



Ironworker Management Progressive Action Cooperative Trust  
1750 New York Avenue NW  
Washington, D.C. 20006

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## Instructor-Led Ironworker Contractor University Courses

Below is a list of instructor-led courses. To learn more, contact Dr. Cindy Menches at [cmenches@impact-net.org](mailto:cmenches@impact-net.org) or visit the IMPACT Events page: [https://impact-net.force.com/ImpactMemberCommunity/s/impact-event-search?language=en\\_US](https://impact-net.force.com/ImpactMemberCommunity/s/impact-event-search?language=en_US).

### BUSINESS FUNDAMENTALS

**CONSTRUCTION CONTRACTING BUSINESS FUNDAMENTALS ACADEMY:** This 5-day course is designed for current and future contractors (including ironworkers interested in starting a business or taking over a business) who desire to develop fundamental business skills. This course will focus on the skills needed to start a contracting business or strengthen an existing business. The course will address how to select a business model, develop a business plan, seek financing, find work, set up an accounting system, collect payment, identify insurance requirements, understand contract terms and conditions, and avoid problems that will compromise success. This program will provide the business foundation that will strengthen a contractor's ability to be profitable during the early startup or transition of their company. Length: 5 days. Instructors: IMPACT Consultants.

**FUNDAMENTALS OF COST ESTIMATING AND BIDDING FOR BEGINNERS – STRUCTURAL STEEL INSTALLATION:** This 5-day course is designed for ironworkers and contractor personnel who need to develop a system for preparing a cost estimate and bid submission. This class focuses on structural steel installation cost estimating. This course covers:

- Reviewing bid documents
- Getting organized to prepare a cost estimate and bid submission
- Understanding estimating procedures, including reviewing plans and specifications, establishing productivity rates, calculating labor costs, calculating equipment costs, identifying general conditions costs, and incorporating overhead and profit
- Preparing a bid submission using a bid form or a proposal template

This program will provide the estimating foundation for individuals who are new to the estimating process or individuals seeking to validate their estimating techniques.

**Important Information:** Participants must bring a computer loaded with a spreadsheet and must be knowledgeable on how to use the computer and spreadsheet. Length: 5 days. Instructors: IMPACT Consultants.

### FUNDAMENTALS OF COST ESTIMATING AND BIDDING FOR BEGINNERS – REBAR INSTALLATION

This 3-day rebar installation estimating course is designed for ironworkers and contractor personnel who need to develop a system for preparing a cost estimate and bid submission for reinforcing bar installation. This course covers:

- Reviewing bid documents
- Getting organized to prepare a cost estimate and bid submission



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- Understanding estimating procedures, including reviewing plans and specifications, establishing productivity rates, calculating labor costs, calculating equipment costs, identifying general conditions costs, and incorporating overhead and profit
- Preparing a bid submission using a bid form or a proposal template

This program will provide the estimating foundation for individuals who are new to the estimating process or individuals seeking to validate their estimating techniques.

**Important Information:** Participants must bring a computer loaded with a spreadsheet and must be knowledgeable on how to use the computer and spreadsheet. Length: 3 days. Instructors: IMPACT Consultants.

#### **FUNDAMENTALS OF COST ESTIMATING AND BIDDING – ARCHITECTURAL GLASS AND METAL:**

This hands-on interactive course is a 5-day course that covers all aspects of architectural glass and metal cost estimating, including curtain wall, window wall, punched openings, storefronts, doors, and glass railings. The course is designed to help individuals establish the skills and confidence to bid Division 8 architectural glass & metal components. This course will cover the process of reviewing bid documents and will extensively cover the systems components, baseline productivities, tools, equipment, and general conditions associated with architectural glass & metal components. **Important Information:** Participants must bring a computer loaded with a spreadsheet and must be knowledgeable on how to use the computer and spreadsheet. Length: 5 days. Instructors: IMPACT Consultants.

**FUNDAMENTALS OF COST ESTIMATING AND BIDDING FOR MASS TIMBER STRUCTURES:** This interactive course is a 3-day course that covers all aspects of mass timber cost estimating, including beams, columns, trusses, cross laminated timber, connections, shipping, storing, and lifting. This course will cover the process of reviewing bid documents and will extensively cover the systems components, baseline productivities, tools, equipment, and general conditions associated with mass timber construction. This program will provide the estimating foundation for those individuals who are new to the mass timber cost estimating process or those individuals seeking to validate their estimating techniques and build confidence in their skills. **Important Information:** Participants must bring a computer loaded with a spreadsheet and must be knowledgeable on how to use the computer and spreadsheet. Length: 3 days. Instructors: IMPACT Consultants.

### **BUSINESS ADMINISTRATION COURSES**

**BUSINESS PLAN DEVELOPMENT WORKSHOP FOR LOCAL UNIONS:** This course provides hands-on assistance in developing the content for each element of the local union's own business plan using a standard template that focuses on goals, actions, and Key Performance Indicators. During the class, participants will complete worksheets designed to aid them with the development of each section of the business plan. Upon completion

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of the workshop, each participant will have a set of worksheets that can be used to complete the Local Union's own business plan. **REQUIRED PREREQUISITES:** Participants will receive a Pre-Work Package and should be prepared to bring information that will facilitate development of each section of the business plan. Participants must also bring a computer loaded with MS Word or equivalent, a power cord, a mouse, and should be proficient in MS Word or equivalent. Length: 1.5 or 2 days or four two-hour sessions spread across four weeks. Instructor: Lisa Dorian Ventures Inc.

**CASH MANAGEMENT AND CHANGE ORDER CONTROL: TECHNIQUES FOR GETTING PAID:**

This course will focus on providing the tools and approaches that will help to improve your financial performance. Learn some of the proven approaches that will make you more proactive in dealing with your customers on credit and collection practices and avoid issues related to collecting your money. The course will identify strategies you can implement before and during the project to reduce the pay cycle and minimize conflicts associated with collections. The goal of this course is help you manage cash flow and get paid on time for your work. Length: 1 day. Instructor: FMI.

**STRATEGIC PLANNING & ALIGNMENT WORKSHOP:** This workshop provides an opportunity to bring your executive team together to develop your strategic plan in order to guide your organization. Those organizations with a clear strategic plan will dominate their industry. This Strategic Planning & Alignment Workshop will help you create clarity and focus on your vision, key strategies, and initiatives. During this workshop, you will:

- Develop your strategic plan so you can thrive
- Make adjustments to your plan to come out of this workshop focused and aligned
- Focus on the vision, strategies, and initiatives to help you align from top to bottom
- Develop annual and quarterly goals that align with each key strategy
- Learn a simple process to focus daily on what matters most
- Use a simple weekly alignment meeting agenda to create and maintain accountability throughout your team.

Length: 1 day or 2 days. Instructor: Becoming Your Best Global Leadership

## **PROJECT MANAGEMENT / PRODUCTIVITY COURSES**

**APPLYING THE SIX-STEP PROCESS TO SOLVE YOUR BIGGEST CHALLENGES:** Do you have a simple, easy-to-learn, easy-to-teach process for solving problems and seizing opportunities within your organization? If not, this program will utilize the Six-Step Process to give you and your teams a process to solve their biggest problems, quickly seize opportunities, and create a clear plan of who will do what by when. This process aligns teams and puts an immediately executable plan in hand. This program helps learners:

- Solve Challenges: Use the Six-Step Process with individuals, teams, and your organization to work through the biggest problems and challenges.



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- Plan: Develop a plan of who will do what by when; the plan aligns the team, creates accountability, & clearly defines the path forward for stakeholders.
- Improve Execution: The clarity of the plan in hand and inherent accountability allows all team members to quickly execute and see results.
- Develop Talent: Teach staff, managers, and leaders how to work together, align, brain storm, and solve any problem & challenge.

Length: Length: ½ or 1 day. Instructor: Becoming Your Best Global Leadership

**DALE CARNEGIE'S CRITICAL THINKING:** One of the most significant challenges organizations face is how to foster innovation while still practicing critical thinking and logical decision-making. The critical thinking process guides us through all phases of generating and evaluating new ideas, enabling us to solve problems using rational thought and logical decision-making. Critical thinking guides us through all the phases of generating and evaluating new ideas and can help organizations solve problems using rational thought and logical decision-making. Length: 1 day. Instructor: Dale Carnegie Training.

**DO WHAT MATTERS MOST WORKSHOP:** One common goal among people is a desire to make a difference, be more productive, perform at a higher level, and prioritize what matters most in life. Whether it is work, health, relationships, or one's own well-being, people are searching for a way to do what matters most. In this workshop, participants will learn three specific habits that will increase performance and productivity. This workshop is based on research and the best-selling book, *Do What Matters Most*. Participants will receive a course kit with the book, participant guide, and planner. Length: ½ or 1 day. Instructor: Becoming Your Best Global Leadership.

**HOW TO RUN AN EFFECTIVE MEETING:** If you've ever sat through a too-long, too-boring, pointless meeting, you know a meeting is just as likely to be a total time suck as it is to be a productive gathering of the minds. According to a survey from the Harvard Business Review, 71% of senior managers said their meetings are unproductive and inefficient. However, meetings are an essential part of doing business. The key is figuring out how to make the meetings you have productive while learning to identify when a meeting is unnecessary. This workshop will teach you: how to decide whether a meeting is necessary, how to schedule a meeting, the importance of preparing an agenda, how to prepare for the meeting, appropriate personal conduct during a meeting, how to (and who should) take notes, and the importance of following up after the meeting. Participants will receive a meeting agenda template and will have the opportunity to hold a mock meeting to practice their skills. Length: ½ day. Instructor: RDC Solutions.

**GETTING THINGS DONE® WORKSHOP: MASTERING PERSONAL PRODUCTIVITY:** Are you always busy, but struggle to be productive? Do you start your day with good intentions and finish your day further behind? Are you struggling to keep your commitments? If you

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are falling victim to work overload, modern-workplace chaos, and the overwhelming anxiety that comes from too much to do (and not enough time), this training is for you. GTD Training uses a common language and system to help individuals manage their mind, time, space, stress, and productivity. Getting Things Done® (GTD®) is a method that teaches individuals how to increase their focus on the most meaningful work, organize information, prioritize commitments, create mental space for innovation, and achieve stress-free productivity. You will receive a course kit with the best-selling book, roadmap for implementation and 5 weeks of post-course support. Length: 1 day or instructor-led virtual for three days 2.5 hours per day. Instructor: Crucial Learning.

**IMPROVING CONSTRUCTION PRODUCTIVITY:** Effective performance in the field results from working smarter not harder. One key to working smarter is to increase productivity while also improving quality and reducing costs. In this course, you will learn how to evaluate the effectiveness of your team's operational processes and to use this information to develop new processes and tools that result in better performance and profitability. Length: 1 day. Instructor: FML.

**STRUCTURED PROBLEM SOLVING:** To meet today's business challenges, team members and leaders must know how to apply structured problem-solving skills. This means they have to develop the ability to apply Plan-Do-Check-Adjust (PDCA) thinking to effective problem solving. They also must learn to recognize the characteristics that diminish or enhance the creation of customer value. This workshop addresses this need by presenting a structured process for identifying problems and determining the most effective ways to eliminate them. Length: 1.5 days. Instructor: Mike Orzen & Associates.

## FIELD SUPERVISION DEVELOPMENT COURSES

**SUPERVISOR TRAINING FOR SHOP IRONWORKERS:** This 3-day course is designed to develop skilled shop ironworker supervisors. During this course, the participants will learn the roles and responsibilities of the supervisor. In addition, they will learn how to create an effective work team, communicate effectively, apply problem-solving skills, document and maintain records, maintain labor-management relations, plan and schedule work, implement a safety program, and ensure the quality of work. Length: 3 days. Instructor: IMPACT Consultants.

**SUPERINTENDENT TRAINING FOR IRONWORKERS:** This 5-day course is designed to develop skilled ironworker superintendents. Participants will learn how to access and use Bluebeam Revu and Procore technologies to access project documents and communicate with team members. Participants will also learn the roles and responsibilities of the superintendent as well as how to manage project schedules, information, people, the job site and safety. Participants will also learn communication skills, how to close out a project and basic construction finance and law.

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**Technology Requirements:** Participants will be required to access the internet using their computer and will learn how to access cloud-based documents housed in Bluebeam Studio and Procore. Participants are required to:

- bring a computer running full Windows OS (not Chromebook, iPad or a MAC)
- have experience using a Windows-based computer and must bring their Windows-based device, power cord, and a travel mouse to the course
- ensure the computer has a licensed or trial version of Bluebeam Revu 20 or 21 already installed
- download the free 14-day trial of Bluebeam Revu from the Bluebeam website before the course begins (<https://www.bluebeam.com/trials/>). There will not be sufficient time to download the software the day of the course.

PLEASE NOTE:

- This course will not address how to use Bluebeam on a MAC or iOS device.
- Prior versions of the software will not be covered in the course.
- Please be aware that no computers will be supplied and the course will not be taught in a computer classroom. However, you will have access to the internet and power.

Length: 5 days. Instructor: IMPACT Consultants.

## LEADERSHIP COURSES

**12 PRINCIPLES OF HIGHLY SUCCESSFUL LEADERS:** During 40 years of researching great leaders and high performers, researchers found that there are 12 principles of highly successful leaders common among the best. Applying these 12 principles is a strong predictor of a leader's personal and professional success. Participants in this workshop will gain the knowledge, skills, and tools to:

- Apply the 12 Principles of Highly Successful Leaders, including: lead with a vision, manage with a plan, do what matters most, effectively communicate, build trust, establish accountability, innovate & collaborate, create balance, and more.
- Unlock the Potential of Your People: inspire others to become their best.
- Create a High-Performance Culture: foster engagement, innovation, trust, and productivity to create an environment where others want to be.
- Create Alignment of Strategy: align your people from top-to-bottom.

Length: 2 days. Instructor: Becoming Your Best Global Leadership.

**BECOMING A TRANSFORMATIONAL LEADER:** This course is designed for individuals who are responsible for leading teams, managing projects, and developing leaders within their team. Do you wish you could bring about valuable and positive change in those you lead? Would you like to increase the engagement, motivation, and morale of your team members? This class will help you improve your own performance as well as the performance of your team by helping you to become an authentic leader. The course will help you to know yourself better, focus on your character, put relationships first, and

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strengthen your optimism. Furthermore, the course will provide you with the foundation to coach others and unlock the potential of your team members. Length: 2 days. Instructor: New Horizons Center for Leadership & Development.

**BEHAVIOR HABITS OF GREAT LEADERS:** Behavior, not technical skills, are what separate the great leaders from the near-great. Incredible results can come from practicing basic behaviors like saying thank you, listening well, thinking before you speak, and apologizing for your mistakes. This dynamic workshop will help you identify and overcome 20 of the most common interpersonal challenges often found in leadership behavior. You'll learn a seven-step method to make adjustments to habits you want to change. You'll apply a variety of methods to gain feedback and practice feed-forward - a powerful process that turns feedback into productive action. This course is based on the successful book by Marshall Goldsmith, *What Got You Here Won't Get You There: How Successful People Become Even More Successful*. Length: 2 days. Instructor: Dale Carnegie Training.

**COACHING AND MENTORING:** The ability to recruit, retain and develop key employees will be a key ingredient for any firm's future success. This course is designed to assist you with coaching and mentoring your employees. Length: 1 day. Instructor: FMI.

**COACHING TO DEVELOP PEOPLE:** To get the best performance from your people, your people need to be engaged, committed to doing great work, and constantly developing their skills. Coaching helps individuals see challenges as opportunities, develops problem-solving skills, increases engagement and ownership, builds confidence and resilience, aligns personal and organizational goals, and sustains long-term development. Learn how to be an effective coach. Length: 1.5 days. Instructor: Mike Orzen & Associates.

**DALE CARNEGIE'S ACTION-ORIENTED LEADERSHIP: MAKING GOOD THINGS HAPPEN QUICKLY.** A leader must demonstrate that they understand the difference between being busy and being effective. Effective people focus on accomplishing tasks that advance the organization's agenda. They bring a strategic point of view to the job that helps them distinguish between the "must-do" and the "nice-to-do." This course helps participants learn how to set priorities that contribute to project-critical and company-critical initiatives. Unlike other leadership programs that concentrate on human relations skills, this unique one-day program focuses on the actions leaders must take to impact organizational performance. Length: 1 day. Vendor: Dale Carnegie Training

**DALE CARNEGIE'S CONFIDENT, ASSERTIVE, IN CHARGE: DEVELOPING THE ATTITUDES OF LEADERSHIP.** Confidence is one the most important elements to being a compelling leader, and it all starts with attitude. This course explores ways to increase your visibility, approach new people, and, most importantly, boldly deal with difficult situations with composure. Now is your chance to tap into your latent power and unleash your inner



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attitudes of confidence and enthusiasm, eliminating all doubt of who's in charge! Length: 2 days. Vendor: Dale Carnegie Training

**DALE CARNEGIE'S HOW TO STOP WORRYING AND START LIVING:** This course will teach you effective techniques for managing the destructive forces of stress in the workplace. Learn to assess your current reactions to stress so that you can stop worrying and start working to your full potential. This program will cover: (1) negotiation skills, (2) work/life balance, (3) dealing with difficult people, and (4) how to change conflict to cooperation. This class is based on Dale Carnegie's best-selling book, *How to Stop Worrying and Start Living*. During this course you will:

- Examine different types of stress and their impact.
- Explore principles for handling stress more effectively.
- Identify ways to convert common workplace challenges into opportunities for leadership growth.
- Develop strategies for managing stress with peers.
- Learn to create a win-win outcome.
- Develop habits to turn stress into a productive outcome.

Length: 1 day. Instructor: Dale Carnegie Training.

**DALE CARNEGIE'S HOW TO WIN FRIENDS AND INFLUENCE PEOPLE IN BUSINESS:** Interpersonal relationships are as important as ever in today's business world, but it can be difficult to balance strong leadership and likability. Dale Carnegie's methods will help you create a friendly and open communication environment where people want to work hard together. You will learn to lead with actions and words, and you'll inspire commitment and motivate people to use their natural strengths to reach new levels of performance. Length: 2 days. Instructor: Dale Carnegie Training.

**DALE CARNEGIE'S STEP UP TO LEADERSHIP:** Employees are open to influence and motivation. If you tell them what to do, they will do it. But if you inspire them to do it, they will do it to the best of their ability. Some of the key elements of this program include transitioning from "doing" to leading, balancing people and processes, holding ourselves and others accountable, and incorporating regular recognition into our daily routines. We also take a close look at proper coaching for results and proactively handling negativity. Before we can become an effective leader, we need to understand what all great leaders have in common. We will take a deep dive into the 12 Qualities that dynamic leaders share. We will use these traits to identify how we can use these to our advantage through communication and time management. Length: 1 day. Instructor: Dale Carnegie Training

**DEVELOPING YOU: BE THE PERSON YOU WANT TO FOLLOW:** Are you ready to unlock your leadership potential and lead with purpose, confidence, and impact? Join us for this dynamic course designed to empower you to discover your unique leadership style,

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develop essential skills, and master practical tools for effective leadership in any context. Throughout this course, you will embark on a transformative journey of self-discovery and skill development. Experience personal and professional growth as you unleash the leader within you. This course will equip you with the knowledge, skills, and confidence to lead with authenticity, purpose, and impact. In this course, you will discover your unique style of leadership, plan to lead, and implement practical tools that will support your unique leadership style. Length: 1 day. Instructors: R&D Consulting Solutions

**IMPACT'S LEADERSHIP EXPERIENCE:** During this 4-day intensive program, participants will learn how to reach their peak potential as a leader. Leaders will gain a deep understanding of their leadership strengths and opportunities for growth through personal assessments and deep self-reflection. **REQUIRED PRE-WORK:** Each participant is required to complete a 360° feedback assessment, Myers-Briggs Type Indicator personality test, and the Thomas-Kilmann Conflict Mode Instrument (TKI) before the event. **NOTE:** The required pre-work will be administered by FMI approximately 8 weeks before the program start date. **IMPORTANT INFORMATION:** Ideal candidates for this course are current or emerging executive, field, and union leaders with at least five years remaining in a full-time career dedicated to construction industry excellence. Potential participants must be sponsored by their organization and nominated through their Regional Advisory Board. Length: 4 days. Instructor: FMI.

**INSPIRED LEADERSHIP:** This class is designed to inspire organizational leaders who must address constantly changing conditions and issues in their organization. Inspired Leadership addresses key skills and competencies leaders need, including:

- Engaging in critical thinking
- Making intentional decisions
- Making informal agreements
- Methods for power planning
- Sustaining motivation
- Coaching employees

What makes this class unique is the focus on real-world practice, step-by-step skills development, and a deep dive into the practices that will inspire your leadership. Length: 2 days. Instructor: Zoe Training

**LEAD WITH RESPECT:** Building a great organization requires effective leadership. A key element that is often misunderstood is what it means to “lead with respect.” This experienced-based course is full of hands-on exercises and explores why leading with respect is essential to successful organizational performance. Topics include: what respect looks like in practice, and how it impacts your people, drives engagement, and fosters accountability. Length: 1.5 days. Instructor: Mike Orzen & Associates.

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**LEADERSHIP STRATEGIES: MOTIVATING A CHANGING WORKFORCE:** As the labor market continues to tighten, it is critical to know what attracts people to our industry and what keeps them motivated to perform at optimum levels. In this course, participants will learn how to set direction, align people, motivate, and inspire. Length: 1 day. Instructor: FMI.

**MASTERING MEANINGFUL ENGAGEMENT IN LIFE AND WORK:** What's the difference between good engagement and incredible engagement? How do you know when your employees or teammates are committed to everything you say and do? The answer is Authentic Engagement. When you notice amazing leaders, you will notice they possess key traits, regardless of whether they have been in the profession twenty years or twenty weeks. This course is the map toward shaping the next wave of leaders, regardless of style, audience, or modality! In this course, you will learn how to authentically engage others, build a more purposeful message that resonates, and learn the strategies to gain stronger engagement and input back from the people you work with. Length: 1 or 2 days. Instructor: New Horizons Center for Leadership & Development.

**PROJECT LEADERSHIP AND PROJECT MANAGEMENT:** This course focuses on how to provide both project leadership and project management. Explore the differences between Project Witnesses and Project Leaders and how contractors can foster leadership behaviors within their Project Managers to build best-in-class performance. During this course, you will learn to set direction, align resources, and motivate your team. You will also learn methods for providing effective evaluation and feedback. As a result of positive behavior changes, your organization can improve customer relationships that lead to more repeat business and greater profitability. **REQUIRED PRE-WORK:** Each participant is required to complete a ProScan assessment before the event. Registration will close five working days before the event, and no additional participants or swap outs will be permitted. **NOTE:** The required pre-work will be administered by FMI approximately 4 weeks before the program start date. Length: 2 days. Instructor: FMI.

**STRENGTHENING SOCIAL AND EMOTIONAL SKILLS:** The workplace can be filled with stress, pressure, excitement, and anxiety. By strengthening social and emotional skills, we can identify and regulate our own feelings, tune into the feelings of others and understand their perspectives, and use this knowledge to guide us toward constructive interactions. Social and emotional skills are more than your average "soft skills". They are essential to successful teamwork, effective leadership, and overall competence. Most of all, they are skills that take practice and focus to master. The activities and discussions in this workshop will help you build social and emotional skills that sustain positive relationships at work and life. These skills support everything from good management - with happier employees and less absenteeism - to better teamwork, conflict resolution, and recovery from setbacks. Length: 1/2 days. Instructor: New Horizons Center for Leadership & Develop.

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## COMMUNICATIONS COURSES

**BRIDGING THE GENERATION GAP: UNDERSTANDING AND COMMUNICATING EFFECTIVELY ACROSS ALL GENERATIONS:** This is a 1-day or 2-day course. With 5 generations entering the workforce, communicating with diverse teams and individuals can be challenging. Leaders need to know how to find ways to unite and inspire these unique groups and help them work together to produce even better results. Although each generation has unique characteristics and ways of viewing the world, studies show that despite the generational differences, there is even more that brings us together. This work session helps bridge the gap between the different generations in how they approach their work, career, relationships, communication style, and personal growth. These resources and tools can unlock the full potential of this complex workforce. Length: 1 or 2 days. Instructor: Zoe Training.

**CRUCIAL ACCOUNTABILITY® WORKSHOP:** Crucial Accountability provides a method for holding others accountable for their words & actions. The training teaches a step-by-step process for identifying and resolving performance gaps, strengthening accountability, eliminating inconsistency, and reducing resentment. You will learn how to:

- Hold anyone accountable—no matter the person's power, position, or temperament.
- Master performance discussions—get positive results and maintain good relationships.
- Motivate others without using power—clearly and concisely explain specific, natural consequences, and permanently resolve problems.
- Manage projects without taking over—creatively help others avoid excuses, keep projects on track, and resolve performance barriers.
- Move to action—agree on a plan, follow up, engage in good reporting practices.

Length: 1 or 2 days. Instructor: Crucial Learning.

**CRUCIAL CONVERSATIONS® WORKSHOP:** Crucial Conversations® Training teaches skills for creating alignment and agreement by fostering open dialogue around important, emotional, controversial, or risky topics—at all levels of your organization. By learning how to speak and be heard (and encouraging others to do the same), you'll surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment. A crucial conversation is a discussion between two or more people where the outcomes are important, opinions vary, and conflict is possible. These conversations—when handled poorly or ignored—lead to strained relationships and dismal results. Crucial Conversations® Training teaches participants how to:

- Speak persuasively, not abrasively
- Foster teamwork and better decision making
- Build acceptance rather than resistance
- Resolve individual and group disagreements

Length: 1 or 2 days. Instructor: Crucial Learning.

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**DALE CARNEGIE'S HIGH IMPACT PRESENTATION SKILLS WORKSHOP:** This 2-day course is designed for individuals that need to structure an effective presentation that builds credibility, enhances audience rapport, and provides clear delivery of concepts. There are certain events that occur in our professional lives that simply carry greater weight and more importance than other times in our workday. Making an important presentation is one of those events. Therefore, it is critical that the presenter communicate the desired image and professionalism at all times. This program is designed to help you present more effectively and with greater impact before a group of people, thus making a powerful impression. High Impact Presentations (HIP) focuses on:

- Building a presence in front of any group that is powerful, confident, dynamic and professional
- Helping you build credibility, and sell ideas through structure, impact, delivery and content
- Presenting information so that it relates to people of varying skill levels
- Using voice, gesture and non-verbal communication to create a strong impression
- Dealing with tough questions and maintaining composure:

This video-intensive program helps participants dramatically improve their presentation and communication skills. This program will help you influence outcomes through diplomatic communication. Length: 2 days. Vendor: Dale Carnegie Training

**DALE CARNEGIE'S HOW TO COMMUNICATE WITH DIPLOMACY AND TACT:** This program will help you influence outcomes and create cooperation through diplomatic and tactful communication. You'll realize that standing up for yourself, when done effectively, doesn't offend others, rather it strengthens your relationships and enables positive results through effective communication. Diplomatic communication skills not only improve your professional image; they also make people like you! Length: 2 days. Vendor: Dale Carnegie Training

**EVERY CONVERSATION MATTERS:** Imagine conversations that spark breakthroughs, deepen connections, and accelerate performance improvement. Every interaction becomes a catalyst for growth, both personally and professionally. In this powerful workshop, you will equip yourself and your team with the visual habits and coaching skills to unlock emotional intelligence and resilience and transform your team's communication and culture. You will learn three powerful habits:

- Unlock Communication: Discover the 3 critical layers that quickly uncover what is most important to others.
- Accelerate Connection: Ask 6 powerful questions that bridge differences and build psychological safety.
- Win the Inner Game: Develop 3 essential mindsets for resilience, inner peace, and peak performance.

Length: 1 day. Instructor: Epic Rivers Leadership

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**EXTENDING YOUR SPHERE OF INFLUENCE:** In this course, you will learn to become proficient in the art of persuasion, selecting and utilizing appropriate styles and strategies to have the most influential effect, as well as understanding how to protect yourself from being manipulated by others. In this course, you will learn to:

- Build workplace relationships based on mutual trust and respect
- Collaborate effectively through influence and persuasion
- Recognize and enhance your sources of personal power
- Choose and apply appropriate influence strategies
- Work with resistance to gain commitment and buy-in

Length: 1 or 2 days. Instructor: New Horizons Center for Leadership & Development

**HEALTHY CONFLICT MANAGEMENT: BUILDING EFFECTIVE COMMUNICATION SKILLS:**

Conflict is unavoidable and often perceived as a negative force that can derail progress. However, conflict can be a catalyst for growth and innovation. This course is designed to shift your perspective on conflict, emphasizing its role as a critical element for team cohesiveness, team development, customer management, and individual personal growth. In the course you will explore:

- The inevitability of conflict in our industry and its potential as a constructive tool for development, challenging the traditional notion that conflict is inherently harmful.
- Your personal mode of handling conflict, including how individual preferences for information processing, decision-making, and communication impact conflict situations.
- Practical strategies for transition from conflict to dialogue

Length: 1 day. Instructor: FML.

**IMPROVING COMMUNICATION SKILLS:** Industry studies show that effective communication skills are a top factor in business success. This course will identify techniques for improving communication with your customers and will present proven communication tools that will enhance your personal communications skills. Specifically, in this course, you will learn:

- How to improve the odds that your message will be received as intended
- How to structure your message for maximum impact
- Techniques for responding well to hostile questions
- Approaches for better understanding verbal and non-verbal communications
- How to use different communication styles and approaches to match the unique situation

Participants will practice each method for maximum effectiveness and will learn to communicate effectively in all situations. Length: 2 days. Instructor: FML.

**NEGOTIATING STRATEGIES TO WIN MORE WORK:** This course will increase the effectiveness of your team in working with current and future customers to increase sales opportunities that result in win/win situations for all parties. Emphasis is placed on critical elements of

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negotiation, the best negotiation structure, effectively dealing with quality/service/price issues, when to and not to negotiate, negotiation strategies, and successful negotiation skills. Length: 1 day. Instructor: FML.

**STRENGTHS-BASED COMMUNICATION:** New science has emerged that shows that working from your strengths can dramatically change your outlook and performance. In fact, individuals are 6 times more likely to be engaged at work, 7.8% more productive in their role, and 3 times more likely to have an excellent quality of life. Many organizations still operate from an old paradigm: they feel they must create perfect workers that try to be exceptional at everything instead of focusing on their team strengths. This workshop will help individuals identify their top strengths and practical steps to optimize their talents in the workplace. You will learn:

- The “34 Talents”, identify your top strengths, and how to cultivate your strengths
- How to transform your life into a strengths-focused life
- How to employ time management skills using your strengths at work
- How to synergize team member efforts based on member strengths
- Methods to coach based on an individual’s strengths

Length: 1 day. Instructor: Zoe Training

**THINKING WITH CRITICAL INSIGHT:** Participants in this class will learn to explore challenges, defy incorrect assumptions, and look at things with new and differing perspectives, incorporating these insights into your thought processes, and enabling them to find solutions to even the most difficult tasks. This course will:

- Enable you to evaluate, identify, and distinguish between relevant and irrelevant information
- Engage critical thinking through curiosity and your ability to ask good questions
- Apply the eight best practices of critical thinking in practice
- Leverage open-mindedness to become more receptive and highly tuned for new ideas

Length: 1 or 2 days. Instructor: New Horizons Center for Leadership & Development

**WHY SHOULD I HIRE YOU?!** During this workshop, you will learn to uncover and communicate your personal and professional competitive advantages. Both Union Leaders and Contractors will benefit from this interactive, fun, and enlightening workshop. Learn to uncover and convey strengths you didn’t know you had, persuasively answer the question “Why union?” and clearly demonstrate your personal and professional value as well as the value of your products and people. Length: 1 day. Instructor: Smart Advantage.



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## WELLNESS AND MENTAL HEALTH

### **ADDRESSING YOUR PERSONAL AND PROFESSIONAL WELL-BEING FROM THE INSIDE OUT:**

Stress and burnout can stop us from living our best life and doing our best work. Every day, we face changing life and workplace dynamics that have left many of us routinely exhausted or withdrawn, resulting in strained relationships and lower productivity. Implementing mindfulness – a technique you can learn that involves noticing what is happening in the present moment and around you without judgment -- has never been so important, giving us the tools and resources to feel and perform our best. This course provides evidence-based techniques that address your personal and professional well-being from the inside out. This means reducing stress and avoiding burnout - and that means better focus, more effective teamwork, and higher performance. You will:

- Recognize the direct link between emotions and behavior
- Understand how to observe reality without making judgments
- Identify different thought patterns and distortions
- Navigate thought patterns to increase decision-making and problem solving.
- Apply a balance of resilience and compassion for self and others

Length: 1 day. Instructor: New Horizons Center for Leadership & Development

**BE THAT ONE GUY WORKSHOP:** This 1-day workshop recognizes that harassment on the jobsite is a safety hazard and not just a problem associated with the poor treatment of workers and other people in the work environment. This program is designed to help participants understand the responsibilities of union leaders, contractor leaders, site leaders, and ironworkers in establishing and enforcing rules, investigating claims, and determining appropriate penalties for harassment incidents. The primary objective for this training is to give leaders and jobsite personnel the tools for developing and implementing processes to handle reported harassment situations. Participants receive hands on training in appropriate responses to reported harassment situations and situational best practices. Participants will be provided with guidance on creating rules, chain of command and internal processes that meet or exceed the standards established by the Ironworker International Union's Diversity Department for oversight and enforcement. Upon completion of this workshop, participants will have a solid foundation for educating our members, providing safer worksites, and leading the way to creating greater opportunities for working families, women and people of color. Length: 1 day. Instructor: IMPACT or IW Consultant.

### **DALE CARNEGIE'S HOW TO ACHIEVE YOUR WORK-LIFE INTEGRATION BREAKTHROUGH:**

Creating a perfect work/life integration is critical when we're seeking a life that is manageable and proactive. In the world we currently live in, it takes self-control to make sure we can successfully integrate the areas of our life. Challenges such as unexpected events, other people's reactions, adhering to "political correctness" and conflicting

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priorities keep us from being healthy and emotionally available to others as well as ourselves. In this class, we will identify the actions needed to happily survive any life or work situation with the right amount of energy and focus. This 2-day session will focus on:

- Tools to become more resilient in the face of stressful situations.
- Redirect our energy in demanding situations to create a proactive outcome.
- Learn the difference between eustress and distress (positive and negative stress) and how to overcome their affects.
- Look at techniques to manage our stress
- Learn mediation techniques that work in a variety of situations.
- Understand how our personal values shape our future.
- Adapt our current patterns and habits to accommodate present challenges.

Length: 2 days. Instructor: Dale Carnegie Training.

**FULLY ENGAGED: ENERGIZING YOUR LIFE AND WORK:** Imagine going to work filled with passion, drive, creativity, and commitment. Imagine feeling as if you are spending your time and energy doing meaningful and fulfilling work all day. Envision your workplace as a place where you and your team members bring out the best in each other through effective communication and collaboration. At the end of the day, you go home feeling more energized and refreshed instead of drained and burned out. In this Fully Engaged workshop, you will learn more about yourself and how you can energize your life and work, making it possible to feel fulfilled, passionate, and excited about work and life. This interactive course focuses on tools and strategies to get the most from your everyday experiences. When you are fully engaged, you and your team will communicate better, experience optimized performance, and maximized results. In this course, you will:

- Understand your personal level of engagement
- Learn how to manage your emotional state in stressful times
- Compare and apply effective tips to establish a meaningful life
- Develop your personal MAP to increase engagement
- Discover what you can control – even when they feel out of control
- Apply effective communication

Length: 1 day. Instructor: Zoe Training.

**THE WORKING MIND WORKSHOP:** The workplace is playing a greater role in promoting positive mental health among employees. In North America, mental health has become a big part of the corporate conversation in both small and large businesses. Mental health not only focuses on worker well-being but also influences the company's financial outcomes because workers that are healthier are also more productive and spend less time away from work. The Working Mind (TWM) Workshop is an evidence-based training program developed to initiate a shift in how we think, act, and feel about mental health. The workshop is designed to provide practical knowledge and skills to address mental health in the workplace. In this workshop, participants will learn how to:

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- Recognize the impact of stigma and discuss how to reduce it and other barriers in the workplace
  - Notice changes in their own and other individuals' mental health and have conversations with the individuals, colleagues, family, and friends about mental health matters
  - Identify and use available resources to help support mental health
- Length: 1 day. Instructor: Opening Minds.

## TECHNICAL AND TECHNOLOGY COURSES

**3D LIFT PLAN SOFTWARE TRAINING:** This is a technical training program designed to teach individuals how to prepare a crane lift plan using the 3D Lift Plan software. This high-impact training program covers all features of the 3D Lift Plan software, allowing participants to successfully create a complicated tandem lift, critical lift plan, video of the lift, and utilize every feature of 3D Lift Plan.

**Technology requirements and pre-requisites:** Participants must have:

- Experience using a computer and must bring a computer, power cord, and mouse to the course
- Prior exposure to crane nomenclature and terminology
- Knowledge of crane parts
- Access the 3D Lift Plan website and set up a free or paid account before attending the class
- Complete one 1-hour session of the online training before attending the class
- Complete an exercise sent by the instructor before the class. The exercise must be submitted to the instructor in advance of attending the class.

Length: 2 or 2.5 days. Instructor: a1a Software

**BLUEBEAM REVU FUNDAMENTALS AND DOCUMENT CONTROL & MEASUREMENT:** During this 2-day course, participants will learn the fundamental features of Bluebeam Revu Extreme as well as document control and measurement features. Day 1 focuses on Bluebeam Revu fundamentals, while Day 2 provides an introduction to basic measurement tools. Consequently, the course will give participants the necessary foundational skills to create, organize, markup, edit, track comments, implement control, and perform basic measurements in a PDF drawing set. This course covers:

- |  |                                       |
|--|---------------------------------------|
| - All entry level tools                          | - How to modify markups               |
| - How to compare documents                       | - How to use the Markups List         |
| - How to create, modify, & use the Tool Chest    | - Document management                 |
| - Setting up the Bluebeam interface for takeoffs | - Using the various measurement tools |



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***Important information and pre-requisites:***

- Participants must have experience using a Windows-based computer and must bring their Windows-based computer, power cord, and mouse to the course.
- Chromebooks are not sufficient for this course.
- This course will not address how to use Bluebeam on a MAC or iOS device.
- Participants must download the free 30-day trial of Bluebeam Revu from the Bluebeam website before the course begins (<https://www.bluebeam.com/trials/>).
- Prior versions of the software will not be covered in the course.
- Please be aware that no computers will be supplied and the course will not be taught in a computer classroom. However, you will have access to the internet and power.

Length: Length: 2 days. Vendor: Bluebeam.

**INTRODUCTION TO BUILDING INFORMATION MODELING (BIM) PRACTICES AND**

**TECHNOLOGY:** Building Information Modeling (BIM) is changing the way projects are constructed. Consequently, this course provides an overview of BIM terminology and practices while introducing important concepts necessary to understand how BIM is changing the construction process. This course will also provide an introduction to BIM tools. Tools are reviewed according to the functions they perform and the particular phases in a project where they have the most logical usage. By understanding these differences, each participant can determine what questions need to be asked prior to making an investment in BIM technology. Length: 1 day. Instructor: IMPACT Consultant.

**INTRODUCTION TO ROBOTIC TOTAL STATION FOR LAYOUT:** This 4-day, 30-hour course introduces ironworkers to modern layout instruments and practices. Participants will learn the basics of how to perform layout using robotic total station instruments manufactured by Trimble and Leica. The course will consist of instrument demonstrations followed by hands-on practice and coaching. Please review the prerequisites and important information below to determine whether you qualify to participate in this course.

**PREREQUISITES:** Participants must have:

- Experience as a journeyman ironworker (NOTE: this course is not appropriate for apprentices who do not meet the prerequisites)
- Completed the Layout Instruments for Ironworkers course or have experience performing jobsite layout and calculations
- Completed the courses: Intro to Blueprint Reading; Basic Math for Ironworkers; and, Geometry, Trigonometry and Metrics.
- Working knowledge of basic trigonometry and math.

Length: 4 days. Instructor: IMPACT Consultant, Leica, and Trimble.

**MICROSOFT OFFICE 5-DAY TRAINING PROGRAM:** This 5-day program aims to provide you with a foundation for efficiently using MS Office products, including MS Office 365 (which includes OneDrive), Outlook, Word, Excel, and PowerPoint. This program will help you

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understand the structure of MS Office 365, how to store files on OneDrive, send and receive emails, schedule appointments on your calendar, create documents in Word, set up spreadsheets and perform calculations in Excel, and prepare presentations using PowerPoint. After completing this program, you will have a solid foundation and the confidence to use MS Office products.

**Technology Requirements:**

- Participants must have experience using a Windows-based computer and must bring their Windows-based computer, power cord, and mouse to the course. The computer should already be loaded with MS Office 365.
- Chromebooks are not sufficient for this course.
- Please be aware that no computers will be supplied and the course will not be taught in a computer classroom. However, you will have access to the internet and power.

Length: 5 days. Instructor: New Horizons.

**USING ARTIFICIAL INTELLIGENCE TO IMPROVE EFFICIENCY IN THE WORKPLACE:** This 2-day class will introduce participants to Artificial Intelligence (AI), demonstrating how AI can improve efficiency in the workplace. Day 1 covers AI terminology, the power of AI, and how to use it in everyday operations to achieve organizational goals. Day 2 provides practical hands-on practice using Microsoft Co-Pilot in MS Office 365, including Outlook, Word, Excel, and PowerPoint. Upon completion of this course, participants will have essential knowledge about how to use AI to elevate organizational efficiency.

**Technology Requirements:**

- Participants must have experience using a Windows-based computer and must bring their Windows-based computer, power cord, and mouse to the course. The computer should already be loaded with MS Office 365.
- Please be aware that no computers will be supplied and the course will not be taught in a computer classroom. However, you will have access to the internet and power.

Length: 2 days. Instructor: New Horizons

## **LEAN CONSTRUCTION COURSES**

**INTRODUCTION TO LEAN PROJECT DELIVERY AND LEAN PROJECT PLANNING:** This two-day course will provide a broad awareness of the vocabulary, fundamental principles, and basic practices of Lean Project Delivery to learners who are new to Lean. This course serves as a framework for learning how to apply Lean thinking and methods to deliver significantly greater value on projects and within your organization. The course specifically involves performing engaging exercises that enable participants to experience the contrast between traditional project management and the management of projects using the Last Planner System® of Production Control. Participants will experience how the Last Planner System® and a Lean approach can help



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create and maintain reliable workflow on a project and provide a dramatically improved construction experience. Length: 2 days. Instructor: On Point Lean Consultants.

## **SAFETY MANAGEMENT COURSES**

Contact Christie Rose ([crose@iwintl.org](mailto:crose@iwintl.org)) with the Ironworkers International Safety Department to receive an updated list of safety courses at 847-795-1714.