

Leadership & Professional Development Courses

DELIVERING THE TOOLS
YOU WANT AND NEED TO
EXCEL PROFESSIONALLY



**TECHNICAL
MANAGEMENT
SERVICES**



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THE TMS APPROACH & PHILOSOPHY



Client Satisfaction:
97% in Customer
Satisfaction Rating in
FY25!



Quality Training

Cutting-edge interactive training by certified, award-winning instructors, using innovative adult learning techniques and covering the latest government workforce trends.

Dynamic Instruction

Each class is designed to provide high interaction, engaging exercises and real-life scenarios to energize and motivate students.



Personalized Learning

Tailored classroom objectives to match each participant's personal goals.

Ongoing Support

Each student receives an online toolkit with checklists, guidelines, & many more resources.



OPM ECQ- Focused

TMS courses align with OPM's Executive Core Qualifications and government-focused mission objectives.

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A.I. for Leaders: Driving Mission Impact Through A.I. Workflows

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Federal leaders are being asked to deliver more—with fewer people, tighter resources, and increasing mission complexity. Artificial Intelligence (AI) is no longer a future concept; it is a present-day capability that, when applied correctly, can fundamentally reshape how work gets done. This highly interactive workshop equips leaders, supervisors, and managers with the practical knowledge and tools needed to integrate AI into their operations responsibly, effectively, and in alignment with federal policy and mission requirements. This course goes beyond basic AI awareness and focuses on **operationalizing AI in real-world government environments**. Participants will explore how to design and implement hybrid human–AI workflows that enhance productivity while maintaining accountability, oversight, and quality. Emphasis is placed on enabling leaders to rethink how work is structured, executed, and evaluated in an AI-enabled workforce. Participants will learn how to assess current processes to identify high-value opportunities for AI integration, redesign workflows to incorporate AI capabilities, and implement **human-in-the-loop validation** strategies to ensure outputs remain accurate, ethical, and mission-aligned. The course also introduces practical frameworks for evaluating AI-generated outputs, managing risk, and maintaining compliance with federal guidance and agency-specific policies.

Recognizing the growing pressure on organizations experiencing workforce reductions or increased workload demands, this workshop provides leaders with actionable strategies to **improve efficiency without sacrificing performance or accountability**. Participants will explore how emerging capabilities—such as AI agents, task automation, and decision-support tools—can be leveraged to augment human performance rather than replace it.

In addition, the workshop addresses the leadership and organizational challenges associated with AI adoption. Participants will apply proven **change management techniques** to navigate resistance, build trust, and lead their teams through technology-driven transformation. The course emphasizes the leader's role in

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Information Technology

Delivery Method: Group Live
– Live Virtual Classroom





setting expectations, establishing governance, and fostering a culture of responsible AI use. Through facilitated discussions, real-world examples, and hands-on exercises, participants will leave with a practical roadmap for integrating AI into their teams and processes—immediately and effectively.

Key Topics Include:

- Foundations of AI in the Federal and DoD Workplace (Policy, Risk, and Opportunity)
- Leading Through Workforce Constraints: Doing More with Less
- Assessing Current Processes for AI Integration Opportunities
- Understanding AI Agents and Task Automation Theory
- Workflow Redesign: From Task-Based Execution to AI-Augmented Operations
- Understanding when to draw the line and say “no” to AI
- Designing **Hybrid Human–AI Workflows** for Operational Efficiency
- Human-in-the-Loop Validation and Oversight Strategies
- Evaluating AI Outputs for Accuracy, Bias, and Mission Alignment
- AI for Decision Support, Communication, and Knowledge Work
- Change Management Strategies for AI Adoption in Government Organizations
- Governance, Ethics, and Responsible AI Use in Federal Environments

Outcomes:

By the end of this workshop, participants will be able to:

- Identify and prioritize opportunities to integrate AI into existing workflows
- Design hybrid workflows that effectively balance human judgment and AI capability
- Apply structured approaches to validate and evaluate AI-generated outputs
- Lead organizational change efforts related to AI adoption
- Leverage emerging AI tools to improve efficiency, decision-making, and mission delivery
- Develop a practical action plan to implement AI within their team or organization
- Supervise applicable standards for the responsible use of AI



Artificial Intelligence 101

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This foundational workshop offers a practical, beginner-friendly introduction to artificial intelligence (AI) with a focus on relevance and application in the federal workplace. Designed specifically for public sector employees with little to no prior experience in AI, this engaging two-day course breaks down complex technical concepts into understandable frameworks and real-world examples.

Participants will explore essential topics such as machine learning, natural language and processing, and gain insights into how AI is currently being used to automate tasks, increase data accuracy, and support mission-critical decisions across agencies. The workshop includes interactive discussions, live demonstrations, and case studies illustrating how AI is transforming areas such as procurement, HR, compliance, and data analysis in government operations.

Participants will leave with a foundational understanding of AI technologies, key terminology, federal policy context, and practical use cases tailored to their work environments.

Learning Objectives & Topics Covered in this Workshop:

- Understand core concepts of artificial intelligence, including machine learning, deep learning, natural language processing (NLP), and computer vision.
- Review how agencies are currently using AI to improve efficiency, transparency, and public service delivery.
- Build confidence with essential terminology including algorithms, models, training data, bias, and explainability.
- Human-AI Collaboration: Explore how humans and AI can work together effectively through automation, augmentation, and decision support.
- AI Ethics and Federal Policies: Learn about Executive Orders, OMB memos, and agency frameworks guiding trustworthy and ethical use of AI in government.
- Discover how tools like ChatGPT and similar large language models are being used in communications, compliance review, and content creation.

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Information Technology

Delivery Method: Group Live

– Live Virtual Classroom





- AI Readiness and Digital Literacy: Evaluate organizational readiness and explore strategies for upskilling, responsible adoption, and workforce engagement.
- Case Studies and Demonstrations of AI tools and applications commonly used in federal workplaces.



Artificial Intelligence in the Federal Workplace: Understanding AI and its Impact on Federal Work

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This one-day training event is designed for federal employees and managers to grasp the fundamentals and implications of Artificial Intelligence (AI) in the context of federal operations. Participants will engage in a series of lectures, interactive sessions, and discussions focusing on how AI technologies are reshaping job roles, transforming federal operations, and the necessary pathways to integrate AI into federal programs effectively. This event aims to equip federal workers with the knowledge to navigate the evolving landscape of AI, fostering innovation, and enhancing operational efficiency within their respective agencies.

Learning Objectives & Topics Covered in this Workshop:

- **Introductions and Administrative Matters**
 - Introduction to the day's objectives
- **AI and the Future of Work**
 - The impact of AI on the workforce and workplace
 - Interactive discussion: real-world examples of AI transforming federal job roles
- **Generative AI-based Transformation**
 - Introduction to generative AI and its capabilities
 - Group activity: identifying opportunities for generative AI in participants' agencies
- **Pathways to a Federal AI Program (Part 1)**
 - Basics needed for AI and AI tools
 - Overview of Federal AI Policy and its implications
- **Pathways to a Federal AI Program (Part 2)**
 - Big Ideas in AI and their relevance to federal missions
 - Interactive session: developing a roadmap for AI integration in your agency
- **The Road Ahead**
 - Group reflection: sharing insights and action plans
 - Closing remarks: emphasizing continuous learning and adaptation in the AI era

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Information Technology

Delivery Method: Group Live

– Live Virtual Classroom





Artificial Intelligence (AI) Primer for the Federal Acquisition Workforce

*A 6-Hour Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This 6-hour course is specifically designed for members of the federal acquisition workforce who are interested in leveraging Artificial Intelligence (AI) to revolutionize procurement processes and tasks. The course offers an in-depth look at how AI can enhance efficiency and improve outcomes within the federal acquisition landscape. Through expert-led lectures, case studies, and interactive discussions, participants will explore strategic approaches to integrating AI into procurement processes, understand best practices for AI adoption, and examine real-world applications of AI that are relevant to federal acquisition professionals.

Learning Objectives & Topics Covered in this Workshop:

- **Leveraging AI in the Federal Procurement**
 - Exploring AI tools and technologies to enhance procurement efficiency
 - AI integration in federal procurement
- **Best Practices for AI Integration in Federal Acquisition**
 - Key considerations and strategies for successful AI adoption in procurement processes
 - Identifying opportunities for AI application within participants' own agencies and processes
- **AI Applications for Federal Acquisition Professionals**
 - Hands-on demonstration of AI tools and software applicable to the acquisition process
 - Group activity: Innovative AI uses in participants' specific areas of work
- **Developing an AI Implementation Plan for Acquisition Processes**
 - Guided session: Creating a roadmap for AI integration tailored to the needs of the federal acquisition workforce
 - Sharing insights, challenges, and action plans for leveraging AI in procurement

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 6.0

CEU Credits: 0.6

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

Basic

NASBA Field of Study:

Information Technology

Delivery Method: Group Live
– Live Virtual Classroom





Governance, Ethics, and Management of AI in the Federal Workplace

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This intensive one-day course is tailored for federal employees and managers to explore the critical aspects of AI governance, ethics, risk management, and practical application within the federal government. Through expert-led sessions, case studies, and interactive workshops, participants will delve into the policies and frameworks that ensure the ethical use of AI, understand the benefits and risks associated with AI technologies, and learn effective strategies for AI project and program management. The course will also provide hands-on insights into leveraging data science and AI tools, such as ChatGPT, for enhancing federal operations.

Learning Objectives & Topics Covered in this Workshop:

- **Federal AI Governance**
 - Overview of current policies and ethical frameworks for AI use in federal agencies
 - Exploring the role of governance in successful AI adoption
- **Benefits and Risks of AI**
 - Understanding the advantages and challenges of AI in the public sector
 - Identifying and mitigating risks in AI projects
- **AI Project/Program Management**
 - Strategies for effective AI project and program management, including stakeholder engagement and budgeting
 - Case study: Examples of AI project management
- **Data Science, AI, and ChatGPT**
 - Practical insights and demonstrations on using data science and AI tools like ChatGPT for federal tasks
 - Best practices for integrating these tools into your agency's workflow
- **Ethical AI for the Public Good**
 - Roundtable: Sharing key takeaways and how to apply them to your work
 - Committing to ethical AI use in federal operations

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

Basic

NASBA Field of Study:

Information Technology

Delivery Method: Group Live
– Live Virtual Classroom





- Comprehensive understanding of the policies and ethical considerations for AI use in the federal sector.
- Insight into the benefits and risks of AI technology, with strategies for risk mitigation.
- Knowledge and skills for managing AI projects effectively, including stakeholder engagement and budgeting.
- Practical experience with AI and data science tools that can be applied to federal operations.



A Government Manager's Guide to Interviewing and Hiring the Best

*A 5-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

A government manager with hiring or interviewing responsibility knows that selecting the best candidate for any position is a nerve-racking task. This workshop teaches practical professional processes that help you screen, interview, and review candidates to make the right choice, a task that is often as much art as science.

Learning Objectives & Topics Covered in this Workshop:

- How to construct a comprehensive job description
- How to avoid legal problems during the hiring process
- Why you have to “sell” your job opening
- What to look for in job candidates’ resumes
- How to screen candidates
- How to interview candidates
- Which interview questions work best

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 40.0

CEU Credits: 4.0

Suggested Program

Prerequisites: The Challenge of Leadership

Advanced Preparation:

None

NASBA Program Level:

Intermediate

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live

– Live Virtual Classroom





Be a Better Communicator

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop is designed to improve the ability of leaders to communicate verbally and in writing, clearly and effectively, to carry out their missions. This is inherent to living and operating in an era of rapid communication change where leaders and technicians are required to keep the mission moving forward despite significant evolutions in communication expectations and technologies. This instruction presents skill-building modules that focus on the following core competencies: professionalism, communication, body language, strategies for persuasion, and understanding other perspectives.

Learning Objectives & Topics Covered in this Workshop:

- Analyze and use body language with a purpose
- Apply effective listening techniques to improve understanding
- Apply techniques to speak more confidently to build rapport and increase understanding of intent
- Understand communication styles
- Construct conversations to influence people
- Enhance written communication professionalism skills
- Model confidence to make a bigger impact on their audience

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Change Management: How to Successfully Introduce and Deal with Changes in the Workplace

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop is designed to create a positive work environment that promotes cooperation by learning how to deal more effectively with change when it occurs. Learn to modify and adapt goals, respond to issues before they reach crisis mode, and control anxiety. This workshop will focus on individual and organizational change.

Learning Objectives & Topics Covered in this Workshop:

- Learn the ADKAR Change Management Model
 - Awareness of the need to change
 - Desire to create, support, participate in and lead change
 - Knowledge required to implement and introduce change
 - Ability to affect the change
 - Reinforce the changes made while continuing to champion change
- Reduce individual anxiety and stress by learning to find control, understanding, support, and purpose amid change and transition
- Reduce conflicts and tension among staff
- Create means of understanding and controlling change
- Identify preferred personal approaches to processing change and transition
- Focus on and define the specific challenges of the change situation
- Interpret and reflect on personal feelings, behaviors, and expectations of the changing situation
- Act and respond in constructive ways to the change situation based upon this new learning experience and then take positive steps to move forward

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





Coaching on the Job Training Principle

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Increasing demands on the federal workforce are requiring organizations to perform at higher levels with fewer resources and staff, and the leader's job is to make that happen effectively and efficiently. Whether guiding employees to grow professionally or helping employees during periods of change and transition, coaching and mentoring lets leaders be seen as results-oriented professionals who inspire confidence and dedication from their staff.

This workshop specifically focuses on the principles of effective on-the-job training techniques. Participants can expect a "train-the-trainer" experience that is hands-on, reality-centric, and tailored to government employees at any level. The instructor guides the learning through dynamic instruction, small group exercises, scenario-based problem solving, and hands-on application of proven techniques to plan and execute on-the-job employee development.

Learning Objectives & Topics Covered in this Workshop:

- Core educational tenants of adult learning
- Effectively implement strategies for on-the-job training principles of participant-centered learning
- Understand different learning styles, and how to cater to them
- Understand techniques to increase content retention
- Giving and receiving verbal and non-verbal feedback
- How to apply participant-centered coaching
- Understand principles for designing and delivering the information and content that employees *need* to effectively accomplish their job

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Specialized Knowledge

Delivery Method: Group Live

– Live Virtual Classroom





Communication and Interpersonal Skills

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Recent studies by OPM and the Department of Labor have shown that those with higher competency in interpersonal skills and communication are higher performers, viewed more positively by their managers, and get promoted faster. This interactive hands-on workshop improves awareness and skills necessary for effectively communicating and working with peers, employees, managers, and senior leaders. You'll learn about interpersonal communication and fundamental processes to improve interpersonal skills in the government workplace. This instruction presents skill-building modules that focus on the following core competencies: professionalism, communication, strategies for persuasion, and understanding other perspectives. Each participant will build a personal development strategy in class that applies to the government work environment.

Learning Objectives & Topics Covered in this Workshop:

- Understand why interpersonal skills matter in today's organizations
- Discuss how interpersonal skills will become the great differentiator in the new government workplace
- Assess communication skills in class
- Develop emotional intelligence (eq) skills
- Apply effective listening techniques to improve understanding
- Apply techniques to speak more confidently to build rapport and increase understanding of intent
- Understand communication styles
- Construct conversations to influence people
- Enhance written communication and professionalism skills
- Model confidence to make a bigger impact on their audience
- Understand and apply effective EQ techniques to improve communication
- Evaluate non-verbal communication of self and others
- Practice encoding – transferring mental thoughts into understandable verbal exchange
- Practice decoding – processing information into understanding
- Understand communication influencers

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





- Develop an EQ and communication improvement plan
- Apply contextual awareness
- Assess and control communication barriers
- Apply active listening skills



Conflict Resolution in a Government Setting

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

The rapid pace of change and increasing demands on today's government workforce creates an environment highly vulnerable to conflict in the workplace. Those who understand and practice effective conflict management and resolution will contribute to the continuing development of an effective, efficient, and thriving workplace that will enable federal organizations to continue to meet their missions.

This workshop will demonstrate not only clear, practical conflict management and resolution techniques, but also how to implement them within the government work environment.

Learning Objectives & Topics Covered in this Workshop:

- Analyze conflict between individuals and between groups
- Identify the source of conflict
- Apply effective conflict management techniques
- Understand the 7 steps to conflict management
- Make use of conflict management tools and resources
- Understand and be able to apply conflict management strategies
- Understand effective conflict resolution techniques
- Recognize ineffective conflict resolution approaches

Audience:

This workshop is designed for government employees, supervisors, and managers.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Creating a Culture of Performance and Accountability

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Grow into a decisive leader using the practical skills that will transform your current methods of management, employee engagement, productivity and performance oversight. Unlike traditional management methods, this workshop provides government supervisors and managers with the advanced skills needed to truly succeed in effectively managing and developing employees in a government work environment. Participants will learn proven strategies to increase influence, conquer performance issues and increase accountability. Attendees learn how to develop operating mechanisms and processes through hands-on exercises, so they gain the skills needed to create and sustain a culture of performance while in class.

Learning Objectives & Topics Covered in this Workshop:

- Recognize, deal with, and maximize strengths of personality
- Assess progress-performance objectives
- Conduct performance objectives planning
- Understand performance management and reporting tools and techniques
- Apply mentorship, coaching, and accountability methods
- Develop a plan to create an environment for success

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Dealing with Difficult People

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

One of the key elements of performance-based management in government is the ability to get results through other people. This practical, skills-oriented program provides insights into human behavior at work, improves communication skills so people respond positively, and enhances the motivational tools associated with top performance. Participative leadership concepts are integrated into current issues such as working with the problem employee, gaining buy-in for change, conflict resolution skills, and holding effective meetings. Communication models emphasizing personal understanding and consensus agreements are used along with exercises and simulations for integrative learning.

Learning Objectives & Topics Covered in this Workshop:

- Understand personality styles and their impact on people
- Anticipate and avoid communication games—a language audit
- Avoiding communication breakdowns—causes and solutions
- Identify reasons good people act irrationally and learn how to get back on track
- Planning for personal engagement—effective techniques
- Develop strategies for turning unpleasant conversations into constructive interaction
- Environmental factors that create behavior problems
- Develop solutions that work for all sides

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Communications and
Marketing

Delivery Method: Group Live
– Live Virtual Classroom





Discovering and Applying the Four Primary Personality Temperaments

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This highly interactive workshop is designed to give participants applicable skills in understanding and dealing effectively with the unique personalities represented in today's government workforce. It specifically addresses skills in personality theory assessment and application that participants can develop in class and use immediately to improve their professional and personal environments. These skills are taught, developed, and facilitated using a four-primary-color system: gold, green, orange, and blue. It will give participants powerful insight into why people think, feel, and act the way they do. In fact, it is so powerful that it can enhance and improve just about every aspect of life.

Learning Objectives & Topics Covered in this Workshop:

- Identify and deal effectively with the unique personalities of a government workforce.
- Maximize the chances that your workplace will be productive, efficient, and harmonious.
- Enable participants to better communicate, motivate, and delegate utilizing intrinsic motivation.
- Enable leaders to cultivate the natural strengths of the workforce.

**This workshop can be provided as a stand-alone workshop or as a complementing addition to other offerings*

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Financial Planning for New Government Employees

*A Half-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Financial readiness is an important foundation for long-term personal and professional success. New government employees must make informed decisions about budgeting, credit, saving, taxes, insurance, retirement benefits, and other financial priorities while adapting to changing economic conditions and the unique features of federal employment. This workshop, designed for new employees but open to all government personnel, provides practical financial planning and management concepts in a supportive learning environment. An engaging and highly experienced certified financial planning master instructor helps participants assess their current financial situation, understand available tools and benefits, and build a realistic plan for greater financial confidence and stability.

**Following the workshop, each participant is afforded the opportunity to meet one-on-one with the instructor for a personal coaching Q&A session.*

Learning Objectives & Topics Covered in this Workshop:

- Understanding personal finance
- Assess your current financial situation
- Understanding financial statements, tools, and budgets
- Understand effective techniques for managing income taxes
- Develop a plan for building and maintaining good credit

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 4.0

CEU Credits: 0.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Functional Project Management for Government

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop shows you how to firmly control any size project. It firmly focuses on practical, how-to aspects of managing your projects with real-world examples. The competencies addressed in this workshop are customer service orientation, conceptual and strategic alignment, judgment and analytical thinking, flexibility, initiative, communication and persuasion, standards of excellence and efficiency, use of influence strategies, working through others, entrepreneurial achievement, leadership, group management, and organizational awareness.

Learning Objectives & Topics Covered in this Workshop:

- Mentoring and leading the project team
- Defining and initiating the project
- Successful project planning
- How does the contractor plan the project?
- Budgeting
- Dealing with change and conflict
- Procedures for avoiding the traps and staying in charge
- Scheduling the project
- Managing the project scheduling process
- Informal and better approaches
- Organizing & directing the project
- Evaluating and adjusting course
- Effective project communication techniques
- Managing project priorities
- Organizational and personal motivation
- Confronting poor performance
- Build a project plan in class

Functional Alignment of Hands-On-Content:

The academic content of each workshop is identical, but the breakout activities your students receive will be tailored to their functional area. IT people get IT exercises. Civil Engineers work on building and facility problems. Logisticians work WRM, spares, and supply chain risk management. For example:

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: Problem-Solving and Decision Making

Advanced Preparation:

None

NASBA Program Level:

Intermediate

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





- **Area: Information** **Technology**
 - Compare risks in DEV OPS to Normal Over-the-Wall PM
 - Make parametric duration estimates
 - Compute Agile project staffing
 - Estimate the cost of a new IT System at the Capital Asset level
- **Area: Human Resources**
 - Compute risks in hiring for a high- turnover organization.
 - Estimate the task duration impact of the OPM End-to-End strategy on recruiting
 - Use PM principles to respond to customer requests for faster hiring
- **Area: Acquisition and Procurement**
 - Compare risks between R&D and O&M contracts
 - Delineate stakeholder impact of joint venture contracts
 - Coach PMs on strategic alignment of major contracts
- **Area: Logistics**
 - Anticipate risk in rare-material spare parts availability
 - Estimate duration impact of remanufacturing when parts are unavailable
 - Communicate risk and impact to operators and maintainers
- **Area: Management Analyst**
 - Estimate impact on schedule based on a 12% reduction in force
 - Recommend reprogramming of authorizations based on a scenario
 - Prepare a briefing to senior leadership on project status
- **Area: Civil Engineering**
 - Compare level-of-effort and crew-capacity estimating techniques
 - Estimate schedule delay for construction based on differing site conditions
 - Make a cost estimate using GSA schedule wages for a breakroom renovation

These are brief examples to show the range of possibilities. TMS prides itself on tailoring our course content to each organization. Given a few weeks, and a holistic understanding of the student's area of expertise, we will create a set of learning activities that will be pertinent and meaningful for your people.



Increase Your EQ: How to Develop Your Emotional Intelligence Skills

*A 1 or 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Recent studies by OPM and the Department of Labor have shown that those with higher competency in interpersonal skills and Emotional Intelligence (EQ) are higher performers, viewed more positively by their managers, and get promoted faster. This workshop will take participants step-by-step through proven processes and techniques to improve EQ. Participants learn the meaning and value of EQ and gain personal insight into their own EQ competencies through self-assessment. Each participant will build a personal development strategy in class that is applicable to the government work environment.

Learning Objectives & Topics Covered in this Workshop:

- Understand the benefits of developing Emotional Intelligence (EQ)
- Define EQ competencies and origins
- Apply the researched EQ competency framework to optimize professional performance
- Build a personal EQ development strategy
- Conduct a personal EQ assessment
- Apply tools and techniques for increasing competence in the four domains of emotional intelligence

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0 – 16.0

CEU Credits: 0.8 – 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Interpersonal Skills for Government Leaders and Managers

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This interactive hands-on workshop improves awareness and skills necessary for effectively working with peers, employees, managers, and senior leaders. Interpersonal skills in the government workplace are essential skills to master to achieve the full potential of an organization. In this brief, you'll learn about interpersonal communication and fundamental processes to improve interpersonal skills in the government workplace.

Learning Objectives & Topics Covered in this Workshop:

- Understand why interpersonal skills matter in highly technical and educated organizations
- Discuss how interpersonal skills will become the great differentiator
- Evaluate non-verbal communication of self and others
- Practice encoding – transferring mental thoughts into understandable verbal exchange
- Practice decoding – processing information into understanding
- Understand body language
- Apply contextual awareness
- Assess and control communication barriers

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Mastering Service Design for Exceptional Employee and Customer Experiences

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This interactive, exciting and fun 2-day workshop is dedicated to exploring the core principles and applications of service design within organizations aiming to enhance both employee and customer experiences. Service design focuses on the meticulous planning and organization of a business's resources, such as people, tools, and processes, to create positive outcomes. Participants will gain a deep understanding of how to apply service design thinking to real-world challenges, with the goal of directly improving the work environment for employees and, indirectly, the service quality experienced by customers.

Learning Objectives & Topics Covered in this Workshop:

- **Fundamentals of Service Design**
 - Key concepts and elements of service design
 - Recognizing the impact of well-designed services.
- **Understanding User Needs and Expectations**
 - Mapping employee and customer journeys
 - Identifying touchpoints and opportunities for improvement
- **Designing Services for Employees**
 - Examples of successful employee experience enhancements
 - Prototyping services to improve the workplace
- **Tools and Techniques for Service Design**
 - Service blueprinting and other essential tools
 - Applying tools to ongoing projects

Day 2 Agenda:

- **Integrating Customer Experience into Service Design**
 - The indirect benefits of employee-focused services on customer satisfaction
 - Designing services that bridge employee and customer experiences
- **Measuring and Evaluating Service Design Outcomes**
 - Metrics and KPIs for assessing service design projects
 - Setting objectives and benchmarks for service design initiatives

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

NASBA Field of Study:

Delivery Method: Group Live
– Live Virtual Classroom





- **Implementing Service Design in Your Organization**
 - Developing an actionable service design implementation plan
- **Overcoming Challenges in Service Design**
 - Common obstacles and strategies for success
 - Group problem-solving: addressing hypothetical service design challenges
- A comprehensive understanding of service design principles and their application to enhance both employee and customer experiences.
- Practical skills in using service design tools and methodologies to identify problems, design solutions, and implement changes.
- Insights into measuring the impact of service design initiatives and ensuring continuous improvement.
- Strategies to overcome common challenges in service design and drive organizational change.



Performance Metrics Workshop

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Performance measurement is a proven means to distinguish your organization. This workshop shows you how to quickly set solid, professional, meaningful metrics to be recognized as an organization that can be counted on to get results consistently. You will learn how to develop clear, specific, and timely performance metrics to use in managing government contractors, to assure they deliver on schedule, on budget, and within specified quality parameters and guarantee that their deliverables meet all government requirements

Learning Objectives & Topics Covered in this Workshop:

- Identify and measure characteristics of your organization that tell you, your management, and your customers how well you are delivering services and products for them
- Link mission, strategic plan, business plan, and performance metrics
- Develop meaningful measures of performance for employees and organizations
- Translate requirements into metrics
- Conduct effective performance measure planning

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live

– Live Virtual Classroom





Problem-Solving and Decision Making

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

The workshop is designed to develop the analytical and critical thinking skills of key technical professionals who can apply those skills on critical organizational issues. Participants will learn how to identify, define, and resolve issues, make decisions based on objective criteria, develop step-by-step plans to effectively implement decisions, and facilitate teamwork in problem-solving and decision-making. Bring your real-world problems and collaborate with your colleagues in a facilitated discussion and wrap up the week with an individual and organizational improvement plan.

Learning Objectives & Topics Covered in this Workshop:

- Identify the principles of problem-solving and decision-making
- Assess whether the problem or decision belongs to you or your organization before diving in
- Gain knowledge of problem-solving and decision-making tools and techniques
- Understand how to define problem-solving and decision-making success
- Recognize potential threats and opportunities using a SWOT analysis
- How to sell the tough decision to the uncertain team or boss
- Identify biases in decision-making
- How to use powerful tools to select the best options
- Learn to facilitate change and Innovation once a decision has been made

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Professional Communication Skills Development Workshop

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

As a professional government employee, you must produce and communicate information and ideas that influence decisions and drive action. This workshop shows you how to plan, organize, and present your ideas powerfully and confidently when writing or speaking to produce better outcomes and relationships at less cost in time and effort. Gain impactful skills and employ proven tools and techniques to make your next communication with employees, peers, customers, and executive or senior leaders really showcase your strengths in speaking, listening, and writing. This workshop firmly focuses on the practical, specific how-to techniques of effective professional communication.

Learning Objectives & Topics Covered in this Workshop:

- Apply the principles of LEAN communication to add value, brevity, and clarity to your message
- Define your goal and message by listening, gathering data, and assessing the needs of your communication
- Assess the communication needs of your intended audience to improve communication strategies and techniques
- Write concise synopses and briefs that deliver the desired message
- Apply successful principles of improvisational speech to improve written communication effectiveness
- Organize and format information to direct the audience's attention to your objectives
- Apply effective planning and preparation techniques and tools.
- Understand how to use your data, analysis, and experiences to tell a compelling story
- Apply a proven written communication assessment checklist
- Analyze written communication for effective written communication characteristics
- Organize your presentation for maximum success
- Understand effective communication delivery techniques

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live

– Live Virtual Classroom





- Apply preparation, organizing, and communication delivery techniques
- Understand when and how to use examples, stories, and analogies to improve written and verbal communication.



Strategies to Thrive Under High-Demand Expectations

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Are you struggling to manage an overwhelming situation? Are you wondering which tasks most deserve your attention? Use this guide to pinpoint what's within your control, prioritize actions, and eliminate unnecessary tasks to enhance your focus and relieve you.

Learning Objectives & Topics Covered in this Workshop:

- Idea-generation tactics for problem solving:
 - **Effectiveness Map** – Get your brain on paper, so you can form ideas for the methods below.
 - **Eight Tips** – Eight ideas in eight minutes
 - **Reverse Engineering** – Come up with ways to make the problem worse, then reverse it to get the solution
 - **Building Tactic** – Generate an idea, then have the person next to you build on it
 - **Storyboard** – Turn your idea into a sequence of events to understand how it will work in reality
- Clear space by reassessing tasks
- Focus your energy and attention where it counts
- Understand definitions of concern, influence and control before you start.
 - Concern is what you care about but cannot directly change.
 - Control is what you can directly alter.
 - Influence is where you can sway outcomes, though not directly control them.
- Impact Effort Map to prioritize impactful, low-effort actions
 - Draw a map with Impact and Effort on the axes
 - Plot each idea on the graph. Decide how much effort is involved and what the impact will be
 - Discard time-consuming, low-value activities so you can channel your focus and maximize your impact

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Achieving Breakthrough Leadership (ABL)

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop is staffed and taught by a motivational speaker who is a former Senior Government Leader. Achieving Breakthrough Leadership (ABL) is a course designed, staffed, and delivered to inspire—its driving purpose and ultimate result. ABL is a meaningful and emotional experience for everyone that attends. Learn how small adjustments in attitudes and behaviors can produce inspiring and highly successful outcomes at work, at home, and in the community. ABL is a values-based course that introduces a leadership model that identifies critical priorities for driving energy, commitment, innovation and change while building leadership in others to ensure future organizational success.

Learning Objectives & Topics Covered in this Workshop:

- Distinguish between effective & ineffective leader behaviors.
- Identify elements that measure the strength of the workplace.
- Differentiate between the roles & functions of managers & leaders.
- Discuss how the leader's self-awareness, emotional intelligence, behavioral skills, & personal credibility set the tone for engagement.
- Explain how passionately conveying a shared purpose & vision can drive pride in the organization & commitment from the workforce.
- Define the supervisor's unique contribution to organization results & identify ways he or she can promote authentic human relationships.
- Identify five major dysfunctions of teams & explain why trust, constructive confrontation, & continuous improvement are essential for collaboration, innovation, & successful outcomes.
- Explain how praise & recognition reinforce corporate values strengthens employee self- esteem & improves team performance.

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Agile Leadership: Leading through Crisis, Challenge & Change

*A 2-Day Hands on TMS Experience
Designed for Strategic-Level Civilian Leaders*

Course Description:

Department of the Air Force civilian leaders operate in an environment where change is constant, resources are constrained, and unexpected events can rapidly disrupt established plans. Some situations emerge suddenly as crises. Others develop as sustained challenges involving competing priorities, workforce pressure, shifting requirements, or persistent uncertainty. Still others involve planned organizational changes that must be understood, communicated, implemented, and sustained. In each case, leaders must preserve mission focus while adapting how the organization operates.

Agile Leadership: Leading Through Crisis, Challenge, and Change is a highly interactive, two-day workshop that prepares strategic-level civilian leaders to guide Air Force organizations through disruption, uncertainty, and transition. The workshop expands beyond traditional crisis management or planned change management by developing the leader's ability to recognize changing conditions, make timely decisions, mobilize people, adjust priorities, communicate with clarity, and sustain mission performance as circumstances evolve.

Agile leadership does not mean reacting quickly to every new issue or continuously changing direction. It means accurately assessing the operating environment, distinguishing significant developments from temporary noise, and adapting at the speed required by the mission. Agile leaders know what must remain stable, what must change, and how to help people move forward without losing confidence, cohesion, or connection to mission purpose.

Participants will examine three distinct but interconnected leadership conditions:

- **Crisis:** A sudden, high-consequence event requiring immediate leadership attention, rapid coordination, and decisive action.
- **Challenge:** A demanding or prolonged condition involving limited resources, competing requirements, organizational stress, or uncertainty.
- **Change:** A planned or emerging shift in policy, structure, technology, workforce, priorities, or mission execution that requires organizational transition and sustained adoption.

The workshop emphasizes that leaders must approach each condition differently. A crisis may require immediate stabilization and centralized coordination. A sustained challenge may require perseverance, resource tradeoffs, and frequent reassessment. Organizational change may require broader participation, deliberate communication, stakeholder engagement, and reinforcement over time.

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Business Program and Management

Delivery Method: Group Live
– Live Virtual Classroom





Participants will learn to recognize which leadership condition they are facing, determine the appropriate decision tempo, and adjust their leadership approach accordingly.

Special emphasis is placed on the strategic civilian leader's responsibility to create clarity when information is incomplete or conditions are changing. Participants will practice identifying immediate mission priorities, establishing decision and escalation boundaries, communicating known and unknown information, and organizing a leadership rhythm that supports shared awareness without creating unnecessary meetings or reporting requirements.

The course also addresses the human side of agility. Leaders must understand how uncertainty, workload, fear, fatigue, resistance, and loss of control affect employee behavior and team performance. Participants will examine how to remain composed, communicate difficult information, maintain trust, and help teams continue performing during extended periods of pressure.

Through Air Force-relevant case studies, facilitated discussions, decision exercises, stakeholder analysis, and an evolving leadership simulation, participants will respond to changing conditions involving mission disruption, competing senior-leader priorities, workforce constraints, technology failures, organizational resistance, and incomplete information.

Participants will leave with practical tools for assessing changing conditions, setting priorities, making decisions, communicating uncertainty, mobilizing stakeholders, adapting implementation plans, and strengthening organizational capacity for future challenges.

Learning Objectives and Topics Covered

By the end of this workshop, participants will be able to:

- Explain agile leadership within the context of Department of the Air Force civilian leadership and mission execution.
- Distinguish among a crisis, a sustained leadership challenge, and an organizational change.
- Determine how the leadership approach, decision tempo, communication requirements, and degree of control should change based on the situation.
- Recognize early warning indicators, weak signals, operational disruptions, and emerging conditions that may require leadership intervention.
- Assess the mission significance, urgency, scope, and potential consequences of a changing situation.
- Identify what must be stabilized immediately, what may be temporarily deferred, and what should continue without interruption.
- Establish clear mission priorities when multiple requirements compete for limited attention and resources.
- Determine which organizational values, standards, capabilities, and mission requirements must remain stable during change.
- Identify assumptions that may no longer be valid as conditions evolve.
- Create shared awareness among senior leaders, employees, mission partners, customers, and other stakeholders.
- Make timely decisions when information is incomplete, inconsistent, or rapidly changing.
- Balance speed, deliberation, risk, stakeholder input, and mission urgency.
- Determine when decisions should be centralized and when authority should be delegated.



- Establish clear decision rights, reporting expectations, and escalation thresholds.
- Evaluate immediate, secondary, and long-term effects before committing the organization to a course of action.
- Develop and compare alternative courses of action when an initial plan is no longer viable.
- Maintain strategic direction while adapting tactics, timelines, resources, and implementation methods.
- Communicate difficult information, changing priorities, risk, and uncertainty clearly and credibly.
- Explain what is known, what remains unknown, what is being done, and when additional information will be available.
- Tailor communication to senior leaders, employees, mission partners, customers, and affected stakeholders.
- Prevent information gaps, rumors, conflicting messages, and unnecessary uncertainty from undermining mission confidence.
- Establish an effective leadership and communication rhythm during disruption or transition.
- Maintain visible composure and sound judgment when employees and stakeholders are experiencing pressure.
- Recognize the effects of stress, fatigue, uncertainty, resistance, and change saturation on workforce performance.
- Support employee resilience without minimizing legitimate workload, risk, or organizational concerns.
- Build and use cross-functional leadership networks before and during complex events.
- Coordinate across military, civilian, contractor, installation, command, and Career Field boundaries.
- Identify stakeholder needs, likely resistance, competing interests, and sources of support.
- Build understanding and commitment for necessary organizational changes.
- Address resistance without assuming that all opposition is unreasonable or unproductive.
- Distinguish resistance based on misunderstanding, loss, risk, workload, competing priorities, or legitimate technical concerns.
- Modify implementation approaches based on feedback and changing conditions.
- Maintain accountability while encouraging transparency, adaptability, and early reporting of concerns.
- Evaluate whether leadership actions are stabilizing the situation and producing the intended mission results.
- Conduct structured after-action reviews that identify lessons, vulnerabilities, and required improvements.
- Convert lessons from crisis, challenge, and change into stronger organizational capabilities and future readiness.



- Develop a practical Agile Leadership Action Plan for the participant's organization, program, Career Field, or functional community.

USAF Foundational Competencies Addressed

This workshop develops the following Department of the Air Force Foundational Competencies, with emphasis on advanced application in complex, rapidly changing, and high-consequence organizational environments:

Flexibility

Participants learn to adjust their leadership approach, priorities, communication, decision processes, and implementation methods as conditions change. They practice responding proactively to ambiguity, identifying alternative paths, and adapting before circumstances force a reactive response.

Resilience

Participants examine how leaders maintain personal effectiveness and support organizational performance during extended stress, disruption, and uncertainty. They develop strategies for helping teams recover, sustain effort, and adapt after difficult or repeated events.

Self-Control

Participants practice remaining visibly composed during high-pressure situations, controlling unproductive reactions, and responding constructively to conflict, criticism, resistance, and unwelcome developments. They examine how leader behavior affects confidence and stability across the organization.

Decision Making

Participants assess incomplete information, weigh risks and benefits, identify known and unknown variables, and make timely decisions under pressure. They learn to adjust decision tempo based on mission urgency and determine when further analysis will improve the decision versus delay necessary action.

Communication

Participants develop clear, concise, and audience-appropriate messages during periods of uncertainty and transition. They practice communicating risk, priorities, decisions, difficult information, and changing conditions while maintaining trust and shared understanding.

Leadership

Participants practice inspiring and directing people through disruption, sustained challenge, and organizational transition. They establish mission focus, create clarity, align stakeholders, support team performance, and adjust their leadership approach to the needs of the situation.

Strategic Thinking

Participants examine the broader organizational and mission implications of leadership decisions. They assess secondary effects, consider future conditions, identify long-term risks, and ensure that immediate responses do not unintentionally weaken future mission capability.

Change Management

Participants learn to prepare people for change, explain the purpose and urgency of new direction, involve stakeholders, address resistance, implement revised approaches, and monitor whether the change produces the intended organizational results.



Building and Leading an Effective Team

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Learn to avoid the problems which prevent teams from reaching their potential, while creating the ground rules and structure to build a truly effective team. Participants will also learn techniques for goal setting, creating team cohesion, and increasing individuals' contribution to the team. The leadership principles taught in this course apply in all situations including but not limited to onsite, virtual, and remote working conditions.

Learning Objectives & Topics Covered in this Workshop:

- Build cohesion and engagement to drive performance
- Recognize and intervene in issues such as conflict, lack of commitment, and groupthink
- Navigate common barriers of team performance such as virtual teams, new leadership, temporary teams, or newly formed teams
- Harness the power of deliberate team communication to strengthen team relationships and outcomes
- Understand the stages of group development
- Identify the dysfunctions of the team
- Keys to motivation for the government team
- Managing group identity
- Improving morale with mission-driven actions and goals
- Create a team charter specifically focused on your team
- Analyze and incorporate team building and team development strategies
- Develop a plan to immediately impact the performance of your team upon return to your organization

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Building Coalitions: The Art of Successful Collaboration

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop focuses on the skills, tools, and techniques needed to lead collaboratively in the government work environment. The ability to build strong coalitions and facilitate communication and collaboration across government organizations and agencies is essential to addressing today's complex issues and challenges faced by senior defense and federal professionals.

Participants can expect to expand their perspective and understanding of collaboration in today's government dynamics. You will explore relationship building and influence in the context of building coalitions among varying organizational cultures, structures, and individual personalities.

Learning Objectives & Topics Covered in this Workshop:

- Definitions of collaborative leadership
- Recognize varying problem-solving tools
- Analyze alternate problem-solving strategies
- Understand various collaboration strengths and challenges
- Understand how to apply collaboration and coalition building techniques
- Assess and deal with risks and barriers to collaboration
- Develop your influencing skills
- Understand collaborative communication skills and tools
- Understand organizational collaborative techniques
- Identify coalition building approaches
- Interpret problems

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Business Professional Certification

*A 3 or 5-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

The program aims to improve the overall ability of workplace managers to utilize their resources more effectively. The program presents skill-building modules that focus on the following core competencies: professionalism, communication, business writing, customer service, conflict management, organization and time management, management skills, critical thinking, and decision-making.

Learning Objectives & Topics Covered in this Workshop:

- Analyze organizational norms, trends, and workplace processes
- Develop and deliver a professional presentation
- Develop conflict management plans
- Understand and identify effective business communication techniques
- Practice critical thinking and decision-making techniques

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0 – 40.0

CEU Credits: 2.4 – 4.0

Suggested Program

Prerequisites: The Challenge of Leadership

Advanced Preparation:

None

NASBA Program Level:

Intermediate

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Capitol Hill Workshop with Keynote Speaker

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Designed to meet the knowledge requirements of Senior Defense and Intelligence Community leaders, this workshop offers attendees expert perspectives on the daily operation of the US Congress. Drawing on scholarly research and contemporary analysis of every aspect of the legislative process, participants will leave this session with a much deeper and richer understanding of current US public policy issues, congressional politics and decision-making, and the implications to the Department of Defense and the nation.

Learning Objectives & Topics Covered in this Workshop:

At the end of the workshop, attendees should be able to explain in depth and clarify with examples the following objectives:

- Understand the individual and interactive roles and responsibilities of participants on Capitol Hill, to include members of Congress, committees, lobbyists, media, and citizens
- Explain and be able to track how legislation is formulated
- Recognize how agendas and platforms influence domestic and international policy and spending plans
- Differentiate the legislative and executive roles in policy and funding

Note: This list reflects actual past sessions and does not predict future topics; actual topics vary in each workshop given.

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: Business Professional Certification

Advanced Preparation:
None

NASBA Program Level:
Intermediate

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Capitol Hill Workshop

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Designed to meet the knowledge requirements of Senior Defense and Intelligence Community leaders, this workshop offers attendees expert perspectives on the daily operation of the US Congress. Drawing on scholarly research and contemporary analysis of every aspect of the legislative process, participants will leave this session with a much deeper and richer understanding of current US public policy issues, congressional politics and decision-making, and the implications to the Department of Defense and the nation.

Learning Objectives & Topics Covered in this Workshop:

At the end of the workshop, attendees should be able to explain in depth and clarify with examples the following objectives:

- Understand the individual and interactive roles and responsibilities of participants on Capitol Hill, to include members of Congress, committees, lobbyists, media, and citizens
- Explain and be able to track how legislation is formulated
- Recognize how agendas and platforms influence domestic and international policy and spending plans
- Differentiate the legislative and executive roles in policy and funding

Note: This list reflects actual past sessions and does not predict future topics; actual topics vary in each workshop given.

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Intermediate

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Change and Transition Management

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop will focus on individual and organizational change. The course is designed to create a positive work environment that promotes cooperation by learning how to deal more effectively with change when it occurs, learn to modify and adapt goals, respond to issues before they reach crisis mode, and control anxiety. Any supervisor or manager who is looking for ways to understand and embrace transition, enhance teamwork, manage conflict, work with others, take initiative, use influence strategies, and build self-confidence should attend this workshop.

Learning Objectives & Topics Covered in this Workshop:

- Learn the ADKAR Change Management Model
 - Awareness of the need to change
 - Desire to create, support, and participate in and lead change
 - Knowledge required to implement and introduce change
 - Ability to effect change
 - Reinforce the changes made while continuing to champion change
- Interpret and reflect on personal feelings, behaviors, and expectations of the change situation
- Identify preferred personal approaches to processing

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Coaching and Mentoring for Excellence

*A 3 or 4-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop provides practical, proven methods for developing the government workforce. Whether guiding employees to grow professionally or helping employees during periods of change and transition, coaching and mentoring lets leaders be seen as results oriented. Participants share leadership challenges and solutions specific to government organizations. The instructor guides the learning through dynamic instruction, small group exercises, case studies, and hands-on application of proven techniques to plan and execute the development of government employees.

Learning Objectives & Topics Covered in this Workshop:

- Employ coaching and mentoring strategies to help employees reach the next level of performance and make productive choices concerning the direction of
- Identify and build your employee's natural strengths that lead to mission success.
- Discuss barriers to acknowledge differences and valuing those differences.
- Incorporate other people's learning styles so you can coach and mentor more effectively.
- Develop a fast, simple personal plan using the three key factors for coaching and mentoring success.

**Additional Learning Objectives for 4-Day Workshop*

- Construct a mission-based leadership approach to coaching and mentoring
- Specify a leader's coaching and mentoring goals
- Build an effective leadership team using coaching and mentoring

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0 – 32.0

CEU Credits: 2.4 – 3.2

Suggested Program

Prerequisites: Dealing with Difficult People

Advanced Preparation:

None

NASBA Program Level:

Intermediate

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





Coaching and Mentoring for Excellence (360 Survey)

*A 3-Day Hands on TMS Experience with 360 Degree Survey
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop provides practical, proven methods for developing the government workforce. Whether guiding employees to grow professionally or helping employees during periods of change and transition, coaching and mentoring lets leaders be seen as results oriented. Prior to course attendance, all participants will take part in a 360 Degree Feedback Survey process that is designed around the Executive Core Qualifications and Leadership Competencies used by OPM. Using this “real world” feedback, coaching and mentoring plans will be developed to implement upon return to the workplace.

Learning Objectives & Topics Covered in this Workshop:

- Employ coaching and mentoring strategies to help employees reach the next level of performance and make productive choices
- Identify and build your employee’s natural strengths that lead to mission success
- Discuss barriers to acknowledge differences and valuing those differences
- Incorporate other people’s learning styles so you can coach and mentor more effectively
- Develop a fast, simple, personal plan using the three key factors for coaching and mentoring success
- Analyze and incorporate 360 Degree Survey feedback into coaching and mentoring practices

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 27.0

CEU Credits: 2.7

Suggested Program

Prerequisites: Dealing with Difficult People, The Challenge of Leadership

Advanced Preparation:
None

NASBA Program Level:
Intermediate

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Coaching and Mentoring for Excellence (Strategic Level)

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop provides practical, proven methods for developing the government workforce. Whether guiding employees to grow professionally or helping employees during periods of change and transition, coaching and mentoring lets leaders be seen as results oriented. Participants share leadership challenges and solutions specific to government organizations. The instructor guides the learning through dynamic instruction, small group exercises, case studies, and hands-on application of proven techniques to plan and execute the development of government employees.

Learning Objectives & Topics Covered in this Workshop:

- Employ coaching and mentoring strategies to help employees reach the next level of performance and make productive choices
- Identify and build your employee's natural strengths that lead to mission success
- Discuss barriers to acknowledge differences and valuing those differences
- Analyze and incorporate 360 Degree Survey feedback into coaching and mentoring practices
- Incorporate other people's learning styles so you can coach and mentor more effectively
- Develop a fast, simple personal plan using the three key factors for coaching and mentoring success

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: Dealing with Difficult People

Advanced Preparation:

None

NASBA Program Level:

Advanced

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Collaborative Leadership

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Modern Government managers and supervisors must change their mindset of leading through experience, expertise, and control if they wish to stay relevant in today's changing government work environment. This workshop shows participants how to apply experience, knowledge, and education in new ways to create, simultaneously, an autonomous and collaborative work environment that will achieve maximum results.

This workshop is based on extensive research of leadership practices that achieve extraordinary results in the government workplace.

Learning Objectives & Topics Covered in this Workshop:

- How to apply valuable experience and expertise to the new models of leadership
- Identify elements that measure collaboration in the government workplace
- Differentiate between the roles and functions of managers and leaders
- Discuss how the leader's self-awareness, emotional intelligence, behavioral skills and personal credibility set the tone for engagement
- Explain how passionately conveying a shared purpose and vision can drive pride in the organization and commitment from the workforce
- Identify the difference between behaviors that promote collaboration and those that tear teams apart

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Creating an Environment for Successful Projects

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

The hands-on workshop zeroes in on the keys to creating a strong, focused, project organization. Managers and prospective managers get cutting-edge information and tools they need to build and support the project management climate that is the fundamental key to making projects succeed. This workshop outlines exactly what key managers need to do to ensure senior management, customers, and workers support projects.

Learning Objectives & Topics Covered in this Workshop:

- Develop strategic emphasis to ensure project success
- Identify the right manager or management team to oversee the project
- Create a team charter, project vision and mission statements, and have a communication plan to sell the project
- Incorporate motivation theory into a personalized approach to management and leadership
- Tailor organizational goals to organizational capabilities
- Foster the culture of a learning organization
- Communicate project strategy with authenticity and integrity
- Apply Group Development Stages (GDS) to management and leadership styles suited to situation, climate, and resource availability.

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Developing Teams in a Dynamic Environment

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

In this course, you will learn how to navigate new ways of conducting business in the dynamic government environment. Likewise, you recognize the importance of fostering a positive and productive work environment. Policies, values, missions, attitudes, and behaviors all play a role in shaping team dynamics. In the past, you may have developed effective team strategies working side-by-side with colleagues in the office. However, today, identifying steps to build and lead successful teams whether in-person, hybrid, or remote—is critical and requires a new way of thinking. This course will help you discover ways to promote productivity and engagement in a dynamic team environment.

Learning Objectives & Topics Covered in this Workshop:

- Explain how policies, values, missions, attitudes, and behaviors influence team dynamics.
- Build a supportive team environment with empathy, trust, and genuineness to help the team achieve its goals
- Develop strategies to connect with team members personally, provide frequent communication, set clear expectations, celebrate successes, and conduct one-on-one meetings
- Prioritize learning or using new technologies that promote high productivity, accuracy, and collaboration

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Emerging Leaders

*A 1 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop focuses on understanding the challenges and rewards faced by novel leaders in today's government workplace and learning proven ways of thinking and acting in leadership situations. It provides "real world" practical tips for all employees who want to prepare themselves for leadership. This workshop addresses common problems in the government work environment, and proven solutions to overcome those obstacles. Participants will learn how to be recognized as someone who gets results. Building credibility and positively influencing people are prominent topics in the workshop.

Learning Objectives & Topics Covered in this Workshop:

- Definitions of leadership
- Recognize leader qualities
- Identify roles of leaders
- Understand various leadership styles
- Understand how to motivate the team
- Assess and deal with risk
- Develop your confidence as a leader
- Evaluate your skill level and aptitude
- Understand and apply time management skills
- Apply effective communication
- Understand delegating techniques
- Identify team building approaches
- Interpret conflict & people problems

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0 – 24.0

CEU Credits: 0.8 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Entrepreneurship for Government Organizations

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Entrepreneurship is not only possible in government organizations, it is the future. It is the key to win amid all the organizations clamoring for funding in today's tight economic climate. In this hands-on workshop you will see how to build a master blueprint to introduce and manage innovation and entrepreneurship for real impact, no matter what your position in the organization.

A senior retired federal government manager shares experiences in successful entrepreneurial innovation in government organizations, turning around ineffective organizations, and in starting successful new businesses, how to develop an entrepreneurial organization, and how to get a large organization to accept your ideas.

Learning Objectives & Topics Covered in this Workshop:

- Analyze government organizations to identify entrepreneurial opportunities
- Transform an original idea into an entirely new organization
- Develop solid performance standards to empower innovation
- Influence others to embrace innovative practices at every level of the organization
- Develop an action plan for entrepreneurial innovation

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: Problem Solving and Decision Making

Advanced Preparation:

None

NASBA Program Level:

Advanced

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Essential Conversations for Leadership Success

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Even the best leaders struggle having those hard conversations, it is imperative that we learn to do more than just communicate guidance and praise. Students should be able to anticipate and respond to emotionally charged conversations and have the ability to deliver bad news. This class will cover the ability to understand emotions, read people, and effectively communicate using interpersonal communication skills.

Learning Objectives & Topics Covered in this Workshop:

- Demonstrate understanding of how to communicate strategically with tact and diplomacy.
- Identify situations and solutions when building professional work relationships can help lateral communication.
- Explore communication skills to help defuse emotional situations and maximize the desired outcome.
- How to engage and connect with employees, one-on-one, be "personable."

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





Essential Leadership Skills for Air Force Civilian Leaders

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

There are several styles of leadership, and people respond to those styles differently. In this course, you will explore types of and identify your own leadership styles as well as gain an understanding of how each style can be interpreted in different situations. In addition, this course covers how creating a vision, motivating employees, and coaching results in effective/successful leadership. You will assess leadership/workplace scenarios and determine the best way to approach a situation by taking accountability, having flexibility, and being resilient in order to accomplish a task- given your role and the needs of the organization. The leadership principles taught in this course apply in all situations.

Learning Objectives & Topics Covered in this Workshop:

- Explore leadership styles
- Identify your own leadership style
- Discover ways to develop your personal leadership style
- Develop a vision and motivate others to buy-in
- Recognize ways to enhance and encourage motivation and performance within your team and peers.
- Explore ways to become flexible, creative, and innovative and foster those traits in others
- Identify strategies to perform effectively in your role
- Identify which styles best-fit
- individual and situation to increase motivation, engagements, and collaboration.

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





Executive Development: Leading Change

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop empowers government executives to lead organizations in a time of massive, high- speed, strategic-level change. Leaders will emerge with a deeper understanding of strategic thinking and planning and their role in mentoring and coaching others in an era of disruptive change. A veteran government leader will deconstruct conventional wisdom about strategic planning and redefine the steps necessary to build vision, innovation, leadership, and professionalism in government organizations.

Learning Objectives & Topics Covered in this Workshop:

- Understand the internal and external forces of change and a leader's role in helping others through it
- Assess organizational capabilities and identify important changes to enhance organizational effectiveness
- Analyze the sources of resistance to change and coach and mentor those who are resistant to change
- Introduce change strategically and guide others through the implementation and sustainability process
- Communicate clearly and completely the reasons and need for change

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Hard Choices, Clear Mission: Enterprise Decisions Under Constraint

*A 2-Day Hands on TMS Experience Delivered in 4 Half Day Sessions
Designed for Strategic-Level Civilian Leaders*

This workshop provides the full depth of a two-day strategic leadership experience through **four focused half-day sessions**. The segmented format is specifically designed to accommodate the schedules and mission responsibilities of senior Department of the Air Force leaders.

Course Description:

Department of the Air Force senior civilian leaders routinely make consequential decisions in environments where every available option involves compromise. Manpower is limited. Funding is constrained. Readiness demands continue. Technology, policy, workforce conditions, and mission priorities change. Stakeholders may agree on the importance of the mission while strongly disagreeing about how resources should be allocated or which risks should be accepted.

In these situations, leaders are rarely choosing between a clearly correct and clearly incorrect option. They are choosing among competing mission requirements, each supported by legitimate needs, organizational interests, and potential consequences.

Hard Choices, Clear Mission: Enterprise Decisions Under Constraint is a highly interactive strategic-level workshop that prepares senior civilian leaders to make timely, defensible, and mission-aligned decisions when resources are insufficient to satisfy every requirement.

The workshop places participants in realistic Department of the Air Force decision environments requiring them to balance manpower, funding, readiness, risk, workforce capacity, technology, stakeholder expectations, and competing organizational priorities. Participants will examine how senior leaders establish decision criteria, evaluate strategic tradeoffs, challenge assumptions, and consider second- and third-order effects before committing limited resources.

The course emphasizes that enterprise decision-making requires more than selecting an option. Strategic leaders must explain why a decision is necessary, demonstrate how it supports the larger mission, acknowledge the risks and consequences associated with the choice, and build sufficient stakeholder understanding to enable

Audience:

This workshop is designed for contracting professionals.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

NASBA Field of Study:

Delivery Method: Group Live
– Live Virtual Classroom





implementation.

Participants will learn to distinguish between urgent demands and strategically important requirements, identify the costs of action and inaction, and evaluate whether a proposed solution transfers risk to another organization, mission area, or future period. They will also examine how organizational incentives, incomplete information, sunk costs, stakeholder influence, and internal competition can distort resource decisions.

Special emphasis is placed on making decisions under uncertainty. Participants will practice identifying known and unknown variables, developing decision assumptions, assessing the quality of available information, and determining when additional analysis will improve a decision versus when it will merely delay necessary action.

The workshop also addresses the human and organizational dimensions of difficult decisions. Participants will explore how to communicate resource reductions, priority changes, deferred requirements, reorganizations, or risk acceptance without undermining trust or mission commitment. They will practice explaining decisions to senior leaders, peers, employees, mission partners, and stakeholders who may experience different consequences from the same decision.

Through facilitated discussions, Air Force-relevant case studies, decision labs, stakeholder exercises, and a culminating enterprise simulation, participants will make and defend high-consequence choices involving competing priorities and severe constraints.

Participants will leave with practical tools for structuring complex decisions, comparing courses of action, evaluating resource tradeoffs, communicating risk, and documenting a defensible connection between difficult choices and Department of the Air Force mission outcomes.

Four-Session Learning Structure

Session 1: Framing the Enterprise Decision

Participants establish the foundation for defensible strategic decisions by clarifying the mission requirement, identifying the actual decision to be made, and distinguishing symptoms from the underlying resource or organizational problem.

Key areas include:

- Defining the enterprise-level decision
- Clarifying mission purpose and desired outcomes
- Identifying decision authority and accountability
- Distinguishing strategic priorities from urgent demands
- Recognizing assumptions, constraints, dependencies, and competing interests
- Determining what information is essential to the decision
- Identifying the consequences of delaying or avoiding a decision

Session 2: Evaluating Resources, Risk, and Tradeoffs

Participants examine alternative courses of action and assess how each option affects mission performance, readiness, people, funding, risk, and organizational capacity.

Key areas include:

- Developing consistent decision criteria
- Evaluating manpower, funding, time, technology, and organizational capacity
- Identifying opportunity costs



- Comparing near-term benefits with long-term consequences
- Assessing strategic, operational, workforce, financial, and reputational risk
- Considering second- and third-order effects
- Identifying risk transfer between organizations or mission areas
- Testing assumptions and identifying information gaps

Session 3: Building Support for Difficult Decisions

Participants focus on the influence, communication, and stakeholder alignment required to turn a sound decision into executable organizational action.

Key areas include:

- Mapping stakeholders and competing interests
- Identifying likely support, resistance, and unintended consequences
- Framing decisions in terms of mission impact
- Presenting options and recommendations to senior leaders
- Communicating resource reductions and priority changes
- Addressing disagreement without becoming defensive
- Building support without obscuring risk or overstating certainty
- Establishing implementation ownership and accountability

Session 4: Enterprise Decision Making and Simulation

Participants cover enterprise decision making concepts and techniques, then integrate the workshop concepts in a complex Air Force-relevant simulation involving constrained resources, changing conditions, multiple stakeholders, and competing mission requirements.

Participants will be required to:

- Assess incomplete and conflicting information
- Identify the central decision and supporting decisions
- Establish evaluation criteria
- Develop and compare alternative courses of action
- Allocate limited resources
- Determine acceptable and unacceptable risks
- Consider immediate and long-term mission consequences
- Prepare a senior-leader recommendation
- Defend the decision under challenge
- Adjust the approach as new information and conditions emerge

Learning Objectives & Topics Covered in this Workshop:

- Explain the strategic civilian leader's responsibility for making enterprise-level decisions under constraint.
- Frame complex decisions in terms of Department of the Air Force mission requirements and desired outcomes.
- Distinguish between the stated problem, underlying problem, and decision that must be made.
- Identify the authority, responsibility, accountability, and stakeholder interests associated with a strategic decision.
- Differentiate urgent requirements from strategically important priorities.
- Determine which requirements are mission essential, mission enhancing, deferrable, reducible, or no longer aligned with strategic priorities.



- Identify constraints involving funding, manpower, time, technology, policy, readiness, organizational capacity, and workforce sustainability.
- Assess the quality, relevance, and limitations of available decision information.
- Identify known variables, unknown variables, assumptions, and information gaps.
- Determine when additional information is necessary and when a decision must be made despite uncertainty.
- Develop clear and consistent criteria for comparing strategic alternatives.
- Construct alternative courses of action responsive to competing mission demands.
- Evaluate the feasibility, affordability, adaptability, and mission impact of each course of action.
- Identify the opportunity costs associated with allocating resources to one priority over another.
- Analyze short-term and long-term consequences of resource decisions.
- Identify potential second- and third-order effects affecting readiness, workforce capability, customer support, partnerships, morale, and future mission capacity.
- Determine whether an option reduces risk, accepts risk, avoids risk, or transfers risk elsewhere.
- Balance strategic opportunity against organizational exposure.
- Recognize the effects of sunk costs, confirmation bias, organizational loyalty, internal competition, and stakeholder pressure on decision quality.
- Apply analytical techniques to compare multidimensional options.
- Develop recommendations that clearly connect resource decisions to mission results.
- Present strategic options, assumptions, risks, and tradeoffs concisely to senior leaders.
- Explain difficult decisions to stakeholders who may experience different benefits or consequences.
- Use influence and stakeholder engagement to build understanding and implementation support.
- Address disagreement, resistance, and competing perspectives without losing mission focus.
- Document the basis for a defensible strategic decision.
- Establish responsibility, milestones, measures, and review points for implementation.
- Monitor the effects of a decision and determine when adjustment is necessary.
- Accept accountability for organizational decisions and their foreseeable consequences.
- Develop a repeatable enterprise decision process for use within the participant's Career Field, command, program, or functional organization.

Key Workshop Topics

- Enterprise Decision-Making in the Department of the Air Force
- Making Decisions When Every Option Has Consequences
- Mission Priorities Versus Organizational Preferences
- Framing the Right Decision
- Decision Authority, Responsibility, and Accountability
- Strategic Requirements and Competing Demands
- Resource Scarcity and Opportunity Cost
- Manpower and Workforce Capacity
- Funding and Affordability
- Readiness and Mission Risk
- Technology and Capability Tradeoffs
- Strategic Versus Operational Risk
- Known Variables, Unknown Variables, and Assumptions
- Information Quality and Decision Timing
- Avoiding Analysis Paralysis



- Developing Strategic Decision Criteria
- Course-of-Action Development
- Multicriteria COA Comparison
- Short-Term Gains and Long-Term Consequences
- Second- and Third-Order Effects
- Risk Acceptance, Mitigation, Avoidance, and Transfer
- Sunk Costs and Organizational Bias
- Stakeholder Analysis
- Senior-Leader Recommendations
- Communicating Bad News and Difficult Choices
- Building Support Across Organizational Boundaries
- Responding to Critics and Dissenting Perspectives
- Implementing Decisions Across Complex Organizations
- Monitoring Outcomes and Adapting Decisions
- Documenting Defensible Enterprise Decisions

Applied Learning Experience

Throughout the four half-day sessions, participants will apply decision tools to a continuing Department of the Air Force enterprise scenario. The situation will evolve as new information, resource limitations, stakeholder demands, and mission risks are introduced.

Participants may be required to address challenges such as:

- Reducing manpower while maintaining mission output
- Reallocating funding among competing readiness or modernization needs
- Deciding whether to sustain, consolidate, delay, or discontinue a program
- Balancing immediate mission demand with long-term workforce development
- Managing technology investment under uncertain future requirements
- Addressing declining organizational capacity
- Responding to new senior-leader priorities without abandoning essential commitments
- Determining which risks should be accepted and which require elevation

Small groups will develop alternative courses of action, establish evaluation criteria, assess resource and risk implications, and prepare a recommendation for a simulated senior Air Force decision authority.

The culminating simulation requires each group to deliver a concise **Enterprise Decision Brief** that explains:

- The mission requirement
- The decision to be made
- Key assumptions and constraints
- Courses of action considered
- Evaluation criteria
- Resource implications
- Major risks and tradeoffs
- Second- and third-order effects
- Recommended decision
- Implementation and accountability requirements
- Conditions that could require future adjustment



Participant Tools and Takeaways

Participants will receive and apply practical tools that may include:

- Enterprise Decision-Framing Worksheet
- Mission Priority Assessment
- Strategic Constraint Analysis
- Assumption and Information-Gap Tracker
- Course-of-Action Development Template
- Multicriteria COA Comparison Matrix
- Resource Tradeoff Analysis
- Opportunity-Cost Worksheet
- Strategic Risk Assessment
- Second- and Third-Order Effects Map
- Stakeholder Influence and Impact Matrix
- Senior-Leader Decision Brief Template
- Decision Accountability and Implementation Tracker

The segmented delivery model allows participants to test selected tools against current workplace challenges between sessions and bring practical observations back to the workshop for facilitated discussion.

USAF Foundational Competencies Addressed

This workshop develops the following Department of the Air Force Foundational Competencies, with emphasis on strategic-level application in complex enterprise environments:

Resource Management

Participants evaluate how manpower, funding, time, technology, organizational capacity, and other resources should be allocated across competing mission requirements. They practice identifying opportunity costs, establishing resource priorities, and aligning limited resources with the highest-value mission outcomes.

Decision Making

Participants make well-informed and timely decisions while weighing constraints, risks, benefits, known variables, and unknown conditions. They practice determining when further information is necessary and when delaying action creates greater mission risk.

Analytical Thinking

Participants break complex enterprise problems into their component parts, identify causes and relationships, evaluate alternative perspectives, establish decision criteria, and compare multiple courses of action. They consider trends, risk, and second- and third-order effects before making recommendations.

Results Focused

Participants maintain focus on mission outcomes rather than organizational activity or stakeholder preference. They establish the results a decision must achieve, connect resource choices to measurable mission impact, and identify implementation measures that indicate whether the decision is producing the intended outcome.

Strategic Thinking

Participants examine decisions from an enterprise and senior-leader perspective. They assess long-term consequences, anticipate secondary effects, align near-term choices with future mission requirements, and evaluate how current resource decisions shape future organizational capability.

**Influence**

Participants develop and communicate persuasive, mission-centered recommendations. They learn to address stakeholder concerns, present competing perspectives fairly, explain difficult tradeoffs, engage critics, and build sufficient support for implementation without minimizing uncertainty or risk.

Accountability

Participants take responsibility for the quality, transparency, and consequences of strategic decisions. They document assumptions, acknowledge risks, explain the basis for recommendations, establish implementation ownership, and monitor whether decisions deliver the expected mission results.



Executive Seminar

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

The course is designed to improve the overall ability of workplace managers to utilize their resources more effectively. It is a hands-on workshop designed specifically for those mid- and senior-level managers and executives who must chart their organization's future in a time of massive, high-speed, congressional-level change. This workshop deconstructs conventional wisdom about strategic planning and redefines the steps necessary to build vision, innovation, leadership, and professionalism in government organizations. This workshop is particularly valuable for those who are involved with shaping organizational outcomes and long-term goals.

Learning Objectives & Topics Covered in this Workshop:

- Understand leadership at the executive level - why people fail and how to succeed
- Evaluate personal perspectives from the executive view
- Discuss the importance of leaving your leadership legacy
- Examine the merits and drawbacks of strategic planning: correct expectations
- Analyze and apply strategic thinking techniques
- Develop and communicate your organization's mission statement
- Assess the strategic vision of your parent organization and align your vision with the organization
- Translate strategic plans into current decisions

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: Strategic Leadership, The Challenge of Leadership

Advanced Preparation:

None

NASBA Program Level:

Advanced

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Highly Effective Leadership in Government Organizations

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop provides a clear, practical look at the qualities and characteristics of highly effective leaders. This TMS workshop clearly defines the steps of how to implement and adopt the behaviors necessary for becoming a disciplined highly effective leader while simultaneously achieving a healthy life balance that is beneficial for the Leader, those who are being led, and the Government Organization to which they belong. The leadership models, which flow from this workshop, give you the measuring stick to assess your own leadership.

The workshop focuses on practical problems and situations of the government work environment and the characteristics of the traditional leader.

Learning Objectives & Topics Covered in this Workshop:

- Identify ways to gain effectiveness
- Develop strategies to get people to “want” to work for your employees
- Create a plan for image and self-projection
- Understand techniques to deal with building commitment
- Analyze the laws of communication in organizations
- Define effective leadership techniques and develop a personalized plan for future leadership and influence

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: Strategic Leadership, The Challenge of Leadership

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Leadership and Management Certification

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Often, the government manager and leaders we ask so much of are being asked to both lead and manage. But, how? This program addresses essential workplace competencies that will help your managers, supervisors, and team leaders reach new levels of professionalism, leadership, and performance. We ask participants to bring real-world, relevant workplace leadership and management challenges for discussion and solutions. Managing change, decision making, organizational priorities, motivation, and communication are just a few of the many topics covered in this workshop.

Learning Objectives & Topics Covered in this Workshop:

- Assess the balance of effort required for both leadership and management
- Understand the importance of and differences between leadership and management and why these matters
- Analyze the changing factors impacting your ability to lead and manage
- Develop a viable plan to gain consensus on organizational priorities
- Create a leadership philosophy that is unique to you and a strategy to implement this strategy upon return to the workplace

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live

– Live Virtual Classroom





Leadership Assessment Program I

*A 4-Day Hands on TMS Experience & 360 Degree Survey Process
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This leadership assessment program assesses essential leadership competencies that your managers, supervisors, and team leaders need to master to thrive in today's dynamic and rapidly changing government work environment. Participants of this program begin with a 360-degree survey process specifically designed to assess and provide personal insight into the behaviors and professional habits of each participant. This process yields a personalized report on how each leader's behaviors are perceived by those around them, peers, supervisors and employees. The privately provided individual reports form the foundation for a week of assessment-based learning, self-observation, and training that provides an in-depth look at how personal behaviors affect workplace interactions.

The program continues with coaching, facilitation, small group interaction and professionally led discussions that are designed to help each leader understand how to conduct self-assessments, adjust behaviors based upon increased emotional intelligence, and give participants new insights to create a personal learning plan for continued leadership growth and development.

Learning Objectives & Topics Covered in this Workshop:

- Understand how personal assessment inventories solicit feedback for professional improvement
- Assess critical feedback and personal strengths and weaknesses
- Create a personal learning plan for continued growth examine and assess leadership behaviors

*** Additional learning objectives are added based on feedback and data received during the 360-degree survey conducted prior to the workshop event.**

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 35.0

CEU Credits: 3.5

Suggested Program

Prerequisites: The

Challenge of Leadership

Advanced Preparation: 360 Degree Survey

NASBA Program Level: Intermediate

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Leadership Assessment Program II (Strategic Level)

*A 3-Day Hands on TMS Experience & 360 Survey
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop provides detailed, personalized feedback and development strategies grounded in extensive research on professional and personal development. Participants begin with a 360-degree survey specifically designed to assess and provide personal insight into their behaviors and professional habits. This process yields a personalized report on how each leader's behaviors are perceived by those around them, peers, supervisors, and employees. The confidential, individual reports form the foundation for a one-on-one coaching session from a seasoned and experienced former government leader. This session is then complemented with tailored assessment-based learning, self-observation, and training that provides tools, techniques and critical strategies needed to improve leadership performance and achieve organizational success.

The program continues with facilitation, small group interaction and professionally led discussions that is designed to help each leader understand how to better assess, analyze, and apply leadership strategies at higher levels in a government organization.

Learning Objectives & Topics Covered in this Workshop:

- Solicit feedback for growth and professional improvement
- Assess critical feedback and enhance emotional intelligence
- Review, interpret, and employ 360 Survey Feedback
- Create a personal learning plan for continued growth
- Identify trends in feedback to implement organizational assessment-based learning

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 27.0

CEU Credits: 2.7

Suggested Program

Prerequisites: The Challenge of Leadership

Advanced Preparation: 360 Degree Survey

NASBA Program Level:

Intermediate

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Leadership: Creating Value, Vision, and Vitality

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop teaches what it takes to be distinguished as clearly a leader. Teaching skills that will have an impact beyond the rank on a sleeve or title above a door. This workshop shows you not only principles but specific actions you can take to get results. You will learn the characteristics that set leaders apart from run-of-the-mill supervisors and managers. This workshop includes the latest thinking on the massive changes going on in government today...including collaborative leadership approaches, knowledge management techniques, performance management, and more.

Learning Objectives & Topics Covered in this Workshop:

- Develop an understanding of how to lead using the four basic influence strategies
- Define leadership and influence
- Assess your leadership quotient
- Discuss the and understand power, authority, and accountability
- Apply the 8 characteristics that set leaders apart from managers
- Answer the following visioning questions for yourself:
 - What is "vision" and why do you need one in a government organization?
 - What are the steps to achieve vision?
 - What do your customers value about your organization?
 - Why leaders fail

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Leadership Development Program

*A 5-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This dynamic Leadership Development Program is led by Two Former Government Managers/Leaders and is designed to provide an in-depth personalized look at how each participant can improve their adaptive leadership approach. Learn to become an adaptable leader who understands self, the situation, and the needs of individual team members. The Capstone Activity of this course will be the development of a very personalized and unique "Personal Leadership Philosophy" that will be supported by a one-on-one private coaching session.

Learning Objectives & Topics Covered in this Workshop:

- Know your leadership tendencies and how to adapt to rapidly changing requirements
- Gain the ability to develop a plan to and guide the direction of the organization
- Understand how to assess people, self- management, and technical skills
- Identify team members' professional developmental needs
- How to apply appropriate leadership style for the climate, urgency, and situation
- How to delegate with less stress
- Assess your own leadership, values, and organization and develop a personal leadership philosophy

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 40.0

CEU Credits: 4.0

Suggested Program

Prerequisites: The Challenge of Leadership

Advanced Preparation:

None

NASBA Program Level:

Intermediate

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





Leadership for Technical People

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

The highly interactive three-day workshop offers technically trained and talented people – engineers, systems analysts, nurses, accountants, scientists, technicians, and mechanics – the training core they need to make their maximum contribution to the organization.

Learning Objectives & Topics Covered in this Workshop:

- What is leadership?
- How to develop trust and respect
- The art of influence
- Accessing intrinsic motivation
- Self-assessment of leadership ability and potential
- Project leadership and project management
- Contents of personalized development plans
- Identify and prioritize three key things they will influence at work
- Identify and prioritize five leadership and management competencies to develop
- Identify three to five people to build rapport with who can help them become more influential, and determine how to go about building rapport with each person
- Use self-assessments to identify and prioritize competencies related to building trust and respect, influence, and dedication to being a leader

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Leadership Skills for Non-Supervisors

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

The intensive seminar is designed for individuals who are not currently in supervisory or managerial positions but currently hold key leadership roles in their organization or are interested in assuming such a role in the future. This seminar will help you develop informal leadership skills to influence positive organizational success without positional authority.

Learning Objectives & Topics Covered in this Workshop:

- Develop an understanding of how to influence positive organizational success without positional authority
- Define leadership and what it means to you
- Understand the differences between leadership and management
- Develop the framework for and a strategy to expand your sphere of influence
- Understand the “why” of difficult employees
- Learn ways to influence the situation using the get, give, merge model of communication

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Leading a Service Mindset

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!
Designed for Operational-Level Civilian Leaders*

Course Description:

Service is fundamental to the Department of the Air Force mission. Every civilian organization, Career Field, program office, installation function, and mission-support activity exists to help someone else accomplish an essential requirement. The people being served may be Airmen, Guardians, commanders, employees, customers, mission partners, other government organizations, or members of the public. Regardless of the customer, effective service strengthens readiness, builds trust, improves organizational performance, and enables mission accomplishment.

A service mindset, however, is more than courtesy, responsiveness, or customer satisfaction. It is the deliberate practice of discovering and understanding the legitimate needs of others, aligning support with mission priorities, and taking ownership of the experience and results created by an organization's people, processes, policies, and systems.

Leading a Service Mindset is a highly interactive, two-day workshop designed to help operational-level civilian leaders build teams that consistently provide responsive, mission-centered service. Participants will examine how leadership behaviors, employee experiences, internal processes, communication practices, and organizational culture influence the quality of support delivered to both internal and external customers.

The workshop challenges leaders to move beyond viewing service as the responsibility of a front desk, help desk, customer-service representative, or designated support function. Every employee contributes to a chain of service. Delayed decisions, unclear requirements, incomplete handoffs, inaccessible information, unnecessarily complex procedures, or poor communication can affect other teams and ultimately place mission outcomes at risk.

Participants will learn to identify the people and organizations that depend on their work, understand what those stakeholders need to accomplish their missions, and distinguish legitimate customer needs from individual preferences or requests that conflict with law,

Audience:

This workshop is designed for contracting professionals.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

NASBA Field of Study:

Delivery Method: Group Live
– Live Virtual Classroom





policy, resources, or higher-level priorities. They will explore how to remain helpful and solutions-oriented while maintaining appropriate standards, boundaries, and accountability.

The course also addresses the relationship between employee experience and customer experience. Leaders cannot sustain exceptional service by relying solely on individual effort or goodwill. Employees need clear expectations, usable processes, appropriate authority, accurate information, effective tools, and confidence that leaders will support sound judgment. Participants will examine how workload, culture, communication, process design, and leadership practices either enable or obstruct employees who are trying to serve others.

Using practical service-design techniques, participants will map service interactions from the stakeholder's perspective, identify moments of friction or failure, examine the processes occurring behind the scenes, and develop targeted improvements. These techniques allow leaders to see the complete service experience rather than focusing only on the part performed by their own office.

Through Air Force-relevant scenarios, facilitated discussions, stakeholder analysis, journey-mapping activities, process reviews, and small-group improvement challenges, participants will address recurring problems such as unclear points of contact, conflicting guidance, slow response times, repeated requests for the same information, unnecessary handoffs, inconsistent service standards, poor recovery after a service failure, and tension between customer expectations and mission constraints.

Participants will leave with practical tools for understanding stakeholder needs, establishing service standards, improving employee and customer experiences, addressing service failures, and creating a mission-centered service improvement plan for their team, organization, or Career Field environment.

Learning Objectives & Topics Covered in this Workshop:

- Explain the relationship between a service mindset, the Air Force Core Value of Service Before Self, and Department of the Air Force mission accomplishment.
- Describe the operational leader's role in establishing and modeling a mission-centered service culture.
- Distinguish a service mindset from customer appeasement, unlimited accommodation, or simply being polite.
- Identify the internal and external customers, employees, mission partners, and stakeholders who depend on the participant's organization.
- Explain how the work performed by one office contributes to a larger chain of service and mission execution.
- Determine what customers and mission partners need to accomplish their responsibilities successfully.
- Distinguish legitimate mission needs from preferences, unsupported requests, or expectations that conflict with policy, law, standards, resources, or organizational priorities.
- Ask effective questions and gather information needed to understand stakeholder experiences and expectations.
- Analyze root causes of recurring service failures rather than addressing only individual complaints or visible symptoms.



- Identify where unclear ownership, fragmented processes, insufficient authority, poor handoffs, or competing priorities reduce service quality.
- Evaluate how the employee experience affects responsiveness, accuracy, professionalism, innovation, and customer confidence.
- Establish clear and practical service standards aligned with mission priorities and available resources.
- Clarify employee authority to resolve issues, make routine decisions, coordinate solutions, or elevate concerns.
- Create communication practices that set realistic expectations and keep customers informed.
- Communicate requirements, limitations, decisions, delays, and alternative solutions clearly and respectfully.
- Respond professionally when customers are frustrated, demanding, or dissatisfied.
- Address conflict without becoming defensive, assigning premature blame, or losing focus on the mission requirement.
- Apply a structured approach to service recovery after an error, delay, communication failure, or unmet commitment.
- Take ownership of problems that cross organizational boundaries without making promises outside the participant's authority.
- Develop win-win approaches that support customer needs while protecting mission, policy, workforce, and resource requirements.
- Establish meaningful measures for timeliness, accuracy, accessibility, resolution, stakeholder confidence, and mission impact.
- Reinforce service behaviors through leader example, feedback, recognition, coaching, and accountability.
- Develop a practical Service Mindset Improvement Plan for the participant's organization or team.

Applied Learning Experience

Participants will examine a realistic Department of the Air Force service challenge involving multiple offices, conflicting requirements, limited resources, unclear ownership, frustrated stakeholders, and recurring process delays.

Working in small groups, participants will identify the customers and mission partners affected by the process and map the experience from the initial request through final resolution. They will examine both the visible customer experience and the internal activities required to deliver the service.

Participants will identify:

- Stakeholder needs and mission requirements
- Critical service interactions
- Confusing or inconsistent information
- Delays and unnecessary handoffs
- Unclear responsibilities and decision authority
- Employee obstacles and resource constraints
- Technology or information gaps
- Opportunities for improved coordination
- Appropriate service standards and measures

Each group will develop and present a practical service improvement proposal that strengthens the employee and customer experience while remaining consistent with Air Force mission priorities, policy, available resources, and organizational responsibilities.



The workshop culminates in the development of an individual **Service Mindset Improvement Plan**. Participants will select an actual service process from their workplace and define the customers served, mission purpose, current experience, principal barriers, desired service standards, improvement actions, responsible stakeholders, and measures of success.

Participant Tools and Takeaways

Participants will receive and apply practical resources that may include:

- Mission-Centered Service Assessment
- Internal and External Customer Identification Tool
- Stakeholder Needs Interview Guide
- Service Experience Journey Map
- Service Chain and Dependency Map
- Employee Experience Assessment
- Service Friction and Failure-Point Analysis
- Root-Cause Analysis Worksheet
- Service Standards Development Guide
- Customer Communication Planner
- Service Recovery Framework
- Improvement Idea and Prototype Worksheet
- Service Performance Measures Guide
- Service Mindset Improvement Plan

USAF Foundational Competencies Addressed

This workshop develops the following Department of the Air Force Foundational Competencies, with primary emphasis on operational-level application across varied customer, employee, stakeholder, and mission-partner environments:

Service Mindset

Participants learn to identify and respond to the legitimate needs of others while maintaining alignment with mission, policy, standards, and resources. They practice making themselves available during critical periods, supporting others through challenges, maintaining positive expectations, and developing solutions that balance stakeholder needs with organizational requirements.

The course moves service beyond an individual attitude by helping leaders establish team expectations, processes, and behaviors that make responsive support part of normal mission execution.

Communication

Participants practice listening actively, asking effective questions, clarifying requirements, setting realistic expectations, and tailoring information to different audiences. They learn to communicate delays, constraints, decisions, and alternative solutions without becoming defensive or weakening stakeholder trust.

Teamwork

Participants examine how effective service depends on collaboration across functions, organizations, and professional specialties. They practice clarifying handoffs, sharing information, coordinating responsibilities, resolving cross-functional problems, and maintaining focus on the common mission outcome.



Information Seeking

Participants gather perspectives from employees, customers, and mission partners rather than relying solely on internal assumptions. They use feedback, process data, recurring concerns, and stakeholder experiences to identify root causes and emerging service needs.

Analytical Thinking

Participants break complex service processes into manageable components, identify causes and relationships, examine organizational dependencies, and evaluate alternative solutions. They distinguish visible symptoms from underlying process, communication, resource, or authority problems.

Creative Thinking

Participants challenge established service practices, consider the experience from different perspectives, and generate new approaches to persistent problems. They use journey maps, collaborative ideation, and prototype testing to develop practical improvements.

Fostering Innovation

Participants learn to create conditions in which employees can identify problems, recommend changes, test ideas, and take informed risks. They examine how leaders can support promising improvements while maintaining appropriate accountability and mission safeguards.

Results Focused

Participants connect service improvements to measurable mission outcomes rather than activity or customer satisfaction alone. They establish standards and measures for timeliness, accuracy, accessibility, resolution, confidence, and mission impact.

Change Management

Participants develop strategies for introducing revised service standards, processes, roles, communication practices, or technology. They practice involving affected stakeholders, explaining the need for change, addressing resistance, monitoring implementation, and reinforcing improved practices until they become part of normal operations.



Leading Teams in a Dynamic Environment

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

In this course, you will learn how to navigate new ways of conducting business in the dynamic government environment. Likewise, you recognize the importance of fostering a positive and productive work environment. Policies, values, missions, attitudes, and behaviors all play a role in shaping team dynamics. In the past, you may have developed effective team strategies working side-by-side with colleagues in the office. However, today, identifying steps to build and lead successful teams—whether in-person, hybrid, or remote—is critical and requires a new way of thinking. This course will help you discover ways to promote productivity and engagement in a dynamic team environment.

Learning Objectives & Topics Covered in this Workshop:

- Explain how policies, values, missions, attitudes, and behaviors influence team dynamics
- Build a supportive culture with empathy, trust, and genuineness to help the team achieve its goals
- Develop strategies for getting to know your team personally, providing frequent communication, clear expectations, celebrations of success, and one-on-one meetings
- Prioritize learning or using new technologies that promote high productivity, accuracy, and collaboration

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Leading with Purpose, Backed by Data

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Technical Management Services is proud to present "Leading with Purpose, Backed by Data," a dynamic two-day workshop designed specifically for federal government civil servants. This training will dive into the art and science of data-driven decision-making within the framework of purposeful leadership. Attendees will explore how to integrate quantitative insight with their department's mission, vision, and values to lead teams more effectively, enhance program outcomes, and optimize operational efficiency.

Target Audience: This workshop is ideal for federal government leaders, managers, and decision-makers at all levels who aim to enhance their leadership effectiveness through the use of data analytics.

Learning Objectives & Topics Covered in this Workshop:

- Cultivating a purpose-driven leadership mindset
- Foundations of purposeful leadership
 - Defining purpose-driven leadership in the federal sector
 - Aligning personal values with organizational mission and vision
 - Crafting your leadership purpose statement introduction to data-informed leadership
 - The role of data in modern governance
 - Basics of data analytics for leaders
 - Understanding key performance indicators (KPIs) and metrics
 - Identifying relevant data for your leadership goals
 - Case study analysis
 - Success stories of data-driven leadership initiatives

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Leading with Precision: Building Accountable, High-Reliability Mission Teams

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!
Designed for Operational-Level Civilian Leaders*

Course Description:

Department of the Air Force missions depend on people and teams that consistently perform critical work with accuracy, discipline, and accountability. In many Air Force environments, small oversights, delayed communication, unclear ownership, or weak follow-through can create consequences far beyond the original error. Civilian leaders must therefore be able to recognize emerging risks, strengthen team processes, and build work environments in which people identify and address potential failures before they affect readiness, resources, safety, customers, or mission execution.

Leading with Precision: Building Accountable, High-Reliability Mission Teams is a highly interactive, two-day workshop designed to help operational-level civilian leaders create team practices that support dependable performance in complex and demanding Air Force environments. The workshop moves beyond traditional performance management by focusing on the systems, behaviors, communication practices, and leadership habits that allow teams to perform reliably despite workload pressures, competing priorities, personnel transitions, changing requirements, and incomplete information.

Participants will examine how seemingly minor indicators—repeated workarounds, recurring discrepancies, delayed decisions, incomplete handoffs, inconsistent documentation, near misses, and unreported concerns—can signal larger vulnerabilities. They will learn how to identify weak signals, examine error-prone processes, distinguish individual mistakes from systemic problems, and respond before small failures combine into significant mission consequences.

The workshop emphasizes that precision is more than personal attention to detail. For operational leaders, precision includes establishing clear standards, organizing information, verifying critical work, monitoring quality, creating dependable processes, and helping others recognize where accuracy and consistency matter most. Participants will explore how leaders can maintain high standards without creating a culture of fear, excessive control,

Audience:

This workshop is designed for contracting professionals.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

NASBA Field of Study:

Delivery Method: Group Live
– Live Virtual Classroom





or blame. Special attention is given to accountability within high-reliability teams. Participants will practice clarifying responsibilities, establishing escalation expectations, encouraging employees to raise concerns, responding constructively to errors, and creating feedback loops that improve future performance. They will examine how trust and psychological safety support early reporting while clear standards and disciplined follow-through protect mission outcomes.

Through Air Force-relevant scenarios, facilitated discussions, process-analysis exercises, near-miss reviews, and small-group problem-solving activities, participants will address challenges such as recurring administrative errors, inspection findings, inaccurate data, process drift, fragmented communication, cross-functional handoffs, competing mission requirements, and resistance to corrective action.

Participants will leave with practical tools for identifying operational vulnerabilities, reviewing near misses, improving team processes, establishing escalation practices, and creating a mission-focused reliability plan for their own organization or Career Field environment.

Learning Objectives & Topics Covered in this Workshop:

- Explain the relationship between precision, reliability, accountability, and Department of the Air Force mission performance.
- Describe the operational leader's role in creating systems and team habits that support consistent, accurate, and dependable execution.
- Distinguish between individual error, process weakness, unclear guidance, inadequate resources, and broader systemic risk.
- Identify weak signals that may indicate an emerging operational, administrative, quality, safety, workforce, or mission problem.
- Recognize process drift, recurring workarounds, repeated exceptions, informal shortcuts, and other indicators that established controls may no longer be effective.
- Apply analytical techniques to identify root causes, contributing factors, and relationships among recurring problems.
- Examine work processes to identify error-prone steps, unclear ownership, unnecessary complexity, weak handoffs, and insufficient verification.
- Prioritize operational vulnerabilities based on mission impact, likelihood, urgency, and the organization's ability to detect and recover from failure.
- Establish clear standards for accuracy, documentation, timeliness, quality, and follow-through.
- Design practical checks and verification practices for high-risk or mission-critical work.
- Determine when additional oversight improves reliability and when excessive control creates delay, dependency, or reduced initiative.
- Create escalation practices that help employees identify when, how, and to whom concerns should be raised.
- Encourage timely reporting of errors, near misses, unexpected conditions, and emerging risks.
- Respond to mistakes in ways that preserve accountability while also supporting learning, trust, and continuous improvement.
- Conduct a structured near-miss or failure review that focuses on what happened, why it happened, what prevented a worse outcome, and what must change.
- Use lessons learned to strengthen processes rather than relying solely on reminders, retraining, or individual corrective action.



- Maintain composure and sound judgment when errors, inspection findings, missed requirements, or operational disruptions create pressure.
- Communicate quality concerns and mission risks clearly to supervisors, peers, employees, and cross-functional partners.
- Build team routines that support information sharing, mutual verification, disciplined handoffs, and early problem identification.
- Monitor corrective actions and determine whether changes produce sustained improvements in reliability and mission performance.
- Address resistance to new controls, revised procedures, additional transparency, or changes in established work practices.
- Connect precision and process improvement efforts to readiness, stewardship, customer support, workforce confidence, and mission results.
- Develop a practical reliability improvement plan for a process, team, or mission responsibility within the participant's current organization.

Key Workshop Topics

- Precision as an Air Force Leadership Responsibility
- High-Reliability Principles for Civilian Mission Teams
- The Relationship Between Accuracy, Trust, and Mission Readiness
- Individual Error Versus Systemic Vulnerability
- Recognizing Weak Signals and Early Warning Indicators
- Process Drift, Workarounds, and Normalized Deviance
- Error-Prone Processes and High-Risk Decision Points
- Root-Cause and Contributing-Factor Analysis
- Identifying Critical Tasks, Handoffs, and Dependencies
- Establishing Clear Standards and Performance Expectations
- Verification, Cross-Checks, and Quality-Control Practices
- Balancing Oversight, Initiative, and Speed
- Escalation Thresholds and Reporting Expectations
- Building a Speak-Up Culture Without Reducing Accountability
- Near Misses as Opportunities for Organizational Learning
- Conducting Constructive Failure and After-Action Reviews
- Avoiding Blame, Complacency, and Oversimplified Corrective Actions
- Maintaining Self-Control During Operational Pressure
- Communicating Risk, Error, and Uncertainty
- Monitoring Corrective Actions and Sustaining Improvement
- Leading Change When Established Processes Are No Longer Reliable
- Connecting Team Reliability to Mission Outcomes
- Creating a Mission-Team Reliability Improvement Plan

Applied Learning Experience

Participants will work through realistic Air Force civilian leadership scenarios involving recurring



discrepancies, missed handoffs, inaccurate information, inspection findings, workload pressure, personnel turnover, conflicting guidance, and resistance to process changes. Each scenario will require participants to identify weak signals, assess mission risk, determine contributing factors, clarify accountability, and recommend practical improvements.

Small groups will conduct a structured review of a simulated near miss in which several individually minor breakdowns combine to place a mission requirement at risk. Participants will examine how communication, assumptions, process design, supervision, documentation, and organizational culture affected the outcome.

The workshop culminates in the development of a practical **Mission-Team Reliability Plan**.

Participants will use this tool to identify a mission-critical process, define required standards, locate likely failure points, establish verification and escalation practices, assign accountability, and determine how improvement will be measured and sustained.

USAF Foundational Competencies Addressed

This workshop develops the following Department of the Air Force Foundational Competencies, with emphasis on applying them consistently across varied operational situations and using them to improve team and organizational performance.

Precision

Participants learn to establish logical, organized, and accurate work practices; verify critical information; monitor quality; and improve existing systems. The workshop moves participants beyond managing the accuracy of their own work toward creating team processes that strengthen order, quality, consistency, and mission reliability.

Accountability

Participants clarify ownership, responsibility, standards, and follow-through. They practice taking responsibility for team performance, addressing errors directly, ensuring corrective actions are completed, and creating an environment in which employees understand both their authority and their obligations.

Information Seeking

Participants learn to look beyond surface-level explanations, gather perspectives from people closest to the work, examine data and recurring patterns, ask probing questions, and seek information that may reveal emerging risks or hidden process weaknesses.

Analytical Thinking

Participants break complex operational problems into manageable parts, identify root causes and contributing factors, examine relationships among processes and stakeholders, evaluate risk, and develop practical recommendations that address both immediate issues and underlying vulnerabilities.

Self-Control

Participants practice maintaining composure when errors, findings, delays, or mission disruptions create pressure. They learn to respond constructively rather than react impulsively, assign blame prematurely, or allow frustration to interfere with analysis and corrective action.



Results Focused

Participants connect reliability practices to measurable mission outcomes. They learn to monitor whether corrective actions improve performance, sustain attention on required results, and ensure that process improvements support readiness, stewardship, quality, and customer requirements.

Change Management

Participants examine how to introduce revised procedures, controls, communication practices, and accountability mechanisms in ways that address resistance and support sustained adoption. They learn to explain the need for change, involve affected stakeholders, monitor implementation, and reinforce new practices until they become part of normal team operations.



Leading Without Authority

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Business focused development for professional associates to better equip them to drive the performance of others, even without positional authority or a management title. This course is designed for those who are not in a supervisory position but may have leadership responsibilities, to include project/team leads. The leadership principles taught in this course apply in all situations including but not limited to onsite, virtual, and remote working conditions.

Learning Objectives & Topics Covered in this Workshop:

- Use ethical influence to drive the actions of others
- Develop and leverage relationships with others
- Take accountability and responsibility for results
- Demonstrate personal credibility and trust
- Answer the question— "as an organization, who are we, what do we do, why do we exist?"
- Identify the set of organizational features, parameters, and variables to consider in developing your management tactics
- Determine and stay focused organizational priorities plan the steps to take with your staff to ensure best possible outcomes
- Develop a plan how to introduce change...especially when it comes from the top
- Build a personal development blueprint, in class, to showcase your strengths

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

NASBA Field of Study:

Delivery Method: Group Live
– Live Virtual Classroom





Management Development: Leading from the Middle

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Everyone has asked themselves what it takes to be distinguished as clearly a leader. And now you can find the answer. This workshop shows you not only principles but specific actions you can take to get results. You will learn the mindset and characteristics that set leaders apart from run-of-the-mill managers. This workshop includes the latest thinking on the massive changes going on in government today including collaborative decision-making, building consensus, leading a generationally complex workforce, dealing with budget changes, etc.

Learning Objectives & Topics Covered in this Workshop:

- Answer the question— "as an organization, who are we, what do we do, and why do we exist?"
- Identify the set of organizational features, parameters, and variables to consider in developing your management tactics
- Determine and stay focused on organizational priorities- plan the steps to take with your staff to ensure the best possible outcomes
- Develop a plan for how to introduce change especially when it comes from the top
- Build a personal development blueprint, in class, to showcase your strengths

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Mission Command for Civilian Leaders: Translating Commander's Intent to Mission Impact

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!
Designed for Operational-Level Civilian Leaders*

Course Description:

Department of the Air Force civilian leaders play a critical role in translating strategic direction into the decisions, priorities, systems, and daily actions that produce mission results. They provide continuity, technical expertise, organizational knowledge, and leadership across units, installations, headquarters, programs, and functional communities. To succeed in this environment, supervisors and managers must do more than understand what senior leaders want accomplished—they must accurately interpret commander's intent, convert it into executable action, and empower others to operate effectively within clearly understood boundaries.

Mission Command for Civilian Leaders: Translating Commander's Intent to Mission Impact is a highly interactive, two-day workshop designed to help operational-level civilian leaders apply mission-command principles within the realities of the Air Force civilian workplace. Participants will examine how commander and senior-leader intent flows through organizational levels, how to distinguish essential outcomes from preferred methods, and how to align team priorities with the larger mission.

The workshop equips participants to make timely, defensible decisions when guidance is incomplete, conditions are changing, or leaders are not immediately available. Participants will learn how to establish decision boundaries, identify where they have authority to act, determine when an issue requires elevation, and exercise disciplined initiative without exceeding policy, legal, resource, or leadership constraints.

Special emphasis is placed on the civilian leader's responsibility to create clarity for others. Participants will practice communicating intent, defining standards, assigning responsibilities, explaining risk, and establishing feedback mechanisms that allow teams to act confidently without unnecessary delay or micromanagement. They will also explore how accountability, trust, communication, and teamwork affect decentralized execution.

Audience:

This workshop is designed for contracting professionals.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

NASBA Field of Study:

Delivery Method: Group Live
– Live Virtual Classroom





Through Air Force-relevant case studies, facilitated discussions, decision exercises, and small-group mission scenarios, participants will address challenges such as competing headquarters priorities, constrained manpower, cross-functional dependencies, rapidly changing requirements, unclear decision authority, and the need to maintain mission continuity during leadership transitions.

Participants will leave the workshop with practical tools for translating guidance into priorities, communicating decision space, assessing operational risk, and developing a mission-aligned execution plan for their own organization or Career Field environment.

Learning Objectives & Topics Covered in this Workshop:

- Explain mission command in the context of Department of the Air Force civilian leadership.
- Describe the role Civilian Airmen play in supporting continuity, readiness, organizational effectiveness, and mission execution.
- Distinguish between commander's intent, detailed instructions, desired outcomes, constraints, and implied tasks.
- Translate strategic or senior-leader direction into clear operational priorities and executable actions.
- Identify the mission purpose, key tasks, desired end state, standards, and measures associated with an assigned requirement.
- Determine personal and team decision authority within organizational, policy, legal, fiscal, and functional boundaries.
- Establish clear decision space for employees, project teams, and cross-functional partners.
- Apply a structured process for deciding when to act, when to collaborate, and when to elevate an issue.
- Make timely and defensible decisions when information is incomplete, conditions are changing, or guidance is ambiguous.
- Identify known risks, assumptions, constraints, and potential second-order effects before acting.
- Communicate operational risk clearly to supervisors and mission partners.
- Develop concise leader's intent that enables others to understand the purpose, priorities, boundaries, and desired outcome of an assignment.
- Use confirmation techniques to ensure that guidance has been understood as intended.
- Create feedback loops that allow leaders to maintain awareness without micromanaging execution.
- Build trust by aligning delegated authority with employee capability, experience, and mission risk.
- Establish accountability for decisions, commitments, standards, and results.
- Respond constructively when decentralized actions do not produce the desired outcome.
- Use after-action discussion and reflection to improve future judgment, communication, and execution.
- Align individual and team activities with unit, installation, Career Field, and Department of the Air Force mission requirements.
- Develop a personal action plan for applying mission-command principles within the participant's current civilian leadership role.

Key Workshop Topics

- Mission Command and the Civilian Airman
- The Relationship Between Intent, Authority, and Accountability
- Translating Strategic Direction into Operational Action



- Commander's Intent: Purpose, Key Tasks, and Desired End State
- Identifying Explicit and Implied Requirements
- Establishing Priorities in a Competing-Demands Environment
- Decision Rights and Decision Boundaries
- Disciplined Initiative in the Civilian Workplace
- Acting Under Ambiguity and Incomplete Information
- Risk Identification, Communication, and Elevation
- Decentralized Execution Without Loss of Control
- Delegation Based on Competence, Risk, and Readiness
- Building Trust Across Civilian, Military, Contractor, and Cross-Functional Teams
- Communicating Intent to Different Organizational Audiences
- Confirmation Briefs, Feedback Loops, and Progress Reviews
- Avoiding Micromanagement and Decision Paralysis
- Maintaining Accountability During Rapidly Changing Conditions
- Learning from Decisions, Near Misses, and Execution Gaps
- Connecting Daily Work to Mission Impact
- Creating a Mission-Aligned Execution Plan

Applied Learning Experience

Participants will work through realistic Air Force civilian leadership scenarios requiring them to interpret senior-leader guidance, establish priorities, define decision space, assess risk, communicate intent, and respond to changing mission conditions. Exercises may be tailored to the participating Career Field, installation, command, or functional community so that participants can apply the concepts to challenges that closely reflect their actual responsibilities.

The workshop culminates in the development of a practical **Commander's Intent Translation and Execution Tool** that participants can use to convert future guidance into mission purpose, priorities, decision boundaries, risk considerations, communication requirements, and measurable outcomes.

USAF Foundational Competencies Addressed

This workshop develops the following Department of the Air Force Foundational Competencies, with primary emphasis on sustained application across varied operational situations:

Decision Making

Participants assess available information, identify decision requirements, consider risks and benefits, and make timely decisions that support mission objectives. They practice distinguishing between decisions they can make independently, decisions requiring collaboration, and decisions that must be elevated.

Initiative

Participants learn to recognize emerging problems and opportunities, take appropriate action without waiting for unnecessary direction, and exercise disciplined initiative within established authorities, policies, and commander's intent.

Accountability

Participants examine the relationship between authority, responsibility, follow-through, and mission



performance. They practice taking ownership of decisions, communicating limitations honestly, addressing mistakes, and ensuring that commitments are completed.

Communication

Participants translate senior-leader intent into clear, concise, audience-appropriate guidance. They practice communicating priorities, decision boundaries, risks, assumptions, standards, and desired outcomes to supervisors, peers, subordinates, and mission partners.

Teamwork

Participants apply collaborative techniques to align cross-functional teams, reconcile competing perspectives, clarify interdependencies, and build shared ownership of mission outcomes.

Leadership

Participants practice influencing and directing others toward a common mission, providing clarity during uncertainty, setting conditions for decentralized execution, and creating an environment in which team members can act with confidence and sound judgment.

Results Focused

Participants connect daily work, team priorities, and operational decisions to measurable mission outcomes. They learn to sustain focus on the intended result while adapting methods as conditions change.



Mission Forward: Strategic Foresight for Leaders

*A 2 or 3-Day Hands on TMS Experience
Designed for Strategic-Level Civilian Leaders*

Two-Day Workshop: Strategic foresight, forecasting, scenario development, and course-of-action analysis

Three-Day Workshop: Includes all two-day content plus strategic planning principles, mission alignment, implementation planning, and performance measures

Course Description:

Department of the Air Force leaders operate in an environment shaped by accelerating technology, changing mission demands, constrained resources, workforce transitions, geopolitical uncertainty, and evolving operational risk. Strategic leaders cannot wait until a future condition becomes a current crisis before deciding how to respond. They must look beyond immediate requirements, recognize emerging patterns, challenge assumptions, and prepare viable options before the need for action becomes urgent.

Mission Forward: Strategic Foresight for Air Force Leaders is an immersive workshop that prepares strategic-level civilian leaders to anticipate change, examine multiple plausible futures, and develop courses of action that strengthen long-term mission readiness. Unlike traditional forecasting approaches that attempt to predict a single expected future, strategic foresight helps leaders explore a range of possible conditions and prepare their organizations to operate effectively across them.

Participants will learn how to scan the operating environment for emerging trends, weak signals, disruptive technologies, workforce shifts, policy changes, resource pressures, and mission dependencies. They will examine how developments outside their immediate organization or Career Field may create future opportunities, constraints, and risks for the Department of the Air Force.

The workshop emphasizes the disciplined use of information rather than speculation. Participants will practice distinguishing meaningful indicators from short-term noise, identifying assumptions that may no longer be valid, and examining how several seemingly unrelated developments could converge to affect future mission requirements.

Through Air Force-relevant scenarios, facilitated discussion,

Audience:

This workshop is designed for contracting professionals.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

NASBA Field of Study:

Delivery Method: Group Live
– Live Virtual Classroom





horizon-scanning exercises, and small-group analysis, participants will explore multiple plausible futures rather than relying on a single projection. They will identify implications for people, resources, technology, organizational design, partnerships, readiness, and mission execution.

Participants will then convert foresight into action by developing viable courses of action. They will define the conditions under which each option may be appropriate, evaluate advantages and disadvantages, examine risk and resource implications, and identify decision points that indicate when leaders should act, adjust, accelerate, or discontinue an approach.

Special attention is placed on the responsibility of strategic civilian leaders to communicate uncertainty without creating confusion or indecision. Participants will practice presenting future conditions, assumptions, risks, and options in a way that supports senior-leader decision-making and enables organizations to prepare deliberately rather than react under pressure.

The two-day workshop culminates in the development of a foresight-based set of strategic courses of action. The three-day version extends this work by showing participants how to integrate foresight findings into strategic planning, organizational priorities, implementation actions, resource decisions, and performance measures.

Participants will leave with practical tools for horizon scanning, scenario development, assumption testing, course-of-action analysis, decision-trigger identification, and future-focused leadership within their organization, Career Field, command, or functional community.

Two-Day Workshop Focus

The two-day format concentrates on anticipating future conditions and preparing leadership options before those conditions become urgent mission problems.

- Conduct structured horizon scanning.
- Identify trends, weak signals, emerging issues, and potential disruptions.
- Test assumptions about future missions, resources, workforce, and technology.
- Develop multiple plausible future scenarios.
- Examine the implications of each scenario for Air Force organizations.
- Develop and compare alternative courses of action.
- Identify risks, opportunities, tradeoffs, and resource implications.
- Establish decision points, indicators, and triggers for future action.
- Prepare a strategic foresight briefing for senior leaders.

Three-Day Workshop Focus

The three-day format includes all two-day content and adds strategic planning principles that help leaders convert foresight and course-of-action analysis into an executable organizational direction.

- Connecting strategic foresight to mission, vision, and organizational purpose.
- Translating future conditions into strategic priorities and objectives.
- Aligning people, resources, technology, partnerships, and processes.
- Developing strategic initiatives and implementation responsibilities.
- Establishing milestones, performance measures, and review mechanisms.
- Integrating strategic risk into planning and resource decisions.
- Communicating the strategic plan across organizational levels.
- Adapting plans as assumptions, conditions, and mission requirements change.



- Creating a foresight-informed strategic action plan.

Learning Objectives & Topics Covered in this Workshop:

- Explain the distinction between forecasting, strategic foresight, scenario planning, course-of-action development, and strategic planning.
- Describe why strategic foresight is essential for Department of the Air Force leaders operating in uncertain and rapidly changing environments.
- Identify political, technological, economic, workforce, organizational, mission, and policy developments that may affect future Air Force operations.
- Apply a structured horizon-scanning process to collect and organize relevant information.
- Distinguish between trends, emerging issues, weak signals, disruptions, and short-term events.
- Evaluate the reliability, relevance, and mission significance of information from multiple sources.
- Identify assumptions underlying current strategies, plans, structures, and resource decisions.
- Test whether existing assumptions remain valid under changing conditions.
- Recognize limiting assumptions, blind spots, and organizational biases that may affect future-oriented decisions.
- Develop multiple plausible future scenarios rather than relying on a single predicted outcome.
- Identify the implications of future scenarios for mission requirements, workforce capability, technology, partnerships, resources, readiness, and organizational structure.
- Examine how multiple trends may interact to create second- and third-order effects.
- Develop alternative courses of action responsive to different future conditions.
- Define the purpose, desired outcome, major actions, resource implications, and risks associated with each course of action.
- Compare courses of action using consistent strategic criteria.
- Identify opportunities for innovation, collaboration, adaptation, or early intervention.
- Determine which decisions should be made now, which should be deferred, and which require additional monitoring.
- Establish indicators and decision triggers that signal when a course of action should be initiated, modified, accelerated, or discontinued.
- Communicate uncertainty, strategic risk, and future options clearly to senior leaders and mission partners.
- Build flexibility into organizational decisions, policies, and plans.
- Develop a repeatable foresight process that can be used within the participant's Career Field or organization.
- Prepare a concise, decision-oriented strategic foresight briefing.

Participants completing the three-day workshop will also be able to:

- Connect strategic foresight findings to organizational mission, vision, and long-term direction.
- Translate future mission implications into strategic priorities and objectives.
- Develop strategic initiatives that align people, resources, technology, processes, and partnerships.
- Identify implementation responsibilities, milestones, dependencies, and resource requirements.
- Establish performance measures that indicate progress toward strategic outcomes.
- Incorporate strategic risk, uncertainty, and alternative futures into planning decisions.
- Design a review process that allows plans to adapt as conditions change.
- Develop a foresight-informed strategic plan or strategic action framework.



Key Workshop Topics

- The Strategic Leader's Responsibility to Look Beyond the Present
- Forecasting Versus Strategic Foresight
- Understanding Uncertainty and Multiple Plausible Futures
- Horizon Scanning
- Trends, Weak Signals, Emerging Issues, and Disruptions
- Technological Change and Mission Implications
- Workforce, Talent, and Demographic Shifts
- Policy, Resource, and Organizational Pressures
- Identifying Strategic Dependencies
- Distinguishing Signal from Noise
- Information Quality and Source Evaluation
- Assumptions Testing
- Challenging Organizational Orthodoxy
- Recognizing Blind Spots and Cognitive Bias
- Scenario Planning
- Developing Plausible Future Conditions
- Identifying Second- and Third-Order Effects
- Opportunity and Risk Analysis
- Course-of-Action Development
- Comparing Strategic Alternatives
- Resource and Capability Implications
- Strategic Risk and Tradeoff Analysis
- Decision Points and Decision Triggers
- Indicators and Warning Systems
- Preparing Options for Senior-Leader Decisions
- Communicating Uncertainty With Clarity
- Creating Adaptive Organizations
- Leading Change Before Change Becomes a Crisis

Additional Three-Day Topics

- Strategic Planning Principles
- Mission, Vision, and Organizational Purpose
- Translating Foresight Into Strategic Priorities
- Developing Strategic Goals and Objectives
- Aligning Resources and Organizational Capabilities
- Initiative Development and Implementation Planning
- Milestones, Measures, and Performance Reviews
- Strategic Communication and Stakeholder Alignment
- Monitoring Assumptions and Changing Conditions
- Adapting the Plan Without Losing Strategic Direction
- Building a Foresight-Informed Strategic Action Plan

Applied Learning Experience

Participants will work through a realistic Department of the Air Force strategic challenge involving emerging technology, workforce pressures, changing mission demands, constrained resources, cross-organizational dependencies, and uncertain future conditions.



Small groups will conduct horizon scanning, identify relevant trends and weak signals, and develop multiple plausible future scenarios. They will examine how each scenario could affect mission execution, workforce requirements, technology investments, organizational structure, partnerships, and resource priorities.

Each group will then develop alternative courses of action and evaluate them against criteria such as mission impact, feasibility, risk, adaptability, resource requirements, timing, and potential second- and third-order effects.

Participants will identify the indicators and decision triggers leaders should monitor to determine when action is required.

Participant Tools and Takeaways

Participants will receive and apply practical tools that may include:

- Environmental Scanning Guide
- Trend and Weak-Signal Analysis Worksheet
- Assumption Testing Matrix
- Scenario Development Framework
- Future Implications Analysis Tool
- Course-of-Action Development Template
- Strategic COA Comparison Matrix
- Risk and Opportunity Assessment
- Decision Trigger and Indicator Tracker
- Senior-Leader Foresight Briefing Template

Participants in the three-day version will also receive:

- Strategic Planning Framework
- Mission-to-Objective Alignment Tool
- Strategic Initiative Development Worksheet
- Implementation and Accountability Matrix
- Strategic Performance Measure Guide
- Foresight-Informed Strategic Action Plan Template

USAF Foundational Competencies Addressed

This workshop develops the following Department of the Air Force Foundational Competencies, with emphasis on strategic-level application in complex and uncertain organizational environments:

Strategic Thinking

Participants examine issues from an enterprise and senior-leader perspective, consider long-term mission requirements, identify future challenges, anticipate secondary effects, and develop options that prepare the organization for changing conditions.

The workshop moves beyond reacting to current requirements by requiring participants to explore multiple futures, reframe strategic problems, and align near-term decisions with long-term Air Force mission needs.

Information Seeking

Participants gather and evaluate information from multiple sources, investigate emerging trends, ask probing questions, seek perspectives beyond their immediate organization, and establish repeatable practices for monitoring the future operating environment.

They learn to identify information gaps, challenge incomplete assumptions, and pursue knowledge



that may be important to future decisions even when it does not address an immediate problem.

Creative Thinking

Participants question conventional approaches, develop alternative interpretations of future conditions, generate multiple scenarios, and create courses of action that are not limited by current structures or established practices.

The workshop encourages participants to explore what could occur, not merely what is most likely to occur.

Fostering Innovation

Participants examine how leaders create conditions that encourage exploration, experimentation, informed risk-taking, and new approaches. They identify opportunities to prepare for future needs through innovation rather than waiting for existing systems to fail.

Participants also consider how to champion promising ideas, build support, and overcome resistance to proactive change.

Flexibility

Participants prepare alternative courses of action and identify how organizations can adapt as assumptions and operating conditions change. They learn to treat uncertainty as a leadership condition to be managed rather than a reason to delay action.

The workshop develops the ability to anticipate change, preserve strategic options, and make deliberate adaptations before circumstances force a reactive response.

Change Management

Participants learn to connect foresight findings to the need for organizational change, communicate the reason for action, engage affected stakeholders, address resistance, and establish implementation and review mechanisms.

In the three-day version, participants apply these practices directly to the development and execution of a foresight-informed strategic plan.



Mission-Ready Executive Leadership Program

*A 3-Day Hands on TMS Experience
Designed for **Strategic-Level** Civilian Leaders*

Course Description:

The Mission-Ready Executive Leadership Program is a strategic-level leadership development experience designed to prepare senior Air Force civilian leaders to lead across complexity, make enterprise decisions, strengthen organizational systems, and drive measurable mission outcomes. The program connects DAF Foundational Competencies with OPM Executive Core Qualification behaviors, helping participants translate executive leadership principles into practical action.

This program integrates strategic thinking, resource management, decision science, AI readiness, complexity leadership, innovation, influence, systems-level accountability, change leadership, and precision in executive communication. Participants examine how senior leaders align people, priorities, technology, resources, and organizational systems in support of mission readiness and long-term effectiveness.

Through a TMS Leadership Inventory, executive case studies, scenario-based decision exercises, peer discussion, facilitated reflection, and applied planning, participants strengthen their ability to lead transformation, manage competing enterprise demands, influence across boundaries, and demonstrate measurable growth in executive-level performance.

Learning Objectives:

Upon completion of this program, participants will be able to:

- Apply strategic thinking to evaluate mission priorities, emerging trends, organizational risks, and long-term implications.
- Make defensible enterprise decisions under conditions of uncertainty, competing stakeholder needs, resource constraints, and operational complexity.
- Use analytical thinking and decision science tools to frame complex problems, test assumptions, and evaluate second- and third-order effects.
- Assess how AI, digital tools, and data-informed practices can support executive decision-making, workforce productivity, and organizational transformation.
- Apply responsible AI-readiness principles, including human oversight, risk awareness,

Audience:

Strategic-level Air Force civilian leaders, GS-14/15 professionals, senior managers, program leaders, and executives responsible for enterprise performance, transformation, resource stewardship, and mission readiness.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

NASBA Field of Study:

Delivery Method: Group Live
– Live Virtual Classroom





- validation, transparency, and appropriate use.
- Strengthen systems-level accountability by aligning strategy, roles, resources, measures, communication, and follow-through.
- Use influence and coalition-building strategies to gain alignment across functions, organizations, and stakeholder groups.
- Foster innovation by encouraging experimentation, improving processes, challenging assumptions, and supporting responsible modernization.
- Lead change by communicating purpose, managing resistance, sustaining engagement, and connecting transformation efforts to mission outcomes.
- Develop an executive leadership action plan that demonstrates measurable growth in strategic leadership performance.

Primary Competencies Addressed:

Strategic Thinking; Leadership; Resource Management; Decision Making; Analytical Thinking; Digital Literacy; Fostering Innovation; Influence; Accountability; Results Focused; Change Management; Precision.

Expected Outcomes:

Participants leave the program better prepared to lead at the enterprise level, align resources to mission priorities, guide transformation, strengthen accountability systems, apply AI and digital literacy responsibly, and influence stakeholders in support of measurable mission results.



Mission-Ready Leadership Program

*A 3-Day Hands on TMS Experience
Designed for Operational-Level Civilian Leaders*

Course Description:

The Mission Ready Leadership Program is an integrated operational-level leadership development experience designed to help Air Force civilian leaders strengthen the competencies needed to lead teams, make sound decisions, adapt to change, and deliver mission results. The program combines a leadership inventory or assessment with practical instruction in decision-making, accountability, analytical thinking, AI readiness, resilience, precision, and change leadership.

Participants take a *TMS Leadership Inventory* and examine how leadership behaviors directly affect mission execution, team trust, communication, accountability, and operational performance. Through applied scenarios, guided reflection, group exercises, and workplace action planning, participants learn how to lead with clarity, use information effectively, manage competing priorities, strengthen team resilience, and apply emerging technology responsibly in support of mission outcomes.

Learning Objectives:

Upon completion of this program, participants will be able to:

- Identify personal leadership strengths, development needs, and behavioral patterns using a leadership inventory or assessment.
- Apply practical decision-making techniques to operational challenges involving competing priorities, incomplete information, and mission risk.
- Strengthen accountability by clarifying expectations, defining ownership, tracking commitments, and following through on results.
- Use analytical thinking to assess problems, evaluate options, identify root causes, and support defensible decisions.
- Explain how AI and digital tools can support productivity, workflow improvement, communication, and mission execution.
- Recognize risks associated with AI-generated information and apply appropriate human judgment, review, and oversight.
- Demonstrate resilience and flexibility when leading through shifting priorities, uncertainty, workload pressure, and organizational change.

Audience:

This workshop is designed for contracting professionals.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

NASBA Field of Study:

Delivery Method: Group Live
– Live Virtual Classroom





- Communicate with precision to improve understanding, reduce rework, and support timely execution.
- Develop a workplace application plan that connects course concepts to measurable leadership growth and mission performance.

Participants leave the program with greater self-awareness, stronger operational decision-making skills, practical accountability tools, improved readiness to lead change, and a clear action plan for applying leadership behaviors in the workplace.



Purpose-Driven Leadership

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Taught by a motivational speaker and tailored specifically for Force Support Career Field Personnel, this highly interactive workshop is one to be long remembered by your team members. This workshop is designed to give you the understanding of and tools to increase motivation, elevate morale, improve communication, and drive higher levels of performance and commitment in your government work environment. Participants will receive an experience-based training event tailored in real-time to their specific needs, responsibilities, and personalities.

This highly interactive workshop is designed to inspire participants and guide them in developing applicable tools to accomplish high performance in today's government workforce through intrinsic motivation. It specifically addresses methods to identify purpose, increase mastery of effective techniques, and pursue autonomy to improve the professional and personal environments that each participant works in. These skills are taught, developed, and facilitated using a progressive, three-phase approach that is specific to the role and responsibilities of each individual in attendance, serving as a powerful tool to increase job satisfaction, positive impact, and effectiveness in your government work environment.

Learning Objectives & Topics Covered in this Workshop:

- Identify the business line of sight for each individual
- Analyze mission, vision, and work outputs
- Interpret business line of sight analysis to identify purpose of the individual
- Conduct individual assessment survey
- Analyze work environment to increase awareness
- Examine purpose to increase desire
- Identify and deal effectively with the unique personalities of a government workforce
- Keys to motivation for the government team
- Understand effective techniques to build a brand for a government organization

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





- Increase influence and impact
- Examine effective techniques for breaking down barriers to job satisfaction and effectiveness
- Apply effective techniques to lead “up”
- Apply effective interpersonal skills
- Pursue positive change
- Increasing personal motivation and team morale
- Managing group identity
- Improving morale with mission-driven actions and goals
- Maximize the chances that your workplace will be productive, efficient, and harmonious
- Enable participants to better communicate, motivate, and delegate utilizing intrinsic motivation
- Enable leaders to cultivate the natural strengths of the workforce
- Develop plan to immediately impact the performance and morale upon return to your organization



Strategic Leadership: Strategies for Effective Leaders

*A 2, 3, 4, or 5-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This program addresses essential leadership strategies and competencies for managers, supervisors, and team leaders with the aim of equipping those professionals with the skills and techniques needed to reach new levels of professionalism, leadership, and performance. An organization's long-term success is heavily dependent upon supervisors, managers and executives connecting its vision and mission with the daily and often competing demands of the work. This workshop explains to participants the necessary ingredients for becoming a strategic-thinking leader. By attending this workshop, you will explore proven ways to pursue meaningful and ongoing measurable improvement through leading sustainable and collaborative change. The skills, techniques, and concepts discussed in this hands-on workshop are aimed at developing strategic leadership skills for any level.

Learning Objectives & Topics Covered in this Workshop:

- Defining strategic leadership
- Projecting the organization's future
- Why change is healthy in government organizations
- Motivating the team
- Gaining consensus (buy-in)
- Assessment of performance during change
- Communication planning
- Leading an organization to success
- Decision making
- Develop your strategic leadership plan

*Additional Learning Objectives for 4-Day Workshop

- Select effective approaches when framing strategic decisions
- Think strategically and systemically as you plan organizational change
- Influence the emergence of a more positive and functional organizational culture.
- Eliminate turf battles, dropped balls, and organizational duplication of effort

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 40.0

CEU Credits: 1.6 – 4.0

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





***Additional Learning Objectives for 5-Day Workshop**

- Analyze and correct dysfunctional organizational dynamics
- Manage the strengths and limitations of your personal leadership
- Style application of an effective change management model
- Creating a personal action plan
- How to expand your sphere of influence



Strategic Planning for Government Organizations

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Strategic Planning for Government Organizations is a hands-on workshop designed specifically for those mid- and senior-level managers and executives who must chart their organization's future in a time of massive, high-speed, congressional-level change. This workshop deconstructs conventional wisdom about strategic planning and redefines the steps necessary to build vision, innovation, leadership, and professionalism in government organizations. A highly experienced federal government manager will give you clear, solid, practical advice—and high-level thinking—about what strategic planning is and what it isn't. The most current, up-to-the-minute changes in government are discussed, as well as likely future changes, and how to plan for them. You will discuss strategic planning models with an eye toward the pitfalls and fallacies of conventional strategic planning wisdom. Professional processes are developed within the context of the organization and its needs.

Learning Objectives & Topics Covered in this Workshop:

- Define the strategic imperatives of the organization utilizing a 3–5-year planning horizon
- Identify key points of differentiation to customers, stakeholders, and others
- Create a communications program for the organization
- Identify internal weaknesses that will hinder strategic success
- Develop an implementation plan that is focused on engaging the entire organization in accomplishing the strategic objectives

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: Strategic Leadership, Problem Solving and Decision-Making

Advanced Preparation:

None

NASBA Program Level:

Advanced

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Team Building

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

The program focuses on personal interaction skills for developing high levels of team effectiveness. Participants explore tried and true techniques that allow for rapid progressive and effective ways to build the team, assimilate new members, and achieve high performance. Attendees will gain an understanding of how to apply theory in the fluid and rapidly changing management environment in the Federal workplace and how they can best contribute to the organization. Team player self-assessments will allow for individuals to understand how they can best contribute to the team as a Professional Government Employee.

Learning Objectives & Topics Covered in this Workshop:

- Understand what makes a team have impact define and describe effective and ineffective team players
- Analyze your teams' strengths and weaknesses
- Know how to anticipate the challenges teams face
- Attain skills and strategies to communicate
- Team vision, mission, and goals
- Planning to avoid common errors made by team leaders
- Create a plan that addresses how to start, how to focus and how to follow through

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Team Development

Team Building and Team Leadership

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Team Development is an essential skill to study and master in the Government Workforce. Those who learn how to effectively communicate, engage, influence others, resolve conflict, and build competent teams will be respected and sought after for their ability to apply these concepts in the real world. This workshop introduces concepts and ideas, which not only help leaders develop highly effective teams, but also develops the mindset required to lead those teams.

Learning Objectives & Topics Covered in this Workshop:

Team Building:

- Team Communication
- Understanding Team Dynamics
- Team Development Phases

Team Leadership:

- Team Leadership vs. Team Management
- Setting Team Goals
- Professional Development Planning
- Developing Influence
- Motivating People

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Intermediate

NASBA Field of Study:
Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Team Development

Team Building and Team Leadership

*A 4 or 5-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Team Development is an essential skill to study and master in the Government Workforce. Those who learn how to effectively communicate, engage, influence others, resolve conflict, and build competent teams will be respected and sought after for their ability to apply these concepts in the real world. This workshop introduces concepts and ideas, which not only help leaders develop highly effective teams, but also develops the mindset required to lead those teams.

Learning Objectives & Topics Covered in this Workshop:

- Describe the 5 team dysfunctions
- Assess the teams' strengths and weaknesses using a team skills chart
- Recognize group development stages (GDS) (forming, storming, norming and performing as well as motivation techniques
- Gain the ability to develop a team charter
- Plan a participatory decision-making meeting or event
- Evaluate organizational trends in personnel/team turbulence and plan for it
- Write a mission/purpose statement for the team
- Create a viable vision statement for your organization
- Create a team responsibilities chart
- Draft a team needs chart to determine need for and plan for future professional development requirements
- Apply the ADKAR change management process to individual and team change challenges

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 32.0 – 40.0

CEU Credits: 3.2 – 4.0

Suggested Program

Prerequisites: The Challenge of Leadership

Advanced Preparation: None

NASBA Program Level: Intermediate

NASBA Field of Study: Business Management and Organization

Delivery Method: Group Live – Live Virtual Classroom





Team Development with TeamDynamics Survey

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This course is designed to equip participants with the tools and mindset necessary to develop and lead highly effective teams. Beginning with a short TeamDynamics Survey, you will learn how you best work in a team and how you can intentionally navigate team dynamics to work better together.

Team Development is an essential skill to master in the government workforce. Those who learn how to effectively communicate, engage, influence others, resolve conflict, and build competent teams will be respected and sought after for their ability to apply these concepts in the real world. This workshop also helps you to develop the mindset required to lead teams.

Learning Objectives & Topics Covered in this Workshop:

Team Dynamics Survey: This is a ten- to fifteen-minute self-assessment that focuses on your personality, communication, decision-making, conflict management, collaboration, and more!

Team Building:

- Team communication
- Understanding Team Dynamics
- Team development phases

Team Leadership:

- Team leadership vs. team management
- Setting team goals
- Professional development planning
- Developing influence
- Motivating people

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Intermediate

NASBA Field of Study:
Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





The Challenge of Leadership

*A 3, 4, or 5-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop provides a clear, practical look at the qualities and characteristics of leaders and leadership situations. The workshop focuses on practical problems and situations of the government work environment and characteristics of an effective leader. The emphasis is on learning proven ways of thinking and acting in leadership situations.

Learning Objectives & Topics Covered in this Workshop:

- Identify your own leadership strengths and areas to improve
- Understand the importance of credibility, and living your values
- Identify and try new approaches needed for growth
- Build collaboration, teamwork and trust, to help others excel

*Additional learning objectives for 4-day workshop

- Value and recognize the accomplishments of others
- Discuss communication and motivation

*Additional learning objectives for a 5-day workshop

- Inspire others around a common vision of the future
- Identify and try new approaches needed for growth
- Apply the leadership practices to a current business challenge
- Develop a personal leadership philosophy

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0 – 40.0

CEU Credits: 2.4 – 4.0

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





The Mindset of Leadership

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Everyone has asked themselves what it takes to be distinguished as clearly a leader. And now you can find the answer. This workshop shows you not only principles, but *specific actions* you can take to get results. You will learn the mindset and characteristics that set leaders apart from run-of-the-mill managers. This workshop includes the latest thinking on the massive changes going on in government today...including collaborative decision-making, building consensus, leading a generationally complex workforce, dealing with budget changes, etc.

Learning Objectives & Topics Covered in this Workshop:

- Understand, "as an organization, who are we, what do we do, why do we exist?"
- Assess your own organization's mindset and learn how to shape it for positive results
- Learn how to build trust, increase your influence and build effective teams within a government organization
- List the skills, traits, and characteristics your organization needs to really perform
- Build a personal development blueprint, in class, to showcase your strengths
- Learn collaborative problem-solving techniques that work in a government work environment
- Breaking down conflict – understand how to prevent conflict, address it when it happens and move past it for a positive work environment
- Learn the steps to take to make your vision happen

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





The Resilient Leader

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

An increasing level of uncertainty and volatility in the environment and the changing nature of teams, which are increasingly becoming virtual and multicultural, multigenerational, among other things, require leaders to develop the ability to adapt. This course prepares leaders to examine the current environment (remote, virtual, on site, etc.) and shift leadership styles to be able to deliver effective leadership during these changing and challenging times.

Learning Objectives & Topics Covered in this Workshop:

- Define a volatile, uncertain, complex, and ambiguous (VUCA) work environment
- How to respond to a crisis as a leader
- Foster a learning culture within your organization to enable proactive adaption to rapidly changing conditions
- Techniques to maintain and assess true morale during a crisis
- Quickly shift and respond to changes in the business environment
- Bring clarity to others in the face of a VUCA environment
- Evaluate the technological, environmental, social, and economic conditions driving rapid 21st century change
- Build a crisis leadership team and network – BEFORE you need it
- Develop crisis leadership decision making skills to facilitate a tailored approach to unique crisis conditions

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





The USAF Leader Communication Toolkit Workshop: Building Clear Messages and Reliable Communication Systems

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!
Designed for Operational-Level Civilian Leaders*

Course Description:

Department of the Air Force managers and supervisors communicate continuously. They translate senior-leader direction, assign work, explain standards, provide feedback, coordinate across organizations, brief decisions, document requirements, elevate risk, and ensure critical information reaches the right people at the right time.

In this environment, communication cannot be treated only as an individual ability to write a clear email or deliver an effective presentation. Operational leaders are also responsible for the **communication systems** through which information moves across their teams and organizations.

A communication system includes the people, processes, tools, channels, standards, routines, and feedback mechanisms used to create, validate, distribute, receive, store, and act upon information. When that system works, employees understand the mission, priorities, responsibilities, decisions, and standards affecting their work. When it fails, leaders encounter duplicated effort, conflicting guidance, missed suspense dates, inaccurate products, unclear ownership, delayed decisions, information overload, and preventable mission risk.

The USAF Communication Toolkit Workshop: Building Clear Messages and Reliable Communication Systems is a highly interactive, two-day workshop that prepares operational-level civilian managers and supervisors to communicate with precision while improving how information flows through their organizations.

This course develops the practical skills required to produce accurate, concise, logically organized, and mission-focused written products. Participants will strengthen their ability to analyze an audience, define the desired outcome, organize complex information, write clear requirements and expectations, present data effectively, and edit products for accuracy, readability, usability,

Audience:

This workshop is designed for contracting professionals.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites:

Advanced Preparation:

NASBA Program Level:

NASBA Field of Study:

Delivery Method: Group Live
– Live Virtual Classroom





and professional credibility.

The workshop then moves beyond individual products to examine communication as an organizational leadership responsibility. Participants will assess how information moves vertically from senior leaders to employees, horizontally across functions and mission partners, and upward to decision authorities. They will identify where messages are delayed, altered, misunderstood, duplicated, lost, or separated from the context needed for effective action.

Participants will learn to select communication methods based on purpose, audience, urgency, complexity, sensitivity, required interaction, and the need for a permanent record. They will examine when to use email, meetings, written guidance, briefing slides, decision papers, collaboration platforms, dashboards, one-on-one discussions, team huddles, and formal escalation channels.

The course also addresses communication overload. Managers and supervisors frequently inherit crowded calendars, excessive meetings, long distribution lists, competing collaboration platforms, redundant reports, and message traffic in which truly important information is difficult to distinguish from routine activity. Participants will examine how to reduce unnecessary communication while strengthening the visibility of mission-critical information.

Through Air Force-relevant writing exercises, message analysis, communication-system mapping, briefing activities, case studies, and small-group problem-solving, participants will address situations involving conflicting taskers, unclear senior-leader direction, cross-functional coordination, difficult employee messages, incomplete handoffs, inaccurate written products, hybrid teams, rapidly changing requirements, and decisions that were communicated but not implemented.

Participants will leave the workshop with practical tools for producing stronger written products, selecting appropriate communication channels, improving team communication routines, establishing feedback and escalation practices, and creating a more reliable communication system within their organization or Career Field environment.

Learning Objectives and Topics Covered:

- Explain the relationship between effective communication, leadership, trust, accountability, and Department of the Air Force mission execution.
- Describe the manager's and supervisor's responsibility for both individual messages and the organizational systems through which information moves.
- Identify the sender, audience, purpose, required action, desired outcome, and mission context of a communication requirement.
- Analyze the knowledge, responsibilities, concerns, expectations, and information needs of different audiences.
- Tailor written and verbal communication for senior leaders, employees, peers, technical specialists, customers, and mission partners.
- Distinguish information that is urgent, important, sensitive, complex, decision-oriented, task-oriented, or intended for general awareness.
- Select the appropriate communication channel based on purpose, urgency, complexity, sensitivity, interaction requirements, and documentation needs.
- Determine when information should be communicated through email, written guidance, meetings, briefings, collaboration platforms, dashboards, or direct conversation.



- Apply plain-language principles to Department of the Air Force workplace communication.
- Write with clarity, accuracy, conciseness, logical organization, and an appropriate professional tone.
- Use a bottom-line-up-front structure when the audience requires rapid understanding of the central issue, decision, or action.
- Present technical or complex information in language appropriate for nontechnical decision-makers.
- Use data, tables, charts, and graphics to clarify rather than complicate a message.
- Identify unsupported claims, ambiguous terms, passive constructions, unnecessary detail, jargon, and information gaps.
- Apply editing and quality-review techniques to improve accuracy, readability, consistency, and professional credibility.
- Establish writing and communication standards for a team or work unit.
- Provide useful feedback that helps employees improve written and verbal communication products.
- Coach employees through communication problems rather than merely rewriting their work.
- Distinguish between a message problem, channel problem, process problem, relationship problem, and broader communication-system problem.
- Map how information currently enters, moves through, and exits an organization.
- Improve the purpose, structure, participation, and outputs of team meetings.
- Create a practical Communication System Improvement Plan for the participant's team or organization.

USAF Foundational Competencies Addressed

This workshop develops the following Department of the Air Force Foundational Competencies, with emphasis on operational-level managers and supervisors applying communication practices across varied audiences, situations, and mission requirements:

Communication

Participants learn to present, promote, and prioritize ideas and issues through clear verbal, written, visual, and nonverbal communication. They practice active listening, concise messaging, audience analysis, briefing, technical writing, and adapting communication based on audience concerns and reactions.

The workshop moves beyond individual message preparation by helping supervisors establish communication systems that support shared understanding and coordinated action.

Precision

Participants strengthen order, quality, and accuracy in written products and communication processes. They verify information, organize material logically, establish quality-review practices, monitor the communication products of others, and improve systems used to create, approve, distribute, and retain information.

Information Seeking

Participants learn to ask direct and probing questions, consult original and reliable sources, identify information gaps, and seek perspectives from employees, leaders, specialists, and mission partners. They use these practices to clarify guidance and prevent incomplete information from becoming inaccurate communication.



Leadership

Participants practice using communication to establish mission focus, clarify expectations, direct activity, build trust, address uncertainty, and inspire coordinated action. They examine how a leader's communication behavior establishes the tone for transparency, professionalism, accountability, and shared purpose.

Develops People

Participants learn to review employee communication products, provide constructive feedback, diagnose skill gaps, and coach employees toward greater independence and proficiency. They establish standards and learning opportunities that improve communication capability across the team.

Teamwork

Participants improve information sharing, coordination, handoffs, and communication across organizational and functional boundaries. They develop practices that help team members understand dependencies, contribute relevant information, resolve misunderstandings, and maintain focus on common mission outcomes.

Influence

Participants learn to frame information around mission needs, stakeholder concerns, evidence, risk, and desired outcomes. They practice presenting recommendations, communicating disagreement, and gaining support without relying solely on position or authority.

Accountability

Participants establish clear ownership for messages, actions, decisions, suspense dates, approvals, and follow-through. They use confirmation practices and tracking mechanisms to ensure that important communication results in understood and completed action.

Results Focused

Participants connect communication practices to mission outcomes. They evaluate communication based not only on whether a message was sent, but whether the correct audience understood it, acted upon it, and produced the required result.



Advanced MS Excel

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

You know how to use Microsoft Office Excel to create and format typical business worksheets. Now, you may need to work on more complex datasets and automate Excel tasks. In this course, you will use Excel to create, analyze, display, and automate work in large datasets.

Learning Objectives & Topics Covered in this Workshop:

Creating Pivot Tables and Macros

- Creating the perfect pivot table
 - Arranging your data
 - How pivot tables work
 - Formatting your pivot table
 - Editing pivot tables on the fly
- Creating pivot charts
- Changing your macro security level
- Recording macros
- Running macros
- Assigning macros to shortcut keys and custom buttons

Using financial functions and data analysis

- PMT and FV functions
- Financial function syntax
- Using data analysis tools
 - Goal seek tool
 - Solver tool
 - Scenario manager

Using advanced formatting and analysis tools

- Working with grouped worksheets
- Consolidating worksheet data
- Working with data validation
- Circling invalid data
- Removing duplicate records
- Using data tables
- Creating trendlines
- Creating spark lines from cells

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation: Be

able to use Microsoft Excel to create, edit, format, save, and print worksheets that contain data, formulas, and graphs. To ensure success, you need to first take the following courses or have equivalent knowledge: Excel Introduction & Excel Intermediate.

NASBA Program Level:

Intermediate

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom



Assess, Define, Deliver Command Climate



Design, and

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This powerful 3-day interactive workshop focuses on creating sustainable positive culture of our government teams. It addresses the skills, techniques, and tools needed to empower, enable, facilitate, and focus the organization at all levels to successfully employ the best practices and win the culture change to a command climate that is desired and pursued by leadership and every member of the organization.

Learning Objectives & Topics Covered in this Workshop:

- Understand how to create culture in a government organization
 - What defines positive culture
 - How to assess organizational culture
 - How to influence, impact, and change organizational culture
- Considerations for effective team building
- Clarifying expectations
- Matching strategy to the situation
- Building a learning organization
- How to conduct an impactful organizational assessment
- Identify early wins
- Designing the high-performing team
- Building alliances and effective professional networks
- Alignment of resources and guidance with goals
- Creating accountability in government teams
 - Identifying objectives and key results
 - Making SMART objectives work for accountability
- Why reputation and trust matter
 - Effective communication
- Keys to building organizational trust
 - Assessing trust – the *Five Behaviors* to watch
- Collaborative decision making
 - Key differences and benefits between centralized and decentralized decision making.

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Intermediate

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom



*A 1 or 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Visibility is a key to success in government today. Give yourself and your organization, a leading edge. This workshop shows you how to plan, organize, and present your ideas powerfully and confidently when briefing high-level individuals and decision-makers. Gain impact skills to make your next presentation really showcase your strengths. This workshop firmly focuses on practical, specific how-to techniques for making high-performance presentations.

Learning Objectives & Topics Covered in this Workshop:

- Define your goal & message by analyzing the needs and expectations of your audience
- Organize and format information to direct the audience's attention to your objectives and strengths
- Develop powerful presentations that gain an audience's attention and influence their viewpoints
- Deliver a message confidently using information, persuasion, humor, and analogies
- Answer the tough questions capably and confidently

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0 – 16.0

CEU Credits: 0.8 – 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Communication and
Marketing

Delivery Method: Group Live
– Live Virtual Classroom





Building Relationships and Trust in the Government Environment

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This interactive hands-on workshop improves awareness and skills necessary for effectively working with peers, employees, managers, and senior leaders. The skills and techniques required to build relationships and trust in the government workplace are essential to master at the individual and organizational levels to achieve the full potential of an organization. In this hands-on, experiential, adult-based learning workshop, you'll learn about interpersonal communication and fundamental processes to improve relationships and trust in government organizations.

An individual who wants to elevate themselves in the eyes of their boss, customers, peers, and coworkers must pursue a good reputation and instill trust. Likewise, government leaders and managers who want to foster impactful, far-reaching capabilities of their team(s) must lead organizations and teams that value meaningful relationships and invokes trust in its people, constituents, partnerships, and headquarters. In a high-trust environment, you'll have higher commitment and loyalty to each other and the organization/team.

In this workshop, participants will cover skills that improve emotional intelligence, interpersonal skills, building team relationships, building personal connections, self-reflection, dealing with conflict, socializing in a professional environment, building trust, dealing with perceptions, fostering healthy debate, moving past historical conflict, commitment, loyalty, and more. In class, each individual develops a personalized action plan specific to their unique circumstances.

Learning Objectives & Topics Covered in this Workshop:

- Why reputation and trust matter
- Keys to building organizational trust
- How to assess reputation
- Key areas to focus on to improve individual reputation

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: The Challenge of Leadership

Advanced Preparation:
None

NASBA Program Level:
Intermediate

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





- Aligning organizational values with individual actions
- How to assess and manage team reputation
- How to lead a team for a positive reputation
- Understand why interpersonal skills matter in highly technical and educated organizations
- Discuss how interpersonal skills will become the great differentiator in the government workplace
- Assessing trust – the *Five Behaviors* to watch
- Improving self-awareness
- Communication styles that cause conflict
- Improving social awareness
- Principles for building sustainable work relationships
- Assess communication skills in class
- Develop emotional intelligence (EQ) skills
- Understand and apply effective EQ techniques to improve communication
- Evaluate non-verbal communication of self and others
- Practice encoding – transferring mental thoughts into understandable verbal exchange
- Practice decoding – processing information into understanding
- Understand communication influences
- Develop an EQ and communication improvement plan
- Understand body language and the impact yours has
- Apply contextual awareness
- Assess and control communication barriers
- Apply active listening skills
- Building team relationships
- Building personal connections
- Dealing with conflict
- Socializing in a professional environment
- Dealing with perceptions
- Fostering healthy debate
- Moving past historical conflict
- How to increase commitment and loyalty to the team



Business Process Reengineering (BPR)

*A 3 or 4-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop, designed for management and working-level employees, takes you through the BPR process step-by-step. It will show you what it is, why it exists, how it will affect each member of the organization, and how to position your organization to win.

Learning Objectives & Topics Covered in this Workshop:

- Understand the BPR process, start to finish, to include history, terminology, rationale, and benefits
- Develop policy and guidance for BPR, to include milestones and roles, and responsibilities for both individual and teams
- Adapt private industry techniques and innovations to government organizations
- Conduct BPR to include preliminary planning, phase-in, and follow-on accountability planning

Audience:

This workshop is designed for all government personnel

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0 – 32.0

CEU Credits: 2.4 – 3.2

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Intermediate

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





Collaborative Problem Solving and Decision Making

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

In today's rapidly changing and chaotic world, the problems that government employees, managers, and leaders must address are increasingly complex, cross-functional, nebulous, and difficult to solve. If our problems have evolved and changed, then so too should our approach to solving them. Good decision-making is not an event, it's a disciplined process that should be rife with discussion, debate, collaboration, and support from a cast of experts that represent the complexity of the problem or opportunity at hand. This collaborative problem solving and decision-making workshop helps government teams develop the skills to accomplish that evolution of an improved problem-solving process.

This workshop is designed to develop the collaborative, analytical, and critical thinking skills of key technical professionals who can apply those skills in the context of an agile framework on important organizational and project issues. Participants will learn how to identify, define, and resolve challenges, make decisions based on objective criteria that consider both risk and reward, develop step-by-step plans to effectively implement decisions, and facilitate teamwork in the problem-solving and decision-making process.

This particular workshop differs from typical decision-making workshops in the way that it focuses on the practical application of collaborative problem-solving and decision-making in the government work environment and adds special emphasis to risk analysis. Participants will explore risk analysis concepts and techniques and learn how to apply those concepts within the confines of a risk-averse government work environment.

Learning Objectives & Topics Covered in this Workshop:

- Collaborative problem solving & decisions making grounding principles
- The dynamics of group decision making
- Facilitating open discussion

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: The Challenge of Leadership

Advanced Preparation:

None

NASBA Program Level:

Intermediate

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





- Effective techniques for collaboration during team/staff/group problem-solving and decision-making
- Alternatives to open discussion
- Dealing with difficult dynamics
- Assessing the team to ensure the right people and skills are represented
- Leading the collaborative process
- Interpreting problems and opportunities
- Questions to ask about any problem to show you're a world-class problem-solver
- Identifying criteria to judge solutions and course of actions
- Defining problem-solving and decision-making success
- Getting a handle on the problem with effective problem analysis
- Cause analysis techniques
- Identifying viable options and how to get outside the box while doing it
- Option analysis using a variety of tools
- Powerful decision-making techniques to achieve maximum group ownership and follow-through
- How to gain consensus
- Understand the importance and impact of effective problem definition
- Learn techniques that facilitate a group's ability to identify all contributing factors to the causes of a complex problem
- Risk analysis – go in-depth on how to use powerful tools and techniques to move beyond group fear to achieve true success
- Learn risk analysis and risk management approach that provides a comprehensive method for dealing with uncertainty
- Explore risk analysis techniques that are customizable for your organization and unique projects
- Learn powerful techniques to explore viable options for complex problems
- Learn problem-solving techniques that capitalize on the power of collaborative design
- Learn powerful decision-making techniques that allow your group to find the delicate balance between risk and reward
- Learn how to use powerful tools for maximum impact.



Conflict Management and Resolution

*A 1 or 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Teamwork and unity in government organizations are rapidly evolving into a new form. Those who understand and practice effective conflict management and resolution will contribute to the continuing development of an effective, efficient, and thriving workplace that will enable federal organizations to continue to meet their missions. This workshop will demonstrate not only clear, practical conflict management and resolution techniques but also how to implement them within the government work environment. Attendees will receive a conflict management and resolution handbook filled with step-by-step instructions, examples, tip sheets, checklists, and resources that you will use in implementing strong conflict management skills.

Learning Objectives & Topics Covered in this Workshop:

- Understand the sources, stages, and ingredients of conflict in individuals and groups
- Employ conflict management tools to prevent and resolve conflict
- Develop and implement a conflict management plan consistent with your organizational vision and values
- Evaluate and employ alternative dispute resolution techniques, to include mediation, arbitration, negotiation, and dispute management
- Develop an action plan for implementing conflict management in your organization.

Audience:

This workshop is designed for all government personnel

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0 – 16.0

CEU Credits: 0.8 – 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Critical Thinking

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Critical thinking is a kind of thinking in which you question, analyze, interpret, evaluate, and make a judgement about what you read, hear, say, or write. In today's environment, technological innovation provides a wealth of information. Leaders with strong critical thinking skills are a must when using that information to enhance work processes, make decisions, and construct judgments in the workplace. In this course, you will develop strategies for improving your ability to accurately identify a problem, strategize solutions, gather data relevant to the problem and make data-based decisions. You will also learn to think strategically and utilize operational planning and execution, to include tactical actions, to influence the strategic end state desired. The principles taught in this course apply in all situations including but not limited to onsite, virtual, and remote working conditions.

Learning Objectives & Topics Covered in this Workshop:

- Identify a problem or question
- Find more than one strategy to approach a problem
- Gather relevant data, appreciate opinions, and utilize observations
- Analyze, interpret, and evaluate data by looking for patterns
- Generate inferences from data
- Exercise self-reflection, self-regulation, and open-mindedness
- Recognize assumptions and biases
- Identify and assess courses of action
- Predict possible outcomes
- Make data-based decisions that support the strategic end-state desired

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Critical Thinking and Innovative Problem Solving

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop is designed to develop the analytical and critical thinking skills of government professionals who can apply those skills to issues and situations specific to the government work environment. Participants will learn how to identify, define, critically assess, and resolve issues, make decisions based on objective criteria, develop step-by-step plans to effectively implement decisions, and facilitate collaboration and teamwork in problem-solving and decision-making for creative, effective, and supported solutions.

Learning Objectives & Topics Covered in this Workshop:

- Explain the importance of critical thinking and problem-solving in today's government work environment
- Leverage current theories on human thought to improve your creativity and performance
- Discriminate between the different types of critical thinking styles and determine when to use each type
- Identify problems and opportunities and learn how to address them
- Assess the internal and external environmental factors surrounding problems and opportunities
- Explore a wide range of potential responses to a problem or opportunity
- Apply effective techniques to avoid common mind traps
- Evaluate potential responses to a problem or opportunity to determine the best response
- Effective techniques for collaboration during team/staff/group problem-solving and decision-making

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





Customer Service Workshop

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop teaches participants how to approach customer service with a deliberate approach that presents a positive attitude, appreciation, and respect for the customer; despite the challenges the customer may present. Learning the right attitude along with proven service skills will provide you and your staff with a solid foundation for superior customer service.

Learning Objectives & Topics Covered in this Workshop:

- Why and how to immediately enhance your service to customers
- Understanding the value of your customer importance of attitude and actions
- 10 principles of superior customer service
- How to deal with difficult customers
- How to assess your current level of customer service
- Dealing effectively with customer complaints

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Difficult Conversations

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

The ability to navigate difficult conversations in the workplace is essential in today's government work environment. Whether it be about performance, professional behavior, or personal habits, topics that seem personal to one participant or another can be difficult to navigate. This workshop is designed to improve the ability of government employees and leaders to successfully navigate tough topics to improve performance and work conditions. Participants gain hands-on experience in applying proven step-by-step techniques to communicate clearly and effectively when the outcome is important, people disagree, and when emotions are a factor.

This instruction presents skill-building modules that focus on the following core competencies: professionalism, communication, body language, strategies for persuasion, and understanding other perspectives.

Learning Objectives & Topics Covered in this Workshop:

- How to start the difficult conversation
- Assessing the situation in preparation for the difficult conversation
- Use a "difficult conversation" checklist
- Apply techniques to prepare for difficult conversations
- Manage the conversation through blame, avoidance, and negative reactions
- Apply techniques to create productive dialog
- Analyze and use body language with a purpose
- Apply effective listening techniques to improve understanding
- Apply techniques to speak more confidently to build rapport and increase understanding of intent
- Use diplomatic language techniques
- Understand communication styles
- How to control emotions and stay on task
- Construct conversations to influence people
- Model confidence to make a bigger impact on your audience

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





Elevate Your Professional Workplace Etiquette

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Maintaining a professional workplace environment is a crucial part of upholding morale and respect. In any work environment, it is everyone's responsibility to not only use political etiquette professionalism but to also ensure others are conducting themselves appropriately. This class will cover appropriate workplace etiquette, as well as define appropriate and inappropriate behavior awareness. The principles taught in this course apply in all situations including but not limited to onsite, virtual, and remote working conditions.

Learning Objectives & Topics Covered in this Workshop:

- Identify appropriate and inappropriate workplace behavior, language, and attire
- Verbal communication skills
- Practicing effective verbal communication techniques
- Developing active listening skills for improved workplace interactions
- Navigating difficult conversations with professionalism and empathy
- Written communication excellence
- Crafting professional and polished emails, letters, and memos
- Understanding the dos and don'ts of business writing
- Demonstrate professional communication within the office as well as with outside agencies
- Identify ways to improve overall office etiquette and professionalism

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Effective Teamwork

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Teamwork in the government is rapidly evolving into a new form that is cross-functional, multidisciplinary, and mission partner-focused. Those who learn how to effectively use it will be respected and sought after by every organization. This workshop shows you precisely what steps to take to make you more valuable and your team more effective.

Learning Objectives & Topics Covered in this Workshop:

- Analyze effective and ineffective team practices and policies
- Apply effective team-building strategies applicable to the government work environment
- Apply techniques to develop team members
- Understand team player styles
- Analyze team strengths and weaknesses
- Enhance team communication
- Understand how to get people to work effectively in a team
- Apply effective coaching techniques
- Understand when and how to conduct effective team building
- Develop effective team goals and standards
- Make use of team goals as a measurement and motivational mechanic

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Employee Development Strategies and Techniques

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Training and development are strategic tools for individual and organizational growth. The ongoing development of employees will continue to build their skills for their current job and for other positions in the future. This course teaches leaders how to use adult learning principles, individual learning styles, and various development strategies such as coaching, mentoring, and providing career development advice to build employee capabilities. The principles taught in this course apply in all situations including but not limited to onsite, virtual, and remote working conditions.

Learning Objectives & Topics Covered in this Workshop:

- Identify and describe basic adult learning principles
- Leverage the different learning styles of individuals to increase learning and retention
- Define the role of various learning methods such as cross-training, stretch assignments, job shadowing, online learning, coaching, and mentoring

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





Government Technical Writing

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Conveying technical content effectively to customers and end users is a critical skill to help advance the agency's mission and the government employee's professional status in today's complex government environment. This workshop will demonstrate step-by-step the how-to process and techniques to plan, create and edit technical documents. Participants will develop critical skills and abilities in an engaging, fun, interactive, and safe learning environment.

Learning Objectives & Topics Covered in this Workshop:

- Determine the purpose of a Technical Document
- Identify your intended audience and influence content and development based on their needs
- Writing effective requirements that are meaningful, measurable, and enforceable
- Understand and apply the S.M.A.R.T. technique
- Build effective documents for flow and content that convey information clearly
- Understand the principles of developing effective charts, graphs, tables, and other visual aids
- Apply effective data display techniques within a document
- Identify common errors and problems in technical documents
- Understand formatting and document organization techniques
- Assess a document for clarity, completeness, and readability
- Apply effective editing techniques
- Understand appropriate writing styles for government audiences and customers
- Apply effective techniques to create effective and grammatically correct written communication
- Understand how to support your intended thoughts, requirements, or ideas and assessments
- Create professional documents
- Understand and apply effective communication philosophy
- Apply techniques to select the right word(s)
- Apply best practices for technical writing

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





High Performing Teamwork

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Whether you are a part of a matrixed team, organic team, or another team structure, this interactive workshop will give you the understanding of and tools to increase motivation, elevate morale, and drive higher levels of performance on your team. Those who learn how to effectively use the techniques learned in this workshop will increase effective communication and improve their understanding of group dynamics. This workshop shows you precisely what steps to take to make you more valuable and your team more effective.

Learning Objectives & Topics Covered in this Workshop:

- Understand the stages of group development
- Identify the dysfunctions of the team
- Keys to motivation for the government team
- Managing group identity
- Improving morale with mission driven actions and goals
- Create a team charter specifically focused on your team
- Analyze and incorporate team building and team development strategies
- Develop a plan to immediately impact the performance of your team upon return to your organization

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Influence, Power, and Persuasion in the Government Workplace

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop provides powerful tools, techniques, and insight to positively impact the government organization and the people around you. As a professional government employee, you must produce and communicate information and ideas that influence decisions and drive action. This workshop shows you how to plan, organize, and present your ideas powerfully and confidently to produce better outcomes and relationships at less cost in time and effort and create positive change. Participants explore how to achieve profoundly better results in the government workplace by changing human habits. This workshop analyzes human behavior and takes a deep dive into the psychology of inducing rapid, profound, and sustainable positive change in government organizations.

Learning Objectives & Topics Covered in this Workshop:

- Leadership and influence
- Analyzing human and organizational behavior
- Understand how to create rapid, profound, and sustainable change
- Assessing power in the government workplace
- How to assess the needs and values of those around you
- How to assess the right timing of your message to the boss and your team
- The three keys to influence
- The keys to assessing influence, power, and persuasion strategy
- The persuasion checklist
- Communicating for positive change
- Measuring results
- Vital behaviors to help you achieve results
- Six sources of influence
- How to motivate and influence human behavior
- Identifying high-leverage behaviors
- Personal motivation

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Intermediate

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





- Helping people learn how to master skills and emotions
- Structural motivation
- Assessing and changing physical surroundings to make positive behavior easier and poor performance harder
- Diagnosis and testing for influence



Introduction to MS Excel

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Microsoft Office Excel uses spreadsheets to work with mathematical data. This course will teach you to create, modify, and perform simple arithmetic with a single Excel worksheet.

Learning Objectives & Topics Covered in this Workshop:

Exploring Excel

- Getting to know the program
- Working with tabs and ribbons
- Entering data in Excel
- Working with numbers
- Number formats and how to set quickly them
- Understanding the concepts behind your "save" options
- Closing and starting workbooks

Editing and Printing Worksheets

- Opening worksheets
- Editing entries
- Selecting ranges of cells
- Excel's unique method of cutting, copying, & paste
- Simplifying mistakes and successes with undo and redo
- Using the auto fill feature
- Printing worksheets
 - Print preview
 - Printing selections
 - Printing the entire workbook

Working with Formulas and Functions

- Using AutoSum
- Creating formulas
 - Cell and range references
 - Order of operations
- Reference modes
 - Absolute references
 - Relational references
 - Point references

Audience:

Individuals who want to gain basic knowledge of working on Excel. One should be familiar with using personal laptop computers and have used a touchpad and keyboard. You should be comfortable in the Windows environment and be able to use Windows to manage information on your computer. You should be able to launch/close programs; navigate to information stored on the computer; and manage files and folders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation: None

NASBA Program Level: Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





- Modifying a copying formula
- Using the formula
- Using the Insert function
- Creating formulas with the IF function

AutoComplete function

Formatting the Contents of Cells

- Formatting worksheets
- Using alignment and Indian features
- Using text control options
- Formatting numbers
- The format cells dialog box
- Applying borders and fills to cells
- Working with the format painter and quick styles

Changing the Appearance of Worksheets

- Managing worksheets
- Modifying columns and rows
- Inserting or deleting columns, rows, & cells
- Formatting in hiding columns and rows
- Changing vertical alignment and rotating text
- Using find and replace

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

In the Introduction to Microsoft Excel, you learned to create a single worksheet and perform basic arithmetical functions on that worksheet. This workshop adds more worksheets to create a three-dimensional workbook, provides access to higher-level analytical functions, and prepares your worksheet to present a professional stand-alone appearance.

Learning Objectives & Topics Covered in this Workshop:**Creating Pivot Tables and Macros**

- Creating the perfect Pivot Table
 - Arranging your data
 - How Pivot Tables work
 - Formatting your Pivot Table
 - Editing Pivot Tables on the fly
- Creating Pivot Charts
- Changing your Macro security level
- Recording Macros
- Running Macros
- Assigning Macros to shortcut keys and custom buttons

Using Financial Functions and Data Analysis

- PMT and FV functions
- Financial function syntax
- Using data analysis tools
 - Goal seeking tool
 - Solver tool
 - Scenario manager

Using Advanced Formatting and Analysis Tools

- Working with grouped worksheets
- Consolidating worksheet data
- Working with data validation
- Circling invalid data
- Removing duplicate records
- Using data tables
- Creating trendlines
- Creating spark lines from cells

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation: Able

to use Microsoft® Office Excel to create, edit, format, save, and print worksheets that contain tables and formulas. Able to use a web browser and an email program. Take the following courses or have equivalent knowledge: Excel Introduction

NASBA Program Level:

Intermediate

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Memorization Skills for the Professional

*A Half-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Do you find it hard to remember names, facts, equations, lists, tasks you need to take care of, a new word and so on? Well, there's good news! People with excellent memories are not too different from you. They just use a combination of techniques to enable their minds to memorize things, they develop their listening skills, and are aware of the type of learning style that works best for them.

This workshop shows you how to improve your memory, learning and listening skills by exploring effective tools, techniques, and tips in class. Participants gain skills they can apply immediately to start learning faster and forgetting less.

The techniques you'll discover in this class will work for you, no matter how bad you think your memory is.

Learning Objectives & Topics Covered in this Workshop:

- How to remember things you read
- Determine your learning style
- Improve active listening skills
- How to remember names
- How to memorize things faster
- How to forget less
- What impacts our ability to remember

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 4.0

CEU Credits: 0.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Presenting with Confidence

*A 1 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Visibility is a key to success in government today. Give yourself, and your organization, a leading edge. This workshop shows you how to plan, organize and present your ideas powerfully and confidently. Gain impact skills to make your next presentation really showcase your strengths. This workshop firmly focuses on practical, specific how-to techniques for making high-performance presentations.

Learning Objectives & Topics Covered in this Workshop:

- Interpret the types of presentations you are expected to produce
- Understand common misconceptions about presentations
- Make use of a successful presentation checklist
- Apply effective planning and preparation techniques and tools
- Organize your presentation for maximum success
- Develop the presentation
- Understand delivery techniques

Additional Learning Objectives & Topics Covered in the 3 Day Workshop:

- Apply preparation, organizing, and delivery techniques
- Analyze delivery techniques of peers in class

Audience:

This workshop is designed for mid-level managers in the GS11-13 range or their equivalents.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0 – 24.0

CEU Credits: 0.8 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Professional Business Writing

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Would you like a quick and easy method for composing documents, letters, memos, reports, proposals, and performance appraisals in an organized format? This business writing workshop provides you with basic formats and formulas for tackling any kind of writing task and communicating to your readers what they need to know. You'll streamline your process for effective business writing and save time by focusing on what to write instead of how to write it. Bring a current project and get one-on-one feedback.

Learning Objectives & Topics Covered in this Workshop:

- Make use of tools and templates to quickly organize your thoughts and generate content
- Apply techniques to eliminate numerous time-consuming revisions
- Streamline content and communicate what your readers need to know
- Write with greater clarity
- Bring a current project and get one-on-one feedback from the course instructor

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Telling a Compelling Story Using Data-Driven Presentations

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Do you want to flip the table on death-by-PowerPoint? By combining strong storytelling and profound data representations, participants in this workshop learn how to convince and persuade audiences using visually effective presentations combining data, analysis, and narrative. This workshop shows you how to plan, organize and present your findings, ideas, and professional knowledge **powerfully and confidently**. Gain impact skills to make your next presentation really showcase your strengths. Storytelling is our oldest form of persuasion and as TED.com proves, it is just as relevant today as it was thousands of years ago. This workshop firmly focuses on practical, specific how-to techniques for making high-performance presentations.

Learning Objectives & Topics Covered in this Workshop:

- Understand how to use your data, analysis, and the hero's journey to tell a compelling story
- Interpret the types of presentations you are expected to produce
- Understand common misconceptions about conveying meaning through presentations
- Understand effective data display techniques
- Apply effective planning and preparation techniques and tools
- Organize your presentation for maximum success
- Understand delivery techniques
- Apply preparation, organizing, and delivery techniques
- Analyze delivery techniques of peers in class

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Data Analytics and Data Driven Decision

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

In this workshop, participants learn how to conduct powerful data analysis using basic tools and easy-to-implement analysis techniques. Increase your chances of organizational success with focused data and evidence-driven decisions using a proven five (5) step process taught in this course.

Leaders and managers who aren't analysts still should have sufficient analytical competency to evaluate proposed projects and ideas using an evidence-based approach. This workshop teaches participants multiple effective techniques to analyze data. Establishing an analytical approach to decision-making and resource allocation allows capable managers to use evidence to assess and choose projects and proposed ideas that generate the greatest outcomes and best odds of success. This workshop firmly focuses on the practical, specific *how-to* techniques of conducting effective and impactful data analysis.

Additionally, this workshop teaches participants how to develop a data analysis framework that ensures they are asking the right questions, looking at the right data, and identifying the factors that drive organizational success.

Learning Objectives & Topics Covered in this Workshop:

- Three key questions to ask to build your analytics agenda
- Data driven leadership
- Understand effective data display techniques
- Apply effective planning and preparation techniques and tools
- Understand how to use your data and analysis to tell a compelling story
- Understand the right questions to ask
- How to build an analytical plan
- 5 Step Data-Driven Decision-Making Process
- Understand Analytical Techniques
 - Aggregate Analysis
 - Correlation Analysis
 - Trends Analysis

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





- Predictive Analysis
- Segmentation
- Life Cycle Analysis
- Apply preparation, organizing and analytical techniques
- Apply a variety of analytical methods in class



Designing High-Performing Organizations

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop walks participants through a step-by-step process of how to design an organization that can rapidly align people, processes, technology, decisions, and resources to meet changing mission requirements. This experientially based workshop integrates key elements such as strategic visioning, breakthrough thinking, systems analysis, and organizational learning concepts with tips for personal success in an evolving work environment.

Learning Objectives & Topics Covered in this Workshop:

- Analyze global trends and workplace processes to anticipate and adapt to change
- Anticipate and overcome resistance to change by empowering individual employees
- Develop a learning culture and establish winning design teams
- Create a betterment timeline for the “solution-after- next”
- Communicate a vision for change that inspires engagement and action

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Introduction to Analytics for Government Officials

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

You make the best decisions when you have the most information, for our purposes described as data. Each year the government collects massive amounts of data, yet, few understand how to organize, analyze, present, and understand the information they have available. This workshop provides an overview of the mathematical basis for conducting data analysis, identifies critical steps to prepare for analysis, and an overview of the analysis tools available in Microsoft Excel.

Participants apply the lessons from the analytical instruction in hands-on exercises in Excel during class. Participants learn how to organize, analyze, present, and understand the information they have available. This workshop provides a hands-on learning experience for conducting data analysis, applying critical steps to prepare for analysis, and use of the analysis tools available in Microsoft Excel.

Learning Objectives & Topics Covered in this Workshop:

- Understanding data sources
 - Defining and finding data you, your organization, and the broader government collects
 - Evaluating data timeliness, completeness, and utility
 - Examining data hygiene
- Understanding analysis tools available in Microsoft excel
- Conduct data analysis
- Comparing data using mathematics
 - The bell-shaped curve and skewedness
 - Using sampling techniques to simplify analysis.
 - Leveraging probability to improve decision making.
 - Define and apply correlation, regression, and causation.
 - How certain are your statistics? R squared and lines of best fit
- Apply critical steps for data analysis

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: Able to use Microsoft Excel to create, edit, format, save, and print worksheets that contain tables and formulas. Able to use a web browser and an email program.

Advanced Preparation: None

NASBA Program Level: Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live – Live Virtual Classroom





- Data Display
 - Histograms and frequency distribution
 - Creating effective graphs
 - Summarizing big data simply
- Use data analysis tools available in Microsoft Excel
- Display data to facilitate decision making and analysis



Intermediate Analytics for Government Officials

*A 2-Day Theoretical or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop builds on your existing understanding of government analytics by providing additional depth in numerous areas, including broader knowledge of commercially available analytical tools, increased fluency in data science terms, and an overview of algorithm science and machine learning. Lessons and case studies will be linked to analysis tools available in Microsoft Excel (the 3-day workshop applies the lessons in hands-on exercises in Excel.)

Learning Objectives & Topics Covered in this Workshop:

- **What Does Industry Use?**
 - Databases compared: SAS, Tableau, and Oracle
 - Unstructured data and Python
 - Machine learning and algorithms
- **What is Data Science?**
 - Evolution of the profession
 - Ten common mistakes in using data
 - How to use, and do you need a data scientist?
- **Intermediate Data Handling and Statistical Techniques**
 - Developing Pivot Tables
 - Using Pivot Charts to summarize data
 - Explaining charts comparing two vertical scales
 - Using exotic chart types for visually compelling data
 - Creating and testing a hypothesis
 - Common and uncommon statistical errors
 - Chi-Squared testing for randomized data

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: Introduction to Analytics for Government Officials, or recent graduate-level statistics or proficiency in the Excel Analysis Tool Pack Descriptive Statistics.

Advanced Preparation:

None

NASBA Program Level:

Intermediate

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





Management Development Seminar

*A 5-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

The seminar provides the opportunity for experienced federal managers, GS-12 and above, to step into the world of dynamic thinking, creativity, and innovation. Managers bring real problems to the seminar and work together using seminar learning, each other's knowledge and experience to work through them. Participants will sharpen their skills in the areas of leadership, communication and problem solving. They will also receive valuable insight about their personal strengths and developmental focus.

Learning Objectives & Topics Covered in this Workshop:

- Understand the three responsibilities of management.
- Create an effective organizational climate through empowering mindsets
- Enhance motivation, critical thinking, and communication skills in a government workforce
- Coach and develop people, including performance management for difficult people
- Lead an organization to success through collaborative problem solving

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 40.0

CEU Credits: 4.0

Suggested Program

Prerequisites:

Management Development:

Leading from the Middle

Advanced Preparation:

None

NASBA Program Level:

Intermediate

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live

– Live Virtual Classroom





Management for Technical People

*A 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This introduction to Management for Technical People gives you the practical skills you need to effectively and efficiently manage technical members of your organization and multiple projects.

The pragmatic, hands-on methods you learn are derived from proven success in Department of Defense and government organizations. Advance your skills in ways no other workshop offers. Learn how to be recognized as someone who gets results consistently. Access the power of introverts and extroverts alike with proven techniques to manage, motivate and access the human potential of highly technical people.

Learning Objectives & Topics Covered in this Workshop:

- Assess the unique challenges and opportunities in managing technical people
- Motivate technical people to enhance organizational commitment
- Manage multiple priorities and resolve priority conflicts
- Solve problems and make effective decisions
- Manage change and resolve conflict before it starts

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0

CEU Credits: 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live

– Live Virtual Classroom





Management Techniques

*A 3, 4, or 5-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop gives supervisors and managers the practical skills needed to plan, schedule, organize, direct, and control resources to get results. The pragmatic, hands-on methods you learn are derived from proven success in government organizations. You will advance your skills in managing government employees, planning, accomplishing the mission, organizing, problem solving, facilitating change, and making decisions. You will learn how to be recognized as someone who gets results consistently. A Personality Self-Test will also be administered to allow managers and prospective managers to assess their own personality traits and appreciate the uniqueness that each type brings to the team.

Learning Objectives & Topics Covered in this Workshop:

- Recognize and deal with personality types on your team
- Manage and supervise in a government environment
- Solve problems and manage risk for supervisors and managers
- Enhance motivation and innovation in your workforce
- Determine and effectively communicate organizational priorities

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 24.0 – 40.0

CEU Credits: 2.4 – 4.0

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Intermediate

NASBA Field of Study:

Personal Development

Delivery Method: Group Live

– Live Virtual Classroom





Managerial Decision Making and Problem Solving

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Decision making is a fundamental skill for all managers, but is especially crucial when critical performance outputs, major deliverables, or limited budgets can be placed at risk by poor or incorrect decisions. This workshop shows you how to quickly solve problems and make confident decisions to be recognized as someone who can be counted on to get results consistently. This workshop firmly focuses on the clear, practical, nonmathematical how-to techniques of using experience and judgment to accurately handle the tough problems and decisions you face every day.

Learning Objectives & Topics Covered in this Workshop:

- What contracting problem are we trying to solve and why?
- The principles of problem-solving and decision-making
- Questions to ask about any problem to show you're an effective problem-solver.
- Defining problem-solving and decision-making success
- Finding the real problem
 - Seeing the boundaries
- Option analysis
 - What are your options?
 - How do you select the best option
- Risk analysis—using your experience and judgment
- Setting standards & criteria
- The evaluation processes
- Problem-solving steps
- "Trade studies" and cost/benefit analysis made simple
- Application - how to apply problem-solving tactics to your application challenges
- How managers make decisions
- Making decisions you can defend
- Negotiating solutions to problems
- Handling conflict
- Handling people problems
- Handling teamwork problems
- Assertiveness
- Decision-making techniques

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Managing, Motivation, and Team Collaboration in the Hybrid Workspace

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop will provide managers, supervisors, and employees with the guidance necessary to successfully manage, lead, and contribute to the hybrid workspace team. Government teams will be asked to perform from a hybrid workspace more than ever - with team members contributing to the mission from traditional offices and virtual/remote workspaces simultaneously. Participants of this dynamic hands-on workshop learn how-to techniques to maintain effective communications, motivate and supervise employees, and meet customer demands as part of a hybrid workspace team.

This workshop teaches managers how to

- Develop clear, specific, and timely performance metrics to use in evaluating employee performance
- How to construct and implement an effective hybrid workspace communication plan that facilitates collaboration
- How to motivate individuals, groups, and teams to maximize productivity in the demanding mix of work-from-home and traditional workspace environment

Practical exercises include establishing performance goals, adopting an organization/team communication plan, planning teambuilding events, and developing a review plan for the hybrid workspace team.

An experienced former government manager will facilitate a thorough, in-depth discussion on hybrid teamwork from several different perspectives.

This workshop will address

- What does and doesn't work well for hybrid workspace teams
- Explain proven tools to implement a hybrid workspace program that reduces mission risk, improves employee satisfaction, and ensures continuity of essential functions in the event of national or local emergencies.

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Business Programming and Management

Delivery Method: Group Live
– Live Virtual Classroom





The focus of this workshop is on the clear, practical how-to techniques of managing teams with employees who are engaged in both telework and work from traditional workspaces. *You will gain powerful new skills to use now!*

Each attendee will receive a Hybrid Teamwork Handbook and Toolkit filled with tip sheets, check lists, step-by-step guidance, articles, and many other valuable resources.

Learning Objectives & Topics Covered in this Workshop:

Motivating the hybrid workspace team and employee

- Managing the change
- Build commitment, dedication and esprit de corps getting face time
- An effective rewards and recognition program for the virtual office
- Connecting through technology – the when, where, and how often!
- Avoiding burnout

Performance management –managing and working in a hybrid office environment

- Trust but verify, questions every manager should ask
- Setting expectations
- An effective set of hybrid office rules to operate by
- The 7 most common bad habits of the teleworker
- Principles the hybrid workforce should live by
- Communicating expectations
- Monitoring and measuring performance of the virtual office employee motivating in the hybrid workspace environment
- Demonstrating your value as a teleworker when you aren't seen by your boss
- The top 10 tools used by industry for telework

Enabling Collaboration and Productivity

- Facilitating communications among workgroup members and customers
- Collaboration tools, techniques and tips
- Collaborative decisions making principles
- The dynamics of group decision making
- Facilitating open discussion
- Alternatives to open discussion



Managing, Motivation, and Team Collaboration in the Hybrid Workspace (Strategic Level)

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

In today's rapidly changing federal landscape, senior leaders in the US Air Force and Space Force face the exciting challenge of steering hybrid teams toward success while maintaining strategic alignment with overarching organizational and DoD goals. This high-energy workshop is designed to empower you with the cutting-edge tools and forward-thinking strategies needed to create culture and lead in a hybrid work environment that blends virtual and in-office collaboration.

From optimizing communication models to fostering team innovation, this immersive experience brings you face-to-face with real-world solutions tailored to the hybrid workplace. Engage with senior-level peers as you explore dynamic new leadership approaches that ensure mission continuity, ignite cross-functional teamwork, and solidify your role as a strategic driver of change.

Learning Objectives & Topics Covered in this Workshop:

- Crafting innovative communication models: discover and implement advanced communication strategies uniquely suited for hybrid teams, ensuring smooth collaboration across distances and leveraging both virtual and in-person interactions for maximum impact
- Aligning performance with strategy: learn to develop powerful performance metrics that seamlessly connect individual efforts with team productivity and organizational outcomes, ensuring strategic alignment at every level
- Driving long-term resilience and engagement: lead with purpose by fostering a resilient hybrid culture that boosts productivity, supports employee well-being, and enhances long-term organizational agility
- Shaping Culture for the Hybrid Future: Become a key architect in shaping a forward-focused organizational culture that thrives in the hybrid workspace, ensuring your team's success both now and into the future.

Audience:

This workshop is designed for government managers and leaders.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Programming and Management

Delivery Method: Group Live
– Live Virtual Classroom





Hands-On, Real-World Learning

You won't just learn theory – you'll actively build and refine strategic communication frameworks that work. Participate in collaborative exercises designed to enhance communication across hybrid models, create accountability systems that resonate with senior-level expectations, and drive forward-thinking leadership that inspires your team. Led by an experienced former senior government leader, this workshop will ignite in-depth discussions and equip you with practical, hands-on techniques to tackle the unique challenges of hybrid leadership head-on.

Strategic Leadership in the Hybrid Workspace

- **Driving Change at the Strategic Level:** Managing transitions to hybrid models while ensuring alignment with long-term organizational goals.
- **Building a High-Performance Culture:** Strategies for fostering commitment, accountability, and excellence in hybrid teams.
- **Rewards and Recognition Programs:** Tailoring recognition and incentives to motivate employees across various work environments.

Advanced Performance Management

- **Setting and Monitoring Strategic Objectives:** Developing key performance indicators (KPIs) and outcome measures for hybrid teams that align with agency missions.
- **Accountability in Hybrid Work:** Creating a performance management system that fosters accountability, trust, and transparency at senior levels.
- **Mitigating Risk in Hybrid Models:** Identifying and addressing potential risks that affect continuity of operations and employee well-being.

Enhancing Cross-Functional Collaboration

- **Strategic Decision-Making in Hybrid Teams:** Facilitating decision-making processes that span both virtual and in-office teams, ensuring consistency and clarity.
- **Leveraging Technology for Collaboration:** Using advanced tools to enhance productivity and foster innovation in hybrid environments.
- **Navigating Complex Organizational Dynamics:** Addressing the unique challenges of leading across dispersed teams while maintaining a unified organizational vision.

Building Organizational Resilience

- **Sustaining Employee Well-being and Productivity:** Implementing strategic initiatives that prevent burnout and enhance employee engagement in long-term hybrid work scenarios.
- **Future-Proofing the Hybrid Workforce:** Preparing your organization for future challenges and opportunities by building a resilient, flexible workforce model.



Managing Multiple Priorities

*A 2-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop shows the government workforce how to firmly balance a series of high-demand tasks while handling constantly changing directions and multiple, urgent priorities. Gain powerful new skills you can use immediately to control a dynamic, rapidly changing job. This workshop solidly focuses on practical, specific how-to aspects of managing your work.

Learning Objectives & Topics Covered in this Workshop:

- Understand strategies for very busy people
- Explore multiple priority-setting methods
- Apply priority management techniques
- Identify priority setting criteria
- Organize a must-do and to-do list in class
- Create a personal productivity assessment
- Answers to frequently asked priority-setting questions
- How to work for multiple bosses
- Problems you can expect and how to handle them
- The top 21-time wasters in organizations like yours — how do you compare?
- 12 smart questions to ask:
 - When you're given more work than you can possibly do
 - When you're given an unrealistic deadline

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0

CEU Credits: 1.6

Suggested Program

Prerequisites: Problem Solving and Decision Making

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Personal Development

Delivery Method: Group Live
– Live Virtual Classroom





Managing the Flexible Workplace

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop will provide managers and supervisors with the guidance necessary to successfully implement a system that accommodates flexible work arrangements including telework, flexible work hours, and remotely located staff members. Participants learn how to maintain effective communication, motivate, and supervise their employees regardless of their physical work location. Managers will learn how to develop clear, specific, and timely performance metrics to use in evaluating employee performance, how to construct and implement an effective telework security plan, how to write a flexible workplace agreement, and how to implement telework within their work groups to maximize productivity in the demanding government work environment.

Learning Objectives & Topics Covered in this Workshop:

- Understand the background of telework, to include definitions, legislative foundations, and policy requirements
- Implement flexible workforce practices, to include managing change, determining eligibility, providing equipment and support, developing security requirements, creating telework agreements, and facilitating communications among workgroup members
- Establish strong relationships to fuel motivation, collaboration, and productivity.
- Managing performance in a virtual office environment including communicating expectations, monitoring, and measuring productivity and motivating the workforce

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Project Management in Government Organizations

*A 2 or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This workshop shows you how to firmly control any size project. It firmly focuses on practical, how-to aspects of managing your projects with real-world examples. The competencies addressed in this workshop are customer service orientation, conceptual and strategic thinking, judgment and analytical thinking, flexibility, Initiative, communication and persuasion, standards of excellence and efficiency, use of influence strategies, working through others, entrepreneurial achievement, leadership, group management, and organizational awareness.

Learning Objectives & Topics Covered in this Workshop:

- mentoring and leading the project team
- Defining and initiating the project
- Successful project planning
- How does the contractor plan the project?
- Budgeting
- Dealing with change and conflict—procedures for avoiding the traps and staying in charge
- Scheduling the project
- Managing the project scheduling process
- Informal and better approaches
- Organizing & directing the project
- Evaluating and adjusting course

*Additional learning objectives for 3-day workshop

- Additional hands-on exercises
- Effective project communication techniques
- Managing project priorities
- Organizational and personal motivation
- Confronting poor performance
- Build a project plan in class

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 16.0 – 24.0

CEU Credits: 1.6 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:
None

NASBA Program Level:
Basic

NASBA Field of Study:
Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Seminar for New Managers

*A 5-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

The one-week interactive seminar is designed to provide participants with the knowledge and skills necessary to help them meet the current and ever-changing challenges facing federal supervisors and managers today. Participants will learn to lead effectively using proven, hands-on techniques to inspire the workforce and achieve immediate results.

Learning Objectives & Topics Covered in this Workshop:

- Understand and create an organization culture
- Master techniques for planning, organizing, delegating, problem-solving, and decision making
- Build high performing teams
- Develop a vision
- Design a personal individual development plan

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 40.0

CEU Credits: 4.0

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Management and Organization

Delivery Method: Group Live
– Live Virtual Classroom





Supervision for Experienced Supervisors

*A 5-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

This course is for government supervisors looking to refresh their supervisory competencies. Effective supervisors develop capacity, motivate employees, improve engagement, and get results. This course will provide insights into workplace motivation and employee engagement. Learn to develop an effective leadership approach that addresses the requirements of the government workforce and needs of your local team.

The course addresses the OPM guidance to provide supervisors with training that addresses their competencies and essential job activities.

Learning Objectives & Topics Covered in this Workshop:

- Understand the different ways people learn, think, and conceptualize and modify your style in the interest of working most effectively with others
- Learn strategies to shift from impasse, to resolution, to transformation in workplace conflict
- Explore the concepts of employee motivation and engagement
- Network and learn from peers facing leadership and supervision challenges
- Apply and practice these skills to real workplace scenarios and develop strategies for applying learning to the workplace

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 40.0

CEU Credits: 4.0

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Professional Development

Delivery Method: Group Live

– Live Virtual Classroom





Leading Dispersed Teams

*A 1, 2, or 3-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

Leading Dispersed Teams provides managers and supervisors with practical tools for leading employees whose work is distributed across locations: different offices, installations, regions, time zones, field locations, and digital workspaces. Participants learn how to establish shared mission priorities, define responsibilities and decision authority, communicate effectively across multiple channels, maintain team cohesion, and evaluate performance based on results rather than physical visibility.

The workshop replaces presence-based supervision with outcome-focused leadership. Participants practice developing clear performance expectations, milestones, service standards, quality measures, and follow-up mechanisms. They learn how to maintain appropriate awareness of work without micromanaging, recognize performance concerns early, and address accountability issues consistently across the team.

The course also addresses the human side of dispersed work. Leaders explore how to build relationships, strengthen trust, recognize accomplishments, prevent isolation, manage workload, support healthy professional boundaries, and create an inclusive team environment in which location does not determine access, influence, or opportunity.

Through facilitated discussions, realistic government scenarios, communication exercises, team assessments, and hands-on planning activities, participants develop practical approaches they can apply immediately within their own organizations. The two-day workshop focuses on the essential leadership, communication, collaboration, and performance-management practices required for dispersed teams. The three-day workshop adds deeper application in team operating systems, organizational culture, performance intervention, and the development of a comprehensive Dispersed Team Leadership Plan.

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0 – 24.0

CEU Credits: 0.8 – 2.4

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Basic

NASBA Field of Study:

Business Programming and Management

Delivery Method: Group Live
– Live Virtual Classroom





Learning Objectives & Topics

Covered in this Workshop:

By the end of this workshop, participants will be able to:

- Explain the leadership challenges and opportunities associated with dispersed, hybrid, field-based, and geographically separated teams.
- Align employees around a shared mission, common priorities, desired outcomes, and team standards.
- Distinguish productive oversight from unnecessary monitoring or micromanagement.
- Evaluate performance consistently across different locations and work arrangements.
- Identify early indicators of declining performance, disengagement, confusion, or workload imbalance.
- Build trust through reliability, transparency, follow-through, and equitable leadership practices.
- Create a team communication system that identifies which channels should be used for different purposes.
- Determine when communication should occur through meetings, email, messaging platforms, shared workspaces, dashboards, or direct conversations.
- Apply asynchronous communication practices that allow employees to contribute without requiring constant real-time interaction.
- Reduce information gaps between employees working in different locations or schedules.
- Document decisions, assignments, suspense dates, risks, and action items so that critical information remains accessible.
- Strengthen collaboration across offices, functions, installations, time zones, and organizational boundaries.
- Improve handoffs and coordination among team members who do not regularly work together in person.
- Create a practical plan for improving the performance and cohesion of a dispersed government team.



Visualizing Data for the Government

*A 1-Day Hands on TMS Experience
Delivered in Live or Live Virtual Classrooms!*

Course Description:

You work data every single day, but no one understands what you're trying to prove with your tables and graphs. You need better visuals that create discussions and enable your leadership to make better decisions. This workshop looks at everything from complex systems to simple worksheets and helps you analyze what differentiates a good data display from a bad one.

Learning Objectives & Topics Covered in this Workshop:

- **Defining Your Goal**
 - What decision are you supporting?
 - Who is your audience?
 - Single-time graphic, or long-term dashboard?
- **What Does Data Say Already?**
 - Trend analysis and traditional displays
 - Binary choice analysis and traditional displays
- **Table and Graphic Design**
 - Simplicity in every line
 - Matching visual impact to importance
 - Using color and line weighting
 - Best practices for table design
 - Merging tables, graphs, and text effectively

Note: This workshop will reference tools found in Microsoft Excel, but all work is done with pen on paper. Steps required to create charts inside the software will be covered by reference.

Audience:

This workshop is designed for all government personnel.

Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

Additional Information

CPE Credits: 8.0

CEU Credits: 0.8

Suggested Program

Prerequisites: None

Advanced Preparation:

None

NASBA Program Level:

Intermediate

NASBA Field of Study:

Professional Development

Delivery Method: Group Live

– Live Virtual Classroom

