



TAHOE TRAINING PARTNERS

"TIME WELL SPENT"

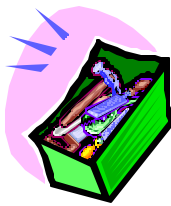
# Catalog of Talent Development Workshops

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## TAHOE TRAINING PARTNERS - CATALOG OF PROGRAMS – 2009

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  - Compliance/Legal Topics (Legal Awareness, Sexual Harassment AB 1825)
  - Performance Management (Performance Reviews, 360 Evaluations)
  - Coaching and Progressive Corrective Action (Terminations)
  - Conflict Resolution and Problem Solving
  - The Art and Science of Interviewing and Hiring
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### **Leadership Toolkit - Congratulations, you're the supervisor! ...**

*Now what? Often referred to as "Bootcamp", companies invest in new supervisors and managers by providing the tools needed to be successful. Topics can be bundled into pairs, half day or all day workshops and are fully customized to fit your company's profile and developmental needs.*

**Crossing the Line** – *This introduction to supervision explores the challenges of making the transition into leadership. The workshop sets the stage for the new leader whether the assignment is in a first time management role or the introduction to your company's expectations and culture. Crossing the line discussions may center on becoming maze bright in a new environment, political savvy for success, the leader's reputation, inheriting challenges, and supervising "friends" and long-time co-workers. You'll get started on the right foot with practical advice and tips.*

**Legal Pitfalls** – *Being a good supervisor just takes common sense, right? If only it were that easy. This session will untangle the web of employment laws and daily management practices you need to know and help you avoid the common mistakes even good managers make to keep you and the company out of trouble.*

**Performance Management Systems** – *Leaders need to evaluate team members periodically. Your colleague or direct report may ask for your observations. Congratulations! You have been entrusted to give honest, constructive feedback. This program will walk you through how to write and deliver an effective performance review, understand scoring biases and how to focus on the future – the talent development plan.*

**Coaching with Care** - *"They're just not responding!?" One of the most challenging and rewarding part of being a good leader is coaching people. In this program you will explore what motivates people, and take a completely practical approach to coaching good performance, poor performance, and that person on the dead-end road.*

**The Terminator - Progressive Corrective Action & Successful Separations** – *Donald Trump may find it easy to say, "You're Fired!" For the rest of us, it can be the toughest part of the job. You've tried coaching your team member and now it's time for the next step - documentation. This session focuses on the steps of progressive corrective action meant to change behavior and the final step if behavior does not change.*

**Conflict & Violence in the Workplace** – *Can't we all just get along? From office gossip, to intoxicated guests, to weapons in the workplace, this session is designed to help you handle a variety of resort and employment issues. We learn to tackle complicated guest and employee issues by providing specific steps on how to intervene when conflict happens to reduce workplace liability and to mitigate the issues that erupt with disruptive guests.*

**Sexual Harassment Awareness and Prevention** – *(required for CA employers with 50 or more employees) This highly-interactive session uses real-life examples to explore what legally constitutes sexual harassment, as well as how to prevent it, correct it and conduct investigations.*

**Situational Leadership – What is your “management style”?** Do you manage all team members the same way? Should you monitor every move they make when they’re brand new? Do you know when to get out of the way? The answer can be found in the Situational Leadership Model. By understanding the amount of direction and support each employee needs on their learning curve, you will be better equipped to motivate and develop each individual team member and avoid micromanagement.

**The Art and Science of Interviewing and Hiring – “What were we thinking when we hired him?”** We invest a great deal in each hire so let’s get it right. This workshop is customized by department. Each interview is scripted by position so that we have the utmost potential for successful selection. Complete with strategies to set the stage for a successful interview, ask the right questions to find out what you really want to know, properly screen the application and resume, sell the resort to the applicant and identify red-flags throughout the process.

### **Love ‘Em or Lose ‘Em – Employee Retention Workshop**



Ever wonder why that star employee left? ... or if you could have done something to make him/her stay? Rather than wonder after the fact, in this program we will discover what to do on the front-end to keep the good ones you already have. We'll examine why people go, what makes them stay, leadership skills and simple connecting techniques to help you build those relationships. You'll even walk away with 26 more suggestions, A-Z! Recommended for anyone who wants employees to stay!

## **Additional Legal and Compliance Topics**

### **Avoiding Legal Landmines - Legal Refresher**

Are the constant changes in employment law giving you a headache? Are you aware of the common mistakes supervisors and managers make everyday that can lead to an uncomfortable and potentially expensive courtroom experience? This program is designed as a refresher for all levels of management. You will learn about hot employment-related topics in today’s courtrooms and how to avoid them. From recommendation letters to e-mail, this session is an eye opener. All leaders should attend a legal refresher annually.

### **Jeopardy - Legal Update Refresher Training**

This fast-paced review pits managers and supervisors in competition with each other in a Jeopardy style showdown to see just how much you really know! Topics covered include an employment law update and sexual harassment awareness. Recommended for all levels of management.

### **Legal Keyboard**

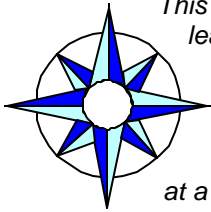
As a follow-up to “Avoiding Legal Landmines” or any program, this fun and interactive review gets people on their feet, working as a team, and having a blast. This is a sure way to lock in the learning!

### **Preventive Labor (Union) Relations**

“Where did these union cards come from?” If this is a phrase you would rather not say, then this is a program you’ll want to be in. Whether unions are currently active in your industry or not, they have no intention of going away. To stop a union campaign 3 years down the road, we need to start today. In this session we will discuss what causes unions, the current state of unions in the workplace, how the process works, do’s and don’ts during a campaign, and

## Organizational Development

### Excellence In Leadership - the True North Class (EIL)



*This comprehensive leadership course assesses the current ability of departmental leaders to lead people. Tools are provided to improve those skill sets once the opportunities have been self-diagnosed. Based on Stephen Covey's "Principle Centered Leadership" model, the existing environment of the organization and the effectiveness of the leadership team is explored, challenged and enhanced.*

- *Trustworthiness - our individual character and competence is diagnosed at a personal level*
  - *Trust - interpersonal effectiveness is enhanced through the development of core skills (communication, seek first to understand, then to be understood)*
  - *Empowerment – managerial effectiveness is developed when team members are allowed and encouraged to unleash their potential*
  - *Alignment – leaders ultimately understand their roles in aligning the organization's intentions and results.*

*Customized for your company, this workshop includes a cultural assessment. Topics can be unbundled, i.e., Empowerment can stand alone.*

### **The Five Disciplines of Execution – Goal Setting**

*Company executives invest a good amount of time planning strategies to improve the business. Those strategies are funneled into what they hope will be achievable goals. How often can managers and employees articulate what the goals are and exactly what they need to do to make the company successful? If you guessed they don't often know, you would be right. In this workshop, we'll explore the road map, that when followed, will greatly improve our ability to execute our top priorities. 1. Focus on what's Important 2. Translate Goals into Objectives and Actions 3. Create a Compelling Scorecard 4. Create a Cadence of Accountability. 5. Everyone has a Voice.*

### **360 Degree Feedback**

*The 360 review is designed to help managers become better leaders by asking for feedback from a team of feedback providers by including the feedback receiver's supervisor, several colleagues and the upward evaluation portion from their direct reports. The instrument is customized to rate the feedback receiver on your company's cultural expectations, beliefs, values and behaviors. The instrument measures the soft skills that deliver the hard results. The process is conducted so that the feedback provider is comfortable with confidentiality and anonymity. Training is provided so that the feedback is honest and constructive. This can be a life changing experience for those fortunate enough to be included in the process of discovery and development.*

## Change Management

### Taking Charge of Change

*"If you're going to join the Cavalry, you've got to learn how to ride a horse". The marketplace is not standing still. Competition moves so fast. Technology advances at a dead run. The world wants instant everything. The result is that good goes bad in a hurry. The level of performance that qualifies us as a winner today can make us a has-been tomorrow. Good is no longer "Good Enough".*



*In this dynamic workshop the phases of change are put into context by using the terms "Endings, Neutral Zone and Beginnings". The focus is on accepting ambiguity during uncertain times so leaders and team members don't become paralyzed. We discuss myths that develop and the need to open the channels of communication by examining our culture - how we act, what's important in our workplace and how things get done. We examine resistance to change and the 30/50/20 rule, relating those numbers to individual levels of ownership. Ultimately leaders learn how to "Fire Up Commitment" to lead team members through these changes.*



**Who Moved My Cheese?** *"Perhaps the only person who likes change is a wet baby." Based on the Spencer Johnson book, "Who Moved My Cheese?" is an enlightening program that helps us look at change differently. We will identify our typical response to change, the pros and cons of our reactions, and explore what we can do to succeed and win in a changing world.*

### Leading the Generations

*Have you ever found yourself asking, "What's up with these new employees?" or "How do I connect with my older team members?" For the first time in history there are four generations working side by side. During this highly participative session we explore what creates a generation and influences their behavior in the workplace, develop an understanding of the 4 key generations (Traditionalists, Boomers, Gen X & Millennials), learn how to communicate with, motivate and retain these team members, and develop an action plan for leading into the future. Recommended for all leaders.*

## Working Styles

### Personalities at Work - The Styles Profile

*Each of us is unique. We all have different perceptions, values and experiences that make us special. The Styles Profile is a survey of social style dimensions that focuses on each individual's Affiliative Line (which measures the needs and desire for being around others) as well as their Directive Line (which measures an individual's need and tendency to direct and control situations). This session can be designed to include the direct correlation to and overlay of **dominant brain quadrant capability**. Based on the research of Dr. Katherine Benzinger, a second survey assesses each individual's natural gifts, what they are hard wired to do well, as well as developed preferences as a result of life experience. This program provides invaluable insight into the SELF; our strengths, limitations, turn-ons and offs, worst fears, etc. and gives us takeaways regarding working with others whose hard wiring is inherently different yet as unique and valuable to the team as our own. This program can be customized to explore the styles of customers on a good day and on a bad day to suggest appropriate recovery strategies.*

## Communication and Information Delivery

### **Presentation Art - Public Speaking**

*“My presentation is ready, everyone is here, and it’s time to start ... AHHH, What do I do with my hands?” Leaders are judged by their ability to deliver information, and giving presentations at Heads Up and to external contacts is expected. In this workshop on public speaking and stand-up skills all the little details the audience notices if done wrong are explored. Learn to write and deliver a well crafted presentation using the formula of professional speakers, display “Positive Affect” through appropriate body language, posture, appearance, voice, movement, as use visual aids including A/V equipment (featuring how to avoid “Death by PowerPoint”). Recommended for anyone who facilitates meetings or speaks in front of others.*

### **Train the Trainer – T3**

*“Please, not another lecture!” ... Not in this class. This highly interactive program is designed for participants to not just discuss, but experience the many ways to learn through a process called “guided discovery.” We will explore adult learning principles, training techniques, and those presentation jitters. Whether you are a 1<sup>st</sup> time trainer or a seasoned veteran, you’re sure to pick up tips and tricks to add pizzazz to any presentation. This workshop is customized so that internal trainers can successfully facilitate company programs such as departmental orientation or skills training on an ongoing basis. Recommended for department trainers, supervisors, and managers with training responsibilities.*

### **Learning Styles**

*How attentive were you in the classroom? Do you remember tuning out for certain subjects primarily due to the teacher’s style? In this workshop, you’ll learn the four styles of learning, and a variety of presentation strategies so that everyone “gets it” the first time we “give it.” We want to avoid death by lecture in department meetings, orientation, management meetings, and in any presentation where we share information. Stretch outside your comfort zone and gain a better understanding of how you and your team process information in this fun, interactive workshop.*

### **Communication Styles**

*Have you noticed that some people are on the same wavelength as you and can practically finish your sentences? Do you know others with whom you just can’t seem to connect? Maybe you’ve come to the conclusion that people who interrupt you are deliberately being rude, when it may be that this is how they are wired to communicate. We all have a dominant communication style, and it can be eye-opening to realize that others need to receive and process information differently than ourselves. In this workshop, we’ll explore these concepts and bring them to life. Highly recommended for intact teams and effective for interdepartmental problem solving and prevention.*

### **The Gift of Feedback**

*Have you ever found yourself getting defensive when someone gives you advice or criticism? You may have already learned how to **give** constructive feedback, but has anyone taught you how to **receive** it? In the “Gift of Feedback” we focus on what not to do when someone offers this gift and five simple steps you’ll want to master. The development and execution of effective action plans is the beginning of successful behavioral change. Recommended for anyone who gives and receives performance feedback and for coaches of team members.*

## **Personal and Professional Effectiveness**

### **The Five Faces of Genius - Creativity and Ideas Workshop**

*Some of us believe that we aren't particularly creative based on what we've heard from family, teachers or peers. Creativity always seemed to be related to the arts-like painting, music and sculpture. Artists clearly exercise their creativity, but so do the rest of us. Managers create ways to save labor and expenses, sell products, and get and keep employees. In this workshop, we'll explore our own creativity styles. Are you the Seer, the Jester, the Alchemist, the Observer or the Sage?*

*You'll identify your own "Face" and see the power that these five diverse perspectives can have within your organization, department, team or family.*

### **Time Management**

*Have you ever been too busy driving to stop and get gas? Does Urgency drive your day? Leaders can get a temporary high from solving urgent and important crises. When the urgency isn't there, we can be drawn to anything urgent, just to stay in motion. It's also a good excuse for not dealing with the most important things in our lives. We get so caught up in what we are doing that we don't even stop to ask ourselves if what we're doing really needs to be done. In this workshop, you will learn to prioritize your time to deal with both the urgent and important, identify time wasters, and take away tools that will immediately motivate you to make a positive change.*

### **Path Finder-Individual Development Plans & Succession Planning**

*"I wish they knew that I'd like to take on more responsibility, ... what's next for me?" If you want to discover how to grow into your future, or coach a team member who needs to develop, this workshop is for you. Recommended for supervisors and managers.*

*\*Senior Managers: If one of your key managers were to leave tomorrow, would you have a qualified internal candidate to fill that position? This session provides a forum to explore succession/career planning. Ensure you have placed your high potential candidates in the pipeline by identifying future leaders today.*

### **Work / Life Balance – Time and Stress Mgmt.**

*Feeling a little stressed out? Overwhelmed? Forgot what your family looks like? This class could be for you! Together we'll examine the signs of stress and imbalance, your current situation, how to improve your balance, and 60 tips to get more time NOW! Recommended for anyone in need of help!*



## **Products, Sales and Service Topics**

### **Service is Sales – Suggesting Products & Services**

*How do you add value to great guest service? Studies show that guests who experience more of what you have to offer report that they have a better time than those who have limited interactions and purchases. Don't let anything that you offer be a "best kept secret". Team members will learn to anticipate guests' needs by suggesting little known or "insider" products and services that will enhance their experiences. This workshop is a healthy way for departments who operate in silos to interact and gain an understanding of multiple products and services so that upselling and cross selling is natural. Length varies depending on audience and products/services.*

### **Be the Brand – Building Your Company Brand**

*What is a "brand" and how do we bring it to life? To put it simply, a brand is a product with a personality. It's what makes your company unique. It is a promise you make to your customer and then keep consistently. This workshop explores what a brand is, your company's brand personality, how employees can bring the brand to life, and your role in making it happen.*

## **Team Member Topics**

**Orientation** *Welcome aboard! New Hire Orientation is an introduction to your company's culture and values. Studies show that team members who are not inculcated into the organization within the first three weeks do not experience the sense of belonging and commitment that is the first step in employee engagement and retention. Your service standards and expectations, as well as what's in it for the team member are part of the message that you want to carefully craft for a dynamic session that assures the new team member that they have made the right choice in selecting you as their employer of choice. Orientation is customized to your company's specifications and is recommended for all new employees.*

**Guest Service Differentiation and Delivery** *"It's all in your hands!" This course is based on the premise that the power to improve guest service ultimately rests in the hands of the employee. This fun, interactive and skill-based program focuses on the basics of guest service, empowerment, service recovery, creating "Moments of Magic", the value of long-term customers and techniques to deal with difficult guests.*

**Attitude & Motivation Workshop** *"She has such a BAD attitude!" Attitude is a choice, and we have the ability to choose our responses. Together we'll explore techniques to take control of our own motivation and attitude, ways to quiet that voice in your head, how your attitude impacts others, and the importance of having fun at work. You will be able to explain the difference between your circle of control and circle of influence and apply it immediately to reduce stress.*

### **Everyone's A Concierge!**

*"Uh, I don't know? I think it's over there." If you've ever been frustrated by an employee who was clueless, and if you'd like a complete understanding of the tools available to help your guests really enjoy their experience, this session is for you. Along with the many products and services your company offers, team members will learn about the local area (maps, directories, local area attractions, etc.) to be knowledgeable enough to deliver service with the professionalism of a concierge.*

## About Tahoe Training Partners

Tahoe Training Partners is a human resources, executive coaching and training consulting firm founded by Laura Moriarty, SPHR and Melinda Stearns. The company's strength is partnering with businesses to customize talent development solutions for all levels of leaders and employees.

Moriarty and Stearns are long-time collaborators fostered by their shared experience in two Lake Tahoe based corporations, Booth Creek Resorts and Harveys Casino Resorts. At overlapping times, Moriarty and Stearns held leadership positions at Harvey's flagship property in South Lake Tahoe, and provided training and human resources support to its other brands in Colorado, Iowa and the Hard Rock Hotel & Casino in Las Vegas. As vice president of human resources and corporate training manager for Booth Creek Resorts respectively, Moriarty and Stearns supported eight resorts located in Wyoming, New Hampshire, Washington and Lake Tahoe for the parent company of Northstar-at-Tahoe and Sierra-at-Tahoe.

Tahoe Training Partners offers a full spectrum of customized leadership and management development workshops, specialized facilitation of meetings and workshops to achieve your organizational objectives as well as executive coaching for individuals to improve performance and resolve conflict. TTP can deliver the recent Sexual Harassment Prevention and Awareness training required by California's AB 1825 alone or in combination with a general legal update for supervisory and management staff. Customized guest service workshops for front-line service providers are available as well.

Moriarty and Stearns understand the dynamics of change inside organizations from an operational perspective as well as through the eyes of the HR professional. Workshop participants are immediately engaged by their professional and interactive delivery style. The rapid development of useful skills and the take-away of practical tools are consistently noted in workshop evaluations.

***For more information and to discuss a customized program  
for your company, please contact us at:***



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