

 **BalanceTraining**  
**Course Offerings**

**Organizational Excellence**

Organizations are assembled from groups of individuals that work together – some groups more efficiently than others. **eni** offers a series of programs that deal with the workplace issues that arise when individuals must efficiently and effectively work together as a team.

**Valuing Diversity**

*How Diversity Nurtures Success*

The issue of cultural diversity in the workplace is of critical importance. It is often overlooked. This program is designed to provide the awareness needed to remove the barriers that an improper understanding of diversity may create.

Awareness of one's own cultural "starting place" provides an important backdrop for acknowledging different orientations and value systems. Specific skills for interpreting behavior and communication encourage more productive team efforts in the workplace. This two- or four-hour program involves lecture and interactive group discussion.

**Dealing with Anger in the Workplace**

*Understanding and Managing Anger*

In today's dynamic workplace, we could all use a guide to understanding and managing anger. This program addresses the issue by defining anger, discussing its characteristics and underlying causes, and teaching participants to question the extremes of anger. It is ideal for workplaces that have been experiencing conflict and communication difficulties. Participants will gain an understanding of their own anger skills and leave the program with concrete tools to better control their emotions at work. We will help your people build stronger working relationships, create a more productive work environment and help you resolve real workplace issues. The basic program consists of lecture and interactive exercises. It is one to two hours long depending on the size of your group.

**Dealing with Violence in the Workplace**

*Identification and Prevention Techniques*

Designed to increase awareness of the potential for violence in the workplace and to identify strategies for prevention and early intervention, the basic program focuses primarily on building employee awareness of workplace violence and how to reduce personal risk.

A second version of the program is offered to the supervisory/managerial audience. It includes violence awareness as well as an intensive section on violence prevention and threat management. The basic program is one hour and the supervisory/managerial program can be two to four hours. Both programs include lecture, video and group interaction.

## **Drug & Alcohol Abuse Awareness Training**

### *Organizational and Legal Implications*

Drug and alcohol abuse is everybody's problem. We supply the foundation for creating a drug-free workplace, and provide DOT training compliance. A comprehensive program with separate components for supervisors/managers and employees, it provides an understanding of the signs and symptoms, effects, characteristics, and consequences of drug and alcohol abuse on personal health, safety and the work environment. Participants acquire the motivation and knowledge needed to put what they have learned into action in their workplace, at home, and socially. The components consist of lecture, video, slide presentation and interactive discussion.

#### **Awareness of the problem**

- Employee statistics
- Workplace program development
- What constitutes substance abuse?
- Testing for commonly abused substances
- Signs and symptoms of substance abuse
- The impact of substance abuse on:
  - Abuser
  - Family
  - Co-workers
  - Community

#### **Video: Drugs at Work**

- Portrays enabling in the workplace
- Demonstrates the appearance and characteristics of drugs
- Dramatizes the effects and consequences of alcoholism or drug abuse

#### **Drug and alcohol testing policy**

- Drug Free Workplace policy development
- Types of tests
- Reasonable suspicion documentation
- Alcohol testing procedures for alcohol
- Controlled substances testing procedures
- Positive tests
- Medical Review officer
- Employee Assistance Program
- Return to normal duty
- Post-rehabilitation

## **Drug Free Workplace - Supervisor Training**

### *Performance Management & Substance Abuse Prevention*

This four hour course includes:

#### **Introduction:**

- Managing employee performance
- Overview of Borden Chemical Substance Abuse Policy

#### **Presentation and Group Activities – Performance Management**

- Corrective feedback, positive feedback, and managing expectations
- Internal and external causes
- Sources of assistance
- Role play - performance interview meeting with employee

**Presentation – Drug and alcohol testing policy**

- Drug Free Workplace policy development
- Types of tests
- Reasonable suspicion documentation
- Alcohol testing procedures
- Controlled substances testing procedures
- Positive tests
- Medical review officer
- Employee Assistance Program
- Return to normal duty
- Post-rehabilitation

**Drugs and Alcohol – Everyone’s problem**

- Video: Drugs at Work

**Presentation, Discussion, & Case Studies – Dealing with Substance Abuse in the Workplace**

- Employee statistics
- What constitutes substance abuse?
- The most commonly abused substances
- Signs and symptoms of substance abuse
- Denial
- The impact of substance abuse on:
  - The abuser
  - Family
  - Co-workers
  - Society
- Enabling
  - How supervisors enable
- Responsibilities of supervisors
  - Five steps of performance management
  - Why performance management works
  - Benefits of documenting performance
  - Importance/significance of confrontation
  - Situations when confrontation is necessary
  - How to prepare for the confrontation meeting
- Discussion of specific, internal company policy and procedures

**Interpersonal Communication for Managers**

*Management Development*

Management Development courses are based on the concepts of the ever-changing workplace and the need for each individual’s continuous development. We focus on topics that improve workforce interaction and promote high productivity through effective work processes.

Interpersonal communication for managers is vital to successful business operations, teamwork and personal life, improving interpersonal communication is a complex process involving several basic skills. Through lecture and group interaction, the program explores the:

- Nature of nonverbal communication
- Art of listening
- Importance of humor

- Role of self-esteem and self-assertiveness.

The basic program is two hours long. A more extensive five-hour format adds an extensive review of communication skills necessary for successful management. Sample topics include:

- Communication styles
- Listening and receiving feedback
- Tips for improved meetings and presentations
- Ways to improve business writing

### **Leading the Team**

#### *Management Development*

Management Development courses are based on the concepts of the ever-changing workplace and the need for each individual's continuous development. We focus on topics that improve workforce interaction and promote high productivity through effective work processes.

Leading the team is designed for those individuals who hold team leadership roles, the program combines continuous quality principles with a unique emphasis on the attitudes, values and behaviors of the team leader. Specific tools and strategies will be discussed along with many concepts related to high quality leadership. Specific topics include:

- Organizing for quality
- Team involvement in goal-setting
- Leadership styles and motivation

This four- to six-hour program involves lecture, group activities.

### **Performance Management**

#### *Management Development*

Management Development courses are based on the concepts of the ever-changing workplace and the need for each individual's continuous development. We focus on topics that improve workforce interaction and promote high productivity through effective work processes.

Performance management includes a study of the five primary steps of successful performance management applicable to supervisors/managers in all types of business and industry. Participants learn the skills needed to manage employees effectively. They discover the appropriate process for discipline, and how to thoroughly address performance issues. This three- to four-hour training consists of lecture, group discussion, case studies, written activities, video and slide presentation.

### **Sexual Harassment Prevention Training - Supervisors**

#### *How to Recognize and Prevent it*

This program responds to the current need in the workplace for: defining and clarifying what sexual harassment is and is not; appraising its liabilities; understanding its consequences; establishing complaint procedures.

Employees and supervisors learn what their responsibilities are, should a sexual harassment incident occur. The program covers the investigation process, while strongly emphasizing the prevention of sexual harassment.

Sexual Harassment Prevention is offered in a two-hour supervisor/manager component and a one hour employee component. Each consists of lecture, discussion, case study, role play, and video & slide presentation.

### **Supervisor Training**

- Introduction
- Statistics and Scope of the Problem
- Defining Sexual Harassment
- Quid Pro Quo
- Hostile Work Environment
- Third Party Sexual Harassment
- Flirtation vs. Sexual Harassment
- Welcome vs. Unwelcome Attention
- Supervisor's Responsibilities
- Policy on Sexual Harassment
- Preventing Sexual Harassment
- Receiving a Sexual Harassment Complaint
  - Interviewing Recipient
  - Talking with the Alleged Harasser
  - Additional Fact Finding
  - Investigation Tips
- Discussion & Wrap-Up

### **The Curse of the Vanishing Employee**

#### *How to Retain and Motivate Great Workers*

Retaining and motivating employees is difficult in today's tight job market. People make the difference – and yet most employees are not working up to their true potential. This interactive session for managers and supervisors focuses on how to improve employee performance and commitment. Through use of video, role play, and group discussion, they will learn how to:

- Keep channels of communication open
- Support cooperation and problem solving
- Encourage continual skill acquisition
- Vary tasks and responsibilities
- Encourage mentoring
- Use individualized motivation
- Address performance issues and lack of commitment directly
- Enforce uniformly high standards to keep group motivation high
- Be flexible without compromising performance standards
- Create a positive atmosphere with problem solving and good communication
- Support Continuous learning and skill acquisition
- Provide individualized motivation and rewards
- Understand that balancing work and family requires flexibility

Session can also be delivered as a team-building workshop.