

Training Catalogue

Leadership & Team Development

Learning Labs for Thriving through Unprecedented Times

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VOKES LEADERSHIP GROUP

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY PRACTITIONERS

Building Solutions • Developing Leaders • Transforming Cultures



Always Standing By...

Leadership & Team Development Training

Learning Labs for Thriving through Unprecedented Times

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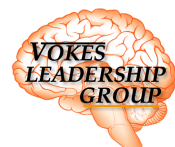
Our Mission

Vokes Leadership Group is a training, coaching, consulting, and applied research practice in Industrial-Organizational Psychology that specializes in the delivery of organization development, culture management, and change management services to organizations from every sector -- corporate, government, and non-profit.

Our mission is to provide organizations with practical, progressive, theory-based approaches to organization development that parallel or eclipse those offered by national and multinational consulting firms. We are committed to delivering our services in a cost-effective manner while maintaining the highest of ethical standards.

Overview of Services

- Leadership & Culture Management Training & Coaching
- Interpersonal Skills Development: Building Emotional, Social, & Diversity Intelligence
- Team & Organizational Culture Audits/Reviews
- Change & Transition Management
- Managing Challenging Team Dynamics
- Identifying & Managing Culturally Toxic/High Conflict People
- Alternative Dispute Resolution & Conflict Mediation
- Creating Practical Mission, Vision, & Values Statements
- Adaptive Strategic Planning Systems
- Team Building, Renewal, & Bridging
- Workforce Satisfaction/Attitude Surveys
- Crafting of Evolving Job Descriptions
- Executive Career Renewal
- Outplacement & Career Transition
- Personnel Selection including Psychometric Assessment & Interviewing
- Supporting Leadership Response to Workplace Threats, Crises, & Tragedies





Why Learn with Us?

Our team is proud to provide our clients with advantages that are rarely found all together elsewhere. Our diverse background, expertise, experience, and above all, our unique approach to organizational dynamics that has enabled us to truly fill the science-practice gap, are just some of the factors that differentiate us from many others. See below for the specific advantages that have kept us at the forefront of our field.

Science-Based Approach

We very much respect and utilize practical theory in our work. Our pragmatic science-based approach, and depth of knowledge we draw on to design learning labs give our clients advantages that are rarely found in typical consulting companies. We employ cutting-edge knowledge and update our knowledge base continuously to make sure we do not simply follow fads that may only look “cool” on the surface with transient, if any, positive effects. All of our training interventions are tailored to our clients’ specific needs.

We Develop Applied Theories

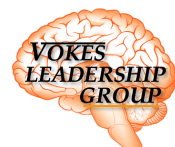
We realize that not all organizational issues are answered by the existing social psychological or management theories, many of which have only academic value without having been validated in organizational settings. Moreover, work environments are evolving, and traditional theories are becoming less and less useful in addressing contemporary organizational problems. Our *Applied Research and Theory Development Team* draws from the latest scientific advancements and constantly works to develop theories which are scientifically sound and can be applied to solve present-day and real-world organizational problems.

Sensitive to Cultural Factors and the Uniqueness’s of Your Culture

We realize that not taking into account cultural dynamics is one of the major causes of intervention failure in organizational training and change initiatives. Our team has special expertise at tailoring our learning labs to diverse working populations. This has enabled us to work internationally and serve multinational companies.

Results-Oriented

Our Learning labs are never aimed to be solely a “fun” team building activity. Our labs address real problems, and we offer real solutions that help with paving a path to your mission-critical goals. (And we do actually aim for fun... because, hey, we’re fun people!)



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Leadership & Team Development Training

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Development Needs Triage

To determine training, coaching, and/or consulting priorities consider the following triage protocol.

Priority 1: Where does it hurt?

*What consumes huge time; currently exhausts you; prevents you from mission-critical work?
If nothing hurts, move to Priority 2.*

Priority 2: What keeps us up at night?

*Chronic sources of worry; constant anticipation with dread; never gets finally or fully resolved?
If nothing, move to Priority 3.*

Priority 3: Where do we want to grow?

Aspirations for you and your team; opportunities on the horizon; what will enable innovation?

While it is indeed important and laudable to set growth goals for people (Priority 3), if there are issues they are facing which fall into the domains of Priority 1 or 2, people's attention will not be optimally focused on growth and any returns on the investment will be wasted. By analogy, if people are feeling as though they are struggling to keep their heads above water, teach them to tread water rather than starting with the breathstroke. Once people are no longer in pain or constantly worrying that they will drown, they will be able to take on more advanced swimming strokes – but not before!

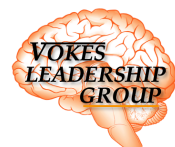
In organizational terms, if a team is struggling because there is a High Conflict Person who is abusing power and eroding psychological safety among team members, training them to enhance their communication skills is a pointless, and perhaps even counterproductive, undertaking. Team members will have learned that information can be weaponized by such a person and they will continue to be very selective and cautious about what, when, and to whom they will communicate information.

We are much more than a training practice, so our team is fully equipped to assist you in addressing organizational issues on all three Triage levels. Moreover, we always tailor our training initiatives to your specific needs. *We are always standing by...*

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Leadership & Team Development

Learning Labs for Thriving through Unprecedented Times

The Neuroscience of High Performing Teams: Psychological Safety & Trust

(4 hrs)

Training Topics:

- Understanding High Performance as a natural result of Psychological Safety & Trust
- Recognizing elements of optimum performance cultures
- Organizing ourselves and organizing our teams for high performance

Skills Development:

- 1. Learn what trust is made of, and how to build it in the workplace*
- 2. Understand psychological safety, trust, and common mistakes*
- 3. Identify barriers to and enablers of High Performing Teams*

Identifying & Managing High Conflict Personalities in the Workplace

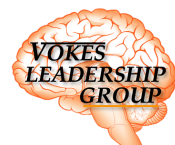
(8 hrs)

Training Topics:

- The Dark Tetrad of personality dimensions and their impact on culture
- High Conflict People: Managing and mitigating this form of workplace toxicity
- Behaviour Management of HCPs in the workplace

Skills Development:

- 1. Detect indicators of High Conflict Personalities in the workplace by knowing & recognizing the 4 behavioural patterns of all HCPs.*
- 2. Effectively communicate with HCPs & manage HCP behaviours in the organizational context.*
- 3. Tips for managing a High Conflict leader/peer/subordinate/employee for workforce & talent management*



Identifying, Managing, and Moving through Resistance to Change via Temperament Theory

(4 hrs)

Training Topics:

- Understanding and working with the four orientations to change
- Overcoming the three forms of psychological resistance to change
- Appreciating different preferences in motivation, communication, and influence styles

Skills Development:

- 1. Strategies for addressing the 3 forms Resistance to Change*
- 2. Learn to connect with and communicate effectively with other Temperaments on change*
- 3. Sustaining Change in the long-term*

Why can't we all just get along?: Conflict Resolution for (almost) all Situations

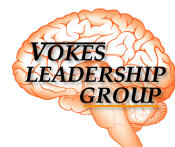
(4 hrs)

Training Topics:

- Deescalating intense situations with neuroscience-based techniques
- Personality Theory & ADR: 'Getting to Yes' on psychological steroids
- Understanding and balancing our conflict style biases
- Conflict as joint problem-solving: Resolving issues AND improving relationships

Skills Development:

- 1. Self-Preparation for conflict intervention and resolution*
- 2. De-escalation: Extrapolating 'Interests' from 'Positions'*
- 3. The ADR process of resolving the issues and improving relationships between parties*



Appreciating & Working Even Better with Others through Temperament Theory

(4 hrs)

Training Topics:

- Understanding and working with the four core motives for action (and inaction)
- Appreciating different preferences in motivation, communication, and influence styles
- What works for one won't work for others: knowing what to do for whom, when?

Skills Development:

- 1. Learn to connect with and communicate effectively with other Temperaments*
- 2. Expand your ability to motivate and influence your co-workers*
- 3. Putting it all into Practice: What approach to use with whom, when?*

Self-Care for Uncertain Times: Psych-Hacks for staying Grounded and Motivated

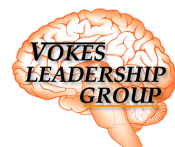
(4 hrs)

Training Topics:

- Self-Assessment: Psychological, Emotional, and Compassion Fatigue
- The Neuroscience of Stress during a Protracted Crisis
- "Psych-Hacks" that really work and don't require "Lifestyle Changes"

Skills Development:

- 1. Organizations of Self: Reengaging with what worked pre-pandemic*
- 2. Emotional & Cognitive Self-Regulation Strategies*
- 3. Implementing a 'checkup' system for adapting through rapidly changing realities*



Listening for Impact: Organizing Ourselves to Understand

(4 hrs)

Training Topics:

- 'Going Limbic': Recovering after psychological destabilization ('Button' un-pushing)
- Emotional Regulation: Self and Others
- Elements in the listening process
- Types of ineffective listening and reasons we don't listen well
- The Active Listening Process

Skills Development:

- 1. Understanding our 'buttons' and what prevents us from really listening*
- 2. Self-Management strategies when dealing with those who push our 'buttons'*
- 3. Active Listening techniques for absorbing facts and feelings*

Communicating for Impact: Organizing Ourselves to be Understood

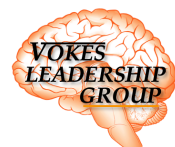
(4 hrs)

Training Topics:

- What is communication? Why and how we communicate?
- Communication misconceptions
- Barriers to communication
- Organization of Self and communication
- Non-verbal communication
- Inter-cultural communication/communicating with diverse teams

Skills Development:

- 1. Identifying and overcoming most communication barriers*
- 2. Skills to detect non-verbal signs and to use them appropriately*
- 3. Ways to understand and interact effectively with people from diverse backgrounds*



Staff as the Face of the Organization: Make your business unit shine with unparalleled Customer Service

(4 hrs)

Training Topics:

- Types of internal and external customers and their importance for business growth
- Customer expectations, needs, and desires, and best methods of their satisfaction
- Conflict in customer service; upset customers and handling complaints

Skills Development:

- 1. Identify who your most important customers are and who you should focus on*
- 2. Use different methods to identify the customer's needs and expectation, and meet them at the right time*
- 3. Turn upset customers to royal ones by handling their complaints efficiently*

From Burned Out to Blissed Out: Fortify Resilience, rekindle passion, & grow strong from hardship

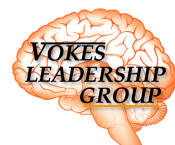
(4 hrs)

Training Topics:

- Biopsychosocial models of stress and when faced with different stressors
- Relationships between stress, resilience, and burnout, and how to turn stressful events into growth opportunities
- Cognitive, behavioural, and existential methods of overcoming stress, preventing burnout, and recovering from it

Skills Development:

- 1. Recognize what happens in the body and brain when faced with stressors, and its implications*
- 2. Understand the link between stress, resilience, and burnout, and learn how to create positivity out of stress*
- 3. Employ various proven techniques to handle work and life stressors efficiently*



Understanding one another through Personality Type: Motivational Drivers & Communication Styles

(8 hrs)

Training Topics:

- The Building Blocks: 16 Personality Types & 4 Temperament Groups
- The communication needs of the different Types
- The motivational drivers of the different Temperaments
- Putting it all into Practice: What approach to use with whom, when?
- Facilitated Discussion: Implications and Action Plans

Skills Development:

- 1. Build awareness of communication styles and implement in our interactions*
- 2. Temperament identification and adaptation to different motivational drivers*
- 3. Intentionally shape the communication culture of our team*

Personality Type & Time Management: How everyone should manage their time differently

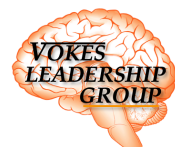
(8 hrs)

Training Topics:

- Dismantling our current ways of thinking about Time Management
- Identification of Time Management Traps and Assets
- Time Management based on the 4 Temperaments

Skills Development:

- 1. How to build time management strategies that work for YOU*
- 2. How to adapt to others' time management styles*
- 3. Application of Temperament Theory to Time Management*



Moving from Self-Sabotage to Self-Actualization: The Science and Practice of Positive Self-Advancement

(4 hrs)

Training Topics:

- Reasons we self-sabotage
- Self-destructive behaviours and how to overcome them
- Fear of failure and fear of success

Skills Development:

- 1. Identifying the reasons that you can sabotage your own success*
- 2. Learning about self-destructive behaviours and how not to engage in them*
- 3. Overcoming the fears that get in the way of your growth and development*

The 3C's of Leadership in Uncertain Times: Calming the Limbic-Alarm Centre of Ourselves & Others

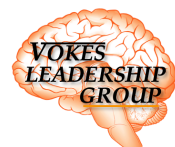
(4 hrs)

Training Topics:

- The neuroscience of leadership: What does it mean to lead when people are "Limbic"?
- Organizations of Self: The step beyond personality that we live without knowing
- Creating your 3C Organization of Self to draw your people into your calm

Skills Development:

- 1. Emotional Self-Regulation to create your best Organization of Self to Lead*
- 2. Emotional Regulation Strategies for bringing people into a place to Follow*
- 3. Enhancing Team Cohesion through the 3C's*



It's all about Power... but that's actually a good thing! Understanding & Using Social Power to Proactively Shape Culture

(8 hrs)

Training Topics:

- 11 Forms of Social Power as a framework to analyze interpersonal and team dynamics
- The Reward and Alarm Systems: The role of emotions in deploying Social Power
- Strategic deployment of Social Power to achieve mission objectives
- Strategic Culture Management: Aligning culture with mission

Skills Development:

- 1. Expanding how I deploy power*
- 2. Strategies to identify and counteract power struggles*
- 3. Shaping culture to support and sustain the mission*
- 4. Understand and deploy 11 Forms of Social Power in support of mission objectives*

Performance Management Planning (PMP): Structuring People for Success

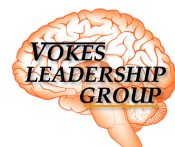
(4 hrs)

Training Topics:

- PMP's for High Performers: Maintaining and enhancing their edge
- PMP's for Moderate Performers: Determining & setting the right 'stretch-goals'
- PMP's for Low Performers: Success, Voluntary Withdrawal, or Termination

Skills Development:

- 1. How to explore Performance Management Planning with relevant stakeholders*
- 2. Plan for one of three scenarios: High, Moderate, or Low Performer*
- 3. Building an air-tight process around reporting*



Just promoted to Management...now what?: Taking on the Challenges of Leading Others

(4 hrs)

Training Topics:

- The most essential managerial skills to survive the first weeks and months as a new manager
- Transition from employee to management; differences between an employee, a manager, and a leader
- Most common traps new managers fall into and how to avoid them

Skills Development:

- 1. Master important skills and knowledge to have a smooth start as a new manager*
- 2. Differentiate between managerial and leadership roles and responsibilities, and create a balanced and tailored work style*
- 3. Avoid the mistakes new managers tend to make and lead your employees confidently, particularly from the start*

Crisis & Trauma Leadership: Leading on the very Worst Days

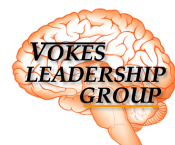
(8 hrs)

Training Topics:

- What do people need in times of crisis? How do we provide it to ourselves & others?
- Recognizing & responding appropriately to signs of trauma in us & others
- Negotiating the four continuously fluid primacies of leadership attention during crisis

Skills Development:

- 1. Leading when you and others have "gone Limbic"*
- 2. Taking control over the Narrative*
- 3. Bringing forward your 3C's Organization of Self*



To Spark & Inspire: The Final Verdict on what really Motivates People

(4 hrs)

Training Topics:

- Conscious and subconscious obstacles to self and other motivation
- Individual and situational differences: What works on whom, and in what situations
- Theories of motivation: Conventional, contemporary, and modern theories

Skills Development:

- 1. Understand different theories of motivation, their uses, and limitations***
- 2. Use the best strategies to motivate individuals given the context***
- 3. Prepare for and overcome possible obstacles to motivation instead of being overcome by them***

Adaptive Strategic Planning:

Staying on Course while Adapting to the Inevitable Storms

(4 hrs)

Training Topics:

- Principles of Adaptive Strategic Planning: Selecting the right components at the right time for adapting strategy
- Rapid adaptation of strategy to changing internal and external conditions
- Fusing Strategy with Daily Operations: Strategy-based Action Planning

Skills Development:

- 1. Recognizing and working with the difference between strategy and operational planning***
- 2. How to ground operational planning in strategic objectives***
- 3. Incorporating strategy into organizational culture to ensure continuous mission focused action***



Proactive & Adaptive Action Planning: Leading in a time of High Uncertainty

Training Topics:

- Environmental Scanning: What's coming next for our workforce?
- Sector Trends: What's happening within our Mission Domain?
- Taking Control of the Future: Steering the Course while Adapting to the Flow

Skills Development:

- 1. Embracing an Adaptive Planning Mindset and Framework***
- 2. Messaging for Change Adaptation: Hearing Possibilities vs. Knowing Certainties***
- 3. Psychology for Staying the Changing Course: Leadership Team Preservation Strategies***

Deep Traction for Leading through Uncertainty: One-to-One Leadership for the “Long-Haul”

(4 hrs)

Training Topics:

- The “Why, How, & What?” of One-to-One Leadership
- Proactively Shaping Culture One Team Member at a Time
- Post- & Between Sessions: Follow-up, Interventions, and Setting Personal Boundaries

Skills Development:

- 1. Planning and Conducting One-to-One Leadership Meetings - Planning Template***
- 2. Connection & De-escalation through Active Listening***
- 3. Issue Resolution and Developing Boundary Setting Skills***

