



CATALOG

PRODUCTS & SERVICES

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Company Overview – Sophaya™ and the Remote Nation Institute™

Sophaya is an established business educational leader focused on experiential learning and practical business-skills training for today's working professionals. With over 20 years' experience in adult education, professional, and organizational development, our team focuses on people-to-people business skills that are relevant and timely for today's changing, remote workplace. Through our education and research center, The Remote Nation Institute, Sophaya designs, builds and delivers custom corporate training, leadership programs for all management levels, and professional development solutions for any size organization.

We are remote work experts, so all Sophaya/ Remote Nation Institute programs emphasize the reality of leading and working as remote employees and/or virtual teams. Our ground-breaking professional certificate programs for **Remote Executives**, **Remote Team Leaders** and **Remote Professionals** provide our clients with up-to-date business skills adapted for today's remote/dispersed workplace. We design our learning solutions to accommodate the changing needs of today's workforce. Sophaya's programs are delivered onsite, online, or as hybrid options according to our client's needs. We focus on the practical people-to-people (p2p) interaction, business, operations, and other soft skills necessary for success in today's dispersed/technology-connected workplace. We work with our clients to enable them to achieve top team productivity and business efficiencies through improved people interactions, effective multi-channel communications, and retooled business skills.

While we specialize in remote work business skills, we are also accomplished educators in traditional topics such as leadership, business communications, emotional intelligence, negotiation, influence, collaboration, or any soft-skill topic associated with people-to-people interaction.

In addition to our award-winning professional certification and training programs, we have developed our trademarked Sophaya Method™ to fully operationalize remote work/work from anywhere. Our programs result in business efficiencies, cost savings, improved team engagement, and increased team resilience. In addition, they provide our students with relevant, innovative business skills that extend their job relevance and advance their market value. Our remote team leadership certifications and our remote work business skills certifications improves a student's marketability and helps make them employable even during a pandemic.

Our 4-step process for effective remote work is practical and business-focused, delivering proven results for our clients. Our coaching and consulting services provide end-to-end support for any size remote work program implementation supplementing our service offerings, so our end-to-end solutions help at all stages of the remote work process.

Sophaya's services

- Professional certification programs for Remote Team Leadership (RTL) and Remote Team Professionals (RTP) designations (online, in-person, and hybrid options)
- Remote work professional skills training (online, in-person, and hybrid options)
- Traditional people-to-people (p2p) business skills training (online, in-person, and hybrid options)
- Custom people-to-people (p2p) professional development solutions (online, in-person, and hybrid options)
- eLearning content
- Strategic facilitation
- Custom Group facilitation and Team building activities
- Speaking fees – Keynotes, Learn-at-lunch, Webinars, Event workshops, Panel participant
- Leadership/team building solutions and productivity consulting
- Executive coaching for all levels of leadership – from C-Suite to emerging leaders
- Workplace re-design consulting
- Strategic consulting
- Implementation, operationalization, and change management consulting

Certificate Programs

Our certificate programs are delivered in a livestream, online format. Each certificate program is made up of 5 modules taught live online, plus homework and a capstone project. Successful completion of a certificate program will earn Continuing Education Units (CEUs) issued by Sophaya's Remote Nation Institute (RNI). Refer to our website for course dates and times.

As networking is an important component of these programs, we encourage you to use your webcam and audio, so you get the full benefit of this virtual format. *Please review our [Technology-based Learning Policy](#) for required tools.* We will take a brief stretch break at the halfway point of each live session and we keep the video classroom open an additional 30 minutes before and after each session for capstone questions and "open office hours" with your program instructor. This is to ensure participants have a guaranteed time they can visually access the instructor on scheduled class days. All session materials, program-related videos, assignments, templates, supplemental readings, and additional course materials will be posted online on your program webpage. We will provide you with a link and access instructions to this webpage via an introductory email.

Each livestream virtual session will have corresponding readings, prepared videos, and short supplemental videos that your instructor will record AFTER a class session occurs. After completing the virtual class session, you will be asked to view the supplemental video and then complete a short assignment before the next livestream class session. Your assignments are designed to translate well to your work environment and are not a heavy lift. Your homework is to practice the skills we discuss in each class session and immediately integrate them into your daily routine.

One-on-One business coaching sessions

As part of the *Build Engagement in Your Distributed Teams* and *Innovate Executive Strategies for Today's Distributed Workforce* programs we offer two virtual one-on-one business coaching sessions with an experienced business coach.

These coaching sessions are confidential and individual to you. Preparation is simple, come to your session with an issue, pain point, concern, or interest of importance to you. We will brainstorm the topic together and relate it to the program topics whenever possible, so you see the practical applicability.

Elements of all livestream certificate programs:

- 5 Livestream sessions. One session (module) per week, for 5-weeks. Sessions are 2.5 hours. Each session will be recorded and archived as a learning reference for participants.
- 5 Supplemental videos – short videos produced after each session to summarize the livestream session learning points and group discussion.
- 5 Topic videos – 30 minutes of pre-recorded lecture, self-paced study. Specific skill topics associated with the capstone project and program discussion topics.
- Weekly homework assignments related to the application of the session topics and the capstone requirements.
- Supplemental readings, podcasts, blog posts, whitepapers, and other resources that are timely and relevant to the session topics.
- Learning Style Assessment / Personality Assessment to be completed by all participants
- Special Business Project or Capstone
- Two 30-min one-on-one virtual coaching sessions offered as part *Build Engagement in Your Distributed Teams* and *Innovate Executive Strategies for Today's Distributed Workforce*. These are valid up to 30 days after the scheduled completion of the program.

RNI101 Develop Advanced Remote Business Skills

To earn this certificate, you must complete the 5 modules and associated course requirements.

- 2.1 CEUs
- \$1,595.00

Program Audience:

Individual contributors, subject matter experts or any team member working in a remote or distributed team. Also appropriate for contractors or contract employees working with remote or distributed teams.

Learning Objectives

Session #1 – Negotiating Boundaries and Clarifying Job Expectations

- Setting expectations up front;
- Clarifying job roles and responsibilities;
- Learning to observe behaviors amongst your team;
- Communicating feedback objectively;
- Building trust through emotional intelligence and active listening.

Session #2 – Multi-Channel Interpersonal Communications

- Understanding the dynamics of communication today;
- Establishing protocols and defining boundaries up front;
- Building trust and giving people the benefit of the doubt;
- Using emotional intelligence to resolve misunderstandings;

- Understanding when to avoid digital communications to resolve conflict.

Session #3 – Managing Your Day-to-Day Productively

- Establishing protocols proactively that provide a framework for managing your day-to-day workload;
- Taking a 12-month view of your workload and planning for long term;
- Developing a culture of trust with your team;
- Building Standard Operating Procedures (SOPs) to proactively provide work structure and an operating baseline;
- Evaluating events against business objectives and SOPs;
- Understanding Covey's circle of influence/circle of concern theory.

Session #4 – Building Productive Relationships

- Establishing a positive tone with a new team;
- Developing strong networks – operational, social, and strategic;
- Maximizing your capabilities through goal setting and seeking constructive feedback;
- Learning to ask for help and provide help to others when it is needed;
- Developing good "stakeholder" management skills;
- Creating opportunities for peer-to-peer mentoring.

Session #5 – Navigating Difficulties and Managing Disruptions

- Practicing proactive approaches to minimize conflict;
- Addressing an issue while it is small and manageable;
- Learning to give others the benefit of the doubt;
- Having difficult conversations; what to do about colleagues who are not performing to expectations;
- Exploring ways, you can turn a negative situation into a positive business outcome.

RNI102 Build Engagement in Your Distributed Teams

- To earn this certificate, you must complete the 5 modules and associated course requirements.
- 2.1 CEUs
- \$1,995.00

Program Audience:

Mid-level managers/supervisors, experienced project or program managers, or top talent preparing for promotion who are early in their remote team or distributed team leadership careers.

Learning Objectives

Session #1: Interpersonal Communication and Emotional Intelligence in a Multi-channel World

- Learning self-awareness – understanding your impact on your environment and those around you;
- How to retain your composure and not lose your temper;
- Reading other people while in online and virtual formats; respectful management of all types of personalities;
- What to say and when to say it in a multi-channel communication environment.

Session #2: Effective Virtual Meeting Management and Digital Communication Etiquette

- Establishing meeting objectives;
- Choosing the appropriate meeting format (video/phone/mixed channel);
- Crafting a meeting agenda;
- Hosting/managing a meeting;
- Maintaining meeting order and dealing with bad behavior;
- Proper meeting follow-up for accountability;
- Managing meeting interactions and online meeting follow-up online
- Effective online communications etiquette

Session #3: Building Energized Team Accountability Within Remote Teams

- Setting clear expectations with your team up front;
- Implementing a clear accountability structure;
- Developing the process for respectful feedback;
- Respecting the learning process with encouragement and support;
- Creating peer-to-mentoring opportunities to encourage a learning culture.

Session #4: Managing Conflict and Difficult Conversations Online

- Dealing with employees firmly, fairly, confidently;
- Understanding what drives employee performance and how to address the types;
- How to have difficult conversations; what to do about employees who are not performing to expectations;
- Resolving conflicts and misunderstandings between employees;
- Shutting down workplace bullies;
- Tactful communications in a digital environment;

Session #5: Building a Respectful Workplace and Healthy Team Resilience Within Remote Teams

- Building awareness and self-conscious understanding of our own personal biases;
- Creating a workplace culture that values difference;
- Elevating team tolerance and trust within your organization;
- Learning to evaluate your work culture and operation practices to promote positive collaboration.

RNI103 Innovate Executive Strategies for Today's Distributed Workforce

- To earn this certificate, you must complete the 5 modules and associated course requirements.
- 2.1 CEUs
- \$2,295.00

Program Audience:

Senior-level leaders with budget and decision-making authority or highly experienced team leaders who have some experience leading distributed or remote teams but wish to elevate their strategic abilities.

Learning Objectives

Session #1: Leading Teams in Today's Dispersed Global Workplace

- Creating an operating structure for remote work collaboration;
- Identifying expectations related to job roles for team member accountability;

- Crafting your role as a dispersed team leader – become mission control;
- Evaluating performance based on observation;
- Delivering honest, productive performance feedback;
- Creating team engagement in dispersed teams;
- Driving team productivity in dispersed teams.

Session #2: Strategic/Critical Thinking to Drive Business Results in Distributed and/or Remote Teams

- Understanding the difference between strategic thinking and tactical execution;
- Learning best practices for aligning strategic plans with business objectives;
- Creating executable tactics that advance the strategic plan;
- Communicating plan requirements to key stakeholders;
- Evaluating plan execution and re-directing as necessary;
- Engaging in proactive resource allocation and accurate budget development;
- Holding employees accountable to plan requirements;
- Communicating plan progress and benchmark achievements to senior management.

Session #3: Leading as a Coach to Build Team Productivity, Engagement, and Accountability in Remote and/or Dispersed Teams

- Establishing a positive tone with a new team;
- Developing your team to achieve their potential;
- Maximizing your team's capabilities through goal setting and constructive feedback;
- Delivering motivating performance reviews;
- Setting stretch goals using SMART techniques;
- Creating opportunities for peer-to-peer mentoring;
- Exploring ways, you can turn a negative situation into a positive business outcome.

Session #4: Managing Interpersonal Interactions Through Influence and Negotiation Online

- Establishing protocols proactively that provide a framework for addressing issues early;
- Building an open team structure that values feedback;
- Developing a culture of trust with your team;
- Leading with compassion;
- Understanding Covey's circle of influence/circle of concern theory.

Session #5: Remote Executive Presence and Building Visibility When You Aren't in the Room

- Developing your plan for building team visibility for yourself and your team
- Reviewing the indicators of power within an organization;
- Understanding the power of a strategic network to influence an outcome;
- Understanding the role of mentors and advocates in career advancement – for yourself and your team;
- Identifying the key steps needed to create an effective powerbase of your own;
- Exploring ways you can turn a negative situation into a positive business outcome.

Short Courses

Our short courses are created to quickly and efficiently address relevant and specific, business scenarios. We design content that effectively bridges a knowledge gap while building professional confidence.

Our short courses are conveniently available online as self-paced, asynchronous online modules. Access to your purchased short course does not expire. Each short course costs \$99.95 and a pdf certificate of completion is issued upon completion.

Elements of all short courses:

- Pre-recorded lectures
- Knowledge-check quizzes
- Self-paced study
- Online activities

RNI111 Boost the Power of Your Emails

For a long time, email was the dominant form of communication in any office environment. Understanding how to use email was straightforward because we didn't have the vast array of digital communication choices that we have today. Now, in today's multi-channel environment, email is the grandfather of communication choices, and many people think of it as snail mail. Email can often be inefficient, and many people often think of it as a security risk. This short course will give you practical steps for when to choose email and how to use email in an effective and productive business fashion so that your audience takes note.

Learning Objectives:

- Module 1 - Email in Business Today
- Module 2 - Think About Your Audience
- Module 3 - Strategic Use of Your Subject Line
- Module 4 - Rules of Conduct
- Module 5 - Brevity, Formatting, and Pictures
- Module 6 - Privacy and Security
- Module 7 - Constructing a Clear Signature
- Module 8 - Use of Email Functionality
- Module 9 - Managing a Fire Hose
- Module 10 - Avoid Email Ping Pong

RNI112 Supercharge Your Remote Team Meetings

A virtual meeting is an opportunity for your team to see each other, build engagement and do collaborative work - allowing people to feel productive and connected. Any time you bring a group together in a virtual space (video or audio), you must do the prep work upfront. These are moderated forums and can't just be pulled together ad-hoc. We will talk you through techniques you can use to make the most of your team meetings by opening up to a proactive mindset to keep your team on task, build engagement and see results.

Learning Objectives:

- Module 1 - Virtual Meeting Formats
- Module 2 - Meeting Prep

- Module 3 - Building the Operating Framework
- Module 4 - Technical Considerations
- Module 5 - Time Zones
- Module 6 - International Considerations
- Module 7 - Video Call Moderation
- Module 8 - Audio Call Moderation
- Module 9 - Role of the Notetaker
- Module 10 - Get Attendees Involved
- Module 11 - Strategic Use of Questions
- Module 12 - Stay on Topic
- Module 13 - When People Misbehave
- Module 14 - Effective Close
- Module 15 - The Importance of Recaps

RNI113 Leading Remote Teams – The Fundamentals

Becoming an effective leader is hard. People are messy and they have thoughts and opinions that often differ from yours. Team leaders must negotiate these differences to get their teams working together on a shared vision, so they are all pulling in the same direction. Leading remote teams has an additional layer of complication. Remote or distributed teams don't sit together physically. They are separated by distance (sometimes LOTS of distance), time zones, and they stay connected primarily via technology. Old style 'command and control' approaches and micromanagement simply doesn't work. Remote team leadership is a combination of discipline and process. It takes emotional intelligence, great listening skills, and the ability to see the big picture. In this short course we will examine the fundamentals and get you started on the path to becoming an expert at setting your team up for success by keeping them engaged, productive, and happy.

Learning Objectives:

- Module 1 - Definitions and Terminology
- Module 2 - Identifying the Differences
- Module 3 - A Remote Team Leader's Role
- Module 4 - Identifying Your Team's Core Values
- Module 5 - Creating Your Operating Structure
- Module 6 - Setting Expectations for Accountability
- Module 7 - Communicating Your Plan
- Module 8 - Nurturing Team Growth

Certification Programs

Professional certification programs for Remote Team Leadership (RTL) and Remote Work Team Professionals (RTP) (online, in-person, and hybrid options)

Sophaya and her learning team, The Remote Nation Institute, have developed professional certification programs that specifically address the skill needs of today's remote work professionals. Our two programs are comprehensive professional skill building geared towards leaders and members of today's remote work force.

Certifications for Sophaya programs are issued through Sophaya's Remote Nation Institute (RNI) - Sophaya's education center. RNI will issue certification upon successful completion of all portions of the certification program. This includes all course work and a business capstone designed to implement the remote work business solution designed by the program participant to address their specific business challenge.

Remote Team Leadership (RTL) (5 courses)

- To earn this certification, you must successfully complete the 5 modules.
- Modules can be purchased individually for \$550.00, including materials or full Certification program can be purchased for \$2,495.00, including materials.

Program Audience:

This course is designed for high potential and established managers seeking career advancement on their own or professionals who have been targeted by their organizations for leadership positions in the future.

Pre-Requisite for admittance to this program: Successful completion of the Remote Work Team Professional (RWTP) Certification.

Program Overview: **Managing highly productive remote teams for business success.**

More and more people work in complex, often global business situations where their employees, colleagues, and supervisors work in separate physical locations. In this first-ever, ground-breaking program, we examine the unique skills required to achieve high productivity and positive business results while managing at a distance.

This one-of-a-kind course provides a comprehensive look at the leadership skills required when some or all your team is virtual. Participants will examine those skills through a practical business lens. Topics covered are not theoretical; rather they are rooted in business fundamentals supplemented with the best practices of some of today's top leaders.

Key Topics:

- ***Introduction to managing high performing virtual teams***
- ***Developing effective interpersonal communication skills for managing high performing virtual teams***
- ***Creating cohesion and a positive, collaborative culture in virtual teams***
- ***How to create meaningful career paths and develop high achievers within your virtual teams***
- ***Developing political savvy to advance your career and advocate effectively when you and your team work virtually***

1.1 Introduction to managing high performing remote teams

Description:

Work arrangements with a single shared office and team meetings that take place together in one conference room are fast becoming a thing of the past. With a global, dispersed workforce; old-style face-to-face

management simply is not practical or financially feasible for many professional managers today. So how can an ambitious manager achieve great results with a remote team? This full day hands-on workshop takes participants through a simulated planning session to teach them the art of creating the operating structure that promotes confidence, productivity, and trust within a remote team.

Learning objectives:

Participants will leave the workshop having developed a strategic operating plan that promotes team productivity for their remote team. This includes:

- understanding the difference between face-to-face management vs managing people at a distance;
- learning best practices for creating a stable operating structure;
- creating executable tactics to create team cohesion;
- communicating plan requirements to key stakeholders;
- running effective remote meetings;
- evaluating plan execution and re-directing as necessary;
- engaging in proactive resource allocation and accurate budget development;
- holding employees accountable to plan requirements;
- communicating plan progress and benchmark achievements to senior management.

Program audience:

This workshop is designed for high potential and mid-level managers seeking career advancement.

1.2 Developing effective interpersonal communication skills for managing high performing remote teams

Description:

It is a hard thing to inspire your team to achieve great things. Motivating a remote team presents even more difficult challenge as inspiration must be communicated at a distance; often through technology. This full day hands-on workshop takes participants through a simulated business day allowing them to immediately apply communication concepts covered in the classroom, witness the results, and navigate to a successful conclusion.

Learning objectives:

Participants will leave the workshop with experience practicing key remote communication concepts on each other while witnessing the results. This includes:

- reviewing the basics of distance communications and message processing via technology;
- identifying the importance of the audience and the role of stakeholders in communication;
- crafting messages that support your identified communication objectives regardless of the distance between you and your audience;
- choosing the appropriate technology "channel" to deliver your message effectively;
- evaluating how to use video to strengthen distance relationships;
- assessing the effectiveness of your communication;
- exploring ways, you can turn a negative situation into a positive business outcome even at a distance.

Program audience:

This workshop is designed for high potential and mid-level managers seeking career advancement.

1.3 Creating cohesion and a positive, collaborative culture in remote teams

Description:

Collaboration is a big part of professional life today. These strategic partnerships can be a great way to gain strategic advantage for you and your team when managed effectively. Utilizing the best practices for effective

collaboration within remote teams takes special skills and innovative thinking. This full day hands-on workshop walks participants through simulated business scenarios to teach them how to establish and maintain a positive and engaged rapport between key stakeholders even when they are far away.

Learning objectives:

Remote teams have unique characteristics that require a new set of skills to manage. Creating trust and inspiring high levels of productivity in remote teams takes innovative thinking and planning. Participants will leave the workshop with experience practicing key engagement concepts on each other while witnessing the results. This includes a review of best practices for:

- recognizing the unique differences of a remote team;
- establishing an immediate positive tone and developing team trust within a remote team;
- developing your team to achieve their potential regardless of where they sit;
- maximizing your team's capabilities through goal setting and constructive feedback;
- exploring ways, you can turn a negative situation into a positive business outcome.

Program audience:

This workshop is designed for high potential and mid-level managers seeking career advancement.

1.4 How to create meaningful career paths and develop high achievers within your remote teams

Description:

Remote work is on the rise today, yet few organizations have developed an understanding of the specialized skills required to achieve remote team excellence. Innovative leaders can take charge of their team's success by developing an educated candidate selection process, effective mentoring programs and targeted skill development to support new roles within their organizations. This full day hands-on workshop examines the attributes of an effective remote workforce and takes the participants through the process of creating a targeted operating plan for building one.

Learning objectives:

Participants will leave the workshop with a solid understanding of the special characteristics of a remote workforce and the operations support required to develop excellence. This includes:

- recognizing the characteristics of an effective remote worker;
- identifying roles best suited for remote workers;
- conducting effective interviews for remote team roles;
- establishing effective performance plans for remote teams;
- delivering motivating performance reviews over technology;
- setting stretch goals using SMART techniques;
- creating opportunities for remote peer-to-peer mentoring;
- building systems that allow you to communicate your team's achievements to your boss.

Program audience:

This workshop is designed for high potential and mid-level managers seeking career advancement and the HR professionals who support them.

1.5 Developing political savvy to advance your career and advocate effectively when you and your team work remotely

Description:

While remote teams are a growing part of business today; remote professionals face a unique challenge in most organizations. The reality is remote professionals are much less likely to advance or receive choice assignments even though remote management takes more skill and more talent than traditional face-to-face

management. Recognizing the political "rules" and acquiring the skill to exert influence within your organization even when you work remotely can help you overcome these barriers for you and your team. Since most of these rules are unwritten, it takes time/skill to uncover them and use them effectively. This full day hands-on workshop takes participants through simulated business scenarios to teach them how to spot the telltale signs of power within a company, how to identify key stakeholders and how to exert influence on them.

Learning objectives:

Participants will leave the workshop with experience identifying organizational politics and having practiced influencing techniques on each other while witnessing the results. This includes:

- reviewing the indicators of power within an organization;
- understanding the power of a strategic network to influence an outcome;
- identifying best practices for remaining visible to your boss when you work remotely;
- understanding the role of mentors and advocates in career advancement – for yourself and your team;
- understanding the power of presence – how to make the most of events and face-to-face opportunities to strengthen ties;
- identifying the key steps needed to create an effective powerbase of your own;
- exploring ways, you can turn a negative situation into a positive business outcome.

Program audience:

This workshop is designed for high potential and mid-level managers seeking career advancement.

Remote Work Team Professional (RWTP) (5 courses)

- To earn this certification, you must successfully complete the 5 modules.
- Modules can be purchased individually for \$450.00, including materials or full Certification program can be purchased for \$2,195.00, including materials.

1.1 Beyond working from home: The realities and opportunities open to you in today's remote work world

Description:

Work arrangements with a single shared office and team meetings that take place together in one conference room are fast becoming a thing of the past. With a global, dispersed workforce; old-style face-to-face teamwork simply is not practical or financially feasible nowadays. So how can an ambitious, hardworking remote professional build credibility with their boss and co-workers when they do not share an office? This full day hands-on workshop takes participants through a simulated planning session to teach them the art of creating the operating structure that promotes confidence, productivity, and trust between a remote professional and other important stakeholder.

Learning objectives:

Participants will leave the workshop having developed a strategic plan for building a thriving career as a remote professional. This includes:

- understanding the difference between face-to-face interactions vs creating relationships at a distance;
- reviewing the reality of current biases towards remote work and ways to overcome them;
- constructing the business case to convince your boss remote work is a viable option;
- learning best practices for creating trust with your boss and co-workers;
- creating executable tactics to build effective distance relationships;
- communicating your role and accomplishments to key stakeholders;
- getting the most out of remote meetings;

- engaging in proactive networking;
- holding your boss and co-workers accountable while strengthening the relationship;
- communicating your progress and benchmark achievements to senior management.

Program audience:

This workshop is designed for remote professionals who wish to upgrade their skills for career advancement.

1.2 Planning your workday for top productivity and efficiency while maintaining work/life balance

Description:

Working efficiently on the road or from a home office can be hard for a new remote professional. Staying on task and managing deadlines takes skills and a deliberate focus. It is also hard to maintain work/life balance when technology keeps you plugged in 24/7. By developing highly specialized work practices that allow you to stay focused regardless of your location, you expand your professional opportunities and position yourself to take advantage of new, exciting roles within your organizations. This full day hands-on workshop examines the best practices associated with productive remote work.

Learning objectives:

Participants will leave the workshop with a solid understanding of the best practices for professional productivity outside a traditional office. This includes best practices for:

- recognizing the characteristics of an effective remote worker and assessing your work style against this profile;
- setting up your home office;
- creating an effective work routine;
- establishing stretch performance goals for yourself;
- participating in performance reviews delivered over the internet;
- setting "office" hours that make sense for your lifestyle;
- creating opportunities for remote peer-to-peer mentoring;
- building routines that allow you to communicate your achievements to your boss.

Program audience:

This workshop is designed for remote professionals who wish to upgrade their skills for career advancement.

1.3 Developing effective interpersonal communication skills for high performing remote professionals

Description:

Effective communication is essential for any professional. Managing those communications through technology presents special challenges as technology "flattens" messages and creates unexpected misunderstandings with people you have never and may never see. This full day hands-on workshop takes participants through a simulated business day allowing them to immediately apply communication concepts covered in the classroom, witness the results, and navigate to a successful conclusion.

Learning objectives:

Participants will leave the workshop with experience practicing key remote communication concepts on each other while witnessing the results. This includes:

- reviewing the basics of distance communications and message processing via technology;
- identifying the importance of the audience and the role of stakeholders in communication;
- crafting messages that support your identified communication objectives regardless of the distance between you and your audience;
- choosing the appropriate technology "channel" to deliver your message effectively;
- evaluating how to use video to strengthen distance relationships;

- assessing the effectiveness of your communication;
- exploring ways, you can turn a negative situation into a positive business outcome even at a distance.

Program audience:

This workshop is designed for remote professionals who wish to upgrade their skills for career advancement.

1.4

Creating collaborative relationships and a strategic network that works for you

Description:

Collaboration is a big part of professional life today. Strategic networks can be a great way to gain the support that will allow you to get work done more efficiently when you work outside a traditional office. Yet useful networks can be hard to build and maintain unless you have the skills. Learning these special techniques positions you for career advancement and a highly productive day-to-day work life. This full day hands-on workshop walks participants through simulated business scenarios to teach them how to establish and maintain a positive and engaged rapport between key stakeholders even when they are far away.

Learning objectives:

Remote relationships have unique characteristics that require a new set of skills to establish and maintain. Creating trust and inspiring high levels of productivity in remote colleagues, and even your boss, takes innovative thinking and planning. Participants will leave the workshop with experience practicing key engagement concepts on each other while witnessing the results. This includes a review of best practices for:

- recognizing the unique differences of a remote relationship;
- developing the ability to recognize key stakeholders and their importance to you;
- identifying best practices for remaining visible to your boss when you work remotely;
- establishing an immediate positive tone and developing trust within a remote network;
- developing your network to work for you regardless of their location;
- understanding the power of a strategic network to influence an outcome;
- maximizing your network's capabilities through goal setting and constructive feedback;
- identifying the key steps needed to create an effective powerbase of your own;
- exploring ways, you can turn a negative situation into a positive business outcome.

Program audience:

This workshop is designed for remote professionals who wish to upgrade their skills for career advancement.

1.5 Leading a remote project team to success and productivity

Description:

Growing your career means being willing to take on more responsibilities. Transitioning from a team member role to a team leader role in a remote team posed special challenges. Creating accountability and earning team respect is especially difficult in remote teams. This full day hands-on workshop takes participants through simulated business scenarios to teach them how to create an effective working structure that ensures better results.

Learning objectives:

Participants will leave the workshop with experience creating an easy framework for managing effective remote teams. Participants will practice these techniques on each other while witnessing the results. This includes:

- examining the basic differences between being a team member and assuming the lead;
- managing remote meetings to positive outcomes;
- establishing effective communication protocols to hold team members accountable;

- identifying key stakeholders that could hold influence on the project's outcome;
- creating effective reporting protocols to ensure there are no surprises;
- creating an effective business case for advocating for team resources;
- understanding the power of presence – how to make the most of events and face-to-face opportunities to strengthen ties;
- exploring ways, you can turn a negative situation into a positive business outcome.

Program audience:

This workshop is designed for remote professionals who wish to upgrade their skills for career advancement.

Remote Work Business Skills Workshops (half-day/full day programs)

In addition to our professional certification programs, Sophaya through the Remote Nation Institute also offers a variety of ongoing business skills workshops that reflect our expertise. This list is constantly renewed and we add new offerings all the time, so please check our website at www.remotenationworks.org for an up-to-date list.

These programs may be offered onsite, virtually (both synchronously and asynchronously), or as a custom hybrid (mixture of in-person and online), all sessions that may be customized to suit your business requirements. Please contact Mari Anne Snow, at masnow@sophaya.com to discuss your needs.

Sophaya facilitators are highly experienced Learning & Development professionals. We can design original content or deliver existing content according to a client's unique needs. Our team employs standard ADDIE adult learning methodologies in our design work then we customize programs to meet a client's objectives and provide a hand-on learning experience for participants. Our learning events are hands-on, practical, and designed to support today's remote/dispersed work environments.

All activities can be conducted in-person, virtually, or combination of in-person and virtual according to the needs of the client.

Our standard in-person facilitation package includes:

- Pre-session client consultations, event coordination, and session logistics.
- Content development and session material costs.
- Event logistics completed in collaboration with the internal team leading up to the strategic planning session date.
- Session facilitation the day of the event.
- Session evaluation summary.
- Review session with senior leadership team to close out the engagement.

Workshop fees for groups up to 20 people (including all class materials): Two full days: \$16,750/Full day: \$7,950/ Half day: \$4,500 + expenses (mileage, travel, meals, lodging, parking, room rental, etc.)

NOTE:

- For groups larger than 20, please contact Mari Anne Snow, masnow@sophaya.com or 401.286.9828 for large group rates.
- For virtual options, contact Mari Anne for online group facilitation options.

- Additional facilitation and content development-related activities beyond the package activities are billed at \$200/hr. + expenses.

SAMPLE TOPICS:

For a full and current course list, please visit our website at www.remotenationworks.org or contact Mari Anne Snow at masnow@sophaya.com

HALF OR FULL DAY SESSIONS:

Effective Meeting Management (half-day or full day session)

Meetings have taken over the modern workplace; more meetings, taking up more time, getting less done. The proliferation of new technology that enables conference calls, video conferencing, and screen sharing means meeting management gets more complex as project teams become more dispersed. It takes special skills and focus to conduct productive and efficient meetings. This half-day session provides participants with an easy framework and specialized techniques for maximizing meetings of all types for successful outcomes and higher levels of productivity through greater accountability.

Managing Dispersed Teams (half-day or full day session)

Technology has allowed for easier connection with people in different locations. Flexible work arrangements, virtual teams, and the ability to take advantage of remote talent combined with these new tools means team leaders and project managers often must learn how to build team trust and manage accountability from a distance. Add different generations, level of expertise and all the other human factors that drive individual performance and things can get really complicated. This half-day session provides participants with specialized techniques for building accelerated team trust and higher degrees of cooperation among dispersed team members for greater team success.

Effective Team Communication over Distance (half-day or full day session)

How do you know you have gotten your message across when you are not in the room? How do you maximize your digital communication interactions for better results? How do you build trust with people you cannot see and who cannot see you? These are important questions for today's professionals who work with dispersed groups. In this half-day session, participants will learn practical techniques for increasing the effectiveness of their distance communication skills for productive team interaction and higher levels of accountability.

Digital Etiquette in Today's Channelized World (half-day or full day session)

The sales of digital phones have now eclipsed desktops, laptops, and tablets. We are more mobile, accessible, and technology-dependent than ever before. Getting someone's attention is tough because email is no longer the primary source of business communications for every business. No one answers their phone anymore and texting has become an acceptable business practice. Emoji's are popping up everywhere. So, what is a conscientious business professional must do to get their customer's attention? In this half-day session, participants will learn about today's digital communication environment and examine practical techniques for getting and keeping someone's attention in today's noisy, digital world.

Managing Conflict and Accountability (half-day or full day session)

If there have been people, there has been conflict. However, today's technology devices reduce face-to-face interactions between people and that means misunderstandings and conflict often get played out online. Devices make it easier for people to avoid each other; particularly when misunderstandings and conflict occur. In this half-day session, participants will examine the potential consequences of engaging in conflict online and learn practical techniques for deescalating emotion, employing active listening to appreciate different points of view and manage difficult situations with professionalism.

Influence without Authority (half-day or full day session)

Service providers often find themselves in a situation where they are responsible for executing work for a client in collaboration with others. While the service provider may be the team leader on a project, the people working on the project team do not report to them. This means the team leader must prove themselves to be a credible leader so the project team will take them seriously and participate fully to meet the project objectives. This half-day session provides participants with specialized techniques for building accelerated team trust and higher degrees of cooperation among team members for greater team success.

Defining leadership as a Remote Team Leader: 2-Day Session

Day 1 – Role of a Leader in Today's Dispersed and Matrixed World

In this full day program, participants will engage in hands-on activities and group discussion that helps them identify the characteristics of an effective virtual leader, explore the new responsibilities of virtual leadership, and craft their own identity as a virtual executive. Learning objectives for this session include how-to's for:

- Embracing the responsibilities of virtual team leadership by understanding the new requirements of the role.
- Developing the necessary virtual leadership skills to build team cohesion when the team is out of sight.
- Establishing credibility in your new role as "mission control" for your team.
- Building your capabilities as the team advocate for your people.

Day 2 – Driving Results in Remote Teams Through Coaching and Engaged Collaboration

In this full day program, participants will engage in learning activities, group discussion and problem-solving that will teach them process steps and workflows for achieving top productivity with virtual teams. Learning objectives include how-to's for:

- Executing effective, efficient virtual team meetings and one-on-one status updates utilizing digital tools.
- Conducting feedback and difficult conversation using digital channels.
- Delivering performance feedback and redirecting team member virtually.
- Delivering performance evaluations virtually.

Managing Remote Teams Through Defined Objectives: 2-Day Session

Day 1 – Communication, Accountability and Setting Expectations as a Remote Team Manager

In this full day program, participants in this session will engage in hands-on learning activities, group discussion and problem-solving that teaches them how to set up accountability structures and set expectations with virtual teams that maximizes team performance and improves productivity. Learning objectives for this session include how-to's for:

- Setting up communication protocols for virtual teams to keep the team engaged and connected.
- Establishing the framework for managing by objective (MOB).
- Communicating clear expectations and business objectives for structured accountability.
- Identifying the new accountability metrics to measure performance and maintain team accountability.
- Navigating day-to-day operational issues when the team is dispersed.

Day 2 – Building Remote Team Engagement, Creating Meaningful Career Paths and Utilizing Digital Touch Points to Retain and Develop Your Remote Team

In this full day program, participants in this session will engage in hands-on learning activities group discussion and problem-solving that teaches them how to build team engagement using targeted digital touchpoints. Learning objectives for this session include how-to's for:

- Managing virtual relationships and creating clear digital touch points to build and sustain team engagement.
- Working with your organization to develop meaningful career paths and recognition of top virtual performers.
- Building your team's collaboration capabilities utilizing emotional intelligence in a virtual setting.
- Establishing peer-to-peer collaboration opportunities and building a healthy team culture in virtual teams.

Developing Your Skills as an Effective Remote Team Member: 2-Day Session

In today's highly mobile, technically connected world, working outside a traditional office is becoming more and more prevalent today. Professionals who develop the self-discipline and the practical skills to work remotely can live anywhere and have more career opportunities than employees tied to a physical office. Virtual employees offer companies access to the best talent and opportunities for real cost benefits in lower overhead and increased productivity.

This program provides a practical look at the skills required for effective remote work. We provide the participants with hand-on opportunities to examine those skills through a practical business lens. Topics covered are not theoretical; rather they are rooted in business fundamentals supplemented with the best practices of some of today's top virtual professionals.

Day 1 – Remote Team Skills for Effective Remote Teamwork

Working efficiently on the road or from a home office can be hard for a new virtual professional. Staying on task and managing deadlines takes skills and a deliberate focus. It is also hard to maintain work/life balance when technology keeps you plugged in 24/7. By developing highly specialized work practices that allow you to stay focused regardless of your location, you expand your professional opportunities and position yourself to take advantage of new, exciting roles within your organizations. This full day hands-on workshop examines the best practices associated with productive virtual work.

Learning objectives:

Participants will leave the workshop with a solid understanding of the best practices for professional productivity outside a traditional office. This includes best practices for:

- recognizing the characteristics of an effective virtual worker and assessing your work style against this profile;
- setting up your home office;
- creating an effective work routine;
- establishing stretch performance goals for yourself;
- participating in performance reviews delivered over the internet;
- setting "office" hours that make sense for your lifestyle;
- creating opportunities for virtual peer-to-peer mentoring;
- building routines that allow you to communicate your achievements to your boss.

Day 2 – Communicating Effectively and Productively as a Remote Professional

Effective communication is essential for any professional, but it is particularly critical for virtual professionals. Managing communication and collaborating through technology presents special challenges as technology "flattens" messages and creates unexpected misunderstandings with people you have never meet and rarely see. This full day hands-on workshop takes participants through a simulated business day allowing them to immediately apply communication concepts covered in the classroom, witness the results, and navigate to a successful conclusion.

Learning objectives:

Participants will leave the workshop with experience practicing key virtual communication and collaboration concepts on each other while witnessing the results. This includes:

- reviewing the basics of distance communications and message processing via technology;
- identifying the importance of the audience and the role of stakeholders in communication;
- crafting messages that support your identified communication objectives regardless of the distance between you and your audience;
- choosing the appropriate technology "channel" to deliver your message effectively;
- evaluating how to use video to strengthen distance relationships;
- assessing the effectiveness of your communication;
- exploring ways, you can turn a negative situation into a positive business outcome even at a distance.

Remote leadership/team building solutions and productivity consulting

Sophaya works with our clients by building custom solutions to help build team productivity and team unity among remote and dispersed teams. Our standard consulting packages include:

- Consultation with senior leaders to establish engagement objectives.
- A workplace assessment and team leader audit.
- Targeted team interviews/focus groups.
- Detailed write-up with summary of findings and recommended steps.
- Implementation plan with timeline, budget, and identified resource needs.

Sophaya will prepare a fixed price quote based on the project details. Our consulting packages will be tailored to meet your specific needs. We can work with your internal team or supply additional reputable resources when needed. Please contact Mari Anne Snow at masnow@sophaya.com or 401.286.9828 to discuss your project needs.

Strategic planning consulting services – remote work as an operational strategy

Sophaya offers a range of strategic consulting services related to the use of remote work as an organizational/operational strategy, improved team productivity in dispersed teams, operational improvements for dispersed organizations, business development and workforce planning in dispersed organizations, high-level strategic planning for companies undergoing major change.

Sophaya will prepare a fixed price quote based on the project details. Our consulting packages will be tailored to meet your specific needs. We can work with your internal team or supply additional reputable resources when needed. Please contact Mari Anne Snow at masnow@sophaya.com or 401.286.9828 to discuss your project needs.

Implementation, operationalization, and change management consulting

Once strategic plans are complete, Sophaya can provide the expertise and guidance to help our clients operationalize the strategy. As experienced operations and change management experts, our Sophaya team will work with your in-house experts to implement your strategy in a planful, deliberate manner to minimize operational disruption and drive adoption for your plans.

Sophaya will prepare a fixed price quote based on the project details. Our consulting packages will be tailored to meet your specific needs. We can work with your internal team or supply additional reputable resources when needed. Please contact Mari Anne Snow at masnow@sophaya.com or 401.286.9828 to discuss your project needs.

Workplace redesign consulting post-COVID

Remote work will be a critical business strategy for many organizations post-COVID. As remote work experts, Sophaya has developed a detailed 4-step process called the SOPHAYA METHOD™ for operationalizing and optimizing remote work in any size organization to provide team resilience, greater team productivity, and extended business continuity capabilities. We help you realize cost-savings and create a distinctive market differentiator that will give you real advantage over your competition. Become an employer of choice and take advantage of talent regardless of where they live through targeted remote work strategies.

The Sophaya 4-Step Process:

Step #1: Assessment, discovery, strategic planning

Step #2: Tactical project planning, resource identification, and project budget development

Step #3: Implementation and change management support

Step #4: Operationalization beyond implementation

Sophaya will prepare a fixed price quote based on the project details. Our consulting packages will be tailored to meet your specific needs. We can work with your internal team or supply additional reputable resources when needed. Please contact Mari Anne Snow at masnow@sophaya.com or 401.286.9828 to discuss your project needs.

Strategic facilitation services

Our team of experienced strategic facilitators work with organizations to help structure strategic planning sessions at all levels of your organization: C-Suite, Division, Department, Team. We ensure your strategic planning sessions are focused and aligned with your business objectives, mission, and values. The Sophaya group facilitation experts provide guidance and experienced support that allows senior leadership teams to fully participate in the strategic planning process and complete a plan that is actionable and executable. We work in collaboration with the client's internal team to ensure the process is a well-organized, productive experience for everyone.

All activities can be conducted in-person, remotely, or combination of in-person and virtual according to the needs of the client.

Our standard strategic facilitation package includes:

- Pre-session planning, meeting agenda development, event coordination, and meeting logistics.
- Event logistics completed in collaboration with the internal team leading up to the strategic planning session date.
- Session facilitation the day of the event.
- Session notes/group output transcription and execute summary.
- Review session with senior leadership team to close out the engagement.

FEE STRUCTURE FOR STRATEGIC FACILITATION SERVICES:

IN PERSON: Strategic Facilitation package fee for in-person groups up to 25 people: \$6,500 + expenses (mileage, travel, meals, lodging, parking, etc.)

VIRTUAL/LIVESTREAM ONLINE: Strategic Facilitation package fee for virtual/live stream groups up to 25 people: \$6,500 + expenses (for all online livestream sessions, Sophaya will support a skilled moderator plus a technical support person to ensure the group experience online is inclusive and engaging.

NOTE:

- For groups larger than 25, please contact Mari Anne Snow, masnow@sophaya.com or 401.286.9828 for large group rates.
- Additional strategy-related activities beyond the package activities are billed at \$300/hr. + expenses.

Custom Group facilitation and Team building activities

Sophaya facilitators are highly experienced Learning & Development professionals. We can design original content or deliver existing content according to a client's unique needs. Our team employs standard ADDIE adult learning methodologies in our design work then we customize programs to meet a client's objectives and provide a hand-on learning experience for participants. Our learning events are hands-on, practical, and designed to support today's remote/dispersed work environments.

We can also translate the learning experience into a satisfying online experience to help your employees can continue to elevate their skills even during workplace shutdowns.

The types of custom events include: People-to-people skills training workshops, Professional development training sessions, Professional development events, or Teambuilding engagements that are outside the topic lists listed in our current Sophaya offerings. All these topics can be delivered in-person, online, or as a hybrid option.

Areas of expertise:

The Sophaya team focuses on people-to-people business skills with a special emphasis on human interactions, distance interactions, interpersonal interactions, and change. We have experience working with all levels of an organization from Board level, C-suite executives, tenured management, top rising talent, to newly promoted supervisors. A small sample of typical topics include:

- Traditional leadership topics
- Leading remote or dispersed teams
- Accountability
- Emotional intelligence
- Multi-channel interpersonal communications
- Change management
- Work/life integration
- Managing conflict
- Negotiation and business advocacy
- Strategic thinking
- Critical thinking and problem solving
- Business skills – leading effective meetings, strategic networking, time management, business writing, etc.

All activities can be conducted in-person, virtually, or combination of in-person and virtual according to the needs of the client.

Our standard in-person facilitation package includes:

- Pre-session client consultations, event coordination, and session logistics.
- Content development and session material costs.
- Event logistics completed in collaboration with the internal team leading up to the strategic planning session date.
- Session facilitation the day of the event.
- Session evaluation summary.
- Review session with senior leadership team to close out the engagement.

Facilitation package fee for groups up to 20 people: Full day: \$7,950/ Half day: \$4,500 + expenses (mileage, travel, meals, lodging, parking, room rental, etc.)

NOTE:

- For groups larger than 20, please contact Mari Anne Snow, masnow@sophaya.com or 401.286.9828 for large group rates.
- For virtual options, contact Mari Anne for online group facilitation options.
- Additional facilitation and content development-related activities beyond the package activities are billed at \$250/hr. + expenses.

Executive coaching for all levels of leadership – from C-Suite to emerging leaders

Sophaya provides a wide range of executive coaching services. A standard engagement typically lasts for a minimum of six months and includes:

- Initial meeting with the senior leaders to establish objectives for the engagement.
- Initial assessment meeting with coaching client's supervisor.
- Initial meeting with coaching client to review engagement parameters and expectations.
- 45-min bi-weekly coaching sessions.
- Final wrap-up.

While this is a typical engagement, Sophaya will tailor your coaching engagement to suit the client's needs.

Business cases for coaching include:

- Development of top-talent for future senior leader roles.
- Support and skill building for newly promoted leaders at any level.
- Development for succession planning.
- Skill development to assist struggling executives.
- Skill development in support of organizational change management initiatives.
- Executive leaders who benefit from outside coaching in support of new responsibilities.
- Small business owners or key staff with little leadership experience.

Sophaya will prepare a fixed price quote based on the project details. Our consulting packages will be tailored to meet your specific needs. We can work with your internal team or supply additional reputable resources when needed. Please contact Mari Anne Snow at masnow@sophaya.com or 401.286.9828 to discuss your project needs.

Speaking fees – Keynotes, Learn-at-lunch, Webinars, Event workshops, Panels

The Sophaya team provides top-level, highly expert speakers for industry, corporate, professional association, government, non-profit, and/or team events.

A small sample of topics:

- Navigating forward in uncertain times
- When everything changes, find the opportunity
- Leading during crisis
- Remote team leadership topics
- Managing a dispersed, global team
- Creating remote team engagement
- Communicating over distance
- Accountability at a distance
- Building team productivity through work/life integration
- How remote work helps build team diversity
- Learning to respect difference and build team resilience with remote work
- Focus on the positive – proactive change management that wins
- Getting comfortable with discomfort
- Leading as a remote professional
- Designing and living a remote career
- Creating new market opportunities with virtual teams

Our standard speaker package includes:

- Pre-session client consultations, event coordination, and session logistics meetings.
- Content customization to audience for all keynote, learn-at-lunch, webinar speeches/presentations.
- Panel – moderator: Will work with client to formulate questions; panelist: will work with client and other panelists before the event to ensure a lively, on-point discussion.
- Event logistics completed in collaboration with the internal team leading up to the event date.
- Delivery the scheduled day of the event.

Speaking fees:

Keynote: \$5,000

Learn-at-lunch: \$2,500

60-minute Webinar: \$2,500

90-minute Event workshops (up to 25 people): \$3,500

Panel (Moderator): \$3,000

Panelist: \$2,000

NOTE: Expenses (mileage, travel, meals, lodging, parking, room rental, etc.) are not included and will be billed separately. Please contact Mari Anne Snow, masnow@sophaya.com or 401.286.9828 with questions or for non-profit rates.

The Sophaya team is equally experienced speaking virtually – contact us directly for pricing for virtual speaking engagements.

Policies

Technology-Based Learning Policy

Students who enroll into our technology-based, either self-paced or livestream, learning programs (our courses and programs that are housed and delivered online) will be responsible for providing themselves with regular access to a reliable computer that has current standard software, a web-camera, and a microphone. Reliable internet access will also be required, to watch the online lectures, participate in the knowledge check activities such as quizzes, download materials and upload homework, and interact with the Instructor and staff by email and video conferencing. Access to a dedicated, comfortable workspace with the ability to print is encouraged and earphones or earbuds may also be helpful.

Grading Policy

Sophaya typically evaluates our student's performance through percentage and letter grade. For successful completion and graduation from a course or program, a C-average is required. On occasion and where indicated, a course will be graded with a 'Pass' or 'Fail'.

A grade of 'W' indicates that a student has withdrawn from the course or program and has received a refund. A grade of 'I' indicates that a student has been graded Incomplete, removed from the course or program and is not eligible for a refund.

% Grade	Letter Grade
93-100	A
90-92	A-
87-89	B+
84-86	B
80-83	B-
77-79	C+
74-76	C
70-73	C-
67-69	D+
64-66	D
0-63	Fail
W	Withdrawal
I	Incomplete

Refund & Cancellation Policy

Sophaya stands behind its work and always seeks to deliver high-quality services. But we know sometimes plans change unexpectedly. We try to accommodate circumstances when we can, and our refund policies are built to accommodate circumstances whenever we can.

Open Enrollment Course/Program Cancellation

If we cancel any open enrollment program, course, or session due to technical difficulty or internet/power outage, a make-up session will be arranged. The details will be communicated to all participants promptly.

If the instructor or any of the guest speakers cancel, we will provide an alternate instructor for that session on the day it is scheduled.

Refunds for In-person facilitations, workshops, or training

- 100% fee refund for any event canceled at least 15 business days prior to the scheduled date. NOTE: Client is fully responsible for any expenses incurred e.g. room rentals, equipment rentals, travel expenses already purchased (plane tickets, non-refundable hotel rooms, etc.).
- 50% fee refund for any event canceled within 14 business days of the scheduled date. NOTE: Client is also fully responsible for any expenses incurred e.g. room rentals, equipment rentals, travel expenses already purchased (plane tickets, non-refundable hotel rooms, etc.).
- No fee refund for any event canceled within 24 hours of the scheduled date. NOTE: Client is also fully responsible for any expenses incurred e.g. room rentals, equipment rentals, travel expenses already purchased (plane tickets, non-refundable hotel rooms, etc.).

Refunds for Sophaya and the Remote Nation Institute's custom eLearning programs, online/Livestream courses and programs, and professional certification programs

1. 100% fee refund within 14 calendar days of paid registration, for any Sophaya or Remote Nation Institute open enrollment online/livestream courses/programs when the student has not logged into their enrolled program. NOTE: paid registration and login are two different activities – registration is an email notification, login requires action on the part of the registrant to electronically sign into our online learning platform.
2. There is no refund after a student logs into the online/livestream course/program and therefore has had accessed the materials. On a case-by-case basis and at Sophaya's discretion, the student has an opportunity to negotiate with Sophaya to put access 'on hold' and start again later, within 1 year of purchase of the course/program, for extenuating circumstances that prevent the student from beginning and completing their course or program. To inquire about placing your registered course on hold, please contact the program administrator at adrianacav@sophaya.com
3. For custom eLearning programs, Sophaya will refund at 100% once a contract is signed if course development work has not started. Once course development work is underway, Sophaya will refund up to 50% depending on the stage of project development. NOTE: Client is fully responsible for any expenses incurred because of the project requirements e.g. pre-paid services e.g. video editing/course design/curriculum customization or room rentals, equipment rentals, travel expenses already purchased (plane tickets, non-refundable hotel rooms, etc.).

Speaking fees are refundable if the event is canceled at least 5 days prior to the scheduled date. Client is fully responsible for any expenses incurred e.g. room rentals, equipment rentals, travel expenses already purchased (plane tickets, non-refundable hotel rooms, etc.).

Refund and cancellation terms for consulting and/or executive coaching engagements will be built into the contract for each consulting and/or executive coaching engagement and is determined by the scope of work required by the consulting and/or executive coaching project.

Grievance Policy

At Sophaya we hold ourselves to the highest professional standards and we always seek to partner with integrity and professionalism during all our client, vendor, and partner interactions. We also welcome

feedback. If anyone we interact with has a concern or question, please contact Sophaya's CEO, Mari Anne Snow at masnow@sophaya.com or via phone at 401.286.9828 to discuss.

Student Attendance, Management and Dismissal Policy

At Sophaya and the Remote Nation Institute (RNI) we are proud to have fostered a community of remote workers, whom we engage through teaching, research, and virtual networking events. The RNI is a resource education center that supports our students and peers, advises, and advocates for organizations, leaders, and individuals working remotely or as part of dispersed teams.

We actively monitor our students' progress, and our technology-based students have access to their instructor and support staff via phone, email, and video conferencing. We check in with our technology-based students frequently, to build and maintain the school/teacher/student relationship. We are committed to preparing leaders, individual team members and remote team groups to succeed as remote work professionals at all levels of their remote work careers.

Short Courses:

After the purchase of a Short Course, access does not expire, and there is no pre-set requirement for attendance and no timeframe that the course must be completed within.

Certificate Programs:

If a student cannot attend a live session, they must notify the Instructor by email and copy the program administrator, Adriana Cavaliere, on the notification email: adrianacav@sophaya.com.

Up to two absences are permitted, and for each absence, additional coursework and homework will be provided, and the recording of the livestream session will need to be watched. The additional coursework and homework must be completed and submitted to the Instructor before the program's last scheduled date for it to be reviewed and graded towards the overall program grade. Failure to complete and submit the additional coursework and homework will result in a Failing grade. The student is eligible to enroll in the course or program again but will be charged full tuition and will be required to begin the coursework at the beginning – no credit for previously completed coursework will be applied. Also, see 'Refund Policy'.

Suppose a student stops making progress in relation to the pace set out in the syllabus and the appointed completion timeframe and stops responding to our contacts. In that case, we take proactive steps to mitigate the student failing or being graded Incomplete and dismissed from the course or program. Once a student has been identified as failing and not meeting the academic requirements (as stated in the syllabus and at least 50% of content not completed by mid-way point per the required completion timeframe) they will be dismissed from the program if these two criteria are met:

1. Within a 2-week window, no response from the student, to 2 emails sent to the student's email address that is on file. The email will alert the student that they are not progressing satisfactorily and will offer the student support from their Instructor or staff.
2. Within the same 2-week window, no course progress was made in the program website, indicating no desire to continue with coursework.

Upon these two criteria being met, the student will be removed from the course and program and graded Incomplete. The student is then eligible to enroll in the course or program again but will be charged full tuition and will be required to begin the coursework at the beginning – no credit for previously completed coursework will be applied.