unbiased professionals available within your organization to create a structure for your facilitated sessions
- By providing the push needed to get work out the door quicker and more effectively
- By providing your organization with a way to evaluate your group work sessions

Who Should Attend:

Anyone charged with leading or facilitating groups, retreats, teams, or meetings should consider enrolling in this valuable program.

Competencies Addressed: Vision, Accountability, Conflict Management, Team Building, Oral Communication, Decisiveness

Program Length: One or Two Days

Winning Briefing and Presentation Skills...

Put Power, Punch and Pizzazz Into Your Presentations

Whether you speak to one person or one hundred, getting your message across in a clear and concise manner is essential to your success. People who present well are seen as more competent, trustworthy, likeable, confident and successful. In fact, only 15% of your success in life will be due to your technical skills, while 85% is due to your presentation and communication skills. The purpose of this workshop is to help you learn how to develop and deliver high impact presentations. It covers the skills necessary for you to effectively design, develop and deliver the presentations you are asked to do in your job.

The first half-day consists of an overview for all participants of the ingredients necessary to deliver a winning presentation. The next sessions consist of dividing the participants into groups of five where each person designs and delivers a five-minute presentation. All participants are videotaped, critiqued and then given the opportunity to perform their presentation again. During the presentation, the participants focus on minimizing their weaknesses and enhancing their strengths. Each participant can take home a copy of their videotape.

What You Will Learn:

- Characteristics of successful presenters
- The 12 most common mistakes presenters make and 5 steps to deal with “speakers anxiety”
- The 4 different communication styles and how to use them to your advantage
- 3 techniques for making effective impromptu presentations
- 6 dynamic ways to open your presentation
- 15 ways to keep your audiences’ attention, including how to use humor
- Strategies for dealing with a disruptive audience
- How to use audio-visual aids and body language effectively
- 7 strategies for closing your presentation

How You Will Benefit:

- By learning how to organize your presentations to make them clear and concise
- By using techniques to keep your audience interested and involved
- By understanding how to overcome “speakers anxiety”
- By seeing yourself on videotape so you can make instant changes
- By learning how to adapt to meet the needs of each audience
- By knowing when to and how to use various audio visual aids
- By applying the proven skills necessary for a memorable presentation

Who Should Attend: Anyone who makes presentations for internal work situations, customers, outside groups, proposal development or at meetings should attend this session. This program is limited to fifteen (15) participants for the two day version and twenty (20) for the three day version.

Competencies Addressed: External Awareness, Oral Communication, Interpersonal Skills

Program Length: One, Two or Three Days



Persuasive Legal Writing and Reasoning

If you require a fast-moving, thought-provoking writing program for attorneys, paralegal staff and legal resource analysts, this is it. From the outset participants are engaged with easy-to-apply writing techniques designed to strengthen the clarity and persuasiveness of briefs, memoranda, correspondence, regulations and other writing. Attorneys who complete this program earn CLE credits, and the program can be customized to meet a federal agency's specific objectives or to address any legal specialization.

The writing method presented in this workshop was developed from fifteen years of working with the most successful and demanding professional firms, federal agencies, Fortune 500 Corporations and bar associations. The result is a thoroughly researched and proven writing program that will empower busy law professionals to more effectively meet their communication challenges.

What You Will Learn:

The program emphasizes learning by doing with stimulating individual and group exercises that assure command of five essential steps. The steps form a valuable, repeatable writing process that saves time and effort from initial analysis to final editing.

- How to define a document's purpose and identify the bottom-line issues
- How to organize and analyze key facts
- How to create a coherent draft quickly
- How to format a document for maximum clarity and impact
- How to edit a document for relevance, coherence, and accuracy

How You Will Benefit:

- By defining—before your draft—the questions that your document should answer
- By learning a reliable process for thinking through problems, defining key issues, developing a working theory, and applying your theory to your research and writing
- By learning how to group, sequence, and connect ideas for clear, convincing legal writing
- By using a visual writing model to get a fast start and complete projects on time
- By becoming adept at using a variety of layouts, side headings, point headings, transitional summaries, and verbal signposts to keep readers interested and on track
- By creating reader-friendly, error free documents in less time

Who Should Attend:

Attorneys, paralegal staff, and legal resource analysts (LRAs) wishing to accelerate their writing and improve its effectiveness.

Competencies Addressed: Strategic Thinking, Written Communication, Technical Credibility

Program Length: Two Days

Professional Business Writing

Most executives and their staff are required to write as part of their job; however, they have not usually been trained as writers, nor do they consider themselves to be writers. They often find drafting, writing, and editing a time-consuming, frustrating and even demoralizing experience.

This course is designed to give participants enough information to survive the writing demands of an average day at work without overwhelming them with unnecessary detail. The overriding goal of this practical training program is to help experienced writers create and edit mistake-free business documents with greater clarity, economy and speed.

What You Will Learn:

- How to plan, organize, and structure documents for maximum effect
- How to determine the appropriate language, style, and tone for each document
- How to use clear and concise language
- How to avoid major grammatical errors
- How to reduce the time spent preparing and writing documents
- How to proofread your own material and collaborate with others to create clear documents
- The basics of punctuation, grammar and spelling

How You Will Benefit:

- By remembering to write with a purpose and for a specific audience
- By mastering the basics of plain language
- By learning how to avoid common mistakes of spelling, grammar, punctuation, and word usage
- By formulating different writing styles for different types of business documents
- By avoiding careless and embarrassing mistakes through the use of effective editing and proofreading
- By making your writing more readable and understandable

Who Should Attend:

This course is geared toward those who consider themselves decent writers. This is not a remedial course, but rather a refresher program to help hone the writing skills of executives and anyone else involved in creating, editing or revising business documents.

Competencies Addressed: Strategic Thinking, Written Communication, Technical Credibility

Program Length: One Day with a Half Day Follow-up Session, or Two Days



Business Acumen

This is a new section of the Resource Book, and several critical topics are covered. Business Acumen is a catch-all term you may have heard a lot about lately. It represents skill sets that most employees and executives need to thrive, but are often left to employees to pick up on the job. Though on-the-job training is valuable in many respects, if the principles and methods are inexact, inadequate, or outmoded, your key personnel cannot perform their jobs effectively.

The primary programs in this section are geared toward both corporate and governmental organizations, and a few of them are targeted to specific types of jobs in the public sector. At Benchmark Training, we understand the complexities involved in these types of jobs and have the instructors with years of experience teaching programs related to the federal appropriations, accounting, budget, and property management processes.

If you are faced with the task of running your people through training in these areas, look no further than our solutions. Even if a topic you need is not in this resource book, call us. It's almost certain that our experts can teach it.

These Programs Will:

- Enable you to benchmark your operations against other model operations to make you more productive and efficient
- Prepare your key personnel for any type of negotiation, especially those that can save your organization money
- Help your people understand markets and running a business
- Improve team dynamics in a simulated business setting
- Increase financial literacy among your managers and employees
- Boost your team's effectiveness in areas such as budgeting, financial controls, and property management

TEAM Simulation – NEW! (Benchmark Select™)

TEAM is a team building workshop for employees of all types who wish to experience group dynamics and interpersonal communication in a simulated work setting where performance, interaction, and leadership are monitored and analyzed. In TEAM, participants experience their interdependence with other individuals and departments in business. The program accelerates the pace at which members of a group become a team. TEAM elicits organic leadership and behavioral team-based traits.

In this fast-paced workshop, teams run their own Box Manufacturing Business, wherein they physically produce boxes that are sold into the marketplace at the end of each production period. With each round, the teams are presented with new business challenges, and as a result, they need to communicate, listen well and agree as a team – how they will proceed.

The TEAM Simulation also demonstrates how individuals and the team perform under stress. Team members need to listen, communicate ideas and organize themselves quickly to beat the competition. Teams debrief and analyze team performance throughout the simulation.

What You Will Learn:

- A team-based approach to solving problems and decision making
- A fun, pressure-cooker introduction to managing a business line and working with peers
- How to make improvements in one's leadership style
- How to adapt to changing business and workplace conditions by improving one's ability to read others and new realities
- Terminology, techniques, and issues to improve business acumen
- Insight into the power, or weakness, of collective decision making

How You Will Benefit:

- By encouraging cooperation among participants
- By learning through a simulated experience about team dynamics and leadership
- By getting to know how fellow participants/colleagues behave under pressure
- By sharing information, innovation and techniques with peers
- By understanding how each individual can impact value drivers and efficiency
- By making better, faster decisions in a team setting

Who Should Attend:

Organizations who seek to improve team performance, enhance group dynamics, and see their leaders rise to the top in a simulated work environment should consider this program. Employees and managers who wish to improve business acumen should take advantage of this program.

Competencies Addressed: Entrepreneurship, Team Building, Interpersonal Skills, Decisiveness, Accountability, Financial Management

Program Length: One Day

Accounting Comes Alive™: Financial Literacy and Business Acumen – NEW! (Benchmark Select™)

Accounting Comes Alive is a breakthrough learning method that sharpens accounting and financial literacy – fast. For the first time, anyone can really understand financial reports. The system is so effective and simple that it is used at the world’s top banks, investment houses, government agencies, businesses and universities (including Harvard Business School).

This class is different than any you may have experienced before. It treats accounting as a language instead of a technical, expert topic. Whereas traditional courses rely on a teacher who does a lot of talking, uses jargon, and makes you take notes and memorize definitions and equations, this program keeps participants fully engaged, using common sense, life experience, and natural logic for easy comprehension of what previously were foreign concepts. You use all of your senses to achieve real, unforgettable understanding. People are astounded by what they achieve. You will use unique diagrams, color, physical props and other devices. Suddenly it will all make complete sense! You will really “get it”. The system is not a game; rather, it is an exact instructional methodology and caters to everyone’s unique learning style.

What You Will Learn:

- The fundamentals of all financial reporting
- Fund accounting and fund reporting (balance sheets, revenues & expenditures)
- How to read government-wide financial statements (net assets and activities)
- Prepare journal entries, post to the general ledger and prepare trial balances
- GAAP and the GASB34 model
- The governmental budget process (for government agencies only)
- Budgetary and proprietary accounting
- The Standard General Ledger
- How to make better decisions and give you more management options

How You Will Benefit:

- By confidently see the big picture of financial reporting
- By ‘Working things out’ by using your understanding of the complete accounting framework
- By analyzing financial information and knowing how one change impacts other areas
- By communicating more clearly about financial issues to your colleagues
- By asking the right questions during budget meetings
- By knowing how to monitor operating results and manage budgets better

Who Should Attend:

It is suitable for complete beginners as well as those needing a refresher. Employees working with budgets or needing to understand financial reports should enroll. Managers, lawyers, consultants, and professionals will gain insight from this workshop.

Competencies Addressed: Financial Management, Technical Credibility, Problem Solving

Program Length: Half Day or One Day

Available Variations of This Program: 1) Accounting Comes Alive™ for Government 2) Accounting Comes Alive™ for Attorneys



Best Negotiating Practices®: Creating and Capturing Value as You Negotiate – NEW! (Benchmark Select™)

This workshop identifies and develops the negotiating and bargaining skills necessary for today's global, dynamic business environment. Business professionals, government executives, and attorneys must be able to effectively negotiate agreement when budgets, performance standards, priorities, relationships and due dates are at stake in order to meet and exceed established organizational goals. Attendees will thoroughly explore and learn “real world” negotiation techniques critical to today's decision making process and improved performance.

We provide a safe setting for you to learn from shared experiences of your colleagues, practice your skills in increasingly demanding negotiations, and produce repeatable predictable results in your negotiations. Key modules are bargaining, preparation, and information exchange and validation, with a focus on the most critical Best Negotiating Practices®. Use this workshop to overcome your negotiating challenges and enhance your performance. This is truly the most comprehensive and effective negotiating program on the market today.

What You Will Learn:

- Principles of collaborative negotiations
- A framework for negotiations
- How to prepare for a negotiation
- The nuances of information exchange and validation
- When and how to make opening proposals
- How to respond to proposals in ways that build trust and create value
- Making and managing low cost, high value concessions
- How to deal with emotional and hostile negotiators
- Responses to negotiating tactics used against you
- How to conclude negotiations effectively

How You Will Benefit:

- By becoming versed in the framework and nuances of negotiating
- By mastering the Negotiating Envelope
- By understanding the value of patience and the role of time
- By being better prepared than the person on the other side of the table
- By learning how to converse in a language of give and take
- By gaining credibility, trust, competency, and likeability during each negotiation

Who Should Attend:

Program and project managers, acquisition specialists, procurement, contracting officers, executives and supervisors.

Competencies Addressed: Influencing/Negotiating, Flexibility, Strategic Thinking, Integrity/Honesty, Creative Problem Solving

Program Length: One or Two Days

Best Negotiating Practices® for Lawyers: Creating and Capturing Value as You Negotiate – NEW! (Benchmark Select™)

This workshop identifies and develops the negotiating and bargaining skills necessary for today's dynamic legal practice. Attorneys must be able to effectively negotiate agreement for their agency clients when budgets, performance standards, priorities, relationships and due dates are at stake in order to meet and exceed established organizational goals. Attendees will thoroughly explore and learn “real world” negotiation techniques critical to today's decision making process and improved performance.

We provide a safe setting for you to learn from shared experiences of your colleagues, practice your skills in increasingly demanding negotiations, and produce repeatable predictable results in your negotiations. Key modules are bargaining, preparation, and information exchange and validation, with a focus on the most critical Best Negotiating Practices®. Use this workshop to overcome your negotiating challenges and enhance your performance. This is truly the most comprehensive and effective negotiating program on the market today.

What You Will Learn:

- Introduction to collaborative negotiations and a framework for negotiating
- Shifting paradigms: from advocates arguing positions to negotiators offering solutions that address interests
- Exploration of bargaining and related critical Best Negotiating Practices
- Probing to get information from opposing counsel and your client that will guide your negotiating strategy
- Planning a negotiation strategy from opening position to closure
- Managing concessions that turn resistance into possibilities
- Ethics in attorneys' negotiations

How You Will Benefit:

- By becoming versed in the framework and nuances of negotiating
- By mastering the Negotiating Envelope
- By addressing interests that underlie positions
- By learning how to converse in a productive language of give and take
- By defending against the other side's negotiating tactics
- By gaining credibility, trust, competency, and likeability during each negotiation

Who Should Attend:

Line and supervising attorneys in civil and criminal litigation, transactional and corporate (securities, energy, health, et al), contracting and acquisition, military, policy, regulation and legislation should consider this course.

Competencies Addressed: Influencing/Negotiating, Flexibility, Strategic Thinking, Integrity/Honesty, Oral Communication, Problem Solving

Program Length: One Day



Understanding Benchmarking

Benchmarking provides a comparative analysis of your organization's activities to "Best Practices" in world class organizations. If your organization's practices can be improved, benchmarking maps the trail. In some cases, your organization might well be the best. If so, benchmarking proves it.

This course is of interest to professionals focused on improving performance, particularly in the financial field. This program covers the fundamentals of benchmarking practice, including the Five W's – who, what, when, where and why, and the how-to. It is designed to tailor discussions and exercises directly to organizations operating in the most complex financial environment in existence in the world today - the internal financial operations of the U.S. government. It will train participants in the terminology, techniques, approaches and issues related to successful benchmarking projects. It will also familiarize participants with available resources to assist in successful benchmarking activities.

Professional managers in government must be familiar with benchmarking for two reasons. First, there is our fundamental mandate to improve products and services for the public, as well as to provide effective and efficient use of federal resources. Secondly, OMB A-76 will inevitably affect us all in some manner. Historically, there are two basic ways to win an "A-76." One is to cut resource usage (costs), normally meaning reducing staff while producing the same outputs. The other is to dramatically increase efficiency in producing outputs long before the A-76 is ordered. Understanding Benchmarking provides key insight into methods to transform normal business practices in the public sector into best practices.

What You Will Learn:

- How to analyze best practices of top organizations & benchmark your operation against them
- How to make improvements against the benchmarks you target
- Terminology, techniques, approaches & issues related to successful benchmarking projects
- Where to find and how to utilize resources to assist your benchmarking activities
- How to prepare your organization for an A-76 study
- Where to find and take advantage of greater operational and financial efficiencies

How You Will Benefit:

- By learning how to locate points of entry for increasing operational and financial effectiveness
- By learning how to measure your operation against the best in the business
- By becoming versed in the fundamentals of benchmarking, such as the Five W's
- By knowing how to utilize tools that will help you to better serve the public interest
- By making any impending A-76 studies easier to navigate

Who Should Attend:

Executives who seek to improve organizational performance and discover how to model best practices of top organizations in their space should consider enrolling. Financial managers looking to maximize their efficiencies should attend this valuable program.

Competencies Addressed: Strategic Thinking, Accountability, Financial Management

Program Length: One or Two Days

The Basics of Property Management

Contractors are normally required to provide all property needed to perform on government contracts. However, under certain conditions and when authorized, contractors may acquire and use government-owned property. Contractor liability for loss or damage to government property varies depending upon the specific terms of the contract. Moreover, contractors assume certain operational and administrative responsibilities when they possess government property, covering the entire life cycle of the property from acquisition through disposal. This program covers the complex rules governing this process and reviews the Federal government's policies, procedures and regulations for managing property in the possession of contractors during the performance period of contracts.

What You Will Learn:

- The basic Federal policies controlling how contractors use and manage government property provided or acquired to perform work on contracts and subcontracts
- How to review the roles and responsibilities of the government, contractor, and subcontractor for managing property
- All of the important definitions involved in Government Furnished Property (GFP)
- To be well-versed in topics such as authority and delegations, responsibilities and liabilities
- How to handle records, reports and physical inventories
- How to properly care for, maintain and use government property
- How to choose the disposal options; return, screen, scrap, transfer, donate, sale, destruction, abandonment, etc.

How You Will Benefit:

- By having a handle on statutory and regulatory references
- By knowing the rules and regulations for providing property to contractors
- By knowing how to use all of your disposal options correctly

Who Should Attend:

Property clerks, COTR personnel, administrators and managers who are new to Government Property Administration or who need a refresher. Contract, subcontract, and purchasing professionals who manage contracts involving GFP. Federal government, prime contractor, subcontractor, and large and small business employees who acquire, receive, use, repair, maintain, transport, inventory or maintain records of government property, or oversee employees or subcontractors who possess government property.

Program Length: Two or Three Days

Competencies Addressed: Problem Solving, Accountability, Financial Management

Available Variations of This Program: 1) Property Management Refresher Training

Business Acumen Part II: Financial Management Training

Benchmark's capabilities include, but are not limited to the following programs, each of which can be customized for your organization:

- Management Accountability and Control – 2 or 3 days
- Performance Budgeting and Measurement Workshop – 3 days
- Fundamentals of Federal Appropriations Law – 4 days plus 1 day (or 2 day tailored class)
- Understanding the Anti-Deficiency Act – 1 day
- Introduction to Federal Accounting (overview for non-accountants) – 2 days
- The Federal Budget Process – 2 days
- Performance Based Budgeting – 3 days
- Advanced Budget Analysis Using Excel (laptops required) – 4 days
- Purchase Card Do's and Don'ts
- Fundamental Finance for Senior Executives (SES Candidate Course) – 2 days
- Financial Fundamentals for Political Appointees – 1 _ days

For details on any of these programs or other financial management classes you require, call us at 703-360-5161.

Retreats, Conferences and “All Hands” Meetings

Do you have regularly scheduled or special offsite meeting and retreats for your key employees and executives? Do you ever have kick-off meetings for new projects or initiatives? Is it ever challenging to find a dynamic speaker for one of these events at a good value?

One of Benchmark Training’s greatest assets is its ability to provide clients with exciting professional speakers and facilitators for offsite meetings and retreats. Benchmark is one of the only resources where you can find this combination of training and speaking expertise in one place. We offer speakers on various topics, and the length of presentation can range from a forty-five minute keynote to a multi-day session.

Sample Topics Include:

- Customer Service
- Leadership
- Stress Management
- Conflict Resolution
- Communication Skills
- Diversity
- Change Management
- Motivation
- Many more!

Pricing:

Approximately \$3,500 to \$10,000 depending on presenter and length of presentation.

*Call 703-360-5161 for exact pricing. No maximum on audience size. Travel expenses are additional and vary depending on the location of the event.

Executive Coaching Services

Benchmark Training offers six-month and one year executive coaching services for all levels of employees, particularly high-potentials and experienced managers and supervisors. We have nearly a dozen coaches with years of experience on call. In addition to face-to-face coaching, the plans include telephone and email coaching. Call 703-360-5161 to learn more about this popular and effective tool for getting your top personnel to perform to their potential using an unbiased, third-party coach.

Assessments and Instruments

Benchmark’s instructors are qualified to administer and interpret many common assessments and instruments, ranging from Thomas-Kilmann Conflict Mode to FIRO-B to MBTI. Contact us at 703-360-5161 to learn more about our assessments and how to integrate them into your training programs. Prices vary depending on the tool.

Online Performance Support – WorkNetSkills

Benchmark Training is excited about our new partnership with WorkNetSkills, a company based out of Philadelphia that provides online performance support at www.worknetskills.com.

What is online performance support?

It has been likened to a series of online job aids and as a comprehensive reference manual for over fifty skills that employees of all levels can use on a just-in-time basis to learn or freshen up new skills that can be applied immediately on the job. Whereas traditional instructor-led training promotes a “learn today, apply tomorrow” approach, WorkNetSkills is “apply today, learn through repetition.” WNS satisfies a learners “point of need” unlike any other solution available.

The beauty of this tool is not only that it’s available 24/7 and can be accessed in an instant, but it gives employees step-by-step instructions about how to perform the skill set better. In many instances, you are even given the words to use to accomplish your task. The site is rife with useful forms and templates that make one’s job a snap. Many of the modules are cross-referenced with others when the skills are related or complementary. A performance support system enhances conventional training methods, resulting in greatly increased productivity levels

What kinds of skills are available with a subscription?

The 50+ modules cover nearly every topic under the sun. They fall under three main categories:

- 1) Leading Others
- 2) Working With Others
- 3) Making Things Happen

Examples of modules include:

- Managing By Walking Around
- Conducting an Exit Interview
- Dealing With Poor Performance
- Giving Feedback to Your Manager
- Planning a Project
- Running Effective Meetings
- Setting a Personal Development Plan
- Getting Your Ideas Across

Blended Learning

Many organizations are seeking out a blended approach to training employees. A combination of instructor-led training and online training can increase learning opportunities for employees; now you can add the performance support system of WorkNetSkills to your blended learning repertoire at an extremely low cost.

How to Subscribe

Subscriptions for each employee to WNS range anywhere from \$5 to \$89 per year, depending on how many employees subscribe. It’s easy to check out and sign up; just contact Benchmark Training for a live demo at **703-360-5161** or email jgorman@benchmark-training.com.

Pricing, Expenses and Cancellation Policy

Standard Program Pricing

Training Program	Up to 30 Students	Over 30 Students
Half Day – 3 to 4 hours	\$2,795	\$3,795
One Day – 7 to 8 hours	\$3,995	\$4,995
One and a Half Days – 10 to 12 hours	\$5,995	\$6,995
Two Days – 14 to 16 hours	\$7,495	\$8,695
Three Days – 21 to 24 hours	\$10,495	\$11,495
Four Days – 28 to 32 hours	\$13,495	\$14,495
Five Days – 35 to 40 hours	\$15,995	\$16,995
Consulting/Training Design	\$255/hr or \$1,900/day	\$255/hr or \$1,900/day
Course Customization	\$255/hr or \$1,900/day	\$255/hr or \$1,900/day

Benchmark Select™ Pricing

Training Program	Up to 16 Students	Each Add'l Student
TEAM Simulation – Full Day	\$6,000	\$250
Best Negotiating Practices® - Full Day	\$5,944	\$214
Best Negotiating Practices® - Two Days	\$9,571	\$311
Training Program	Up to 16 Students	Each Add'l Student
Accounting Comes Alive – Half Day	\$5,500	\$200
Accounting Comes Alive – Full Day	\$7,100	\$275

Other Expenses

Training programs are delivered at the client's facility or one of the client's choosing. Should the client require or request an outside facility, arrangements can be made by the client or by Benchmark Training.

The client is responsible for making a screen and computer projector available for all training programs unless agreed upon in advance. The client should also provide flip charts, white boards, markers and name tents. Benchmark Training's instructors will provide a laptop computer.

Travel, food and lodging expenses for the instructor will be billed to the client at cost. Benchmark Training is located in Alexandria, Virginia. For locations beyond a 50 mile radius of the center of Washington, DC travel will be billed at the prevailing government rate set by the Internal Revenue Service, currently \$.585 per mile. Unless agreed upon in advance, overnight accommodations are not required for courses held within 50 miles of Washington, DC.

Volume Discounts

Discounted pricing is available for multiple sessions on a case-by-case basis. The degree and nature of the discount is negotiable depending on the situation. Benchmark Training aims to provide its clients with the best value, therefore volume discount pricing is encouraged in circumstances where it benefits the client and Benchmark Training. Ask your Benchmark Training sales representative about volume discounts for multiple-session engagements.

Cancellation Policy

For training programs canceled with less than 21 days warning* that cannot be rescheduled within the current fiscal year, a \$1,500 penalty will apply to each day of training. The client is responsible for all travel expenses that Benchmark Training incurs which are not refundable, including change fees for canceled airline and hotel reservations.

*Exceptions do apply.

Refund Policy

Refunds on purchases from Benchmark Training are not permissible without a submission of a written request to Benchmark Training within 15 days of the date of payment. Benchmark Training will not refund money to customers who do not state a valid reason for obtaining a refund. The only valid reasons for obtaining a refund is non-performance of agreed-upon deliverables. If the deliverables have been performed, but the service has been deemed unsatisfactory by the purchaser, Benchmark Training is not required to refund the purchaser. In a case of dissatisfaction, Benchmark Training will negotiate a separate resolution with the purchaser, such as repeating the service at another date or crediting the purchaser in the disputed amount for a future iteration of the deliverable.

Course Materials

Course materials are included in the price of nearly every program. Unlike many other firms, Benchmark does not charge extra for handouts for standard class sizes. For programs with more than 30 attendees, a surcharge of \$250 may be added to the price of the program to cover materials costs.

Certificates of Completion

Certificates of program completion are available for every course if requested in advance. Only those who attend the course in its entirety are eligible for the certificates. The client is responsible for validating the attendance of participants.

Referral Program

Referring business to Benchmark Training is encouraged by satisfied clients. Should a referral from a customer directly result in new business for Benchmark Training, Benchmark will issue a coupon for a 5% discount on any training programs within a one-year timeframe to the referring party. There is no limit to the number of referrals that will be accepted under this program.

Reminders & Recommendations

Now that you have your hands on the Benchmark Training Resource Book, you probably are thinking of colleagues and managers within your organization whose teams, divisions, workgroups, etc. would be perfect candidates for the aforementioned programs. Before you forget who you would like to recommend certain programs to, you can jot them down below:

_____ on page ____ would be perfect for _____.

_____ is why it makes sense for them.

_____ on page ____ would be perfect for _____.

_____ is why it makes sense for them.

_____ on page ____ would be perfect for _____.

_____ is why it makes sense for them.

_____ on page ____ would be perfect for _____.

_____ is why it makes sense for them.

_____ on page ____ would be perfect for _____.

_____ is why it makes sense for them.

_____ on page ____ would be perfect for _____.

_____ is why it makes sense for them.

_____ on page ____ would be perfect for _____.

_____ is why it makes sense for them.