COURSE CATALOG

2023-2024

IMPACT Paradigm Associates

www.ipa-llc.org

CONTENTS

IPA provides instructor-led, applied training courses to assist organizations in their planning, performance, and talent management. All courses are structured into learning modules that can be delivered as separate minicourses or combined from various courses to offer a package that best meets the needs of your organization. Since the courses are organized into modules, instructor-led courses can be designed and converted to live-streaming courses, on-demand recorded online courses, or a combination for blended learning. For example, IPA has delivered a 7-part data literacy boot camp course as a monthly online seminar series as well as a course on data-informed decision making as a single day online event.

Modules are offered in half-day increments, and full courses are offered in one-day, two-day, three-day four-day, and five-day options. Some of the courses can be expanded beyond this, depending on the depth and need of your organization. IPA builds each course to provide content knowledge of the topic area as well as application of the material to your organization's situation. Learning modules are commonly 90 to 120-minute blocks of content with interactive activities. Application modules are typically 120 to 240 hours and include review of material and application to real-world conditions.

Courses are each made up of modules that can be moved and combined. Additionally, several modules or courses may be integrated for offsite retreats or weeklong events. Through our network, additional courses are available.

IPA's training offerings are tailored to the positional and functional level of participants so that the training can be offered for First Line Leaders, Mid-Line Leaders, and Executives. IPA's training receives training evaluation scores over 90 percent on its training satisfaction, effectiveness, and usability.

Courses use the following learning methods: facilitator presentations, individual and small-group exercises, discussions, case-studies, and self-assessments. If an organization would like more details on any of these courses including learning objectives, agenda, and learning methods, IPA is pleased to provide that information upon request.

Current Government Service Contract Vehicles

- General Services Administration (GSA) Multiple Award Schedule (MAS) #47QRAA23D007D
- U.S. Department of the Interior--Federal Consulting Group (Interagency Agreements)
- Fairfax County, Virginia Organizational Development, Training, and Coaching #4400009745/1
- Fairfax County, Virginia Program Evaluation Services # 4400011735

The courses in organizational performance, improvement and excellence focus on the capabilities and capacity of an organization and its people to achieve and maintain success. Courses will help leaders to plan, implement, monitor, and revise to meet goals more effectively and efficiently.
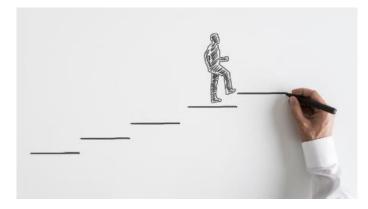

Course Title	Course Description
Overview of Organizational Performance Improvement	This course provides an introductory overview of concepts, approaches, methodologies, and tools for improving organizational performance. Special emphasis is placed on applying a systems approach to organizational performance.
Developing Performance Frameworks and Measures	Participants will learn to establish a measurement system to guide, set, monitor, and evaluate goals with a Performance Management Mindset.
Program Evaluation	Participants will learn to link evaluation to performance goals and strategies; apply performance frameworks to enhance program evaluation readiness and capacity, and track performance toward outcomes and results.
Complying with the Foundations of Evidence-Based Policymaking Act	Learn what the Foundations of Evidence-Based Policy Making Act (Evidence Act) is, what it requires, and how agencies are addressing the requirements and using the Act to achieve their missions. Course covers the Act's requirements and guidance from OMB and puts into perspective for managers and leaders who do not interact with evidence on a daily basis.
Creating Your Strategic Learning Agenda	Agencies are required to develop Learning Agendas. This course provides an overview of what a learning agenda is, how to develop it for your agency, how to follow through with the agenda so it is not just a compliance exercise but leads to your workforce having increased insight and expertise into policy development, making, and implementation.
Creating a Customer-Focused Government	Customer service and satisfaction have been elements and requirements for government programs for over 30 years. This course provides the framework for how to think about government's customers and to align missions, employee engage, with customer-based outcomes.

Course Title	Course Description
Improving Citizen Satisfaction: Overview of How to Develop Innovative Products/Services to Meet Customers' Desired Outcomes	This course provides an overview of the process and tools that can be used to achieve higher levels of customer satisfaction. The course covers how to: • Define work as a tangible product • Define customers segmented by roles • Measure the degree to which customers' expectations are achieved • Develop innovative new products or services This course may be extended to a longer course to utilize participants' actual work products/services.
Performance Budgeting	Understand the impact and importance of linking planning, measuring, and reporting to developing organization budgets. Participants will examine the foundations of planning and budgeting; link performance to budget formulation; align the performance linked budget with the organizational budget calendar; identify internal and external sources of quantitative budget data; and capture and report integrated budget and performance data for decision-makers and stakeholders.
The Decision-Maker's Toolbox: Prioritization Tools and Techniques	Leaders and managers often run a portfolio of operations. In an era of budget constraints, organizations cannot do everything they wish they could and need clear, transparent ways to make decisions on prioritizing focus and resources. Sometimes, leaders just need the right tool to improve communication, productivity, and decision-making. Tools include RACI Chart, Prioritization/Decision Matrix, Idea Filter, Success Equation, Force Field Analysis, Pareto Charts, etc.
Logic Models and Theories of Change	Participants will learn one of the greatest management tools ever devised – the logical model. The logic model is a structured approach to understanding the causal relationships between resources, activities/processes, outputs, outcome, and impact and can be used from the organizational level cascading down to the even individual performance appraisals. Theories of change and logic models are ideas that undergird program success, monitoring, evaluation, and learning.
Advance Logic Models	Understand how to use the logic model for business planning, performance measurement and evaluation. Go deeper into Logic Model Theory and Concepts and how to develop more robust models and models for complex environments.
Workflow and Process Mapping	Participants will learn the process and techniques for workflow mapping. Workflow mapping can be used to identify non-valued added steps in a process to increase

Course Title	Course Description
	efficiency and to communicate roles, responsibilities, and expectations across an organization to improve customer service.
Introduction to Project Management	This course will provide participants with an introduction to basic project management. Participants will learn the four phases and ten steps of successful project management that are based on the Project Management Book of Knowledge (PMBOK). The course will provide descriptions of the phases and steps, general timeframes for the steps, how to identify stakeholders, questions to ask, communication, implications if the step is skipped, common issues that occur during the steps, and a checklist for what needs to be accomplished.
The Process Improvement Process – Getting Results You Intend from Your Core Organizational Activities	This course provides an overview of the process and tools for improving key business processes. The course covers how to: • Observe the process • Flowchart the process • Measure process performance • Improve the process • Define work as a tangible product This course may be extended to a longer course to utilize participants' actual work products/services.
The Problem-Solving Process: How to Identify and Resolve Issues Affecting Your Success	This course provides an overview of the process and tools for problem-solving key organizational issues. The course covers how to: • Define the Problem • Verify the Problem • Write the Problem Statement • Look for the Root Cause • Develop the Solution This course may be extended to a longer course to utilize participants' actual work products/services.
The Malcolm Baldrige Criteria for Performance	Understand the research-based, systems approach to creating organizational and performance excellence. Review the criteria and system of review for the Baldrige National Quality Award. Determine how well your organization would compare and understand systemic ways to improve your organization.

Leadership development and improvement courses are designed around the components of the Office of Personnel Management's Senior Executive Service (SES) Executive Corps Qualifications (ECQs), as well as other well-known leadership competencies frameworks. Courses are structured to so that they can be delivered as stand-alone individual courses or combined for a cohort development program.

IPA's approach is to develop leaders iteratively by first focusing on leading self, then leading others, and then leading organizations.

Course Title	Course Description
Leading Self Courses	
Personal Accountability I: Overcoming Blaming, Victim, and Procrastination Thinking	This course focuses on assisting individuals think differently, enabling them and their organizations to eliminate costly Blame, Finger-pointing, Complaining, Victim Thinking, Entitlement, and Procrastination. The course provides insight and a simple tool to increase personal accountability as a core value and behavior. Through improved personal accountability individuals and organizations are able to successfully: Solve Problems, Adapt to Change, Elevate Staff Engagement, Enhance Communication, Build Effective teams, Boost Morale, Increase Productivity, Foster Creativity, and Develop People. Learning from the course can be applied both personally and professionally.
Personal Accountability II: The Five Keys to Maximizing Your Success at Work and in Life	This course takes personal accountability to the next level, by exploring five life-success principles and shows how personal accountability can be enhanced through Learning, Ownership, Creativity, Service, and Trust. The course not only provides concrete examples of using the five success principles, but also delves into roadblocks and obstacles that are often blind spots to excellence.
Your Leadership Brand	Participants will learn why a leadership brand is important and needed, how to create a personal brand that is authentic and distinctive, how to align the brand with the organization's value creating strategy, and how to manage the brand strategically.

Course Title	Course Description
Leading Self	Leading Self, which covers the foundational elements of Emotional Intelligence, Leadership Authenticity, Courageous Followership, and Personal Accountability. This is based upon the premise that for one to exercise effective leadership, one must know themselves and lead themselves well first.
Work-Life Integration	The course helps participants navigate life priorities and make healthier time choices. The course content includes: understanding Work-Life Integration; creating the office environment for balance - what do organizations and work units need to know and do; personal strategies for work life integration - what can individuals do?
Leading Others Courses	
Leading Others	The Leading Others is on how the leader connects and interacts with other people to influence and guide. Topics for training include Moving from Managing to Leading, Leader as Facilitator/Coach, Influencing without positional authority, Employee Engagement, and Conflict Resolution. The training aligns to developing others and generating exceptional levels of teamwork. The course can be enhanced with topics including, Effective Collaboration, Dealing with Poor Performers, Effective Communication, Difficult Conversations, and Building Trust.
Leader as Coach/Facilitator	This course covers the topics of what is coaching, key coaching behaviors, active listening, how to ask powerful questions, and the benefits of a coaching approach. The course also provides participants with opportunities to practice coaching.
Introduction to Group Facilitation	This course will provide participants with an introduction to group facilitation. Participants will learn what facilitation is and what facilitators do. The course also provides an overview of skills needed for planning to facilitate meetings and skills for facilitating meetings. The course concludes with how participants can improve their facilitation skills after the course with tools and resources.
The Art of Delegation: Dealing with Burnout, Succession Planning, and Talent Management	Leaders have numerous pressures on their time and need to achieve a high-rate productivity and results. But that pressure can lead to burnout, which reduces productivity and results. How can leaders ensure consistent and sustainable performance while juggling these two forces? Effective delegation is the key to success. This course will cover how leaders frame their thinking and behaviors to drive optimal performance in their organizations while developing their people and provides practical tips on structured delegation.

Course Title	Course Description
Leading Hybrid Teams **Building Trust, Encouraging Collaboration, and Holding People Accountable**	This course provides participants with information about new workforce expectations in the post-COVID world, and effective practices and tools to lead a successful remote or hybrid culture. Key topics covered include creating an effective hybrid organization; goal and expectation setting and clarification; processes and norms you'll use to communicate and collaborate; keeping people motivated, engaged, and accountable despite the distance; and key performance indicators (KPIs) to measure the performance of hybrid teams.
Running Virtual Meetings: Preparing and Leading Productive Remote Meetings	In the new normal of COVID-19, virtual meetings are the way work is getting done. This course will provide participants with best practices in planning virtual meetings, managing media technology, setting expectations for participation, and conducting the meeting.
Virtual Collaboration: Building Productive Relationships, Fostering Initiative, and Reducing Isolation	Working virtually can be excellent for the individual contributor, but what happens when there is a need to work together as a team from various locations? Whether it is from operations spread across the county, country, or globe, being able to collaborate in a virtual environment is quickly becoming a non-negotiable 21st century skill. This course will provide participants with best practices in planning virtual meetings, managing media technology, setting expectations for participation, and conducting the meeting.
Leading the Organization	
Leading Change and Transition	This course is about Leading Change and Culture. As two of the most essential elements to leadership, we provide participants with information and tools to focus on the essential elements of successful change, leading change for the organization, the individual, and the emotional transition, and understanding how to move an organization to a desired culture.
Leading Generations	This course focuses on the multiple generation workforce, with an overview of the generations, discussions of values and behaviors attributed to different generations, interaction between generations and what generations expect from leadership.
Developing Healthy Communities, Organizations and Teams: Integrating Wellness into Your Strategy and Operations	If given an opportunity, people want to work in or with their "ideal" organization. Yet too many organizations are filled with toxicity and trauma. Unhealthy organizations create painful processes that lead to frustration, failed attempts, or an expensive doorstop. Healthy organizations, on the other hand identify options and alternatives to better meet the needs of their customers,

Course Title	Course Description
	stakeholders and workforce and can help transform organizational cultures. This presentation provides an overview of critical success factors needed for successful, simplified planning and operations process that incorporates inclusion and wellness to drive organizational outcomes that are both aspirational and actionable. Utilizing the successful process used in organizations ranging from Federal agencies to a senior living community, as case studies, and supplementing with other real-world examples, the presenter will engage the audience with how planning can improve organizational health through an inclusive, transparent process that integrates wellness throughout.
Organizational Resilience – Overcoming Organizational Toxicity and Trauma	In this course, the facilitator will help participants to recognize, understand, and overcome systemic toxicity issues and cope through periods of long-term disruption and turbulence. The presenter will share from personal experience and research on how to remove, heal from, and prevent organizational trauma from becoming the cultural norm. The session will provide participants with an action plan for organizational resilience and improving organizational wellness.

IMPACT Paradigm Associate separates its leadership courses in strategy and strategy development into a separate category of training, due to the expertise we bring.

STRATEGY, PLANNING AND COMMUNICATION

The series of courses on strategy, planning, and communication provides participants with focused information and practice on how to develop a vision for a desired future, engage people to come along, and to ensure clarity of purpose.

Course Title	Course Description
Futures Intelligence	The course focuses on how to use futures-based knowledge to inform your decision-making, planning, strategy, and innovation processes about coming changes, challenges, and opportunities. It is an essential foundation of being a strategic thinker. The course provides an overview of several types of futures categories equipping participants with the terms and concepts to better understand possible, plausible, and probable futures. The course also covers how participants can begin to produce futures intelligence for their own work to be able to adapt successfully to an a volatile, uncertain, complex, and ambiguous world.
Strategic Foresight	The course provides an introductory overview of Strategic Foresight, to broaden and activate participants' strategic thinking abilities to learn from the future. Foresight is a human capacity which allows people to think ahead and consider, model, create, and respond to future eventualities. The course will cover topics related to principles of foresight, how strategic foresight aligns with strategic thinking, scenario planning, and strategic planning, types of futures, and methods for studying the future.
Scenario-Based Planning	This 3-part course will provide a structured approach to strategic thinking and decision-making and demonstrate the use of scenario planning as a useful technique in planning and navigating an organization's future in complex and uncertain environments. Participants will receive practical experience of scenario planning techniques through applying the concepts to their own work.
Strategic Planning	Leading Self, which covers the foundational elements of Emotional Intelligence, Leadership Authenticity, Courageous Followership, and Personal Accountability. This is based upon the premise that for one to exercise

	effective leadership, one must know themselves and lead themselves well first.
Strategic Storytelling	Participants will learn effective storytelling techniques and then apply them to create persuasive business presentations or strategic communication campaigns. Participants will have the opportunity to practice storyboarding and receive feedback.
Strategic Communication	Participants will learn a proven process for designing, implementing, and assessing a strategic communication or information campaign. The process can be used for any type of information campaign including internal reach to employees as well as external reach through media, social media, and citizen engagement. The course includes IPA's workbook, so participants plan a campaign during the course. The course can also be adapted to focus on organizational strategic communication or individual strategic communication.
Communicating to be Understood: Plain English Writing	People are overwhelmed with information—in both our personal and business lives. For the public sector, we also have to communicate with multiple types of audiences, with different needs, including executives with little time, direct reports who need clarity, and the public, who are often unfamiliar with our specialties and jargon. This course is about how to use plain language to get your point across while also addressing your reader's needs. What do they really need to know? What do you want them to do? The course does not cover basic grammar or punctuation but will provide some discussion of structure. The course will also provide a Plain Language Checklist and Template resources.
Developing Your Organization's Value Proposition	Nearly 75% of executive teams do not agree on their organization's value proposition. This course is designed to assist participants to understand how to think about, create, and communicate value to their stakeholders and customers. It can be tailored to also help struggling teams align themselves to a value proposition and uncover implicit assumptions that may be hindering their success.
The Business of Paradigms	Change. Why are so many people afraid of it? And how can we help people be more open to it? This course explains how our paradigms, the rules we live by, can limit our ability to innovate and create; a critical element to competing and surviving in today's market. In example after example, the course demonstrates how thinking differently is necessary for us to grow as organizations and individuals. Practical application and discussion allow participants to adapt the ideas to their own environment.
Capabilities-Based Planning for Emergency Response and Disaster Preparedness	With significant increases in the frequency and magnitude of natural and human-made disasters, organizations are being pulled into having to be prepared for and respond to

	traumatic and catastrophic events. Yet, most organizations are ill-prepared and find that response and recovery will yield excessive cost and toll in resources and reputation. This course focuses on how organizations, of any size, can develop emergency plans and disaster responses that can integrate with first responders and sustain communities.

DATA ANALYSIS/ANALYTICS

As the use of data becomes increasingly more important as a 21st century competency, the data courses are designed to provide participants with familiarity and practice in using data to apply to decision-making to enhance organizational performance and certainty.

Course Title	Course Description
Data Literacy Bootcamp	The course is designed for executives who need foundational knowledge and skills to create and lead a data-informed organization. The course is not designed to be a data science course, develop data models or algorithms, or to teach about specific data analysis applications. Instead, it is provided as an overview of managing the use of data for mission and support functions. Participants will review core data terms and concepts every leader should know. Learn the data-informed decision-making process. Understand how to look for the story that data tells through data analysis and analytics. Learn how you can create a data-informed organizational culture.
Data-Informed Decision Making	This course is a deeper dive into data informed decision-making. The course will cover the context of data informed decision-making, including systems awareness, strategic thinking, and management by fact. Participants also explore the challenges of data informed decision-making, including understanding decision bias, managing, and analyzing data, and predictive analytics. Participants will take away an overview of helpful data-informed decision-making tools. Finally, participants will generate results by helping participants apply the information to their specific circumstances.
Data Analysis and Reporting	Recognizing the completeness and reliability of performance data and understanding the key steps that can be implemented to ensure that data is as accurate as possible. Understand the impact and importance of communication in the execution of performance information for results. This course features modules on how to trust your data, basics of analysis of quantitative and qualitative data, and data visualization tips and tricks.

The IPA courses under the HR Management category are focused on the human resource operations that support an organization. However, these courses are also valuable for non-HR specialists as they provide insight into how to develop, manage, and retain the organization's talent.

Course Title	Course Description
HR Analytics to Drive Organizational Success	This course is for executives and HR specialists to help understand what analytics/metrics they should be reviewing to guide organizational success with their people. The course covers types of metrics and ways to collect, analyze, and use the data. The course also focuses on HR strategy to ensure that HR has a seat at the executive table.
Objective Personnel (Employee) Performance Measures	This course covers how supervisors and employees can co-create objective performance measures for the individual and use the measures in performance appraisal to drive success, identify improvement, and distinguish performance for incentive, or bonus, programs. Participants will review a proven process for creating objective measures that are aligned to organizational goals and strategy, how to address performance issues, and will have an action plan for improving performance discussions.
Performance vs. Conduct	This course deals with confronting "poor performance" and understanding whether it is performance or conduct. The course examines the difference between performance and conduct and how to successfully navigate regulations to protect the manager and employee with the intent to improve performance.
Conducting a Training Needs Assessment	The course provides HR and Training specialists with the process for conducting an effective enterprise-wide training needs assessment and how to convert the data into a portfolio of training, education, and coaching opportunities to develop the workforce and provide organization-wide learning.
Evaluating Training and Education Courses	This course provides HR and Training specialists with a variety of ways to measure the effectiveness of organizational learning initiatives. The course examines distinguishing between effectiveness of training and training effectiveness, reviews approaches to measuring

Course Title	Course Description
	return on investment, and applying emerging evaluation methodologies to the formal and informal learning.

IPA also offers courses based upon specific assessment tools. The courses provide participants with individual and group assessments (where possible), with individual and team debriefings and action planning around how to improve the organizational environment based upon the data. Current tool-based courses include:

- Myers-Brings Type Indicator (and variations)
- DiSC (and its variations)
- 7 Habits of Highly Effective People
- Gallup Q-12 Employee Engagement
- StrengthsFinders 2.0
- Mind-Mapping

UPCOMING COURSES

IPA clients may also access other courses related to building a healthy, equitable, high-performing workplace. The courses listed below are available through IPA partner organizations. IPA is also currently developing its own courses in these areas as well.

Courses for Individual Development	Courses for Effective Organizations
- Micro-Inequities and Unconscious Bias - Strengths Based Leadership - Leading with Emotional Intelligence - Leading by Question - Critical Thinking Skills - Stress Management - Time Management to Achieve Maximum Productivity	- Building and Sustaining Teams - Motivating People/Employee Engagement - Holding Difficult Conversations - Leading Effective Meetings - Creating a Diversity, Equity, Inclusion and Access-Based Environment - Organizational Culture Transformation

YOUR SPECIFIC NEEDS

Do not see what you need? Let us collaborate with you to create and establish the content your organization requires.

IPA is positioned to quickly develop hands-on, practical courses in most subject matters related to organizational, programmatic, and people development. We use the ADDIE model for training development as well as have a network of professors, facilitators, trainers, and instructional designers, who can quickly develop and pilot test a course.

If we work with you on development of a new course, we provide a significant funding discount.