

Ivy develops customized training programs in all media including instructor led, computer-based, virtual and blended programs.



Our extensive library includes more than 50 existing courses ready to be tailored for you.



Management/Leadership Individual Courses

- **Building Effective Teams**
- **Building Trust and Respect in the Workplace**
- **Building Work Relationships in a Virtual Workplace**
- **Change Management**
- **Coaching For Performance**
- **Effective Communications**
- **Emotional Intelligence**
- **Having Difficult Conversations Across Difference**
- **Management and Leadership Development**
- **Managing Conflict**
- **Managing Hybrid Teams**
- **Managing Up**
- **Power And Influencing Skills**
- **Professionalism**
- **Psychological Safety**

DEIA Individual Courses

- **Allyship**
- **Building Meaningful Work Relationships Across Differences**
- **Diversity and Inclusion for HR Professionals**
- **Executive Thinking and Learning Session**
- **Fundamentals of Diversity, Equity, Inclusion, and Accessibility (DEIA) for Managers and/or Staff**
- **Generational Differences**
- **How to Be Inclusive in a Virtual Workplace**
- **Language of Inclusion**
- **Leading Diversity and Inclusion**
- **MicroTriggers: Subtle Behaviors**
- **Mitigating Bias in Talent Management**
- **Privilege: A DEI Dialogue**
- **Recruiting Through a Diversity Lens**
- **Unconscious Bias**

DESCRIPTIONS OF SOME OF THESE COURSES FOLLOW – For additional information, contact your Ivy Project Manager

Women in the Workplace: Identity, Ownership and Leverage

Women earn the majority of secondary school, college and advanced degrees in the U.S. and around the world. Women are also the majority of the workforce in most industries and sectors. Yet in most organizations women have not matched men in the achievement of mid- and top-management positions. Many women (and men) are asking: “What does it take to be a female leader in today’s workplace?”

This workshop will increase your understanding of what is necessary for women (at all levels) to feel welcomed and valued. It will explore how gender can impact the success path, and what men and women need to know about the success profile when it comes in a “female package.”

Participants will discuss the balance of “fitting in” and individual authenticity, defining their voice as a woman in the workplace, and innovative approaches for achieving the objectives and desired outcomes.

Participants will leave with an understanding of the roles and responsibilities of women (and men) in an organization that values inclusion. While there will not be one correct answer – there will be the answer that is right for each participant in the room.

Objectives

- Explore your vision for women and success in an inclusive workplace
- Reconcile between “fitting in” at the organization and individual authenticity
- Identify the success profile and how gender could impact it
- Understand identity through the lens of gender, and how you define your voice in the workplace
- Develop innovative approaches, action plans, and next steps



Allyship Workshop

Allyship has emerged as an important topic as the awareness of diversity, equity, and inclusion has increased. Those who have power, privilege, and influence in organizations often want to support and advocate for those who do not. However, the role of allies is often misunderstood, and can be filled with landmines. What is the role of allies? How do allies know if/when they should lend their power to an individual, group, or situation?



In this workshop we will explore what allyship means, why it matters, and how to effectively leverage allyship as an enabler and supporter of diversity, equity, and inclusion in your organization.

Objectives

- Define and demystify what it means to be an ally for others
- Understand how different dimensions of diversity (e.g., race/ethnicity, gender, education, socioeconomics, religion, sexual orientation, etc.) grant or deny you privilege
- Understand how power and privilege show up in workplace norms and practices
- Identify and discuss allyship misconceptions and landmines
- Explore and discuss scenarios, considerations, and recommended actions
- Develop approaches to support colleagues through allyship

Discussions and Decisions about Remote Work and the Hybrid Workplace

An Executive Thinking and Learning Session

The global pandemic forced organizations to quickly adapt their office workers to a virtual environment. People demonstrated their ability to be resilient, creative, and productive amidst trying and demanding circumstances. In many ways decision-making during the pandemic was simpler (sending office workers home) than decisions today (bringing the workforce back to the office?) There are a wealth of considerations - productivity, collaboration, communication, skills transfer, teamwork, equity, growth, and culture – but not a clear set of decision criteria. How do we break the ties?

In this Executive Thinking and Learning Session, Ivy will work with your team to wrestle with and resolve the complexity and nuance of decisions about remote work and the hybrid workplace.

The output of an Executive Thinking and Learning Session is an Executive Team with clarity and consensus on key decisions, communication, accountability, and next steps.

In this session, we will:

- Learn individual perspectives on remote work and the hybrid workplace: pros and cons
- Discuss and understand key challenges and opportunities
- Engage executives in a strategic, facilitated conversation that results in clarity and consensus on key decisions regarding remote work and the hybrid workplace
- Agree to next steps and action plans



Managing Hybrid Teams *For Managers*

The global pandemic forced many office workers to quickly adjust to working virtually. Now it's time for a new adjustment – the hybrid workplace. In the hybrid environment, there's a mix of work styles – some working virtually, while others are in the office. As you promote flexibility, how do you also maintain physical and psychological safety, productivity, communication, engagement, inclusion, and teamwork?

In this virtual workshop, we will:

- Define the needs of a team that is operating in a hybrid environment – some teleworking and others in the office
- Discuss how the hybrid model can impact communication, trust, engagement, inclusion, and productivity
- Understand the role and responsibilities of managers to maintain physical and psychological safety, productivity, and teamwork, and the associated Board policies and guidelines
- Troubleshoot real world situations and identify strategies to maximize the performance of hybrid teams
- Review a toolkit including sample team norms, scheduling considerations, and communication guidelines



Working and Thriving in a Hybrid Workplace *For All Staff*

[Participants can be staff only (from different teams and departments), staff attending as an intact team, or full team (staff and managers from the same team attending together)]

In this virtual workshop, we will:

- Define the needs of a team that is operating in a hybrid environment – some teleworking and others in the office
- Discuss how the hybrid model can impact communication, trust, engagement, inclusion, and productivity
- Understand the role and responsibilities of everyone to maintain physical and psychological safety, productivity, and teamwork, and the associated Board policies and guidelines
- Troubleshoot real world situations and identify strategies to maximize the performance of hybrid teams
- Review a toolkit including sample team norms, scheduling considerations, and communication guidelines

Language of Inclusion

Inclusion means a workplace environment where everyone has an opportunity to fully participate in creating organizational success. In inclusive workplaces, people are valued for their distinctive skills, experiences and perspectives. Inclusive cultures are supported by organizational norms, values and among other things . . . language. That's right. **Language**. When it comes to inclusion, words matter.

In this workshop participants will learn what inclusive language is, why it matters so much in building and sustaining an inclusive workplace, and how to communicate to include rather than to exclude. This course increases awareness of the power and use of language in an increasingly diverse workplace and marketplace.

Objectives

- Gain a greater understanding of what inclusive language is and how language can positively impact the workplace
- Understand the impact of using the “wrong” words
- Examine the evolution of “preferred” language
- Learn the steps to building more inclusive language and communication
- Practice applying skills to recover from unintended exclusions, and create new habits to be more inclusive

Workshop Agenda

- Introductions: Language Landmines and Mishaps
- Inclusive Language - What It Is
- The Power of Words and Communication - Why It Matters.
- Case Studies, Research and Examples
- What To Do
- Next Steps, New Habits



Language that is **free from** words, phrases or tones that reflect **prejudiced, stereotyped** or **discriminatory** views of particular people or groups. Language that **doesn't** deliberately or inadvertently **exclude** people from being seen as part of a group.

How to Be Inclusive in a Virtual Workplace

Whether some or all of your workforce now works remotely, your workplace dynamics have changed. New ways of communicating, interacting and working require new strategies and approaches for a workplace environment where everyone has an opportunity to fully participate in creating business success.

This virtual workshop explores inclusion through the lens of individual and organizational opportunity, belonging, valuing differences and inclusive policies, practices and systems. Participants will discuss and learn the inclusive behaviors that matter most now.



Building Work Relationships in a Virtual Workplace



We know that workplace relationships matter. They impact team dynamics, access to opportunities, and even learning important informal, unwritten rules. Operating in a virtual workplace presents new challenges to building and sustaining those relationships. Out of sight can mean out of mind as ad hoc meetings and “bumping into co-workers in the hallway” is a notion of the past. So how do you build important work relationships in a virtual workplace?

This workshop explores how to build and maintain the relationships that we all need for optimal interactions, individual opportunities, and healthy teams – while operating in a virtual workplace.

Executive Thinking and Learning Session

- Provides time for the executive team to make an assessment of its own commitment and tolerance for risk in the area of diversity and inclusion implementation
- Engages executives in a strategic, facilitated conversation that results in an honest prioritization of diversity, equity, and inclusion and their commitment for implementation

OBJECTIVES

Gain a greater understanding of DEI and why they matter as a core mission enabler at your organization.

Engage executives in a strategic, facilitated conversation that results in an honest prioritization of DEI and their commitment for implementation.

Understand leaderships' role and build skills for leading effectively across differences.

Begin to introduce skills to create a workplace that is inclusive, innovative, engaging and where employees and teams are excelling.

Begin to create personal plans of specific leadership actions to lead a diverse and inclusive workforce and workplace that serves a diverse marketplace and community.

SAMPLE MODULES

Defining diversity, its dimensions and inclusion

Core business rationale for diversity and inclusion at your organization

Unconscious bias and the subtle behaviors of inclusion

Communicating and answering DEI tough questions as a leader

Leadership roles, responsibilities and accountability for diversity and inclusion

PREPARATION

30 minute individual interviews with selected executive participants

Review existing information such as employee and customer demographics and trends, climate surveys, industry trends, etc.

Meeting(s) with your project team to tailor/confirm objectives and modules for session

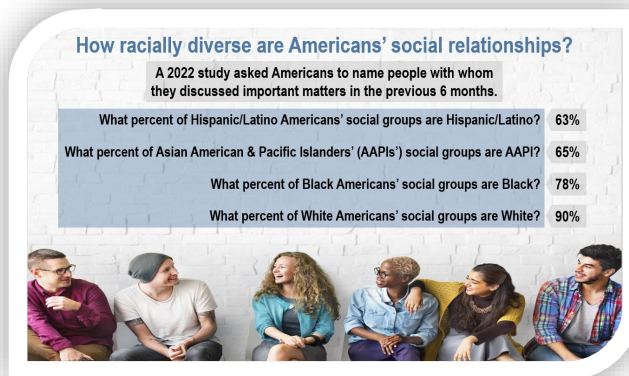
Building Relationships Across Differences (BRAD)

We know now more than ever that the workplace is defined by relationships. What you know still matters, but the ability to forge deep meaningful relationships matters even more. Our ability to forge those relationships across differences is the ultimate goal. The challenge is how do we build those relationships? Not surface level, shallow, acquaintance level relationships but deep, meaningful “level three” quality relationships. To be fair most people may have very few of those relationships period and even fewer across differences.

BRAD workshops exist to break down the barriers of human interaction. This is a journey to understanding the power of relationships and what it takes to create a new level of interaction across difference. It must also be highlighted that the learning required for BRAD involves everyone. This is not a teacher/student, mentor/mentee, coach/coachee experience. Our work has shown that in this current moment in time, there are very few people who are choosing to spend time with people that are different from them unless they have to. Our politically polarized, world doesn't help. Imagine an environment where people trust each other enough to have the tough conversations, provide critical feedback and thought leadership on the issues of the day. This only happens when people know each other.

Objectives

- Define the different levels of relationships
- Reveal the barriers to forging relationships across difference
- Understand the building blocks for developing relationships across difference



The data shows that most people choose to live and play in their very siloed worlds. That lack of exposure to difference keeps us separated while leaving us uncomfortable with difference. Where will the skills to effectively engage each other come from if we rarely if ever get to practice?

Even when we celebrate the diversity of our environments (weddings, restaurants, urban centers), if you pay close attention, you quickly notice that the restaurant is very diverse, but the tables are very homogeneous and segregated.

Building Trust and Respect in the Workplace



Trust and respect are part of the foundation of a strong and successful partnership. High-performing teams exhibit trust and respect for individual team members. When people trust and respect you, they have confidence in your leadership, so much so, that even in uncertainty and complexity, the shared foundation does not shatter.

But how do you build this bedrock of trust and respect in the workplace?

In this course, participants will learn proven methods to enable a foundation where trust and respect can be built, and in some cases, rebuilt. Participants will also learn about what may hinder trust and respect in the workplace and how to eliminate these hindrances.

Objectives

- Understand the critical success factors for creating a high performing organization that delights the customer, is engaged, and operates in an inclusive workplace environment
- Provide a supportive forum to discuss team's opportunities and challenges to maximizing their performance
- Introduce skills required to effectively interact with team members
- Identify and clarify roles and responsibilities to increase efficiency and effectiveness
- Begin to develop action plans for maximizing the team's performance

Outline

Defining trust

The trust continuum

Factors that erode

Behaviors that yield results

Building blocks

Scenarios and debrief

Your trust map

Fundamentals of Diversity, Equity, Inclusion, and Accessibility (DEIA) Workshop

Objectives

- Gain a greater understanding of DEIA and why they matter as a core mission enabler
- Understand all employees' roles and responsibilities in creating a workplace that is inclusive, innovative, engaging and where employees and teams are excelling
- Allow attendees to ask questions in a safe environment and get practical answers

Sample Session Agenda for a 3-hour workshop

Module	Example Exercises	Learning Objective	Benefit
DEIA - "What They Are"	<ul style="list-style-type: none"> • History and conditioning • Definitions of diversity, equity, inclusion, and accessibility 	<ul style="list-style-type: none"> • Explore our socialization to difference • Key concepts and principles of DEIA 	<ul style="list-style-type: none"> • Creates a feeling of connectedness around difference and its challenges • Fundamentals – increase awareness and sensitivity
DEIA – "Why They Matter"	<ul style="list-style-type: none"> • Answer, "Why does our organization care about DEIA, and why should I?" 	<ul style="list-style-type: none"> • Explore the relationship between workforce, workplace, and marketplace drivers 	<ul style="list-style-type: none"> • Link this to the mission and how DEIA impacts the workforce, workplace and marketplace
DEIA – "What to Go Do"	<ul style="list-style-type: none"> • Effective Communication • Action Planning 	<ul style="list-style-type: none"> • Commit to take actions that moves self, team, and organization along the DEIA continuum 	<ul style="list-style-type: none"> • Establish commitment to move beyond awareness to action

Diversity, Equity, and Inclusion (DEI) for HR

Human Resources professionals play a critical role in leading and supporting diversity, equity and inclusion in the workplace. They develop and manage human capital processes and systems, are often expected to be DEI experts, are asked some of the most difficult to answer questions, and are faced with challenges at all levels.

Objectives:

- **Gain a common understanding of what diversity, equity, and inclusion mean and why it matters to us as HR professionals, and to the business**
- **Create a safe space to discuss DEI**
- **Begin to discuss the roles and responsibilities of HR in DEI transformation**
- **Commit to next steps and personal actions**



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- **Provide a supportive forum to discuss team's opportunities and challenges to maximizing their performance**
- **Introduce skills required to effectively interact with team members**
- **Identify and clarify roles and responsibilities to increase efficiency and effectiveness**
- **Begin to develop action plans for maximizing the team's performance**

Outline

Defining trust

The trust continuum

Factors that erode

Behaviors that yield results

Building blocks

Scenarios and debrief

Your trust map

LGBTQ+ as a workforce, workplace, marketplace opportunity

This half-day course explores three questions:

- How to recruit and retain LGBTQ+ employees
- How to effectively create a workplace which is welcoming to LGBTQ+ employees
- How to engage with the LGBTQ+ people as vendors, customers, and stakeholders

This data-driven course prepares you to leverage a portion of the population to which you may never have had access. In addition to looking at what works, we will also look at common traps into which companies and managers fall.



Objectives

- Identify the elements of an inclusive workplace through the lens of sexual orientation and gender identity
- Learn how to recruit LGBTQ+ employees – and common pitfalls to avoid
- Discover LGBTQ+ resources in the marketplace

The Unwritten Rules of the Workplace

Corporate cultures are like mazes for some and straight lines for others. Whom should I copy on emails if you really want something done? Who are the “stars” and how can you be one? Is it important to go to the happy hour? Does the culture prefer formal or informal communication?

Whether we like it or not, the unwritten rules matter. Every company has them. Knowing your organization’s answers to questions such as these can be the difference between a successful versus an unremarkable career.

Creating an inclusive environment means that everyone has the opportunity to be successful. Ensuring everyone knows the unwritten norms and expectations is key. But why aren’t they written? This unique workshop provides insights into the unwritten norms, expectations and rules; how they impact individuals and companies; and ways we can be more effective peers and leaders by sharing them.

The Unwritten Rules of the Workplace is designed to spark inclusive thinking that opens up possibilities. Participants will explore topics including:

- Insights into the Unwritten Rules of the workplace – how they show up
- Why they matter – and what it means when you decide to ignore them
- Your role – sharing them and influencing them for a different workforce



Sample Workshop Outline

Welcome and Introductions	<ul style="list-style-type: none"> • Opening discussion
Defining Unwritten Rules	<ul style="list-style-type: none"> • What are unwritten rules? • Categories of unwritten rules
Why Unwritten Rules Matter	<ul style="list-style-type: none"> • Connection to DEI • Connection to organizational culture
Uncovering the Unwritten Rules	<ul style="list-style-type: none"> • Incorporate what we learned in the 2023 workshops • Discuss the culture we want to create that aligns with our values of fairness and transparency • Discuss the unwritten rules
Inclusive Communications	<ul style="list-style-type: none"> • Why it can be challenging to discuss them • How to ensure that everyone knows them
Action Planning	<ul style="list-style-type: none"> • Commitments and next steps

Managing Conflict

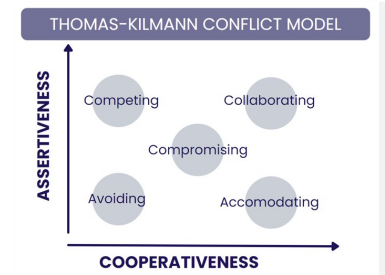
Objectives

- Define conflict and the benefits of successful conflict management
- Understand different conflict styles and your behavioral preferences
- Explore a model for analyzing and managing conflict using personal case studies
- Expand repertoire of conflict management tools



Includes:

- Thomas-Kilmann Conflict Mode Instrument
 - Personal assessment
 - Debrief
- Personal Case Study or Scenarios
- Skills Building using your Personal Case Study and your TKI results
- Personal Action Plan



Mitigating Bias in Talent Management

Parts One and Two (3-4 hours each)

Mitigating Bias in Talent Management

Now more than ever, the strategic deployment of human capital is essential to help us to reach our mission critical goals. Attracting, hiring, developing, and retaining a well-qualified, diverse, productive and engaged workforce requires intention, commitment, and skills.

In this highly interactive workshop, you will explore the talent management process through the lens of diversity, equity, and inclusion. You will learn how unconscious bias can impact your decision-making, and how you can mitigate it. Come learn, discuss, and share how to lead people more effectively.

Workshop Objectives:

- Review key concepts related to unconscious bias and their effect on talent management processes (recruiting, selection, promotion, succession planning, training, and performance management)
- Recognize where bias can occur in each the above areas to make better decisions, improve relationships, work climate and talent management systems
- Practice sharing feedback when bias is observed, so it can be addressed effectively to mitigate effects or change direction
- Create individual action plans to apply bias mitigation approaches and improve team members' experiences at work



- Unconscious Bias Can Impact The Entire Talent Life Cycle
 - Disparate outcomes across the talent life cycle indicate unconscious bias is impacting the process
 - Addressing unconscious bias requires inclusive leadership and behaviors
 - Understanding experiences across demographics; goal is no gaps
 - Understanding systemic and structural barriers to equity and inclusion throughout the life cycle
 - Examples from Impact Studies to provide objective data and proof of the impact of unconscious bias
 - Proven approaches to success in mitigating bias in systems and individuals
 - Practicing inclusive behaviors

Recruiting Through a Diversity Lens

Objectives

- Use understanding of diversity as a tool to effectively recruit and interview candidates
- Explore the impact of personal perceptions on recruiting, interviewing, and hiring
- Understand the difference between personal preferences, “fit,” and job requirements when evaluating a candidate
- Prepare recruiting and hiring team to address diverse candidates’ and colleagues’ unique and sometimes challenging questions
- Identify available resources and reference tools



Preparation

- 30-minute individual interviews with (4) selected members of recruiting team and others you identify for perspectives on the process
- Meeting(s) with your project lead to tailor/confirm objectives and modules for sessions

Recruiting Through a Diversity Lens

Outline

Module	Activities and Key Learning Points
Introductions, Objectives and Agenda	<ul style="list-style-type: none">• Set the stage for an interactive session• Provide an overview of the workshop• Establish class norms & expectations
Recruiting, Interviewing and Hiring Through a Diversity Lens - What it is & Why it Matters	<ul style="list-style-type: none">• Definitions• Misconceptions• Scenario and Debrief (For example, “Not a Good Fit”)
Examine Your Filters	<ul style="list-style-type: none">• How Unconscious Preferences and Biases can impact the talent acquisition process• Relevant studies• Examine Your Filters Exercise
Understand Preferences vs. Requirements	<ul style="list-style-type: none">• Preferences vs. Requirements Exercise (exploring our evaluation criteria; subjective vs. objective; comfort vs. valid)• What are the Non-Negotiables? (How we break ties)• F3™ Fit Model Introduction and Exercise
Appreciate the Value of Difference	<ul style="list-style-type: none">• Scenario and debrief (For example, “Best Candidate” – recruiting team decision-making, peer influence)
Prepare for the Tough Questions – Internally and from the Candidate	<ul style="list-style-type: none">• Company and Candidate Value Propositions (why company picks them, why they pick the company)• Answer the Tough Questions (Questions from your colleagues, the customer, and from race/ethnic/gender/etc. diverse candidates; how to answer them)



Unconscious Bias



Language that is **free from** words, phrases or tones that reflect **prejudiced, stereotyped** or **discriminatory** views of particular people or groups. Language that **doesn't** deliberately or inadvertently **exclude** people from being seen as part of a group.

Participants will become:	They will not be:
Aware of their own unconscious biases	Judged
Part of a diverse group of <u>all</u> humans who have biases	“Singled out” as if only certain groups have biases
Engaged and educated on the practical proof of how unconscious bias impacts their core business	Steeped in science and theory that feels irrelevant
Inspired to consciously adopt new individual behaviors, change processes and remove barriers to organizational success	Granted an “out” as if there’s nothing you can do about your unconscious bias
Conscious of their subtle and overt behaviors and those of others to better manage their reactions and actions when interacting with others	Left wondering “what to go do”

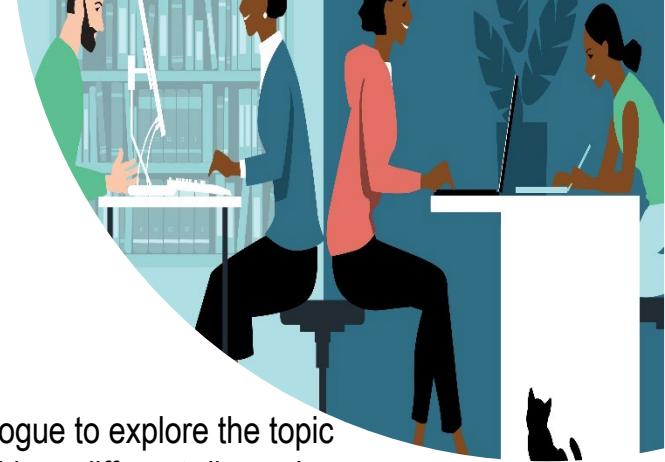
DRAFT Session Outline – Unconscious Bias

(to be finalized > prep activities; subject to change based on available time)

Topic	Content, Outcomes and Benefits
Setting the context	<ul style="list-style-type: none"> • Introduce expectations of everyone regarding diversity, equity and inclusion (DEI) today • Additional issues and considerations at times like this; particularly in times of stress, we reveal our biases
Level set on the fundamentals	<ul style="list-style-type: none"> • What diversity, equity and inclusion mean, why it matters to the organization and to you • Insights into the lens and filters we use to process different dimensions of difference
What is Unconscious Bias?	<ul style="list-style-type: none"> • Define unconscious bias noting that it arises from the ordinary and unconscious tendency to make associations; different from conscious forms of prejudice or overt discrimination; and that all of us have unconscious bias.
How does Unconscious Bias show up inside and outside the Workplace? Why does it Matter?	<ul style="list-style-type: none"> • Examples to provide objective data and proof of the impact of unconscious bias on the organization such as hiring, development, promotions and retention; and externally including community and stakeholders • Personal Impact of unconscious bias • Explore and reinforce the mission critical/business rationale - the relationship between workforce, workplace, and marketplace/community drivers
Understanding the behavioral Change Process, Roles and Responsibilities	<ul style="list-style-type: none"> • Introduce a proven approach to lead and drive the behavioral change process • Discuss roles and responsibilities in the change process and identify barriers and enablers
What to Do? Next Steps	<ul style="list-style-type: none"> • Ways to Recognize and Combat Unconscious Bias • Next Steps and Actions

Privilege

A Diversity, Equity, and Inclusion Dialogue



You are invited to join your colleagues in a Diversity, Inclusion and Engagement Dialogue to explore the topic of privilege. In this live interactive virtual session, we will define privilege, understand how different dimensions of diversity (e.g., race/ethnicity, gender, education, socioeconomics, religion, sexual orientation, etc.) are afforded or denied power and privilege, how power and privilege show up in workplace interactions, and how each of can advance equity and inclusion in our organizations.

Objectives

- Define privilege
- Understand privilege through the lens of different dimensions of diversity
- Discuss how power and privilege show up in workplace norms and practices
- Identifying and understanding your personal power and privilege
- Actions and next steps for equity and inclusion

Psychological Safety

With an increased focus on the physical, mental and emotional well being of the workforce, psychological safety has emerged as a key factor in creating and sustaining an inclusive workplace environment where everyone feels safe to speak up, be their authentic selves, and thrive in a culture of belonging.



Objectives

- Define psychological safety and its impact in the work environment
- Understand everyone's role in creating a psychologically safe organization
- Explore proven techniques to help create a psychologically safe organization

Key Concepts

- The power of psychological safety
- Assessing psychological safety in your organization
- Psychological safety behavioral framework
- Applying the learning; practicing with scenarios
- Sustaining a culture where employees feel safe speaking-up

Emotional Intelligence

Many of us may know people with high intellectual intelligence and/or technical expertise, however in an ever changing, complex and demanding world where building effective relationships are critical for success, intellectual intelligence and technical expertise are not enough.

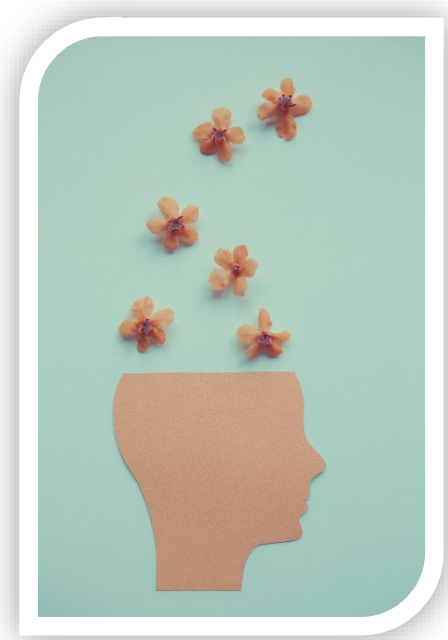
In this course, you will learn a key component required of all leaders today – Emotional Intelligence. Improve your emotional intelligence quotient (EQ) by better identifying and managing your emotions, understanding and interpreting the behaviors of others, and regulating your emotions in response.

Emotional Intelligence is based on a set of learnable skills composed of:

- Self Awareness
- Self Management
- Awareness of Others
- Management of Relationships

Objectives

- Understand EQ-I 2.0 model (PreWork: Administer EQ-I assessment)
- Understand your EI profile
- Apply EI to leadership and team relationships



Change Management

In a world where the needs of stakeholders, technology, environment and business are ever evolving, progress and change itself can be the key to an organization's success or its downfall.

While many understand that change is key to sustainability, this understanding alone does not make the process any easier or welcomed. For some, change may be perceived as a process that brings about an environment of uncertainty, and uncertainty may result in fear and discomfort for people.

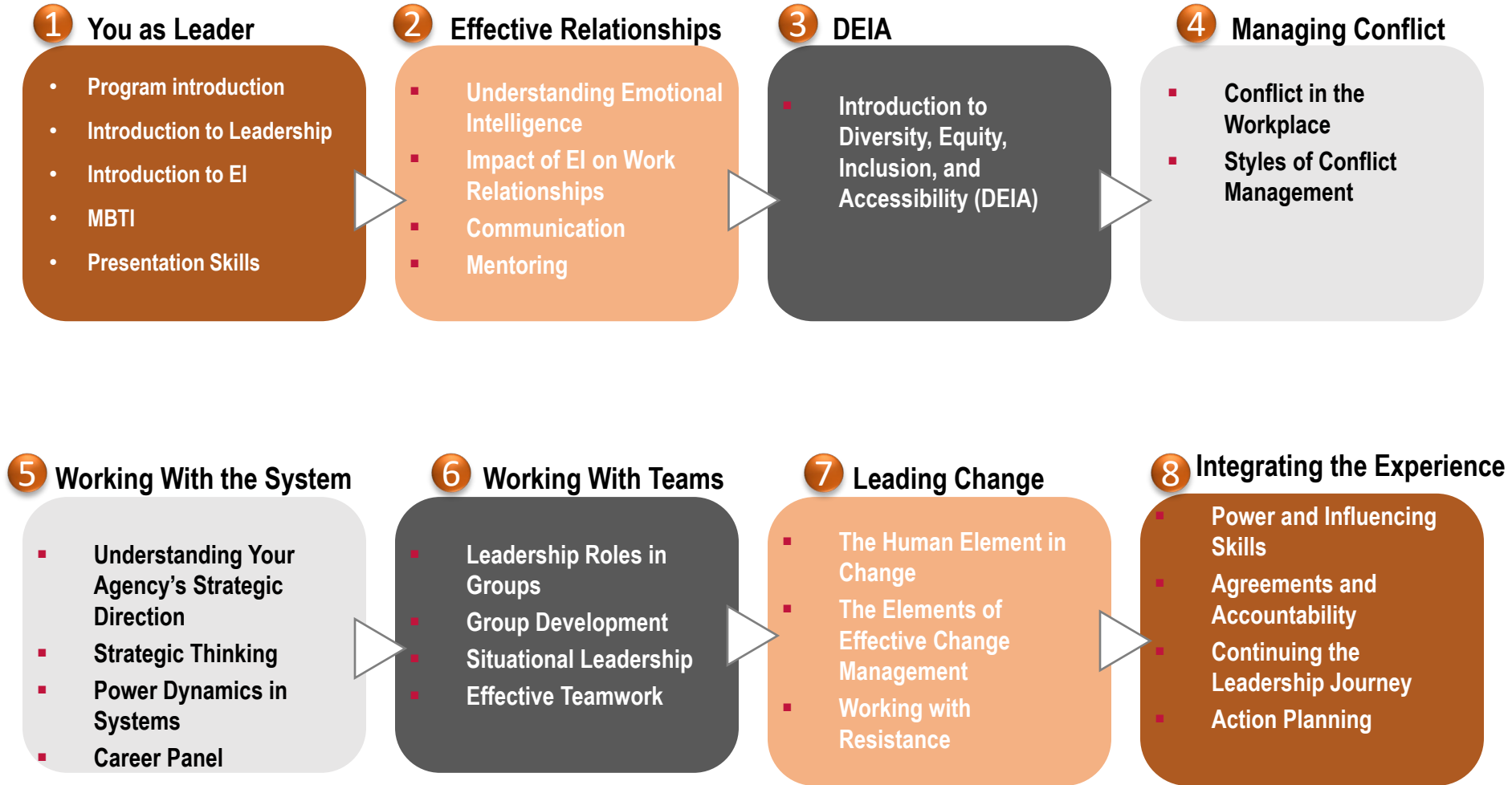
So the question remains - how do you prepare a workforce to handle the inevitable: change?

This course will provide methods and tools to help you manage change successfully. Participants will learn techniques to better understand people's resistance to change as well as ways to implement organization-wide sustainable change.

Objectives

- Present specific tools, practices, models, and instruments to tackle tasks and challenges that are part of the change process
- Provide tools and techniques to better understand the individual, “people-side” of change
- Practice the skills needed to move ourselves and others along the change continuum
- Explore and provide tools to understand organizational change
- Practice the tools and techniques that facilitate effective change

Leadership Program Overview – Eight 6-hour Virtual Sessions

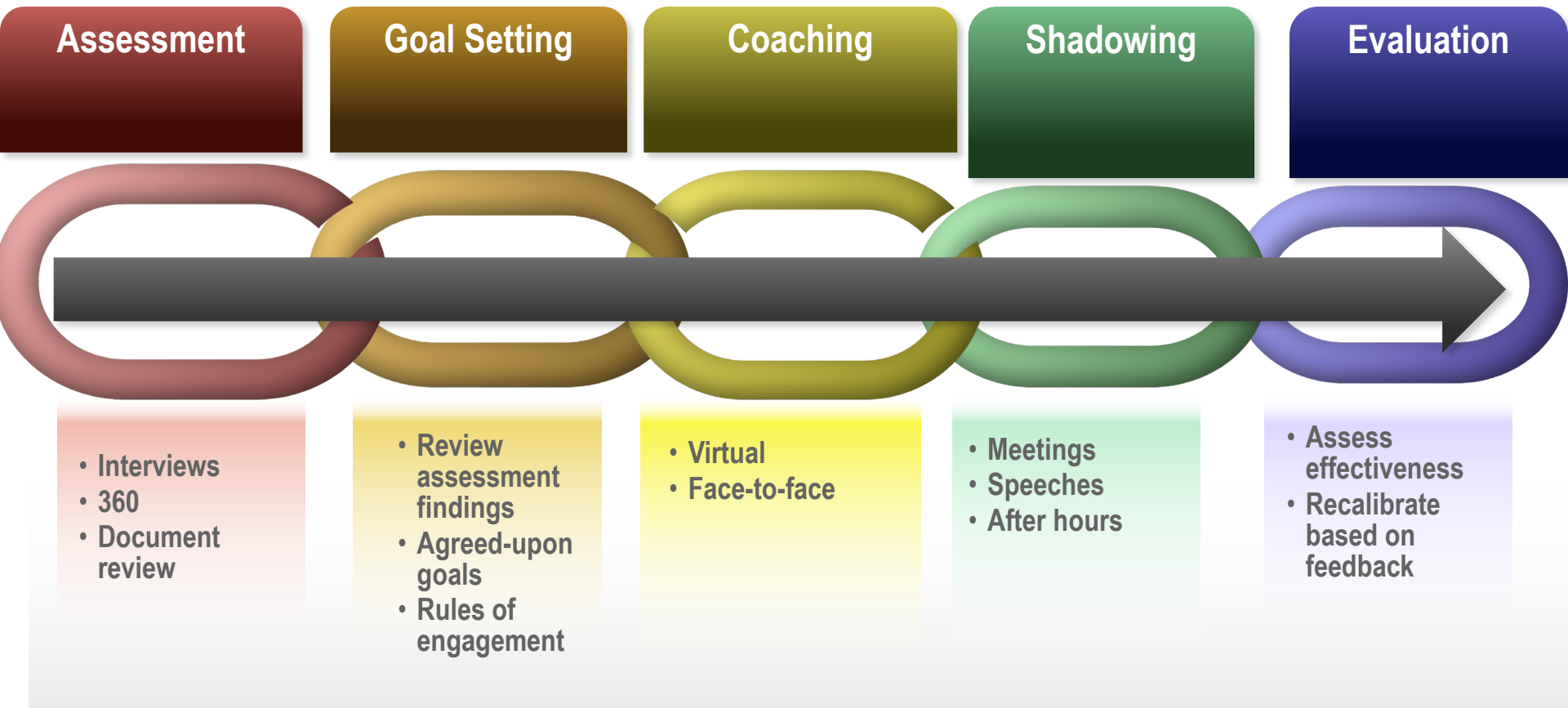


Coaching Services



Sample Ivy Coaching Engagement

Every coaching engagement is unique



Executive Coaching through a DEI Lens



As executives move from diversity, equity, and inclusion commitment to action, many questions and issues emerge that are best addressed during one-on-one sessions with a trusted advisor. Ivy provides coaching through a DEI lens to support the unique needs of executives who want to move along their DEI journey with a subject matter expert and trusted advisor.

Coaching session topics might include:

Personal blind spots, sensitivities, and behaviors

Roles and how to assign responsibilities

Building relationships across dimensions of diversity

Accountability and measurement

Speech and meeting preparation

Tough conversations

Key executive decisions

Action	What
Kick off meeting/conference call	Conversation with the Client Project Manager and Ivy Coach discuss desired outcomes, issues, confidentiality guidelines/rules of engagement, etc.
Initial meeting/conference call with the Client Executive	Ivy Coach will contact the Client Executive and conduct an introductory conversation to build rapport, discuss broad desired outcomes, confidentiality guidelines/rules of engagement, logistics, etc.
Coordinate calendars	Assistants will schedule sessions
Assessment	Build current leadership profile for the Executive, including strengths, weaknesses, blind spots and potential derailers.
Debrief of assessment data and information	Provide a picture of the Executive's current DEI leadership behavior.
Coaching sessions	Structured coaching sessions to maximize current effective DEI leadership actions and build any needed new leadership skills.
Update Sessions	Provide regular broad updates to the Client Project Manager on coaching progress that are in alignment with the confidentiality guidelines/rules of engagement.
Close-out Session	Conversation with Client Project Manager to review key outcomes, impact of the coaching engagement, and gain buy-in for follow-up on action plans.