THE CLEARING®

2023
TRAINING CATALOG

CONTENT

INTRODUCTION

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The Clearing is a management consulting firm committed to helping individuals and organizations make a positive impact on the world. We work with leaders to identify and eliminate the underlying causes of organizational obstacles. As consultants, we help create peak performance organizations through strategy development, change implementation, leadership development, and adopting a client experience focus.

The Clearing's training program has evolved over the past ten years of high impact work with over 600 senior leaders across a variety of industries. Our trainers provide the tools participants can use to lead powerfully as individuals — strengthening your ability to manage complexity and competing priorities, guiding your teams towards success, shifting high performers toward leadership roles, and much more.

Participant Feedback

*"The training was really wonderful. It was clear and helpful.
I have tools now that will be able to make my team stronger."*

OVERVIEW

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We will work with you to identify your training needs and customize your experience for optimal results.

At The Clearing, we believe that success starts with defining your desired outcomes. Whether you're looking for a one-time training session or an extensive training program, we will work with you to identify and customize your experience.

Unless otherwise noted in the course description, our trainings can be designed for 2 hour workshops, 4 hour training sessions, or full day sessions and are:

Experiential — each of our offerings reinforces theory with specially designed activities that allow participants to experience concepts in action

Grounded in real-life — adult learning is most effective when it is immediately applied to real-world examples and events; our trainings go beyond theory by incorporating and applying the learning to real events and situations in real-time

Accessible to all levels — our classes are designed to meet learners where they are in order to unleash individual strengths and talents

Available virtually — as needed, we deliver trainings using web conferencing tools (e.g., Zoom, Webex, etc.) accessible to learners wherever they are, engaging them using a variety of tools and virtual facilitation techniques

Participants will learn ways to:

- Efficiently use your time by focusing on the fewest, most important initiatives
- Effectively train, develop, and manage your staff
- Improve relationships with your peers, subordinates, and superiors
- Master communication skills
- Anticipate and more adeptly address roadblocks and problem areas

Participant Feedback

"Wow. Terrific material. Incredibly practical. There were useful and helpful guidelines up front and good pacing throughout."

TRAINING PATHWAYS

TRAINING PATHWAYS

We grouped some of our training into recommended training pathways designed to optimize learning around a central focus area, including:

Building a Foundation for Leadership

- Designing and Leading Outcome-Driven Meetings
- Practicing the Art of Business Writing
- Building Core Customer Service Skills

Managing and Leading Others

- Giving and Receiving Effective Feedback
- Managing Individuals, Leading Teams
- Exploring Unconscious Bias

Leading Through Transformation

- Cultivating a Peak Performance Culture
- Embracing Ambiguity and Change

Building Strong Mentoring Relationships

- Defining Your Career Journey and Goals
- Establishing a Growth Mindset: *Developmental Feedback*
- Taking Feedback to the Next Level: *Establishing a Community of Learning*
- Assessing Your People and Writing Clear and Helpful Evaluations
- Creating Space for Others to Develop: *How to Help a Struggling Mentee*

Starting Out on Your Leadership Journey

- Setting Direction in Your Federal Career
- Leading from the Center
- Conversing with Leaders
- Developing Your Leadership Style

Trust Training Series

- Purpose Driven Leadership
- Strengths-Based Leadership
- Leading Teams and Organizations
- Resilient Leadership

Participant Feedback

"A very informative session with practices I can directly apply in my work."

COURSE LIST (ALPHA ORDER)

COURSE LIST (ALPHA ORDER)

Accelerating Your Project Management Success

Designed for Project Managers, participants will discover ways to align the fewest, most critical project management concepts, practices, and techniques. With a shared understanding of core best practices, PMs across the globe can better enroll others, more consistently produce high quality results, and quickly adapt to meet changing project demands. You will learn to better distinguish what is truly important from the "noise," stay in sync on project progress, tackle unexpected twists; and move forward with planning, scheduling, managing, and tracking key initiatives with peace of mind and less stress.

Learning Objectives

- Understand key project management concepts, theory, and best practices
- Define major issues and pain points with managing projects for you and your organization
- Practice prioritization of time and energy on the fewest activities that will generate results
- Determine tactical methods for managing your most critical initiatives so all team members can easily identify risks and adapt to support activities
- Apply tactics for thriving as a PM and a team when needs evolve

Amazing Race through Microsoft Teams

Accelerate your understanding of Microsoft Teams by completing tasks in small groups. Participants will complete a checklist in a race against other groups and discuss your findings in this fast-paced and interactive session. **(60 min. workshop)**

Learning Objectives

- Experiment with the most common functions of Microsoft Teams
- Identify actions needed to better utilize Microsoft Teams
- Increase your team's virtual collaboration capabilities

The Art and Science of Time Management

Our jobs are complex, and we face the need to balance competing priorities on a daily basis. Discovering how best to manage yourself and your work within time constraints is a skill that allows us to be strong colleagues and builds our reliability and credibility with your teams and clients. Perhaps most importantly, effective time management reduces personal stress and makes space for you to focus on what matters most.

Learning Objectives

- Understand best practices to manage self in service of setting priorities
- Leverage frameworks and tools to provide order to your work week
- Identify the components of a complete request
- Learn how and when to "protect your yes" by saying no

Assessing Your People and Writing Clear and Helpful Evaluations

Discover how to use evaluations to help improve team member's performance, providing them goals to help them envision and achieve success. Through a series of frameworks and tools, participants will explore ways to design effective evaluations that lead to actionable results. **(90 min. workshop)**

Learning Objectives

- Explain the differences in assessments as a career mentor from evaluation as a clinician or scientist
- Design and communicate strong narrative feedback in written form
- Interpret actual evaluations and communicate insights from evaluations for actionable results

Training Pathway: Building Strong Mentoring Relationships

Building an Intentional Culture

Define your organization's desired culture. Through a series of individual exercises, team discussions, and group work, participants will determine the steps you can take as a team to build and support the culture that best fits your organization. Participants first define your desired culture individually, then as a group. From there, participants determine your norms and behaviors (what you value and commit to as a team), along with specific corresponding systems and processes. By the end of the session, participants walk away with an agreed upon definition of your culture, and practical steps you can take to live into it each and every day.

Learning Objectives

- Identify your organization or team's desired culture
- Determine commitments you will make over the next year to live into your desired culture
- Define accountability metrics and processes to address missteps and errors

Building Core Customer Service Skills

How do seasoned leaders approach daily to-do lists and still have time to impact positive change? Building Core Customer Service Skills explores the primary and distinctive mindsets and methods that set change agents apart from the average employee. Participants will identify the fewest and most important actions and behaviors to produce the highest value for your organizations. Participants will learn new tools and techniques centered on key customer service skill sets, including active listening, pattern identification, and root cause analysis.

Learning Objectives

- Apply theoretical and practical models to assess and understand customer needs
- Leverage frameworks for setting and managing customer expectations effectively
- Promote tactics for continuous personal practice and improvement

Training Pathway: Building a Foundation for Leadership

Building Habits to Achieve Desired Outcomes

Participants will discover overarching principles for creating your own "hacks" and making little shifts to create a big impact. Through reflection and identification of what you need to leave behind and what you need to carry forward, you will discover the habits and tactics personalized to achieving your goals. **(45 min. workshop)**

Learning Objectives

- Identify your current habits, practices, and preferences
- Understand conditions that contribute to your overall work performance and engagement
- Develop a plan of action to improve your overall performance and experience

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Building Organizational Resilience

Leaders are responsible for preparing, surviving, managing, and emerging from ongoing stressors and shocks to your organizations. Building organizational resilience provides leaders with a lens and key guiding questions to identify which areas of your organizations you might focus on to increase overall resilience. Additionally, leaders will also have opportunities to engage with one another and learn what's worked for other leaders in the past and in their various contexts.

Learning Objectives

- Recognize scientific principles applicable to leading organizations through ongoing stressors and shocks
- Apply tools to gain a better understanding of the strengths and vulnerabilities of your organization
- Create an action plan of shifts leaders will make in your organizations that build additional resilience

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Conversing with Leaders

Designed as a space for staff to learn from experienced leaders within your organizations. Trainers prepare relevant questions and guide leaders to reflect on their career journeys, share stories about how they have grown as leaders, overcome obstacles, and advance in their professional careers. **(60 min. workshop)**

Learning Objectives

- Analyze experienced leaders professional growth and career journeys
- Connect your personal career path with potential development opportunities

Training Pathway: Starting Out on Your Leadership Journey

Creating Space for Others to Develop: How to Help a Struggling Mentee/Trainee

Focused on a strengths-based approach to help all junior staff/mentees, participants learn about positive psychology and appreciative inquiry. Through simple, effective tools, you will understand how you can build a relationship to enable the growth and development of all staff. Additionally, participants will discover clear, actionable frameworks that can be used with struggling staff to advance your performance. **(90 min. workshop)**

Learning Objectives

- Define tools and frameworks to encourage development
- Identify and leverage the appropriate tools to support a struggling mentee
- Explain how to effectively develop individuals' strengths

Training Pathway: Building Strong Mentoring Relationships

Cultivating a Peak Performance Culture

Culture determines if and how our thoughts, ideas, and plans are enacted. Regardless of what you want to happen, culture determines everything in an organization. Because a team's culture will determine outcomes, it is critical to look for practical ways to move from a default organizational culture — the one you have if you are not intentional — to a peak performance culture. Our trainers will guide you on how to design, build, and sustain a peak performance culture for your team, division, or organization.

Learning Objectives

- Assess your stated culture and the culture your teams are actually experiencing day-to-day
- Apply frameworks and tactics to lead the shift from a current cultural state to your desired state
- Enact key elements of a peak performance culture

Training Pathway: Leading Through Transformation

Cultivating Your Virtual Network

Gallup found that "People who have a "best friend at work" are seven times as likely to be engaged in their job" (*Vital Friends*, Tom Rath). We all know workplace relationships are key; and in a virtual setting, it can be difficult to figure out how to widen your circle. Participants will practice virtual networking. In addition to learning from and teaching your colleagues, we will share well-established tips and tricks for growing your professional network, as well as the benefits it provides. You will leave with a "Vital Friends" worksheet that helps you determine which of your colleagues play key roles in your professional network, so you can continue to strengthen those bonds. **(45 min. workshop)**

Learning Objectives

- Recognize the value of your social network and the implications of your professional network
- Define approaches on how to both deepen and expand your network
- Learn tips and tactics to identify and build your network

Defining Your Career Journey and Goals

Setting goals is an important part of determining how individuals can advance in their careers, and can help provide framing for formal or informal mentoring relationships. Participants will understand ways to develop as mentors and/or mentees to determine short and long-term goal-setting frameworks. The course will include Agile Goals and Career Journey mapping that can be used as powerful tools to establish trust and a strong mentoring relationship. Recommended as the first session in the Building Strong Mentoring Relationships Training Pathway. **(90 min. workshop)**

Learning Objectives

- Identify how agile goals are valuable in a mentee's career journey
- Distinguish the mentor and mentee career journeys to date
- Construct an initial high-level roadmap to achieve goals

Training Pathway: Building Strong Mentoring Relationships

Designing a Culture of Innovation: An Introduction

In today's VUCA (volatile, uncertain, complex, ambiguous) environment, agile approaches to innovation are key to not only success, but survival. Unfortunately, many organizations and government agencies lag behind in their understanding and application of frameworks and tools that support innovation at the project and organizational level. Participants discover key innovation principles and how to immediately apply them to a wicked problem. By using IDEO's Design Thinking approach, you will learn how to rapidly prototype and test solutions in order to better serve your customers and achieve your organization's goals. **(90 min. workshop)**

Learning Objectives

- Identify key innovation concepts and principles
- Recognize innovation in practice through Design Thinking
- Practice with innovation through design thinking applied to a current challenge or problem

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Designing and Leading Outcome-Driven Meetings

According to a recent study, employees consider more than 50% of weekly meetings a waste of time; this translates into an unthinkable amount of wasted hours and resources each month. Participants learn practical approaches to facilitate powerful meetings focused on achieving desired outcomes. From identifying the meeting type to ensuring the right people attend to gaining insights on how to address difficult conversations and conflicts as they arise, you will discover methods to help you thoughtfully design and execute impactful meetings.

Learning Objectives

- Leverage tools to manage time, energy, and dynamics in group settings
- Apply methods to help groups generate ideas and make hard decisions
- Use new tactics to navigate and manage conflict across groups

Training Pathway: Building a Foundation for Leadership

Developing Your Leadership Style

Map your leadership journey and make commitments in service of professional development. Participants will leverage key principles of Leading from the Center to build your knowledge and identify your personal growth opportunities. You will also evaluate a current challenge in your workplace and learn a variety of tools and perspectives to powerfully solve it. **(90 min. workshop)**

Learning Objectives

- Define how to take ownership in your personal leadership journey
- Identify new perspectives about your 15% solutions and shifts you can make to optimize your impact

Training Pathway: Starting Out on Your Leadership Journey

Embracing Ambiguity and Change

Because of the pace of technology and workforce evolution, we experience a constantly changing environment in our organizations and in our lives. Leading a "change effort" — a specific project or event — has a specific pace, trajectory, and destination. Leading through change is different and requires a new set of skills and talents to navigate an unclear path and ambiguous destination. Embracing Ambiguity and Change trains participants on a set of fundamental tools that sharpen skills and build new talents, to allow leaders to not only navigate change but also expect and enjoy it.

Learning Objectives

- Adopt mindsets that enable leaders to thrive in change and ambiguity
- Leverage practical tools and frameworks in a dynamic environment to create consistency and joy as the work and world changes

Training Pathway: Leading Through Transformation

Embracing Your Virtual Work Environment

In today's virtual work environment, strategies for managing wellness and productivity are more important than ever. Discover key guiding principles and strategies to effectively navigate your physical and mental space as you work from home. Participants will be equipped with techniques and resources to help you intentionally design your physical and mental spaces and conquer the virtual work environment! **(60 min. workshop)**

Learning Objectives

- Increase self-awareness of your preferences within the virtual environment
- Identify specific practices for managing your physical and mental space in a virtual environment
- Develop a tailored plan of action to optimize your virtual work environment for wellbeing and productivity

Employing Collaborative Virtual Tools

Collaboration tools can enable team connection in a virtual work environment. They can also bring their own challenges, such as selecting the right tool for the right situation. Discover fundamental skills of using your organization's virtual collaboration tools (e.g., chat/IM/text, email, phone call, video call). With so many collaboration features available within your virtual tools, how do you determine the most effective collaboration practice and match it with the most useful feature? Participants will gain experience in those tools and features used most frequently within your organization and learn how to optimize best practices for collaboration.

Learning Objectives

- Determine the core set of available technology tools
- Develop optimal collaboration results for virtual environments

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Enabling Change: An Introduction to Change Management

Designed for all levels of change management knowledge, this foundational change management course underscores key concepts of change and transformation and how to apply them. From Bridges' theoretical Transition Model to the application of Brenda Zimmerman's principles for leading in a complex system, participants will explore change management concepts and ways to apply them. With an emphasis on self-awareness and self-management, you will learn how to take ownership of change at the individual level and how to approach change regardless of your official role within an organization. **(60 min. workshop)**

Learning Objectives

- Define key concepts of change and transformation
- Identify your own relationship with managing and relating to change
- Explain techniques for managing the constant change within your organization

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Engaging in Compassionate Conflict

Navigating conflict in relationships with colleagues and on teams can be challenging. Given the pace and magnitude of change in organizations and the realities of shifts in the environments around us, tensions for us and those around us can easily elevate. In order to address these tensions when they escalate, we'll introduce an empathic and compassionate framework to more easily navigate these conflicts in real-time. Participants will engage in a thought-provoking set of discussions and exercises exploring new ways of resolving conflict using a head and heart-centered approach. This compassionate conflict approach builds inner resilience, strengthens relationships in the near- and long-term, and enhances work and team cultures.

Learning Objectives

- Define head and heart conflict resolution responses
- Understand the greater context for the ways we typically respond to conflict
- Develop heart-centered conflict resolution strategies through a compassionate conflict framework
- Apply compassionate conflict skills to strengthen resilience and deepen relationships

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Establishing a Growth Mindset: Developmental Feedback

Conversations around feedback are often regarded as some of the most difficult in the workplace. Participants will learn clear definitions of feedback; clear, simple frameworks to use in feedback conversations; and how to effectively partner with mentees to build feedback ability, in service of personal and professional development for all. **(90 min. workshop)**

Learning Objectives

- Explain effective feedback tactics
- Design and provide developmental feedback to encourage and inspire progress
- Practice giving feedback

Training Pathway: **Building Strong Mentoring Relationships**

Exploring Unconscious Bias

In order to cultivate high performing organizations, we must tap into the rich resources of our global community and ensure fairness and justice in the workplace. To accomplish this, we define diversity broadly, including, but not limited to the legally protected categories. Diversity encompasses all that makes us unique, which allows us to realize our full performance potential and harness the innovation that diversity offers. Participants will discover ways to become more self-aware as leaders and build stronger, more inclusive teams. You will learn frameworks and models that you can leverage to capitalize on your organization's diversity of backgrounds, ethnicities, origins, and perspectives, among others.

Learning Objectives

- Identify various forms of bias and deepen awareness of unconscious bias in particular
- Apply learning to organizational outcomes and team performance
- Employ practices that examine organizational or company culture for unconscious bias or accidental discrimination

Training Pathway: Managing and Leading Others

Facilitating Challenging Conversations

In every workplace, there is inevitably a need for difficult, awkward, and sometimes frightening conversations in the workplace. Thus, knowing how to build powerful relationships requires influence and mutual trust. Through individual reflection and various group activities, participants will examine the mindsets and approaches for managing such challenging situations. Understand when awkward "crosses the line" into behaviors that you should not tolerate and how to address it. This session draws on the research and work of Chris McGoff's *PRIMES*, Charlie Green and Andrea Howe's *Trusted Advisor Handbook*, and Susan Scott's *Fierce Conversations* to help provide frameworks and tools to design conversations.

Learning Objectives

- Distinguish the behaviors and mindsets to use when challenging situations are required
- Gain an awareness of how you can build the skills for addressing challenging conversations into your organization's support for and commitment to your staff
- Apply templates and tools, including: Guiding a Fierce Conversation™ (Susan Scott); "Name it and claim it" (Trusted Advisor)

Finding a Clearing: Mindfulness and Meditation

Appropriate for all levels of comfortability and experience with mindfulness, this introductory course shares foundational principles, practices, and benefits of mindfulness and meditation. You will walk away with helpful resources and techniques for practicing mindfulness in your own life, while experimenting with meditative activities throughout the session.
(60 min. workshop)

Learning Objectives

- Describe and demonstrate mindfulness and its core principles
- Gain insight into types of mindfulness practices and tools
- Experience practicing mindfulness

Giving and Receiving Effective Feedback

Feedback, when done properly, can lead to huge increases in employee engagement. Ninety-eight percent of employees fail to feel engaged when their manager provides little to no feedback (Kolowich Cox, "11 Eye-Opening Statistics on the Importance of Employee Feedback," hubspot.com/marketing, August 2017). Feedback is important for both the giver and the receiver. Participants learn how the feedback conversation increases self-awareness, provides opportunities for change/accountability, and improves individual and organizational effectiveness, among other benefits. You will explore the interpersonal challenges around giving and receiving feedback, including the most prevalent of reasons people shy away from feedback (the need to be accepted and liked or the fear of reprisal and rejection) and discover tactics to apply during these conversations.

Learning Objectives

- Build a stronger culture through effective use of generative and safe feedback
- Adapt to personal preferences in order to give and receive the most effective feedback
- Avoid common pitfalls of delivering, receiving, and soliciting feedback

Training Pathway: Managing and Leading Others

Participant Feedback

"Use of technology was flawless. Allowed me to connect with colleagues and the trainers helped to guide our conversations."

Introducing Leadership — A PRIME

Examine the strategic and persistent effects of internal and external dynamics on the health and performance of organizations. Participants will consider the ways in which leaders can assess, access, and influence organizational dimensions to promote organizational excellence and to stimulate positive changes in organizations. You will review theories and frameworks relevant to those dimensions to better understand organizational behavior and then apply strategies to initiate and institutionalize mission-focused change.

Learning Objectives

- Analyze the critical role organizational dynamics play in organizational behavior
- Evaluate how an organization's dynamics affect its performance within its strategic context
- Create concepts and plans to change organizations' dynamics for improved mission-related performance

Introduction to Customer Experience

Explore the strategic and persistent effects of internal and external dynamics on the health and performance of organizations. Participants examine the ways leaders can assess, access, and influence organizational dimensions to promote organizational excellence and to stimulate positive changes in organizations. You will examine theories and frameworks relevant to those dimensions to better understand organizational behavior and then apply strategies to initiate and institutionalize mission-focused change.

Learning Objectives

- Analyze the critical role organizational dynamics play in organizational behavior
- Evaluate how an organization's dynamics affect its performance within its strategic context
- Create concepts and plans to change organizations' dynamics for improved mission-related performance

Leadership Evolved

Every leader is uniquely qualified and skilled to succeed. As you build new awareness and transform your leadership presence, it is integral to establish a personal and professional brand that embodies your personal values, mission, and style.

Learning Objectives

- Recognize the value, purpose, and elements of a leadership brand
- Build a toolkit to establish and maintain the leadership brand that embodies your authentic and most powerful leadership presence
- Tailor elements of your personal brand into how you interact daily with peers, employees, and clients

Leading Effective Meetings & Virtual Teams

Beginning with the foundations of meeting design, participants will discover ways to plan productive meetings. You will understand how to successfully navigate multiple facets of teleworking, including how to recognize your own reactions to change and explore behaviors and best practices to improve telework team effectiveness. Learn ways to take greater control of your environment, set boundaries, manage your time and energy, and make small moves to create a big impact on your wellness.

Learning Objectives

- Leverage key principles in meeting design and facilitation to lead outcome-driven meetings
- Apply tips, tools, and resources for managing productivity in a telework environment

Leading in Action

Sustainable transformation and growth requires consistent and incremental action. Participants will design an action plan and roadmap for how you will continue to refresh and recommit to your personal leadership journey. Your roadmap will include milestones and measures that will encourage accountability and continuous learning and evolution.

Learning Objectives

- Design a leadership roadmap
- Identify potential obstacles and barriers to success, with an approach to overcome

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Leading in Alignment

Today's senior leaders face complexity, adversity, stress, and a bombardment of information and requests on a daily basis. To consistently perform at peak levels, they must be in peak performance as a whole person — both as an individual and a leader. Through work with a panel of health experts, and as a recommended prerequisite for future leadership training sessions, participants explore a comprehensive and unique assessment of your health/ wellbeing composition — sleep, nutrition, exercise, habits, and more — and identify a set of small moves to affect large scale changes to better health.

Learning Objectives

- Build a baseline of your current state of health/wellbeing
- Identify how your personal health and wellbeing affects your leadership style
- Develop practices to create better balance and wellbeing as an individual and a leader

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Leading in Authenticity

Effective leadership combines our intrinsic motivators and values with the ability to guide a shared vision. Both of which require holding an insatiable curiosity and openness to learn and fail. As individual leaders, participants will explore these facets of your passions, innate talents, and seminal experiences to identify your core values and a mission statement to lead your personal leadership journey.

A deeply individualized and interactive session, you will discover practices, one-on-one and group coaching, and tailored exercises specifically designed to build the foundation of your leadership journey. Built on decades of experience in coaching and developing leaders across sectors and levels, this course offers frameworks to quickly understand the unique leadership skills and voice you bring to support development of deep emotional awareness, an authentic leadership style, and relational intelligence to lead successfully in rapidly changing conditions.

Learning Objectives

- Describe your personal and professional values and how they connect to your authentic leadership style
- Identify the patterns and behaviors that push you forward or hold you back as a leader
- Build a powerful mission statement to guide your leadership and personal brand

Leading in the Community

In this deep-dive journey into the areas of diversity, equity, and inclusion, cohort participants will explore how you can effectively and powerfully champion different voices and perspectives to build a stronger, more balanced work environment, creating a sense of community, affinity, safety, and shared intent for your teams.

Learning Objectives

- Illuminate blind spots and build awareness of how to create powerfully inclusive and high-performing teams
- Create contrast and symmetry by exploring tools and techniques to accelerate impact of teams
- Integrate "radical inclusion" into your leadership approach and organizational culture

Leading Through Change (aka Leading Through Transition)

Change is not a place in time; it is ever present. Whether professionally, through a reorganization, technology modernization, or other organizational change, these periods of transition can be difficult for everyone. Learn how to inspire and lead teams through change efforts while also navigating your personal experience and the emotions that come with change. It is critical to understand how to manage our teams. participants will discover and discuss visual frameworks to powerfully navigate and lead change efforts.

Learning Objectives

- Recognize challenges and opportunities that come with change and transition
- Leverage best practices and tips for leading employees and teams through change

Leading With Resilience

Every leader faces moments of doubt, deep ambiguity, and failure. In those moments, it is critical to know how to return to center, reset your compass, and push past mistakes into learning and action. Participants will explore the tactics, tools, and personal insights to view risk and fear in a new way and to overcome obstacles that you will experience as a leader.

Learning Objectives

- Practice techniques to build personal resilience in order to lead from the center. Build a personal resilience practice, uniquely tailored to your individual and organizational needs
- Apply effective tools to assess failure with curiosity, learn from mistakes, and chart a new path for yourself and your organization

Leaning Into the Clearing: Advanced Facilitation

Deepen your ability to achieve meaningful outcomes and increase performance within and across your organization with this immersive and experiential practicum. Participants will learn how to leverage your unique talents, knowledge, and experiences to facilitate powerful sessions. Discover and practice skill-building activities around active listening, navigating group dynamics, and facilitating conflict.

Learning Objectives

- Enhance awareness of self to increase objectivity and the ability to address a wide range of behaviors and dynamics
- Expand and apply a repertoire of tools, techniques, and frameworks for leading groups to achieve outcomes

Managing a Mobile Workforce

Organizations have embraced telework and workplace flexibility, and it is important to equip managers to lead a more mobile and distributed workforce. Participants will learn techniques and best practices for increased team collaboration and work-life integration to use while navigating a mobile environment.

Learning Objectives

- Determine the shifts needed to manage a remote workforce
- Use tips, tricks, and tools for virtual communications and working norms in a mobile environment
- Identify success factors for making mobile work effective

Managing High Performing Teams

Driving effective team performance is no secret, accessible only to leader-savants, cabinet members, and Fortune 100 CEOs. Participants will explore and apply the Drexler-Sibbet Team Performance Model™ to untangle the elements of team performance and identify tactics to apply across diverse operating environments. This powerful tool helps explain the predictable stages involved in both creating and sustaining teams. You will learn how to use the model to develop and sustain your team while also creating a common language for supporting cultures that are both high-performance and people-centric.

Learning Objectives

- Explore elements of the Drexler-Sibbet Team Performance Model™
- Create tactics to explicitly address current opportunities and challenges your team is facing

Managing Individuals, Leading Teams

Being an effective employee and an effective manager requires different skillsets that are not always transferable from position to position. The shift from managing yourself to managing others is a difficult one. Participants will learn the skills and tactics needed to be a successful manager, including managing people, building team cohesion, developing work plans, and managing financials.

Learning Objectives

- Apply tactics for managing individuals across levels (up, down, across)
- Leverage tools and techniques to build and maintain team alignment and cohesion
- Align teams to the mission of the organization for greater productivity and outcomes

Training Pathway: Managing and Leading Others

Mastering Delegation: Making Others Part of the Solution

How can you spark others' wisdom and infuse their unique value into the work while fostering a network of relationships, and producing a greater scale and quality of work? Delegation is more than getting stuff off your plate. Participants will explore ways to scale personal impact by shifting from a high-performing, single operator mindset to that of a skilled manager of high performing teams.

Learning Objectives

- Develop a tactical toolkit for delegating and the mindset to do so powerfully
- Identify and apply the principles and tactics to harness others' talents in order to achieve shared goals

Organizing and Leading Remote Meetings (aka Facilitating Virtual Meetings)

Whether you are new to telework or not, learning how to plan for and lead effective virtual meetings is a key skill that will allow you to drive meaningful, engaging, and high-impact remote meetings. You will discover expert facilitation skills that will ensure engagement of meeting participants, techniques to employ to enable virtual collaboration, and tips on addressing conflicts constructively **(90 minutes)**.

Learning Objectives

- Use best practices to manage time and virtual participant engagement in remote meetings
- Leverage technology tools to increase collaboration
- Identify key components to design and facilitate effective virtual meetings

Organizing Your Team: Project Management and Leading Others

Participants will review the operator to manager roadmap and explore how it enables rising leaders to create and sustain high-performing teams. Effective management extends beyond managing processes (making things better, faster, cheaper) to uniting, inspiring,

and mobilizing others for change. Participants delve into how to scale your leadership capabilities by exploring situational leadership styles and the role interpersonal dynamics and motivation play in rallying a team towards a common goal.

Learning Objectives

- Apply a tactical set of tools to scale participants' personal impact
- Integrate how your strengths coalesce into a distinct leadership style for uniting and mobilizing high-performing teams

Polishing Your Virtual Presentation Skills

Discover how to powerfully convey key messages in a virtual setting. Participants will learn essential presentation principles, how to define presentation outcomes, and avoid common presentation pitfalls. You will understand how to successfully convey your message using visuals and apply virtual presentation skills to ensure your message is heard.

Learning Objectives

- Recognize the fundamentals of stellar presentation design skills
- Distinguish the most effective presentation speaking skills to employ based on desired outcomes
- Determine and apply your individual approach and preferences for virtual presentations

Practicing the Art of Business Writing

No matter the industry or sector, written communication is an integral way we affect and influence an audience. Participants will learn and practice the essential principles of business writing including how to write persuasively using the "Writing Trifecta" of utility, clarity, and brevity. You will review grammar and punctuation rules as well as common mistakes to avoid. Finally, you will discover best practices of quality assurance with hands-on learning and resources to strengthen your writing.

Learning Objectives

- Apply audience-specific context and content in communication
- Organize a variety of communication techniques for powerful writing, speaking, and presenting

Training Pathway: Building a Foundation for Leadership

Realizing Telework Team Effectiveness

Flexible, adaptive teamwork is critical to the success of virtual work. Participants will take a deep dive into what teaming is and how to master it in your remote work environment. You will walk away not only with elevated knowledge about teams (and how to lead them), but also with valuable resources, including a better understanding of your organization's web conferencing tools (e.g., Zoom, Microsoft Teams) you can use to elevate your team's performance.

Learning Objectives

- Define what is meant by "teaming" and its benefits
- Define complementary roles, skills, and talents that make up the anatomy of an effective team
- Leverage resources to create effective virtual teams in your organization
- Determine how best to use your organization's web conference tools to enhance collaboration

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Recognizing the Value and Types of Rest

All rest is not created equal. Having an awareness of various kinds of rest helps individuals and groups understand its importance. Studies show that rest is critical to your professional growth, including "If you take 11 or more of your vacation days, you are more than 30% more likely to receive a raise" (Achor & Gielan, "The Data-Driven Case for Vacation," *Harvard Business Review*, July 2016). Participants will evaluate which types of rest are needed in different working contexts and your personal rest habits and preferences. **(60 min. workshop)**

Learning Objectives

- Define different types of rest
- Identify signals that indicate you are drained or feeling "burnt out"
- Recognize which different types of rest practices and methods to employ in different situations

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Resilience Workshop: Pattern Interrupt

Gain an understanding of building individual resilience; its approaches and specific tactics. Viewing your resilience through the lens of an "energy continuum," you will identify which activities contribute to your energy destruction, depletion, regeneration, and renewal. Participants will uncover ways to continue to incorporate energy regenerating and renewing work into your day and ultimately contribute to your overall resilience. **(60 min. workshop)**

Learning Objectives

- Assess how periods of sustained stress may affect your habits and patterns
- Define tools and frameworks that help maintain mindfulness and equilibrium in sustained periods of stress

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Secrets of the Most Productive People

Identify ways to improve your and your team members' productivity. Participants will start by taking a productivity quiz to assess your strengths and weaknesses before diving into the top 10 secrets of highly productive people. And trust us, these are not your run of the mill tips and tricks! Come prepared to share what helps keep you motivated. **(60 min. workshop)**

Learning Objectives

- Assess baseline level of productivity
- Identify and incorporate the best practices of highly productive people

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Setting Direction in Your Federal Career

Setting goals is an important part of determining how you can advance in your career, and helps provide framing for formal or informal mentoring relationships. Discover how, as new mentors and/or mentees, it is important to develop and understand short and long-term goal setting. You will learn frameworks, including Agile Goals and Career Journey mapping to use as powerful tools in establishing trust and a strong mentoring relationship. Designed as the inaugural session for the Training Pathway: Starting Your Leadership Journey. **(90 min. workshop)**

Learning Objectives

- Understand how to manage and advance your federal career
- Determine initial goals

Training Pathway: Starting Out Your Leadership Journey

Sources of Power

Power is often thought of as a four-letter word. Learn how to use your influence to increase your power. Identify your "default" sources of power and understand how to flex other "power" muscles to build trust and accomplish important goals and enact meaningful change. **(60 min. workshop)**

Learning Objectives

- Recognize the seven different types of power
- Distinguish your preferred types of power
- Determine which types of power to leverage to achieve your desired goals

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Staying Grounded

Grounding is a strategy for connecting with the present moment and focusing your mind on a safe place in order to not be overly reactive or overwhelmed by stressors around you. In a challenging VUCA (volatile, uncertain, complex, ambiguous) environment filled with distractions, it is difficult to stay grounded and maintain our mission. Participants will

learn the definition, inspiration, benefits, and principles of staying grounded. A key to staying grounded is maintaining awareness of your choices. We will experiment with different strategies and techniques for doing so. **(60 min. workshop)**

Learning Objectives

- Define what grounding is and its benefits
- Identify insights into how your values and choices affect your grounding
- Apply practices and techniques for grounding at work

Taking Feedback to the Next Level: Establishing a Community of Learning

Share and discuss ways to build and foster a community of learning. Participants learn how mentors and staff create a culture of learning and feedback within their organizations. You will discover ways to successfully nurture and foster a strong, welcoming community. Additionally, through the exploration of mentoring tools and frameworks you will better understand how to enable more effective communication and active listening that creates a rich community. **(90 min. workshop)**

Learning Objectives

- Determine ways to create a community of learning
- Identify commitments and key actions in service of fostering a community of learning at your organization
- Define tools and techniques to foster growth and development

Training Pathway: Building Strong Mentoring Relationships

Trust Training Series: Leading Teams and Organizations

Understanding the team lifecycle can help leaders to assess where their teams are at any given point and to identify the right tools to keep team members engaged, aligned, and reaching peak performance. Participants will discover a model that covers three phases of teaming: 1) Align and Design; 2) Build and Empower; and 3) Acknowledge and Sustain. **(90 min. workshop)**

Trust Training Series: Purpose-Driven Leadership

Purpose-driven organizations have higher productivity, more satisfied employees, and higher retention rates. As a leader, your purpose is what drives you, giving you your reason to work where you choose to work, the goals that motivate you, the values that inform your actions, and the reason people come to you. Participants in this session will define what it means to be a leader, developing your personal purpose statement and understanding how it aligns with your organization. **(90 min. workshop)**

Learning Objectives

- Understand what is meant by purpose-driven leadership
- Develop your personal leadership purpose statement

Training Pathway: Trust Training Series

Trust Training Series: Resilient Leadership

Readiness and resilient leadership are critical to help leaders navigate both the uncertainty of major events, like a pandemic, or daily obstacles. You will discover how to recognize and name the moments that trigger the stress response and ways to build organizational resilience. Participants will learn about the attributes of resilient teams, exploring current strengths and areas for growth and how to implement resilience techniques. **(90 min. workshop)**

Learning Objectives

- Understand key elements of the stress response; before stress, during stress, and rewiring the brain to manage triggers and build resilience
- Identify techniques to implement resilient leadership

Training Pathway: Trust Training Series

Trust Training Series: Strengths-Based Leadership

While our values define what motivates us and what we prioritize, our strengths define our behaviors. Remarkable leaders can draw on the right strength at the right time in service of their teams. Leaders who are able to live their values in combination with their strengths enjoy their work and find it more meaningful. Participants in this session will learn ways to identify and develop their innate talents and strengths. **(90 min. workshop)**

Learning Objectives

- Identify tools to help you understand strengths-based behaviors
- Define those behaviors that are most meaningful to you to amplify your strengths-based leadership

Training Pathway: Trust Training Series

Understanding the Fundamentals: An Introduction to Visual Design

Design pertains to nearly everything and is all around us! Words and images — the building blocks of design — are the elements that carry the majority of the content in both the digital and printed worlds. As design becomes more visible and prevalent in our lives, graphic design as a practice becomes more important in our culture. An introduction to the design world, participants will learn about these foundations so that you can grow your own eye for design and apply what you learn in your work, building your design capacity and improving your understanding of language used in visual design.

Learning Objectives

- Recognize basic design fundamentals
- Apply tips and tricks in your visual design work

Understanding Social Capital in a Matrixed Organization

Discover concepts, practices, and tools necessary for distributed teams operating in a matrixed organizational structure. Participants will learn about the intent and advantages of a matrixed organization and uncover both the visible and invisible tools that are within your control to improve your experience. You will discuss ways to understand social capital and the roles, quality, and accountability and performance involved in matrixed organizations.

Learning Objectives

- Broaden communication styles to create the ability to adapt to and enroll peers, employees, and clients
- Identify 2-3 tactical moves to untangle challenges created by social challenges and to name and amplify when things are working well

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Understanding Your Mission, Gauging Your Motivation

Learn to distill the root of your essence by evaluating your daily routine, examining your priorities, identifying your core values, and ultimately determining what your personal mission is. Participants will determine how both your personal and professional lives can help you find more fulfillment in daily living. **(60 min. workshop)**

Learning Objectives

- Comprehend core principles related to mission and motivation including routine, priorities, and values
- Identify individual essence statements that drive personal mission and motivation

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Ways of Wellbeing: Team Resilience and Wellbeing

As leaders, it is important to your team's wellness to recognize how stress manifests itself. Participants will learn tactics and strategies to build a strong foundation for your team and better understand how to keep connected. You will review developing a team charter which will help to define your team's goals, core values, deliverables, and name the roles, skills, and capabilities that will help your team succeed. Participants will review communication styles, social contracting, and discuss ideas for connecting and celebrating with your team. **(60 min. workshop)**

Learning Objectives

- Define the foundations of a strong team and importance of social contracting
- Apply templates and best practices to support team cohesion, good health, and connectedness

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Ways of Wellbeing: The Why of Wellness

Are you looking to make improvements to your existing wellness routine and don't know where to start? This presentation explores a non-traditional definition of what "wellness" is, why it matters, and provides tips and tools to improve your overall wellness and wellbeing. This high energy, fast paced, and interactive presentation will give you insights into how you can focus on and incorporate daily small moves to create big impact results that transform your health and energy levels. **(30 min. presentation or 90 min. workshop)**

Learning Objectives

- Define wellness
- Identify specific practices (short and long-term) that improve overall wellness
- Make commitments to your personal strategy for wellness

Ways of Wellbeing: Working the Edges — Wellbeing in Uncertain Times

Times of accelerated change, both personal and public, require us to shift, adapt, and adjust as individuals and as teams. Discover healthy strategies, approaches, and mindsets to help regain your work-life balance. You will understand how to recognize the environmental stressors that affect you and your team and practical tools and techniques to better address them.

Learning Objectives

- Learn healthy practices to improve mental and physical wellbeing
- Describe how to shift your thinking, behaviors, habits, and physical environment
- Determine which practices improve how to balance work and home lives in a max telework posture

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Why Bother Learning About Relationships: Social Capital

The power of your professional social capital develops out of a set of key relationships. Building your social capital requires trust and understanding how your team members work together and across the organization. Participants will learn key concepts, practices, and tools necessary for distributed teams to improve how they operate in a matrixed organization. **(90 min. workshop)**

Learning Objectives

- Learn and apply proven frameworks to dissolve obstacles and chokepoints created by social dynamics
- Gain tools to successfully understand and navigate any organizational system
- Broaden communication styles to create the ability to adapt to and enroll peers, employees, and clients

Participant Feedback

"I can honestly say that I've had the most fun and learned a lot during this training."

PRICING

PRICING

Training sessions are available as COTS (commercial off-the-shelf) courses with limited tailoring as well as fully-customized sessions or training programs bespoke to fulfill your organization's priorities and goals.

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202.558.6499

info@theclearing.com

Participant Feedback

"I appreciate your ability to pivot during this time and to provide training that is both relevant and timely. This opportunity opened a lot of people's eyes and minds as they realize what they have access to, even being remote."

— **Executive,** Federal Government

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Participant Feedback

"Great webinar techniques and most importantly, the material was interesting, compelling, and useful. Really appreciate it."

Culture

Customer Experience

Leadership

- Leading in Action
- Leading in Alignment
- Leading in Authenticity
- Leading in the Collective
- Leading in the Community
- Leading Through Change (aka Leading Through Transition)
- Leading With Resilience
- Leaning Into the Clearing: Advanced Facilitation
- Trust Training Series: Leading Teams and Organizations
- Trust Training Series: Purpose-Driven Leadership
- Trust Training Series: Resilient Leadership
- Trust Training Series: Strengths-Based Leadership
- Understanding Social Capital in a Matrixed Organization

Meeting Design & Facilitation

- Designing and Leading Outcome-Driven Meetings
- Leading Effective Meetings & Virtual Teams
- Leaning Into the Clearing: Advanced Facilitation
- Organizing and Leading Remote Meetings (aka Facilitating Virtual Meetings)

Management

- Accelerating Your Project Management Success
- Assessing Your People and Writing Clear and Helpful Evaluations
- Conversing with Leaders
- Creating Space for Others to Develop: How to Help a Struggling Mentee/Trainee
- Defining Your Career Journey and Goals
- Enabling Change: An Introduction to Change Management
- Engaging in Compassionate Conflict
- Establishing a Growth Mindset: Developmental Feedback
- Facilitating Challenging Conversations
- Giving and Receiving Effective Feedback
- Managing a Mobile Workforce
- Managing High Performing Teams
- Managing Individuals, Leading Teams
- Mastering Delegation: Making Others Part of the Solution
- Organizing Your Team: Project Management and Leading Others
- Taking Feedback to the Next Level: Establishing a Community of Learning

- [Taking Feedback to the Next Level: Establishing a Community of Learning](#)
- [Understanding the Fundamentals: An Introduction to Visual Design](#)

Training Pathways

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Virtual Work Skills

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Ready to Chat?

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