



2020 VIRTUAL WORKSHOP DESCRIPTIONS

NAVIGATING CRITICAL CONVERSATIONS

When we're faced with difficult communication situations, we often feel intimidated or mystified. Many of our day-to-day communication practices seem not to work in these sticky situations. In this interactive workshop, explore advanced communication techniques that will move you from paralyzed to productive when faced with critical conversations. Bring insight into ways to overcome even the most difficult conversations with confidence and clarity.

Learning Objectives

- Describe the characteristics of critical conversations
- Identify the factors that impact communication success
- Explore the 5Cs of Critical Conversations model
- Create a plan for applying advanced communication techniques on the job

INFLUENCING WITH INTEGRITY

In today's workplace, the command-and-control style of influence has given way to a more democratic, inclusive, and participatory style. Organizations are flatter and less hierarchical and professionals in all fields of work find that they can, and need to, use their influence skills more often to get their ideas accepted and to get their work tasks accomplished. Influencing with integrity is a way to understand and use your own and others' deeply held values and standards in order to reach mutually beneficial outcomes and agreements. It allows employees at every level of the organization to recognize their power to influence others in order to get work done and generate positive results.

Learning Objectives:

- Compare the definition of influence to its common synonyms
- Describe your "sphere of influence" and the circumstances that fall in and outside of it

- Discuss the relationship between influence and power
- Describe various sources of power and their uses
- Clarify areas in which you can create specific, positive influence at work.

THE 3 KEYS TO COMMUNICATION SUCCESS

Today's business environment offers endless communication challenges. Dealing with sponsors, team members, vendors, and the public, among others, has become a bit like walking in a minefield. In this engaging and interactive workshop, consider three keys that can really make a difference in the quality of your interactions with others: Listening to understand; connecting on a human level; and gaining commitment, not just compliance. Gain insights about yourself and how to leverage human nature by applying simple techniques and avoiding common pitfalls to make your daily communication more effective.

Learning Objectives:

- Explore different levels of listening for understanding
- Discover brain research and its lessons for interpersonal interactions
- Apply a model for diminishing defensiveness and increasing connections during communication interactions with others
- Distinguish between commitment and compliance and apply strategies for increasing commitment
- Plan realistic interactions to improve real-life communication effectiveness

EFFECTIVE DELEGATION

Effective delegation is an essential leadership skill. Any leader must learn to delegate effectively in order to accomplish his or her goals. By definition, to supervise the work of others means that you have to take time away from the technical aspects of your job and tend to the people side of things. Therefore, because time resources are finite, you must remove some of the work you were previously able to accomplish on your own from your task-list in order to make time for performance management and leadership tasks. And because that work still must be completed, you will need to delegate it to your staff. In this interactive and engaging workshop, explore the best practices to effective delegation.

Learning Objectives

- Discuss criteria for successful, effective delegation
- Recognize what gets in the way of effective delegation
- Discover the five steps of effective delegation and share examples

BUILDING TRUSTING RELATIONSHIPS IN THE WORKPLACE

As the workplace becomes a more collaborative, democratic, and inclusive place, employees and leaders experience an increase in focus on trust as a key commodity in workplace relationships. Whether in your relationship with the organization as a whole, with your team and co-workers, or with your manager, all workplace relationships are affected by trust. Its presence fuels greater engagement and increased performance. Its absence generates unproductive behaviors and impedes our ability to meet our commitments to each other, our clients, and the public we serve. In this interactive workshop, identify the definition and factors that impact trust in the workplace, discuss the need for increasing workplace trust, and learn a model for building trust in your work relationships.

Learning Objectives:

- Identify the definition and key factors that impact trust in workplace relationships
- Discuss the ramifications of missing or broken trust and the reasons for increasing workplace trust
- Discover a step-by-step model for building trust in workplace relationships
- Create an action plan for improving workplace trust

BUILDING A TEAM THAT HAS ACCOUNTABILITY

Current and future supervisors are responsible for generating results within tight deadlines and amid competing priorities. They must rely on their team to get these results accomplished. Sometimes it is challenging to get team members to follow through on commitments and meet goals and deadlines, which can get in the way of achieving the desired outcomes. This interactive, practical workshop is designed to help current and future leaders increase accountability in themselves and others so that their team can attain higher productivity and have a positive impact on mission accomplishment.

Learning Objectives

- Describe accountability factors that contribute to high performance
- Discuss common obstacles to accountability and best-practices for enhancing it
- Recognize how the right language choices can ratchet up results
- Identify tools and techniques to boost accountability

EMPLOYEE DEVELOPMENT ON A SHOESTRING:

DEVELOPING TALENT OUTSIDE THE CLASSROOM

With budget constraints and organizations struggling to do more with less, many employees as well as those responsible for their development are challenged to find ways to address employee development needs. While classroom and online training is a popular and first-in-mind development method, it can be costly and complex. In addition to possibly being out of reach for budgetary and cost-to-productivity reasons, even when training is available it may not be the only or the best way to address learning needs. In this webinar, explore other, non-training ways to develop employees on a tight budget. Consider the pros and cons of various non-training development methods, consider the requirements and specifications of three specific employee development ideas, and begin to develop a strategy for implementing new employee development methods for your organization.

Learning Objectives:

- Identify and assess various employee development methods that can be applied outside the classroom and on a tight budget.
- Analyze three specific examples of non-training employee development methods.
- Develop a strategy for incorporating new development methods for your employees.

WELL-MANAGED MEETINGS

As we've all experienced, meetings can be productive and valuable, or they can be a frustrating waste of time. In order to ensure our meetings are more like the former and less like the latter, we must implement good meeting planning and execution practices. In addition, having a person take the role of a neutral facilitator helps us make sure that we are sticking to our plans and creating an inclusive, productive, and respectful atmosphere for all participants. While there are many ways to plan and set up meetings successfully, this 2-hour remote workshop will provide you with actionable suggestions for what you can do to have more effective and efficient meetings where things get done.

Learning Objectives:

- Distinguish between facilitating, presenting, and chairing a meeting
- Describe the ROAR structure required for effective meetings
- Discuss meeting management techniques
- Explore effective meeting communication behaviors and best practices

PRACTICAL PRODUCTIVITY TOOLS FOR PROFESSIONALS

Professionals face a constant challenge to do more with less. Regularly, we encounter obstacles and roadblocks that throw curveballs to our prepared plans and cause us to go back to the drawing board and create new approaches. Information overload, changing priorities, and shifting resources can all bring even the most organized professional to crisis mode. In this interactive 2-hour remote workshop, identify effective ways to overcome these daily challenges and become more productive, efficient, and effective in your daily work environment.

Learning Objectives:

- Identify a vision and goals for a highly productive way of working
 - Describe obstacles to productivity
 - Discuss various productivity methods and their strengths and weaknesses
 - Explore tools for increased productivity in workaday situations
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FOUNDATIONS OF FACILITATION SKILLS

The facilitator's role is to enable learning and create a welcoming, inclusive, engaging, dynamic, and educational environment and experience for all learners. Therefore, facilitators must ensure that they adhere to adult learning principles in their design and delivery of content and adapt their facilitation approach to different learning preferences and needs. Successful facilitators also present in a dynamic and engaging way and effectively ask and respond to learner questions. In this interactive webcast, learners will increase their awareness of how to ensure more successful and effective future facilitations and begin to create an action plan for implementing their new insights.

Learning Objectives:

- Explore what makes an effective facilitator.
- Recognize adult learning principles and how to adhere to them in your design and delivery.
- Discuss various learning preferences and supporting learning methods.
- Discuss best practices for being a more engaging and dynamic facilitator.
- Plan strategies for applying facilitation best practices and insights to your future facilitations.

DEVELOPING LEADERSHIP SKILLS PRIOR TO PROMOTION

Leadership skills are grown, not born. Regardless of your natural strengths and talents, everyone possesses the capacity to develop leadership competencies. The best time to develop your leadership skills is before you need to use them in your job but finding a way to do so can sometimes be challenging. In this interactive and engaging webinar, Leadership Development Strategist Halelly Azulay of TalentGrow will guide participants through thinking exercises that expand their field of view and increase their awareness about leadership development strategies and opportunities that are already available to them. Participants will brainstorm and generate multiple ideas as well as discover examples and case studies for ways to develop leadership skills outside the classroom and ahead of the curve.

Topics may include:

- Define leadership – what skills are required/recommended
- Brainstorm ways to develop those skills
- Discuss environments, situations, roles, and jobs that can be leveraged for developing various leadership skills
- Brainstorm possible sources for working on this kind of development without changing one's day job
- Explore examples of leaders who developed skills in non-classroom environments
- Create an action plan for their own leadership skill development strategy

BUILDING EFFECTIVE RELATIONSHIPS AS AN EMERGING LEADER

To be effective as a leader, we must each develop effective interpersonal relationships across the organization and outside of it. Adapting a collaborative approach, practicing openness to others' approach and ideas, and influencing others to support yours, are all requisites for good leadership. In this interactive webinar, participants will discuss the foundations of effective relationship building, explore ways to collaborate and partner with others in a positive, non-manipulative way, as well as discuss strategies for being strategic and authentic in your relationship building efforts.

Topics may include:

- Discuss the foundations of effective relationship building (e.g. trust, respect, openness, mutual-interest, mutual-benefit, vulnerability, sincerity)
- Explore various types of value-exchange that create win-win, mutually-beneficial relationships and the alternatives such as one-sided relationships, give-me-give-me kinds of

relationships, etc. Bring in some science from Adam Grant's book, Give and Take as well as the Thomas-Kilmann Conflict Styles theory

- Compare and contrast ideas in the webinar to their own past experiences with successful and failed relationships
 - Ways to be authentic and strategic without being (or seeming) manipulative or insidious
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BUILDING PEOPLE LEADERSHIP SKILLS

To be a leader, you need followers. To be a great leader, you need willing and motivated followers. How do you motivate others? How do you get people to perform at their personal best and create an atmosphere that supports ongoing feedback and development? In this interactive and engaging webinar, discuss the keys to motivating in the 21st Century and explore strategies for communicating effectively, providing feedback in a way that is effective and well-received, and discuss some of the traps of human biology (based on insights from neuroscience) and ways to avoid them.

Topics may include:

- The Industrial-age, carrot-and-stick approach to motivation is not well-suited to knowledge workers in the 21st Century.
 - Discuss ideas from science (summarized in Daniel Pink's book, Drive) that can work much better, and why
 - Learn common social safety triggers that cause our brains to jump into 'fight-or-flight' mode and become less cooperative and less creative
 - Discuss ways to avoid these triggers or to create a 'reward' response instead
 - Explore everyday examples to better concretize the learning
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MANAGING CONFLICT EFFECTIVELY AS A LEADER

Conflict is not something bad to be avoided at all costs. It is healthy and necessary and contributes to innovation and growth. How we deal with conflict is varied, often due to gut-reactions and ingrained habits. In this interactive and engaging webinar, explore the five common conflict management styles and discuss the pros and cons of each. Explore how to select the most effective style for various situations by analyzing the key factors at play and taking a long-range view into consideration to make smart decisions and deal properly with conflict situations.

Topics may include:

- Building on the Thomas-Kilmann Conflict Styles theory, learn five possible options to dealing with conflict and their pros and cons
 - Learn a way to choose the most effective approach based on the intersection of two variables: task/outcome and relationship concerns.
 - Discuss examples provided both by the facilitator as well as offered by participants and practice selecting the best approach
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BUILDING TRUST AND CONFIDENCE AS A LEADER

Trust is tricky. Once you are a leader of others, it gets even trickier. Therefore, it's good to explore what are the key components to trust and ways to develop more trusting relationships with others, especially as an emerging leader. Discuss the trust building formula that can help you navigate the murky waters of trust in relationships and develop strategies for increasing trust incrementally in all of your relationships.

Topics may include:

- Explore the trust formula from the writings of Trusted Advisor authors Maister et al
 - Discuss all the components and how to either increase or decrease them, as needed, to build trust
 - Explore various examples from real life and make a plan for an upcoming trust-building conversation
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10 MISTAKES LEADERS MAKE AND HOW TO AVOID THEM

Leadership is hard, and leaders often make mistakes. Regardless of your efforts, you'll certainly make some too – that's okay, it's how we learn. But by discovering ten common mistakes many leaders make, you could reduce the number of mistakes you make and learn about important practices that you should incorporate into your future leadership toolkit to begin on the right foot and ensure faster success.

Topics may include:

- Review 10 different mistakes briefly.
- Explore and brainstorm examples and ways to correct/avoid each of the mistakes

BUILDING YOUR PERSONAL BRAND

As a result of actively participating in this workshop, you will be able to:

- Define 'personal brand' and identify its value
- Discover techniques for assessing your own personal brand
- Identify important brand levers and ways to leverage them for career development
- Discuss techniques and tools for proactively enhancing your personal brand
- Create an individual development plan for enhancing your personal brand

CAREER DEVELOPMENT: TAKE OWNERSHIP!

As a result of actively participating in this workshop, you will be able to:

- Discuss career development as a personal responsibility and opportunity
- Discover ways to develop one's career in an intentional, ongoing way
- Identify career enhancing activities, techniques, and strategies
- Plan for and practice having a career development conversation with your manager
- Create an individual development plan for enhancing your career development



HALELLY AZULAY
FACILITATOR • SPEAKER • AUTHOR

ABOUT HALELLY AZULAY (FULL BIO)

Halelly Azulay is an author, speaker, facilitator, and leadership development strategist and an expert in communication skills and emotional intelligence.

In 2006, Halelly founded [TalentGrow LLC](#), a consulting company focused on developing leaders and teams, especially for enterprises experiencing explosive growth or expansion that want a more proactive, strategic approach to leadership development. We specialize in growing leadership capabilities, improving communication skills, building stronger teams, and upgrading emotional intelligence. TalentGrow develops leaders across all organizational levels, including C-level leaders, frontline managers, emerging leaders, and individual contributors.

Halelly is the **author of two books**, [Employee Development on a Shoestring](#) (ATD Press) and [Strength to Strength: How Working from Your Strengths Can Help You Lead a More Fulfilling Life](#). Her books and workshops build on her **20+ years of professional experience** in communication and leadership development in corporate, government, nonprofit and academic organizations.

Halelly works with organizations such as PricewaterhouseCoopers, Booz Allen Hamilton, Boeing, the World Bank, the Food and Drug Administration, Teva Pharmaceuticals, Office of Naval Research, Deluxe Corp., FINRA, and the University of Maryland among others. She is a **sought-after speaker** at conferences and meetings for various organizations such as ATD (formerly ASTD) International Conference, The Training Magazine Conference, Turkey's HR Dergi Training Conference, AFSA, GMAC, GAMA International, the Human Resource Leadership Forum, the International Coaches Federation, The Training Officers' Conference, and the ATD Leadership Conference.

Halelly is a **contributing author to numerous books** such as *The ASTD Handbook (2nd ed.)*, *The ASTD Trainer's Toolkit App*, *Active Training*, *101 More Ways to Make Training Active*, *The Insider's Guide to Supervising Government Employees*, *The Pfeiffer Annual: Training*, *The Pfeiffer Annual: Consulting*, and *The Trainer's Warehouse Book of Games*, as well as articles and blogs. She was recently described as a "**Leadership Development Guru**" by the leading magazine in the field of Talent Development, "TD". Halelly **blogs** at www.talentgrow.com/blog, publishes a leadership **podcast** at www.talentgrow.com/podcast, and has a popular free weekly subscription **newsletter** – sign up at www.tinyurl.com/talentgrow.

Halelly is an **active leader in her professional community**: She has been selected to serve on four key volunteer committees for ATD, the world's largest professional association in the Talent Development profession: The Awards Strategy Committee (2017-present), the 2014-2015 ATD International Conference & Expo Program Advisory Committee (ICE PAC), Chair of the 2014 ATD Chapter Leaders Conference PAC, and the 2014 ATD National Advisors for Chapters (NAC) Committee. She is a field editor for ATD's LINKS member newsletter. Halelly is Past President of the Board of Directors of the award-winning Metro DC chapter of ATD where she served in various Board leadership roles for six years. She was selected to judge the 2009 and 2010 Apollo Awards for excellence in employee development.

Halelly earned a B.A. (cum laude) and an M.A. in Communication from the University of Maryland with a focus on training and development and intercultural/organizational communication. She holds professional certifications in the Myers-Briggs Type Indicator (MBTI), the Bar-On Emotional Quotient Inventory (EQ-i), the Apter Motivational Style Profile (AMSP), the Index of Emotional Intelligence, Development Dimensions, Inc. (DDI) training, Conner Partners' Change Management methodology, and PDI's Profilor 360° Assessment.





talentgrow
DEVELOPING LEADERS PEOPLE WANT TO FOLLOW



HALELLY AZULAY
FACILITATOR • SPEAKER • AUTHOR

LEADERSHIP DEVELOPMENT STRATEGY CONSULTING

Employees leave bad managers. Bad managers are often an unintended consequence of insufficient development. Great leaders set and articulate a compelling vision and goals and to motivate and inspire employees to give their best effort to achieve them. They provide ongoing effective feedback and support their teams' ability to perform highly. We help enterprises experiencing explosive growth or expansion develop their leaders and teams by supporting them in creating an intentional, strategic, and robust leadership development approach. Beyond occasional workshops and eLearning offerings, growing companies must create ongoing development opportunities for leaders at all levels so that they can lead their teams, engage their employees, and create sustainable performance results.

SPEAKING SERVICES

Need an expert to engage, educate, and inspire your leaders to greatness? Bring leadership and communication expert and author Halelly Azulay to speak at your next event, conference, or company meeting. Halelly is a dynamic and energetic speaker who shared her research-based expertise in a way that is fun, interactive, and interesting. Frequent audience comments include words like, "engaging!", "knowledgeable!", "inspiring," and "enthusiastic!".

Halelly speaks to audiences large and small at industry conferences, corporate events, and association meetings. As a curious and voracious life-long learner, thought leader and author, she is always on the cutting edge of industry research and publications and shares the latest findings with audiences of leaders, managers, and high-performers around the U.S. and internationally. They walk away with specific tools & techniques that they can implement right away, on the job, to increase their effectiveness and engagement.

WORKSHOPS

We design and develop learning and training workshops that are geared toward how adults like to learn: hands-on, interactive, and rich with thought-provoking large and small group discussions, experiential learning activities, and self-reflection assessments and exercises. We combine the latest theoretical concepts and thought leadership with practical, concrete examples to allow learners to walk away with fresh insights, improved skills, and new tools and techniques they can begin implementing immediately.

Popular Workshop Topics include Employee Development on a Shoestring and Strength to Strength (based on Halelly Azulay's two books), The 3 Keys to Communication Success, Becoming an Engaging Leader, and Harnessing the Power of Emotional Intelligence.

FACILITATION

Team-Building: We help teams of all sizes identify successes and areas that present challenges. Each team-building effort is different. At TalentGrow, there is no one-size-fits-all solution. Each solution is customized to the specifics of the organization, the team, and the situation at hand. We listen and observe carefully and craft an approach that is targeted specifically to help your team foster the work environment and productivity it seeks.

Retreat Facilitation: When a team or organization has an important problem to solve or decision to reach, they often need an objective, external facilitator to help them succeed. Our professional facilitation skills allow your team to identify objectives and desired outcomes, develop a strong and effective agenda, and then fully focus on engaging with the subject-matter at hand and with each other and let us take care of the rest.

WHAT CLIENTS AND PARTNERS ARE SAYING...

"Halelly is value added. Her creative approaches, knowledge base, personal skills, and uncompromising integrity insures measured success. Highly recommend her talents!"

Elaine Biech, ebb associates inc, training and consulting author and expert

"...Halelly is a natural talent in facilitation and leading people. She raises the bar as she so masterfully demonstrates the art of facilitation. The seamless transitions, clear instructions, and deeper dives into her experience and knowledge all serve to validate her credibility as a subject matter expert. With a powerfully intuitive sense for what is needed in the moment to meet the needs of her audience you feel her vibrant energy in the room and you know you're in for an amazing experience."

Ken Buch, Senior Consultant, Management Concepts, Inc.

"Halelly, you are a gem! We could not have done this without your talents, commitment and dedication. Thank you."

Helena Light Hadley, former Vice President, Organization and Talent Development, FINRA

"...[O]ur sincerest THANKS for your...training sessions yesterday. It's not an easy group especially given their varied backgrounds, and you were able to pull everything we were looking for together and nicely engage them – the whole day was just so terrific. The feedback so far from the team has been positive and I really think you managed to break through to many of our Sales Engineers. I know that everyone will take your advice and recommendations...and apply it in the work place... I will highly recommend you."

Kelly H., leading global communications 'Technology Fast500' company

"One of the best professional development and performance management professionals I've worked with in more than 15 years in the field."

Jon Desenberg, Consulting Director, The Performance Institute

"[Conference] attendees found your experience and insights enriching and beneficial, the examples/exercises you provided illuminative, and your facilitation skills refined."

Hanna Ashar, Ph.D., and Maureen Lane-Maher, Ph.D.

Professors, College of Management and Business, National-Louis University DC

"There is no doubt in my mind that a large part of the reason for the success of the recent California training initiative was your hard work, planning, and the first-class materials you created... I am grateful for the time we had to work together."

Gary D. Lipkin, Associate Vice President and Associate General Counsel, FINRA

SELECT PARTICIPANT COMMENTS:

"Dynamic facilitator, excellent material with many take aways. One of the best sessions!" *attendee of 4-day int'l conference attended by 9000 from 75 countries*

"Halelly was brilliant and brought the program to life. I think she understood the need of our team to dwell longer on topics or content that other audiences may not have required. She provided answers based on facts, rather than opinion. She was authentic, dynamic, and intelligent. Halelly was patient and thoughtful but challenged folks in the room when it made sense. I think she created an environment that allowed for deep, interactive learning."

"I saw Halelly speak on Employee Development on a Shoestring (same title as her book). She was so much fun and informative! I went away with useable info, as did everyone I spoke to at the event. I can't wait to see her speak again." *attendee of 4-day int'l conference attended by 9000 from 75 countries*

"Dynamic facilitator, excellent material with many take aways. One of the best sessions!" *attendee of 4-day int'l conference attended by 9000 from 75 countries*

"Absolutely phenomenal!!! Soooooo many ideas!!!" *attendee of 4-day int'l conference attended by 9000 from 75 countries*

"Energetic, well organized, effective time management, adaptable, sincere, clear, engaging." ~

"Handled the room well...kind, courteous, and knowledgeable"

"Wonderful! Top notch!"

"Best session I attended!" ~ *attendee of 4-day int'l conference attended by 9000 from 75 countries*

"I would also like to personally thank you. ... your presentation was one of the best I have attended." *W. M., Operations Manager, property management company*

"Very enlightening and enriching - learned a lot about myself and created goals to improve/ enhance performance at work and at home... This program exceeded my expectations!"

"Halelly is outstanding. She easily personalizes information and/or breaks it down to be relatable and effective. Her enthusiasm is infectious."

"That Webinar was one of the best I have been part of. Lots of useful information."

"The presenter was motivated, energetic and facilitated great discussions."

"The most interactive course I've ever taken. Great job Halelly!"

"The program was very interactive, instructor stayed on topic but also promoted an open dialog."

"Instructor is very enthusiastic and makes the subject interesting which allows me to better understand the subject"

"Program was very informative, presented well... Halelly did a great job!"

"Halelly was great in relating the information and gave us great examples."

"Facilitator -- knowledgeable; enthusiastic; skillful; effective."