

VITAL LEARNING COURSE MATRIX

VITAL LEARNING

Vital Learning offers targeted programs to help organizations improve the relationships between managers, team leaders and supervisors and their team members. Our results-driven programs help improve productivity, enhance employee motivation and retention, and develop employees' work habits and potential.



MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Essential Skills of Leadership:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Deal with team members on a day-to-day basis in such a way as to maintain and enhance their self-esteem • Base discussions about performance and work habits on behavior rather than on personalities and attitudes • Involve team members in goal setting, problem-solving and decision-making 	<ul style="list-style-type: none"> • Maintain or enhance team member self-esteem • Focus on behavior • Encourage team member participation
<p>Essential Skills of Communicating:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand that communication is a two-way process • Construct clear, concise messages in the interest of the listener • Manage nonverbal behaviors to reinforce the intent of messages • Listen actively to improve communication • Create a climate of open communication, which increases team members' motivation and commitment 	<ul style="list-style-type: none"> • Create a climate of open communication • Design clear, concise messages • Manage nonverbal behaviors effectively • Listen to communicate
<p>Coaching Job Skills:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand what coaching is, why it is important, and how it supports individual and company goals • Prepare for a coaching session by using observation and analysis to build a plan for a successful dialog • Hold a coaching conversation that improves an individual's performance and increases productivity • Use coaching as a way to build a sense of teamwork between the team leader and team member through communication, shared goals and collaboration 	<ul style="list-style-type: none"> • Observe and analyze performance • Identify area of performance that needs improvement • Demonstrate how task should be performed and ask team member for questions • Have team member demonstrate and give team member feedback on performance • Set up time for review



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Communicating Up:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand the importance of framing all communication with the manager in terms of his/her self-interest • Enter meetings with the manager armed with a well planned and clearly stated objective • Clearly link the objective with facts that support the plans and goals • Work with the manager to uncover any questions or reservations he/she may have concerning the message • Move conversations toward agreement with questions that focus on the benefits to be gained when the objective is reached • Clearly and concisely restate the decisions that result and ensure that those decisions are mutually understood 	<ul style="list-style-type: none"> • State the objective concisely in terms of the needs and interests of the manager • Detail the objective and support it with facts • Ask for and/or respond to questions • Probe for agreement • Summarize and confirm the conclusion
<p>Delegating:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand the role of delegation in time management, resource utilization, job satisfaction and overall team productivity • Use a delegation process that ensures team member participation, involvement and success so that what needs to be done gets done — properly and on time • Establish a team member’s responsibility and authority for a delegated task, creating a framework for accountability and personal growth 	<ul style="list-style-type: none"> • Explain the need for delegation • Use delegation of a task to motivate • Explain the task and ask the team member’s view • Specify responsibility and authority • Confirm the team member’s understanding and set up a time for review



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Developing Performance Goals and Standards:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Define goals, objectives and performance standards • Identify and set performance standards that are specific, measurable, attainable, results oriented and time-framed, using concrete active language • Establish time limits for all performance standards • Involve team members in creating their own individual performance standards • Negotiate to develop performance standards for team members that address both desired results and team members' capabilities • Monitor team members' progress toward their goals by holding individual review meetings 	<ul style="list-style-type: none"> • State the broad goal of the plan • Ask the team member's view of what his/her performance standards should be within the plan • Negotiate by modifying unrealistically high or low performance standards • Agree on a set of performance standards that are clear, specific and measurable • Confirm the team member's commitment and set up a review
<p>Effective Discipline:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Use the techniques of effective discipline to eliminate problem behavior • Communicate concerns in terms of behavior rather than perception or opinion • Minimize defensiveness and focus on solutions • Reduce conflict avoidance behaviors that undermine team morale, affect perceived fairness and impede overall productivity • Review performance to ensure that the problem is resolved • Recognize the importance of team member participation in defining problems and solutions 	<ul style="list-style-type: none"> • State the performance problem • Ask the team member's view • Ask the team member for a solution • Agree on a plan



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Improving Work Habits:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Recognize the difference between job performance and work habits • Understand that unsatisfactory work habits must be dealt with quickly before requiring disciplinary action • Explain clearly and specifically the nature of the team member's unsatisfactory work habit while focusing on behaviors rather than attitude • Use an action plan and ongoing reviews to help team members improve work habits and demonstrate personal accountability 	<ul style="list-style-type: none"> • State the problem clearly and specifically • Ask the team member's view • Ask the team member for solution • Agree on a plan • Set up a time for review
<p>Managing Complaints:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand why all team member complaints must be dealt with rather than ignored or dismissed • Become more sensitive to all the problems — minor or trivial, real or imagined — lie behind complaints • Understand techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties • Use various techniques to solve problems while maintaining a positive relationship with the team member 	<ul style="list-style-type: none"> • Ask the team member to detail the complaint • Obtain agreement on the substance of the complaint • Ask the team member for a solution • Schedule time for investigation and agree on an action plan • Set a date for a follow-up meeting



MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Providing Performance Feedback:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Base assessments on facts and behavior • Assess performance • Use positive feedback to motivate team members • Gain team member participation in assessment • Gain team member agreement with the assessment • Gain team member commitment to the change needed to improve performance 	<ul style="list-style-type: none"> • Ask for the team member’s evaluation and give your evaluation of performance • Identify what would help maintain or improve performance • Ask the team member to identify how improvement can be achieved • Agree on a plan • Obtain commitment and set up a review
<p>Resolving Conflicts:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Accept conflict as an inevitable part of all work situations and deal with it in order to maintain individual and team focus and productivity • Recognize the positive and negative effects of conflicts and leverage conflict to everyone’s advantage • Distinguish between the two major sources of conflict so that they can be resolved fairly and effectively • Establish a cooperative atmosphere to resolve conflicts when they arise 	<ul style="list-style-type: none"> • State the performance problem • Ask the team member’s view • Ask the team member for a solution • Agree on a plan
<p>Supporting Change</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand why change happens, how people react to it, and how to support team member’s struggles with change • Involve team members in a change initiative by promoting their understanding and ownership of the change and its benefits • Plan for individual or group follow-up sessions that support the change process and reinforce personal and organizational goals 	<ul style="list-style-type: none"> • Detail the coming change and explain the reason for it • Let the team member ask questions, express opinions and concerns • Respond to the team member’s questions and concerns • Obtain commitment and set up a time for review



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Leading Successful Projects:</p> <p><i>Delivery Methods Available:</i></p>  <p><i>Classroom: 16 hours in 4 hour segments; for 6-18 participants</i></p>	<ul style="list-style-type: none"> • Understand the four phases that every project undergoes • Assess the probable effect of a project on business goals • Determine the roles, tasks and activities needed to complete any project • Ask the right questions during each phase of a project • Use a clear system to track project progress and update stakeholders • Motivate project team members to maintain their commitment and support 	<ul style="list-style-type: none"> • Assess the situation by identifying problems and opportunities, and determine the priority • Determine feasibility by identifying alternatives and determining benefits, costs and risk, and choose best solution • Write a goal statement, create objectives, and define roles and responsibilities • List all tasks required to achieve the objectives • Identify the resources required to complete tasks and assign responsibilities for each task • Prepare a project schedule • Identify risks and the effect that the risk can pose to a project • Monitor the project and modify it as needed • Formally close out the project by measuring actual performance against expected performance
<p>Motivating Team Members:</p> <p><i>Delivery Methods Available:</i></p>     <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Improve team member performance • Understand the factors that motivate team members to perform effectively • Understand how motivation varies from team member to team member • Distinguish between motivators and dissatisfiers • Learn how to create a work environment for each team member that will motivate higher performance 	<ul style="list-style-type: none"> • Identify factors that motivate each team member • State the team member's positive accomplishments • Ask the team member's view of what would enhance or maintain performance • Respond to the team member's suggestion(s) and/or offer your own • Agree on the next step and set up a review



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Solving Workplace Problems:</p> <p><i>Delivery Methods Available:</i></p> <p> Classroom: 4 hours</p>	<ul style="list-style-type: none"> • Follow an orderly, step-by-step, problem-solving process • Write a problem statement that clearly define problems encountered in work situations • Assess the context of the problem • Analyze the likely root causes of problems • Involve team members in evaluating root causes and possible solutions • Create plans to implement solutions • Agree and support implementation 	<ul style="list-style-type: none"> • Identify the problem • Identify the cause • Select the best solution • Implement the solution • Provide feedback and follow up
<p>Developing and Coaching Others:</p> <p><i>Delivery Methods Available:</i></p> <p>    Classroom: 4 hours</p> <p><i>eLearning:</i> 1½ to 2 hours</p>	<ul style="list-style-type: none"> • Ensure that training changes behavior — Successfully motivate, direct and coach team leaders through a learning process to ensure that they transfer learning into improved on-the-job performance • Coach effectively — Effectively handle “coaching moments” to improve team leaders’ performance on the job 	<ul style="list-style-type: none"> • Ask the individual’s view of what happened • Ask why it happened the way it did (good or bad) • Ask what the consequences were • Ask what lessons were learned and what the individual will consider doing differently next time • Ask what the individual’s next step will be



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Hiring Winning Talent:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom:</i> 8 hours or two 4 hour sessions</p> <p><i>eLearning:</i> 3 to 4 hours</p>	<ul style="list-style-type: none"> • Establish an efficient process that will reduce the time it takes to interview and select a qualified candidate • Maximize new hires' productivity once they join your team by ensuring that candidates are a good fit for the job (both technical and organizational fit) • Ensure team cohesion and support for new hires by involving team members in the hiring process • Increase the retention of all new hires, and in particular reduce turnover during the first year on the job 	<ul style="list-style-type: none"> • Introduce yourself, thank the candidate for his or her interest in the company and the job, and explain the interview agenda • Review the candidate's resume and ask competency-based questions about his or her background and experience • Listen, press for specifics, and take notes • Discuss the job requirements and answer the candidate's questions • Review your notes and ask for any final clarification of facts and information shared during the interview
<p>Retaining Winning Talent:</p> <p><i>Delivery Methods Available:</i></p> <p>C</p> <p><i>Classroom:</i> 8 hours or two 4 hour sessions</p>	<ul style="list-style-type: none"> • Describe the scope and severity of the talent shortage • Calculate the costs of attrition • Identify attrition risks that currently exist within your own team • Identify what motivates team members and how to build their commitment • Use the STAR Model to identify specific retention practices to apply with your team members • Conduct a discussion with team members to discover retention needs • Intervene when you see early warning signals exhibited by team members • Develop and implement a proactive retention action plan that will reduce unwanted turnover within your work team 	<ul style="list-style-type: none"> • Thank the team member and reinforce the value of having the discussion • Ask questions to identify what's most gratifying and most frustrating about current projects, work assignments and/or work in general • Listen for specifics (especially STAR-related information), paraphrase and test for themes • Ask for and suggest ideas about how you can help and support the team member • Decide what actions you both will take and set a follow-up date



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Retaining Winning Talent (cont'd):</p>		<ul style="list-style-type: none"> • Thank the team member for meeting with you and explain the purpose of the meeting • Refer to the early warning signal and probe to determine whether it represents a deeper concern(s) • Summarize the response from the team member's perspective and, if necessary, ask additional questions to clarify concerns • Ask for and suggest ideas for addressing concerns • Decide what actions each of you will take to address the concern(s) and set a follow-up date • Thank the team member for his/her candidness and reinforce the mutual value of the business relationship



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Customer-Oriented Selling: <i>Delivery Methods Available:</i></p> <p> <i>Classroom: 16 hours</i></p>	<ul style="list-style-type: none"> • <i>Learn</i> to determine the customer's objectives and situation factors • <i>Understand</i> and use the key customer-focused communication skills • <i>Prepare</i> for and learn from each sales call through pre- and post-call analysis • <i>Conduct</i> sales calls using a proven four-phase customer-focused sales process • <i>Effectively</i> handle obstacles without feeling uncomfortable or adversarial 	<ul style="list-style-type: none"> • Opening the call • Determining situation factors and customer objectives • Presenting your recommendations • Getting a commitment • Managing sales obstacles



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Winning Through Customer Service:</p> <p><i>Delivery Methods Available:</i>    </p> <p><i>Classroom:</i> 8 hours, 12 hours, or three sessions at 4 hours each.</p> <p><i>eLearning:</i> 1½ to 2 hours</p> <p><i>eLearning course:</i> Dealing with Difficult Customers</p> <p><i>eLearning Course:</i> Delivering Customer-Focused Service</p>	<ul style="list-style-type: none"> • <i>Demonstrate</i> professionalism on the job while building a proactive, problem-solving culture • <i>Use</i> essential communication skills in dealing with customers • <i>Recognize</i> characteristics of human behavioral style and opportunities to adapt to their personal style • <i>Identify</i> and use a structured process/model for conducting customer service transactions • <i>Master</i> strategies for dealing appropriately with difficult customer situations 	<ul style="list-style-type: none"> • Establish a professional relationship • Identify how to help the customer • Provide the required assistance • Complete the transaction and follow up
<p>Delivering Customer-Focused Service:</p> <p><i>Delivery Methods Available:</i> </p> <p><i>eLearning:</i> 1½ to 2 hours</p> <p><i>Note:</i> Module 1, 2, 3 of Winning Through Customer Service</p>	<ul style="list-style-type: none"> • <i>Define</i> your customers, both internally and externally • <i>Understand</i> the psychology of human values and expectations • <i>Identify</i> expectations that are attributes in providing exceptional customer service • <i>Demonstrate</i> professionalism and self-mastery in addressing customer service • <i>List</i> at least 10 characteristics associated with professionalism that you can exhibit on the job • <i>Define</i> key customer service interactions, e.g., where and when key interactions occur • <i>Identify</i> personal challenges and obstacles 	<ul style="list-style-type: none"> • Appearance • Organization • Attitude • Communication



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Dealing with Difficult Customer Situations:</p> <p><i>Delivery Methods Available:</i></p> <p></p> <p><i>eLearning: 1½ to 2 hours</i></p> <p><i>Note: Module 4 of Winning Through Customer Service</i></p>	<ul style="list-style-type: none"> • <i>Demonstrate</i> the calming and focusing techniques used during a difficult customer service transaction • <i>Identify</i> at least four clues that indicate the existence of a difficult customer situation • <i>Give</i> two reasons why the use of calming and focusing skills is important in dealing with difficult customer situations • <i>Describe</i> the calming technique for dealing with upset customers • <i>Describe</i> the focusing technique for dealing with upset customers 	<ul style="list-style-type: none"> • Calming • Focusing
<p>STAR Service:</p> <p><i>Delivery Methods Available:</i></p> <p>   </p> <p><i>Classroom: 4 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • <i>Effectively</i> integrate the expectations of your customers, organization and yourself into your performance as a service professional • <i>Successfully</i> apply each of the essential communication skills: listening questioning, paraphrasing and explaining • <i>Consistently</i> employ the STAR Service Process with empathy to regularly achieve positive memorable experiences 	<ul style="list-style-type: none"> • Sync • Target • Assist • Reaffirm



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Proofamatics:</p> <p><i>Delivery Methods Available:</i></p>  <p><i>Classroom: 10 hours</i></p>	<ul style="list-style-type: none"> • Proofread using specific techniques • Catch errors in daily communications • Increase the accuracy of memos, letters, reports and documents • Increase the speed of finding errors • Present a professional image in all written communications 	<p>Session 1</p> <ul style="list-style-type: none"> • Assess visual acuity • Recognize digits, digit-letter combinations • Improve visual perception • Develop concentration • Assess proofreading skills • Apply and practice three-phase system • Use scanning techniques and practice • Apply language skills consistency • Assess listening skills <p>Session 2</p> <ul style="list-style-type: none"> • Recognize letters • Reduce fixations and regressions • Increase span of recognition • Obtain scanning practice • Practice single- and two-copy proofreading • Master subject/verb agreement, sentence structure, punctuation and capitalization practices • Apply discrimination of letters • Practice aural and visual skills <p>Session 3</p> <ul style="list-style-type: none"> • Increase span of recognition to nine places • Recognize compound words • Reduce fixations and regressions • Develop visual memory • Recognize letter combinations • Improve scanning and proofreading proficiency • Practice CRT simulation • Practice spelling and capitalization • Obtain listening proficiency

 Classroom

 Blended

 eLearning

 Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Proofamatics (cont'd):</p>		<p><i>Session 4</i></p> <ul style="list-style-type: none"> • Recognize numbers and phrases • Reassess visual acuity • Reassess proofreading skills • Practice comprehension skimming • Improve scanning and proofreading proficiency • Practice CRT simulation • Review grammar • Apply aural and visual skills to proofreading
<p>Number Skills:</p> <p><i>Delivery Methods Available:</i></p>  <p><i>Classroom: four 2-hour sessions or two 4-hour sessions</i></p>	<ul style="list-style-type: none"> • <i>Transfer</i> data more accurately and quickly • <i>Improve</i> perceiving, hearing, grouping and proofing of numbers • <i>Increase</i> overall performance and productivity 	<ul style="list-style-type: none"> • Increase number accuracy by 50 percent • Increase speed of number perception by 20 percent • Retain up to 12-digit numbers • Recognize groups of three in number patterns • Improve accuracy of number transfer and correct placement



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Professionalism in the Office:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 8 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Recognize the qualities and learn the skills that make an employee more professional on the job • Become aware of the standards and abilities required for professional job performance • Understand the organization's policies, procedures and philosophies • Improve behavior related to interpersonal communication and courtesy • Promote cooperation and teamwork through better communication with peers, managers and other coworkers • Increase productivity by organizing work, setting priorities and managing time effectively • Accept organizational change and benefit from new opportunities • Understand that all professional skills and behavior can be learned, perfected and used successfully in both the business world and their personal lives 	<p>Module 1</p> <ul style="list-style-type: none"> • Knowing Your Organization • How to Read an Annual Report • Job Descriptions <p>Module 2</p> <ul style="list-style-type: none"> • Professional Behavior • Telephone Courtesies <p>Module 3</p> <ul style="list-style-type: none"> • Communication Self-Evaluation • Giving "I" Messages • Communication Styles at Work • Managing Conflict • Communicating in a Conflict Situation <p>Module 4</p> <ul style="list-style-type: none"> • Analyzing Your Time Log • Managing Time • To-Do Lists • Personal Organization Chart <p>Module 5</p> <ul style="list-style-type: none"> • Managing Change • Goal-Setting • Planning



Classroom



Blended



eLearning



Mobile

MODULE NAME	OBJECTIVES	SKILL POINTS
<p>Achieving Communication Effectiveness:</p> <p><i>Delivery Methods Available:</i></p> <p>C e b m</p> <p><i>Classroom: 8 hours</i></p> <p><i>eLearning: 1½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Assess communication patterns to avoid self-defeating behaviors both in and out of the work environment • Recognize listening barriers and improve ability to interpret messages • Communicate effectively and non-manipulatively when dealing with different personalities and specific situations • Handle conflict constructively with confidence, composure, and flexibility 	<p>Module 1</p> <ul style="list-style-type: none"> • Elements of Communication • Passive Listening • Active Listening • Barriers to Effective Listening <p>Module 2</p> <ul style="list-style-type: none"> • The Communication Process • Common Beliefs • Personal Communication Patterns • Communication Behaviors • Key Principles of Respect • Accepting Responsibility for your Communications • Barriers to the Communication Process <p>Module 3</p> <ul style="list-style-type: none"> • Body Language • Communication Models • Basic Assertions • Empathy Statements • Confrontational Statements • Effective Message Delivery <p>Module 4</p> <ul style="list-style-type: none"> • Dealing With Difficult Situations • Counterproductive Methods of Dealing With Anger • Effects of these Methods • Steps for Dealing With Anger



Classroom



Blended



eLearning



Mobile

For purchasing information:

1.800.243.5858

www.vital-learning.com

1675 Larimer St., Suite 410
Denver, CO 80202



Vital Learning Essential Skills, Team Development, Talent Management, Customer Service, Sales, and all components and materials therein are trademarks of Vital Learning.

