

# APERTURE EQ



## TRAINING + SERVICES

*Training and Development • HR Consulting • Coaching • Assessments*



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## ABOUT APERTURE EQ

Aperture EQ is a training and consulting company that works with supervisors and managers to provide techniques on how to "adjust our lenses" of leadership as we work with our teams. Janelle Tarasewicz, Principal Consultant at Aperture EQ, has spent nearly 20 years in the field of human resources, with over a decade working in the public sector. Janelle takes great pride in the work she's done as a public servant, and the government teams she's had the honor to work with have shown her first-



hand what servant leadership should look like. Our government teams don't just show up to work - they have beautiful hearts that want to service our communities. It's been

an honor for Janelle to spend so many years serving and supporting public teams. As a trainer and consultant, Janelle strives to ensure that participants see the applications in their daily lives and not only feel empowered but feel equipped with tangible tools to help achieve success. These are the lessons and the passion that Janelle brings to her work at Aperture EQ supporting both private and public sector agencies in their training and consulting needs.

## CONTACT INFORMATION



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626.488.8719

### CLIENT FEEDBACK:

*"Janelle was the most redeeming facet of the whole event, outstanding, simply outstanding. Timely, necessary, content-laden, well organized. This was the tour de force of the entire event."*

*"Janelle is a great speaker and coach. She provided a million relatable examples and covered a lot of relevant material. Would love to take another one of her trainings!"*

*"Janelle has the education and experience to support a wealth of knowledge."*

*"This was an awesome session! I feel like I learned tangible things to take back to my office and new team."*

*"I learned a lot from the presentation, thoughtful things that I took away, not just book learning."*

*"The class was great. Janelle's knowledge is exceptional. It is not usually an exciting topic, but she brought passion and energy to the topic!"*

*"Absolutely loved the leadership discussion and training, so this was excellent. I continue to be impressed with her delivery of the material."*

*"Amazing speaker. Janelle always does a great job and has relative experiences to back up the content. Very easy to follow and engaging!"*

*"Janelle's presentations are intelligent, practical, relatable, and extremely relevant to the challenges faced by today's Human Resource and Labor Relations Professionals."*



## ABOUT THE PRINCIPAL CONSULTANT



*“While I am proud of my entire body of work in human resources, it is through my teaching and coaching that I’ve learned the most. Everyone learns differently and when I am coaching or training, it is my job to meet people where they are at. I strive to figure out their needs and make sure I show up prepared to add value to their lives. It takes imagination and humor to keep folks checked in and empathy and patience to provide useful feedback. These are the tools I bring to my work and the employees, managers, and organizations I serve.”*

— Janelle Tarasewicz, Principal Consultant

Janelle Tarasewicz, *Principal Consultant* for Aperture EQ, is a learning and development professional with over 20 years of experience helping private and public-sector managers and employees improve individual and team performance.

Janelle has a talent for developing and delivering training at all levels, including supervisory fundamentals and management coaching. Over the years, Janelle has developed training programs that include topics such as managing employee behaviors, communication strategies, bias in supervisory hiring and decision-making, dealing with difficult conversations, building trust within a team, intergenerational team conflict, as well as custom training content. Janelle has also provided coaching and guidance to executives, managers, and employees regarding employee relations issues, conflict resolution, and communication strategies.

Janelle has also spent over 15 years as a psychology instructor and is currently a faculty member at Bellevue College. As a faculty member, Janelle develops teaching strategies and comprehensive lesson plans to engage students in an interactive learning process for both face-to-face and online formats. In this role, she has developed and maintained a thorough knowledge of instructional standards and practices that had proved beneficial in her development of training programs for public- and private-sector agencies.

Janelle holds a master’s degree in psychology from Pepperdine University and a bachelor’s in communication from the University of Southern California (USC). Janelle is pursuing a *Doctor of Education* in Organizational Change and Leadership at USC. She has also earned her SPHR as well as her SHRM-SCP and is a certified Harrison Assessments consultant.



## SERVICES OVERVIEW

### TRAINING AND DEVELOPMENT

Janelle has a talent for developing and delivering training at all levels, including supervisory training and management coaching. Over the years, Janelle has developed training programs that include topics such as communication strategies, dealing with difficult conversations, bias in supervisory hiring and decision making, managing employee behaviors, building trust within a team, and intergenerational team conflict. Janelle also works with companies to develop custom training content based on specific needs and upcoming organizational projects.

### HR CONSULTING SERVICES

Janelle functions as a project manager, ensuring that large-scale HR initiatives are properly planned, resourced, and managed to ensure successful implementation. Janelle's areas of expertise include the design and implementation of talent management systems as well as processes encompassing recruitment and onboarding, training, performance management, employee relations, PIP development, and classification and compensation. She has also developed technical competencies for positions to aide in training and development activities for career and succession planning.

### COACHING SERVICES

Janelle provides coaching and guidance to executives, managers, and employees regarding a number of personnel issues, including employee relations concerns, conflict resolution, and communication techniques. As a certified *Harrison Assessment* consultant, Janelle provides powerful insights to help develop individuals and organizations. The analytics from these personalized assessments provide a deep analysis of leadership capability and development, as well as succession planning, team development, organizational engagement and talent retention. Janelle has proven success at improving both individual and team performance through her coaching methods.

### CIVIL SERVICE ASSESSMENTS

Janelle has over 10 years' experience developing legally defensible tests and assessment centers for Civil Service (Police and Fire) hiring and promotional processes. This includes creating examination content and scoring matrices, facilitating the assessment center process, and assuring compliance of Civil Service rules and terms of the collective bargaining agreement. As part of this work, she created a diversity and recruitment program for the hiring and promotion of Police Officers that included innovative marketing strategies and free hiring seminars for applicants, as well as assessment center training for candidates prior to the promotional exam.



# TYPES OF TRAINING PROGRAMS



## IN-PERSON COURSES

An in-person training course is one held at your facility and is open only to your employees. Training in-person eliminates travel expenses for your staff as well as additional time away from the office. This training format is a great way to keep the content relevant to your organization's needs and provides an opportunity for deeper team discussions.



## ONLINE COURSES

If you're looking to increase your knowledge through computer-based learning, you'll be able to access a number of online training courses. There are several different formats for these types of trainings, each with unique benefits.

### ➤ Self-Paced eLearning

These on-demand courses provide flexibility for you and your team to access training and development opportunities. Training participants can join these courses at any time and can work through the materials at their own pace. In addition, the e-learning courses allow for connection with a real instructor as questions or issues surface. Participants will be able to access their e-learning courses for up to 6 months from purchase date.

### ➤ Virtual Classroom

These courses provide participants with a virtual classroom at your desk but with the feel of a *live* training environment. These courses allow participants to move through the course content together. This provides an opportunity to engage with other agencies throughout the learning process, creating a deeper learning environment as each participant has an opportunity to learn from one another. This format also allows for scheduled "synchronous" meetings and training times.

### ➤ Live Webinars

A live webinar is usually about an hour long program that provides a quick way to offer refresher courses or quick updates and best practices. These quick courses allow for live interaction with participants, who can ask questions and engage with the trainer.

*In-person and online courses can be customized for agency-specific needs. Please contact Aperture EQ if you have training needs not listed in this brochure.*



## SUMMARY OF TRAINING PROGRAMS

Below is a list of current training opportunities. Click on the title below to be directed to a brief description of the course. ***Please note that I'm continuously developing custom content for agency-specific needs, so there may be other topics under development as well.***

- ◆ ["How To" Practical Guides for Supervisors \(Online/On-Demand\)](#)
- ◆ [Supervisor Boot Camp](#)
- ◆ [Leveraging Your Communication Style](#)
- ◆ [The Art of Giving and Receiving Feedback](#)
- ◆ [Managing Challenging Conversations](#)
- ◆ [Communication Skills to De-escalate Hostile Customers](#)
- ◆ [Harrison Assessment Paradox Team Training: The Paradoxes of Successful Leaders](#)
- ◆ [Developing Emotional Intelligence: Managing Emotions During Times of Growth and Change](#)
- ◆ [Occupational Burnout: The Science Behind Stress in the Workplace](#)
- ◆ [Leading Beyond Authority](#)
- ◆ [Mastering Policy Writing](#)
- ◆ [Navigating Employee Performance](#)
- ◆ [Leading a Workplace Free of Harassment and Discrimination](#)



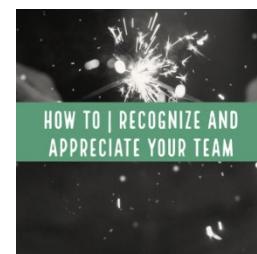
## “How To” Practical Guides for Supervisors (On-demand)

This practical “How To” series is designed with busy supervisors in mind. This unique training program offers eight mini-courses that contain instructional videos covering best practices and tips for success, as well as 16 useful templates and forms. Each “How To” guide contains approximately one-hour’s worth of content, for a total of about eight instructional hours. In addition, there are opportunities within each “How To” guide to interact in online discussion boards with fellow supervisors from public agencies all over the state to share ideas, successes, and support.

**This 8-week course does not have a scheduled meeting time, rather all content is offered “on-demand” so that supervisors can work through the content at their own pace. By signing up for this online course, you are committing to just about an hour of training each week.**

By focusing on one topic each week, supervisors can easily navigate and focus on critical areas of management. This training course includes the following topics:

| WEEK    | TOPIC                                    |
|---------|--|
| Week #1 | How to Facilitate Trust                  |
| Week #2 | How to Set Expectations & Goals          |
| Week #3 | How to Delegate to Your Team             |
| Week #4 | How to Give Feedback to Your Employees   |
| Week #5 | How to Receive Feedback from Others      |
| Week #6 | How to Conduct Effective Team Meetings   |
| Week #7 | How to Conduct Effective 1-on-1 Meetings |
| Week #8 | How to Recognize & Appreciate Your Team  |





## Supervisor Boot Camp

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Despite our organization's best intention, we often find ourselves in a position where we've promoted a promising new leader, but don't have the time or resources to provide them the necessary supervisor training. They are fantastic at their jobs (hence the well-deserved promotion). However, this doesn't always translate into providing the tools needed to tackle their new assignment - managing their team. This training will cover a wide variety of topics for supervisors, with the ultimate goal of equipping them with the necessary tools to be successful in their role.



### LEARNING OBJECTIVES:

- Communication techniques, including active listening skills and tools to help you modify your communication style based on the audience and the situation.
- The basics of communication, respect, and trust in the workplace.
- Setting expectations for your team and how to reinforce those expectations if staff are not achieving them.
- The difference between feedback, coaching, and counseling - the various techniques for each of these tools and in what context to apply them.
- Having a difficult conversation with your employee, and what you should document after the fact.
- Overview of the performance evaluation process and how to provide necessary feedback to your team.



### WHO SHOULD ATTEND?

This full day (~6 hour) program is designed for new and upcoming supervisors, as well as current supervisors who would like a refresher.

## Leveraging Your Communication Style

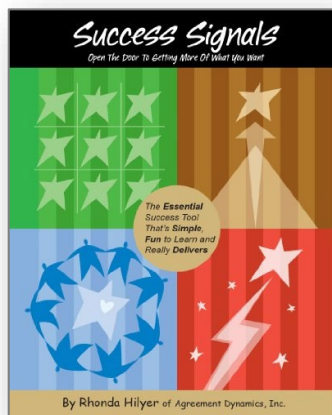
Trust is often lost within a team, not due to a lack of respect, but due to a miscommunication. Signals can get crossed as we send messages in one style and receive them in another. This training will teach you how to work productively and cooperatively with those who do not share your preferred communication style. This innovative and fun training provides powerful and practical tools to help you discover how easy it is to communicate successfully.

### LEARNING OBJECTIVES:

- Communicate in ways that enhance individual, group, and team effectiveness and relationships
- Improve customer service skills within your team
- Avoid the most common issues encountered in day-to-day life by averting conflicts in positive and productive ways
- Get respect from those who communicate very differently than you
- Create win-win situations with your supervisors, colleagues, and customers
- Develop leadership skills and negotiate more successfully
- Improve relationships at work, at home, and in the community

### WHO SHOULD ATTEND?

This half day (~4 hour) program is designed for employees and supervisors, as well as teams.



*Please note that this training requires "Success Signals" books for each participant (approx. \$30 each).*

## The Art and Science of Feedback

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Whether we are giving feedback or receiving it, I think we can all agree on one thing – a conversation involving constructive feedback is difficult! Our bodies have a physical defensive response during times of stress and it's important to understand these defenses if we are going to accept feedback for what it's intended to be – an opportunity to learn and grow in our roles.

In this training, we will discuss the ways in which we can avoid our “triggers” and instead create a culture of feedback that allows our entire team to practice receiving this type of constructive information. When we are in a place where our defenses are lowered, we can truly listen and engage with the feedback. As leaders, one of the best things we can do is model how to receive feedback to our teams. In doing so, we encourage everyone to remain in a place of continued learning and growth on both a personal and professional level. When we keep our eyes on the goal of helping our team grow and develop, feedback no longer becomes something to be feared, but instead is an engaging and constructive two-way dialogue.



### LEARNING OBJECTIVES:

- Understanding the biological defenses that limits our ability to receive constructive feedback.
- Recognizing common feedback “triggers” that interfere with our capacity to digest constructive criticism.
- The importance of developing a “growth mindset” and culture of learning throughout our organizations.
- Understanding team norms and the importance of setting clear expectations.
- Recognizing the role of trust and respect in the feedback process.
- Steps to prepare for both giving and receiving feedback.



### WHO SHOULD ATTEND?

This full day (~5 hour) program is designed for employees and supervisors, as well as teams.

## Managing Challenging Conversations

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We've all been there before - a conversation needs to occur with our employee, but we keep pushing it off because we're dreading the discussion. These conversations are difficult because they are awkward; but with the right approach they become manageable. As supervisors, it is an essential function of our jobs to turn these difficult conversations into constructive dialogues so that our employees can stay engaged and productive members of our team. With training and practice, supervisors and employees can hone their communication techniques and use these crucial skills to navigate the challenging process of having a difficult conversation. Having a conversation to address performance is difficult, but with the right tools the process becomes manageable, effective, and successful.



### LEARNING OBJECTIVES:

- Discovering techniques to help you stay calm during a difficult conversation and help defuse an emotionally charged situation.
- The science behind how our brain and bodies react to stress, including how our communication processes are impacted.
- Understanding how defensiveness surfaces and learning techniques to decrease your own defenses, as well as mitigate defensiveness in others.
- Communication techniques to help you modify your communication style based on the audience and the situation.
- The steps to take to prepare for the difficult conversation, including what you should document after the fact.
- Coaching and feedback outlines that help guide supervisors through the process of a difficult conversation, including helpful tips and scripts.
- Basic skills for conflict resolution and how to navigate a conversation to help build trust during these contentious moments.
- Overview of traditional progressive discipline processes and how to prepare for those difficult conversations.



### WHO SHOULD ATTEND?

This full day (~6 hour) program is designed for supervisors of all levels.

## Communication Skills to De-Escalate Hostile Customers

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At times, our interactions and conversations with our customers, whether they are internal or external, can become hostile. These challenging conversations can quickly escalate if we don't learn the techniques to stay engaged and communicate directly. With training and practice, we can hone our communication techniques and use these crucial skills to navigate the challenging process of having an emotionally charged discussion. With the right tools the process becomes manageable, effective, and successful.



### LEARNING OBJECTIVES:

- Understand the biological basics for our stress and emotional responses.
- Learning techniques to help defuse hostile situations.
- The rules of the “hostility game” and tactics for defeating it.
- The basics of communication (e.g., active listening, body language and non-verbal influences, etc.)
- Conversation scripts and outlines that help guide you through the process of an emotionally charged interaction.



### WHO SHOULD ATTEND?

This half day (~4 hour) program is designed for employees and supervisors.

## Harrison Assessment Paradox Team Training: *The Paradoxes of Successful Leaders*

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### ***A Note About the Harrison Assessments Process:***

*Harrison Assessments* help uncover important individual performance traits that can help accelerate, or potentially derail, on-the-job performance and engagement. The *Harrison Assessment* reveals a person's work preferences and behavioral competencies that pinpoint developmental and career planning opportunities. By participating in the *Harrison Assessment* process, individuals and teams can better predict how an employee communicates, influences, and leads their team, how they handle autonomy and delegation responsibilities, their tendencies towards taking personal initiative, and whether they are more likely to resist or facilitate change and growth efforts.

As we all know, individual talent is not enough. Talented people must effectively work *together* in order for the organization to be successful. To be effective, leaders need to balance various sets of leadership competencies to help keep staff engaged and working at their full potential.

Often times, leadership competencies seem to be at odds with one another. For example, leaders need to hold others accountable but at the same time they need to maintain good rapport. If they overly focus on having rapport but don't hold others accountable, they will not maximize performance. On the other hand, if they focus on holding others accountable without building rapport, they will demotivate others and potentially cause employee turnover. These leadership paradoxes are important to identify and better understand if organizations are to keep developing their collective skill sets.

*Harrison Assessment's Paradox Theory* reveals team dynamics in a way that enables individual team members to easily identify how their own behaviors contribute or obstruct the team objectives. It also provides a step-by-step plan in which each team member can make adjustments to facilitate optimal team performance. Applied across twelve paradoxical behaviors it provides a framework for true personal development by providing insight into why we behave the way we do, how we react under stress and how to recognize and avoid potential behavioral pitfalls.

## LEARNING OBJECTIVES:

- Discover the strengths and challenges of a team, including team decision-making potential.
- Become more aware of how individual behaviors and tendencies impact others on the team and in the organization.
- Learn to adapt behaviors in different situations to help improve leadership effectiveness.
- Increase leadership effectiveness through targeted coaching, development, and performance management by identifying behavioral traits correlated with on-the-job success.
- Increase team productivity by improving working relationships and leveraging team member strengths.

## WHO SHOULD ATTEND?

This full day (~6 hour) program is designed for supervisors and leadership teams.



*Please note that this training requires a “Harrison Assessment” report and individual debrief for each attendee prior to the group training. The session also requires a supplemental Harrison Paradox Guide for every participant. Please contact Aperture EQ for pricing.*



## Developing Emotional Intelligence

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Emotional intelligence is the ability to recognize, manage, and positively manage our emotions. Self-awareness is a critical tool to understanding how emotional intelligence helps strengthen decision making, conflict resolution skills, and team dynamics. People who have a high level of emotional intelligence are better prepared to stay calm, flexible and focused when workplace crises hit and panic threatens to set in. Studies have shown that emotional intelligence can have a profound effect on a person's ability to create more rewarding, collaborative and satisfying workplace relationships. This, in turn, leads to greater productivity, reduced stress and anxiety, higher levels of performance and a greater sense of teamwork and camaraderie — all critical components of a successful, productive workplace. Discover how to expand your capacity to help create an environment that fosters emotional intelligence and a high degree of safety and trust.

### LEARNING OBJECTIVES:

- Understand how your emotions affect others — and how their emotions affect you.
- The importance of empathy in communicating, understanding, listening, establishing rapport and relationship building.
- Overcoming the personal beliefs that might be holding you back.
- How to master the art of listening and hear what's not being said.
- How your nonverbal cues affect the message you're trying to send — and how to interpret what others are saying with their body language.
- Learn tips and tactics to improve emotional intelligence – in yourself and among groups.
- Developing a team culture of emotional intelligence and psychological safety.
- Use emotional intelligence to navigate learning, growth, and change.

### WHO SHOULD ATTEND?

This half day (~3 hour) program is designed for employees and supervisors.

## Occupational Burnout: *The Science Behind Stress in the Workplace*

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The World Health Organization (WHO) recently declared “burnout” as an official occupational syndrome in the International Classification of Diseases (ICD-11). After several years living through a worldwide pandemic, we are all facing seemingly insurmountable burnout. Whether it’s facing reductions in staffing, dealing with increasingly challenging customer issues, the stress of home life, or facing the daily depressing headlines – I think it’s safe to say that we’ve all have had an incredible few years.

In this training, we will debunk the myths of stress and burnout. While not all stress is “bad” it’s important to recognize that when we reach a certain point the overwhelming nature of occupational stressors can take a cognitive, physical, and organizational toll. By recognizing the warning signs of burnout, we can better alleviate the consequences of occupational stress and put measures in place to help avoid it in the first place.



### LEARNING OBJECTIVES:

- The science behind how our brain and bodies react to stress, both short-term stress as well as long-term (or chronic) stress.
- Understand the definition of occupational burnout and the factors that contribute to this type of organizational strain.
- Recognize the key components of the workplace environment that contribute to occupational burnout.
- Tips and tools for managing individual stress and burnout, as well as occupational and team pressures.
- Best practices for managing our teams and communicating clearly during times of stress, including workload planning activities that provide clarity for our teams and our organizations.



### WHO SHOULD ATTEND?

This half day (~3 hour) program is designed for employees and supervisors, as well as teams.

## Leading Beyond Authority

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This dynamic training program empowers individuals with the skills and strategies to lead effectively with and without formal authority. Through engaging discussions, practical exercises, and real-world examples, participants will learn how to influence and inspire others, build strong relationships, and drive positive outcomes regardless of their position within an organization.



### LEARNING OBJECTIVES:

- Understand the principles of influence and relationship building.
- Develop skills to build trust and credibility.
- Learn techniques for effective communication and active listening.
- Explore strategies for motivating and inspiring team members.
- Gain insights into managing conflicts and fostering collaboration.
- Enhance emotional intelligence and self-awareness.



### WHO SHOULD ATTEND?

This half-day equivalent (~4 hours) program is designed for professionals in non-managerial roles, aspiring leaders, current supervisors, and anyone interested in enhancing their leadership and influence skills.

## Mastering Policy Writing

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This comprehensive training program is designed to equip participants with the essential skills and knowledge to effectively write, review, and implement policies within their organizations. Through a blend of theoretical insights and practical exercises, attendees will learn the best practices for creating clear, concise, and impactful policies that align with organizational goals and regulatory requirements.



### LEARNING OBJECTIVES:

- Understand the importance and role of policies within an organization.
- Learn the fundamental principles of effective policy writing.
- Develop the ability to write clear, concise, and actionable policy statements.
- Gain insights into the process of policy review and approval.
- Explore strategies for successful policy implementation and communication.
- Familiarize with common policy formats and templates.



### WHO SHOULD ATTEND?

This half-day equivalent (~4 hours) program is designed for administrative professionals, supervisors, and anyone involved in developing, reviewing, or implementing policies.

## Navigating Employee Performance

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This training program is designed to equip managers and supervisors with the skills and knowledge to effectively manage and improve employee performance. Participants will gain expertise in setting clear expectations, providing constructive feedback, and engaging in effective coaching practices. These are the foundational tools to support a meaningful evaluation process. Additionally, participants will learn to handle underperformance tactfully and support employee growth through feedback and mentoring. Through a blend of theoretical knowledge and practical application, supervisors will learn to confidently address performance issues, foster continuous employee development, and create a motivating work environment.



### LEARNING OBJECTIVES:

- Understand the overall principles and importance of performance management.
- Learn how to set clear performance expectations and establish channels for accountability and follow-through.
- Develop skills to provide constructive feedback and engage in effective coaching practices.
- Gain strategies to address performance issues effectively.
- Navigate the role and responsibility of performance documentation.
- Understand the basics of legal concerns and the nature of progressive discipline.
- Foster employee development and career growth.
- Explore components of the evaluation process, such as evaluation scoring, performance competencies, and writing appraisals.



### WHO SHOULD ATTEND?

This full-day equivalent (~6 hours) program is specifically designed for supervisors, human resources professionals, and anyone involved in employee review and development.

## Leading a Workplace Free of Harassment and Discrimination

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This training prepares leaders to cultivate and maintain a workplace culture resistant to discrimination, harassment, and retaliation. In addition to discussing the basic principles and laws guiding discrimination and harassment, this training will also discuss how our unconscious biases impact discriminatory behaviors. Participants will be equipped with the information and skills that promote intervention and empathy, including how to prevent unlawful harassment and identify behaviors that are not acceptable in the workplace.



### LEARNING OBJECTIVES:

- Explain the science behind our hidden bias, so we can better understand how our attitudes and stereotypes are developed and how this process impacts discriminatory behaviors.
- Review societal and workplace culture and how it impacts what is perceived as acceptable behavior.
- Develop an understanding of microaggressions as forms of exclusion.
- Increase understanding of discrimination and harassment, as well as discuss its prevention.
- Review federal and state laws governing discrimination, harassment, and retaliation in the workplace.
- Understanding our role as leaders to foster an inclusive and respectful workplace.



### WHO SHOULD ATTEND?

This half day (~3 hour) program is relevant for both employees and supervisors but has a focus on organizational leaders.