

**Sharbeck Consulting Group**  
PH. 866.598.4446

# VITAL LEARNING COURSE MATRIX






VITAL LEARNING

Vital Learning offers targeted programs to help organizations improve the relationships between managers, team leaders and supervisors and their team members. Our results-driven programs help improve productivity, enhance employee motivation and retention, and develop employees' work habits and potential.



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COURSE NAME	OBJECTIVES	SKILL POINTS
<p><b>Leading Successful Projects</b></p> <p><i>Delivery Methods Available:</i></p>  <p><i>Classroom: 16 hours in 4 hour segments; for 6-18 participants</i></p>	<ul style="list-style-type: none"> <li>• <b>Understand</b> the four phases that every project undergoes</li> <li>• <b>Assess</b> the probable effect of a project on business goals</li> <li>• <b>Determine</b> the roles, tasks and activities needed to complete any project</li> <li>• <b>Ask</b> the right questions during each phase of a project</li> <li>• <b>Use</b> a clear system to track project progress and update stakeholders</li> <li>• <b>Motivate</b> project team members to maintain their commitment and support</li> </ul>	<ul style="list-style-type: none"> <li>• Assess the situation by identifying problems and opportunities, and determine the priority</li> <li>• Determine feasibility by identifying alternatives and determining benefits, costs and risk, and choose best solution</li> <li>• Write a goal statement, create objectives, and define roles and responsibilities</li> <li>• List all tasks required to achieve the objectives</li> <li>• Identify the resources required to complete tasks and assign responsibilities for each task</li> <li>• Prepare a project schedule</li> <li>• Identify risks and the effect that the risk can pose to a project</li> <li>• Monitor the project and modify it as needed</li> <li>• Formally close out the project by measuring actual performance against expected performance</li> </ul>
<p><b>Motivating Team Members</b></p> <p><i>Delivery Methods Available:</i></p>     <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Improve</b> team member performance</li> <li>• <b>Understand</b> the factors that motivate team members to perform effectively</li> <li>• <b>Understand</b> how motivation varies from team member to team member</li> <li>• <b>Distinguish</b> between motivators and dissatisfiers</li> <li>• <b>Learn</b> how to create a work environment for each team member that will motivate higher performance</li> </ul>	<ul style="list-style-type: none"> <li>• Identify factors that motivate each team member</li> <li>• State the team member’s positive accomplishments</li> <li>• Ask the team member’s view of what would enhance or maintain performance</li> <li>• Respond to the team member’s suggestion(s) and/or offer your own</li> <li>• Agree on the next step and set up a review</li> </ul>



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COURSE NAME	OBJECTIVES	SKILL POINTS
<p><b>Solving Workplace Problems</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>C e b m</b></p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Follow</b> an orderly, step-by-step, problem-solving process</li> <li>• <b>Write</b> a problem statement that clearly define problems encountered in work situations</li> <li>• <b>Assess</b> the context of the problem</li> <li>• <b>Analyze</b> the likely root causes of problems</li> <li>• <b>Involve</b> team members in evaluating root causes and possible solutions</li> <li>• <b>Create</b> plans to implement solutions</li> <li>• <b>Agree</b> and support implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the problem</li> <li>• Identify the cause</li> <li>• Select the best solution</li> <li>• Implement the solution</li> <li>• Provide feedback and follow up</li> </ul>
<p><b>Developing and Coaching Others – Team Leader Version</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>C e b m</b></p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Ensure that training changes behavior</b> — Successfully motivate, direct and coach team leaders through a learning process to ensure that they transfer learning into improved on-the-job performance</li> <li>• <b>Coach effectively</b> — Effectively handle “coaching moments” to improve team leaders’ performance on the job</li> </ul>	<ul style="list-style-type: none"> <li>• Ask the individual’s view of what happened</li> <li>• Ask why it happened the way it did (good or bad)</li> <li>• Ask what the consequences were</li> <li>• Ask what lessons were learned and what the individual will consider doing differently next time</li> <li>• Ask what the individual’s next step will be</li> </ul>
<p><b>Developing and Coaching Others – Senior Manager Version</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>C</b></p> <p><i>Classroom: 4 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Ensure that training changes behavior</b> — Successfully motivate, direct and coach managers through a learning process to ensure that they transfer learning into improved on-the-job performance</li> <li>• <b>Coach effectively</b> — Effectively handle “coaching moments” to improve managers’ performance on the job</li> </ul>	<ul style="list-style-type: none"> <li>• Ask the manager’s view of what happened</li> <li>• Ask why it happened the way it did (good or bad)</li> <li>• Ask what the consequences were</li> <li>• Ask what lessons were learned and what the manager will consider doing differently next time</li> <li>• Ask what the manager’s next step will be</li> </ul>



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COURSE NAME	OBJECTIVES	SKILL POINTS
<p><b>Hiring Winning Talent</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>C e b m</b></p> <p><i>Classroom: 8 hours or two 4 hour sessions</i></p> <p><i>eLearning: 3 to 4 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Establish</b> an efficient process that will reduce the time it takes to interview and select a qualified candidate</li> <li>• <b>Maximize</b> new hires' productivity once they join your team by ensuring that candidates are a good fit for the job (both technical and organizational fit)</li> <li>• <b>Ensure</b> team cohesion and support for new hires by involving team members in the hiring process</li> <li>• <b>Increase</b> the retention of all new hires, and in particular reduce turnover during the first year on the job</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce yourself, thank the candidate for his or her interest in the company and the job, and explain the interview agenda</li> <li>• Review the candidate's resume and ask competency-based questions about his or her background and experience</li> <li>• Listen, press for specifics, and take notes</li> <li>• Discuss the job requirements and answer the candidate's questions</li> <li>• Review your notes and ask for any final clarification of facts and information shared during the interview</li> </ul>
<p><b>Retaining Winning Talent</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>C</b></p> <p><i>Classroom: 8 hours or two 4 hour sessions</i></p>	<ul style="list-style-type: none"> <li>• <b>Describe</b> the scope and severity of the talent shortage</li> <li>• <b>Calculate</b> the costs of attrition</li> <li>• <b>Identify</b> attrition risks that currently exist within your own team</li> <li>• <b>Identify</b> what motivates team members and how to build their commitment</li> <li>• <b>Use</b> the STAR Model to identify specific retention practices to apply with your team members</li> <li>• <b>Conduct</b> a discussion with team members to discover retention needs</li> <li>• <b>Intervene</b> when you see early warning signals exhibited by team members</li> <li>• <b>Develop</b> and implement a proactive retention action plan that will reduce unwanted turnover within your work team</li> </ul>	<ul style="list-style-type: none"> <li>• Thank the team member and reinforce the value of having the discussion</li> <li>• Ask questions to identify what's most gratifying and most frustrating about current projects, work assignments and/or work in general</li> <li>• Listen for specifics (especially STAR-related information), paraphrase and test for themes</li> <li>• Ask for and suggest ideas about how you can help and support the team member</li> <li>• Decide what actions you both will take and set a follow-up date</li> </ul> <p style="text-align: right;">(continued on next page)</p>



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COURSE NAME	OBJECTIVES	SKILL POINTS
<p><b>Retaining Winning Talent (cont'd)</b></p>		<ul style="list-style-type: none"> <li>• Thank the team member for meeting with you and explain the purpose of the meeting</li> <li>• Refer to the early warning signal and probe to determine whether it represents a deeper concern(s)</li> <li>• Summarize the response from the team member's perspective and, if necessary, ask additional questions to clarify concerns</li> <li>• Ask for and suggest ideas for addressing concerns</li> <li>• Decide what actions each of you will take to address the concern(s) and set a follow-up date</li> <li>• Thank the team member for his/her candidness and reinforce the mutual value of the business relationship</li> </ul>



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COURSE NAME	OBJECTIVES	SKILL POINTS
<p><b>Customer-Oriented Selling</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>c e b m</b></p> <p><i>Classroom: 16 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Learn</b> to determine the customer's objectives and situation factors</li> <li>• <b>Understand</b> and use the key customer-focused communication skills</li> <li>• <b>Prepare</b> for and learn from each sales call through pre- and post-call analysis</li> <li>• <b>Conduct</b> sales calls using a proven four-phase customer-focused sales process</li> <li>• <b>Effectively</b> handle obstacles without feeling uncomfortable or adversarial</li> </ul>	<ul style="list-style-type: none"> <li>• Opening the call</li> <li>• Determining situation factors and customer objectives</li> <li>• Presenting your recommendations</li> <li>• Getting a commitment</li> <li>• Managing sales obstacles</li> </ul>
<p><b>Incoming Sales Call</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>e m</b></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Understand</b> the importance of the relationship representatives establish in the first few seconds of the customer's call</li> <li>• <b>Learn</b> how to make sure the conversation and relationship with the customer get off to a positive start</li> <li>• <b>Effectively</b> transition from taking an order or providing a service to a sales conversation</li> </ul>	<ul style="list-style-type: none"> <li>• (No Skill Points for this course)</li> </ul>
<p><b>Making Customer Recommendations</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>e m</b></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Learn</b> to sell solutions that can help the customer reach his or her objectives</li> <li>• <b>Understand</b> the four-step recommendation process</li> <li>• <b>Verify</b> the customer's objectives with the final "confirming question"</li> <li>• <b>Make</b> a customer recommendation</li> </ul>	<ul style="list-style-type: none"> <li>• (No Skill Points for this course)</li> </ul>



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COURSE NAME	OBJECTIVES	SKILL POINTS
<p><b>Winning Through Customer Service</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>c e b m</b></p> <p><i>Classroom:</i> 8 hours, 12 hours, or three sessions at 4 hours each.</p> <p><i>eLearning:</i> 1½ to 2 hours</p> <p><i>eLearning course:</i> Dealing with Difficult Customers</p> <p><i>eLearning Course:</i> Delivering Customer-Focused Service</p>	<ul style="list-style-type: none"> <li>• <b>Demonstrate</b> professionalism on the job while building a proactive, problem-solving culture</li> <li>• <b>Use</b> essential communication skills in dealing with customers</li> <li>• <b>Recognize</b> characteristics of human behavioral style and opportunities to adapt to their personal style</li> <li>• <b>Identify</b> and use a structured process/model for conducting customer service transactions</li> <li>• <b>Master</b> strategies for dealing appropriately with difficult customer situations</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a professional relationship</li> <li>• Identify how to help the customer</li> <li>• Provide the required assistance</li> <li>• Complete the transaction and follow up</li> </ul>
<p><b>Delivering Customer-Focused Service</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>e b m</b></p> <p><i>eLearning:</i> 1½ to 2 hours</p> <p><i>Note:</i> Module 1, 2, 3 of Winning Through Customer Service</p>	<ul style="list-style-type: none"> <li>• <b>Define</b> your customers, both internally and externally</li> <li>• <b>Understand</b> the psychology of human values and expectations</li> <li>• <b>Identify</b> expectations that are attributes in providing exceptional customer service</li> <li>• <b>Demonstrate</b> professionalism and self-mastery in addressing customer service</li> <li>• <b>List</b> at least 10 characteristics associated with professionalism that you can exhibit on the job</li> <li>• <b>Define</b> key customer service interactions, e.g., where and when key interactions occur</li> <li>• <b>Identify</b> personal challenges and obstacles</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the importance of maintaining a professional appearance</li> <li>• Follow proper organization principles</li> <li>• Practice effective communication</li> <li>• Establish an empathetic attitude</li> </ul>



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COURSE NAME	OBJECTIVES	SKILL POINTS
<p><b>Dealing with Difficult Customer Situations</b></p> <p><i>Delivery Methods Available:</i>    </p> <p><i>eLearning: 1½ to 2 hours</i></p> <p><i>Note: Module 4 of Winning Through Customer Service</i></p>	<ul style="list-style-type: none"> <li>• <i>Demonstrate</i> the calming and focusing techniques used during a difficult customer service transaction</li> <li>• <i>Identify</i> at least four clues that indicate the existence of a difficult customer situation</li> <li>• <i>Give</i> two reasons why the use of calming and focusing skills is important in dealing with difficult customer situations</li> <li>• <i>Describe</i> the calming technique for dealing with upset customers</li> <li>• <i>Describe</i> the focusing technique for dealing with upset customers</li> </ul>	<ul style="list-style-type: none"> <li>• Calm the upset customer</li> <li>• Focus the customer on the problem</li> </ul>
<p><b>STAR Service</b></p> <p><i>Delivery Methods Available:</i>     </p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <i>Effectively</i> integrate the expectations of your customers, organization and yourself into your performance as a service professional</li> <li>• <i>Successfully</i> apply each of the essential communication skills: listening questioning, paraphrasing and explaining</li> <li>• <i>Consistently</i> employ the STAR Service Process with empathy to regularly achieve positive memorable experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Sync-up with customer to establish a caring professional relationship</li> <li>• Target to determine what to focus on to help the customer</li> <li>• Assist the customer to best meet his/her needs</li> <li>• Reaffirm assistance provided and confirm relationship</li> </ul>



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COURSE NAME	OBJECTIVES	SKILL POINTS
<p><b>Professionalism in the Office</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>C</b> <b>e</b> <b>b</b> <b>m</b></p> <p><i>Classroom: 8 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Recognize</b> the qualities and learn the skills that make an employee more professional on the job</li> <li>• <b>Become</b> aware of the standards and abilities required for professional job performance</li> <li>• <b>Understand</b> the organization's policies, procedures and philosophies</li> <li>• <b>Improve</b> behavior related to interpersonal communication and courtesy</li> <li>• <b>Promote</b> cooperation and teamwork through better communication with peers, managers and other coworkers</li> <li>• <b>Increase</b> productivity by organizing work, setting priorities and managing time effectively</li> <li>• <b>Accept</b> organizational change and benefit from new opportunities</li> <li>• <b>Understand</b> that all professional skills and behavior can be learned, perfected and used successfully in both the business world and their personal lives</li> </ul>	<p><b>Module 1</b></p> <ul style="list-style-type: none"> <li>• Knowing Your Organization</li> <li>• How to Read an Annual Report</li> <li>• Job Descriptions</li> </ul> <p><b>Module 2</b></p> <ul style="list-style-type: none"> <li>• Professional Behavior</li> <li>• Telephone Courtesies</li> </ul> <p><b>Module 3</b></p> <ul style="list-style-type: none"> <li>• Communication Self-Evaluation</li> <li>• Giving "I" Messages</li> <li>• Communication Styles at Work</li> <li>• Managing Conflict</li> <li>• Communicating in a Conflict Situation</li> </ul> <p><b>Module 4</b></p> <ul style="list-style-type: none"> <li>• Analyzing Your Time Log</li> <li>• Managing Time</li> <li>• To-Do Lists</li> <li>• Personal Organization Chart</li> </ul> <p><b>Module 5</b></p> <ul style="list-style-type: none"> <li>• Managing Change</li> <li>• Goal-Setting</li> <li>• Planning</li> </ul>



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COURSE NAME	OBJECTIVES	SKILL POINTS
<p><b>Achieving Communication Effectiveness</b></p> <p><i>Delivery Methods Available:</i></p> <p><b>C</b> <b>e</b> <b>b</b> <b>m</b></p> <p><i>Classroom: 8 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Assess</b> communication patterns to avoid self-defeating behaviors both in and out of the work environment</li> <li>• <b>Recognize</b> listening barriers and improve ability to interpret messages</li> <li>• <b>Communicate</b> effectively and non-manipulatively when dealing with different personalities and specific situations</li> <li>• <b>Handle</b> conflict constructively with confidence, composure, and flexibility</li> </ul>	<p><b>Module 1</b></p> <ul style="list-style-type: none"> <li>• Elements of Communication</li> <li>• Passive Listening</li> <li>• Active Listening</li> <li>• Barriers to Effective Listening</li> </ul> <p><b>Module 2</b></p> <ul style="list-style-type: none"> <li>• The Communication Process</li> <li>• Common Beliefs</li> <li>• Personal Communication Patterns</li> <li>• Communication Behaviors</li> <li>• Key Principles of Respect</li> <li>• Accepting Responsibility for your Communications</li> <li>• Barriers to the Communication Process</li> </ul> <p><b>Module 3</b></p> <ul style="list-style-type: none"> <li>• Body Language</li> <li>• Communication Models</li> <li>• Basic Assertions</li> <li>• Empathy Statements</li> <li>• Confrontational Statements</li> <li>• Effective Message Delivery</li> </ul> <p><b>Module 4</b></p> <ul style="list-style-type: none"> <li>• Dealing With Difficult Situations</li> <li>• Counterproductive Methods of Dealing With Anger</li> <li>• Effects of these Methods</li> <li>• Steps for Dealing With Anger</li> </ul>

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