



MANAGEMENT & SUPERVISION PORTFOLIO

This portfolio offers a broad range of development opportunities for managers and supervisors. Programs link to the core competencies necessary to manage within our public sector environment, and include navigating within the civil service framework.

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21 Irrefutable Laws of Leadership

This course is designed to explore and discuss timeless leadership principles based on the book, *21 Irrefutable Laws of Leadership* by John Maxwell, who is an internationally known leadership expert. You will learn how these principles remain constant despite ongoing changes of time and technology as well as variation of cultures. Whether you are a new supervisor, or an experienced executive, you can discover how integrating these principles as part of your leadership style will make you a more effective leader.

Objectives:

- Discover the theories and workplace applications of each of the leadership principles
- Determine the consequences of performing and not performing each of the designated principles
- Recognize which of the laws of leadership you currently practice effectively, and which ones you can improve on
- Gain insight into how you can make positive changes in your own leadership style

Target Audience: Leaders, managers, and supervisors

Course Code: C9655

Days of Training: 1

Date: Sept 30

Cost: \$125

CEUs/CPEs: .6/8

Adaptive Leadership

Some supervisors and managers apply a “one size fits all” approach to dealing with employees and other key people in the workplace. They know that people are different – in personality, motivation and ability – but haven’t been able to respond differently because they are pressed for time, have tried options that didn’t work, worry about being seen as micromanagers if they provide too much direction, or fear things won’t get done right if they provide too little. This highly interactive one-day workshop will help supervisors and managers vary their approach to dissimilar people in order to achieve better and more consistent outcomes with a diverse range of performers. Participants will learn how to develop strategies to raise their employees’ motivational and skill levels on different tasks and assignments. Using the Situational Leadership II model, participants will learn to:

Objectives:

- Identify and expand their current leadership “comfort zone
- Explain and practice four different styles of leadership
- Determine which leadership style is best for a particular situation
- Explore the importance of adaptability and flexibility
- Recognize the consequences of over-supervision and under-supervision;
- Develop a personal action plan to apply behaviors and principles

The workshop will include a leadership self-assessment instrument, video, case studies, role plays, and small groups as well as class discussions.

Target Audience: Anyone serving formally or informally as a leader in the workplace

Course Code: C1237

Days of Training: 1

Dates: Oct 20

Cost: \$125

CEUs/CPEs: .6/8

Building Collaborative, Productive and Cohesive Teams

Is your team at the top of its game? This course will focus on the three key elements needed to build a collaborative, productive, and cohesive team: **Trust**, **Open communication** and **Purpose (TOP)**. You'll discover the importance of inter-dependence, conflict management, transparency, vision and clearly defined roles, and will have the opportunity to practice skills associated with these characteristics.

Objectives:

- Identify the key elements of "Trust" "Open Communication" and "Purpose" in a team environment
- Understand the stages of team development and how these stages impact the overall project
- Align team expectations and clarify roles and tasks of the varying team participants
- Apply group decision making and problem solving skills
- Discover processes to uncover and resolve conflicts on a team
- Practice methods for effectively managing different work styles

Target Audience: Staff at all levels

Course Code: C1243

Days of Training: 1

Date: Oct 14

Cost: \$125

CEUs/CPEs: .6/8

Data Analytics for Managers

This course introduces participants, especially managers and executives, to the concept of data-driven decision-making and management. Participants will learn how to better use data for setting goals and defining objectives, while identifying the proper metrics for those objectives and the elements of meaningful management dashboards. Participants will also learn how to assess the right analytical tools to manage projects, processes, and analytic staff within their departments.

Objectives:

- Using data to meet departmental and organizational goals
- Understanding what data/information is needed for effective planning and decision making
- Benchmarking as it relates to project development
- Visualizing data for informative reports and presentations
- Working to achieve measurable outcomes
- The concerns and opportunities of working with government open data

Target Audience: Managers, supervisors, and team leaders involved in data analysis

Course Code: C4311

Days of Training: 1

Date: Oct 1, Jan 30

Cost: \$150

CEUs/CPEs: .6/8

Decision Making

Having to make a decision can be overwhelming. What if the wrong decision is made? What if all the information isn't right? What if all possible options haven't been explored? What if a decision is not popular? This workshop focuses on what happens in organizations when there is decision making grid-lock. Participants will explore the decision making process and what gets in the way of decisions being made. Not only do decisions need to be made; they need to be communicated and reinforced by the decision maker. A decision making model will be shared and practiced and participants will be engaged in new behaviors so that decisions can be made with confidence and accountability.

Objectives:

- Identify the personal challenges that keep decision making from progressing
- Establish clear guidelines, roles, and responsibilities in the decision making process
- Learn a decision making model that encourages accountability
- Enhance leadership skills in driving decisions, communications, and sharing a vision
- Create a work environment that engages others' opinions in a respectful manner
- Develop strategies to "Go M.A.D." (Make A Decision)

Target Audience: Any manager or individual contributor with decision making responsibilities

Course Code: 4004

Days of Training: 1

Date: Dec 5

Cost: \$125

CEUs/CPEs: .6/8

Delegation and Time Management

This course focuses on skills for organizing, planning, and prioritizing work assignments. Participants will learn strategies for developing short and long-term plans to delegate, track, monitor, and ensure successful completion of their unit's work.

Objectives:

- Analyze and improve work processes
- Develop a personalized daily/monthly plan to accomplish goals
- Identify and address time wasters
- Manage interruptions and crises
- Delegate work to appropriate staff
- Overcome resistance to delegation

Target Audience: Managers and supervisors responsible for delegating and balancing multiple tasks

Course Code: C2004

Days of Training: 1

Date: Oct 6

Cost: \$125

CEUs/CPEs: .6/8

Excel Tools - Summarizing Data

This course will address one of the greatest challenges managers face today: making sense of the data they already have. Being able to quickly and efficiently summarize and analyze data is essential to making better business decisions. Using Excel 2010, participants will be taught some of the most effective techniques in summarizing and displaying data to extract actionable intelligence quickly and accurately.

Objectives:

- Basic functions
- Specific functions: Average, Count, Round, If Then, Nested If, Concentrate, PMT, Using Ranges, VLookup and Time and Date functions
- Specific Excel features: Sorting, Consolidating, Eliminating of Duplicates, multiple sheet references, and Using Basic Pivot Tables

Pre-requisites: Basic math skills, Excel Level 1

Target Audience: Managers, supervisors, and team leaders involved in data analysis

Course Code: C4312

Days of Training: 1

Date: Oct 21

Cost: \$150

CEUs/CPEs: .6/8

Fundamentals of Supervision

This workshop offers participants an introduction to the issues, challenges, and typical situations related to supervising “frontline” employees. Participants will learn basic skills and be introduced to the key techniques that they will need to function effectively in their supervisory role. Emphasis will be placed on the supervisor as part of a management team committed to developing excellence in government.

Objectives:

- Recognize the challenges of public sector supervision
- Propose strategies to effectively work with a diverse workforce
- Communicate performance objectives for effective staff performance
- Develop leadership practices that encourage commitment and teamwork
- Employ delegation as a work method that benefits both the supervisor and subordinate
- Coach staff members for top performance
- Master conflict management skills

Target Audience: All supervisors or individuals being moved/promoted into a supervisory position

Course Code: C1044

Days of Training: 2

Date: Oct 21-22, Jan 12-13

Cost: \$250

CEUs/CPEs: 1.2/16

NEW! Grow Coaching

Coaching is a unique skill that takes practice and patience. As people managers or project leads there are many occasions to provide performance feedback to others; however, coaching is about supporting others and helping them solve their own internal conflicts and obstacles. In other words, coaching is not about telling people what to do; it is about learning how to move the coachee into problem solving mode. This highly interactive workshop will educate participants on the GROW model and provide numerous opportunities to practice new skills. This is a great opportunity to add a new skill to your management toolkit.

Objectives:

- Examine and identify the right time to be a coach versus a manager or leader
- Identify the unique role that a coach has in the work environment
- Provide personal development and growth to others
- Fully engage with a coaching model and practice new skills in a safe environment

Target Audience: Leaders, people managers, project management leads and anyone who has the opportunity to help develop and “grow” others

Course Code: C3028

Days of Training: 1

Date: Dec 9

Cost: \$125

CEUs/CPEs: .6/8

Inspired Leadership: *Creating a Motivational Environment*

Exploring the wisdom and values of other real-life leaders, this course will assist participants in identifying new ways to encourage individual contributors to perform at higher levels - therefore increasing productivity, and, in the long-run, changing the image of the unit, department, and/or agency. The cornerstones of the **FISH Philosophy**® (*Choose Your Attitude, Be There, Make Their Day, and Play*) are incorporated into this workshop, and participants will explore ways to increase morale and esprit-de-corps—with the intent of inspiring and motivating team members to challenge themselves to improve. This course is intended for leaders who aspire to motivate and inspire others, lead “genuinely” and leave a legacy of integrity and success.

Objectives:

- Improve communications and ensure a smooth flow of operations
- Set standards of excellence that will challenge the team members to steadily increase performance and productivity through the use of values
- Explore ways to show appreciation for performance and let individuals feel that they are an important part of the team
- Create an environment of less fear and gain greater trust in yourself and others

Target Audience: Managers and supervisors who want to increase performance and productivity by using innovative approaches for leadership and developing creative approaches for changing the environment

Course Code: C7728

Days of Training: 2

Date: Nov 12-13

Cost: \$250

CEUs/CPEs: 1.2/16

Interpersonal Strategies

Being able to respond to difficult, stressful or sensitive interpersonal situations in ways that reduce or minimize potential conflict and facilitate successful outcomes is essential to creating a collaborative work environment. Interpersonal Strategies will focus on assessing your current communication and behavioral styles and offers approaches to leverage your strength and ability to understand yourself and others. Through the use of a self-assessment tool, participants will be able to identify and differentiate styles and approaches to real-world situations and develop interpersonal strategies—and the “savvy”—to achieve positive outcomes.

Objectives:

- Developing strategies to build better relationships—on all levels—both inside and outside the organization
- Building rapport for developing alliances and gaining trust
- Using diplomacy and tact in workplace interactions
- Diffusing “high-tension” situations comfortably

Target Audience: Functional managers and supervisors

Course Code: C7525

Days of Training: 1

Date: Nov 14

Cost: \$150

CEUs/CPEs: .6/8

Managing Off-Site Employees

This course provides useful strategies for a supervisor or manager who must manage from “afar”. It will focus on the changes of management when there is a virtual, remote or long-distance relationship with direct reports. Program participants learn the keys to successful management of off-site employees through proper planning, flexibility, control, and the development of an appropriate management style.

Objectives:

- Define and understand the world of the remote employee
- Overcome the “conventional” office frame-of-mind
- Build trust between self and off-site employees
- Manage tasks, relationships and expectations for remote employees
- Set performance criteria for off-site employees; monitoring and evaluation
- Examine why “timing is everything”

Target Audience: Supervisors, managers, team leaders, and professionals with off-site direct reports

Course Code: C5045

Days of Training: 2

Date: Oct 16-17

Cost: \$250

CEUs/CPEs: 1.2/16

Managing Through Transition

Effective leaders can effectively deal with the structural challenges of change and guide people through transition that comes with it. In this workshop you will gain a deeper understanding of the attributes required to lead with authenticity in the face of change. You'll discover the importance of building and supporting an environment of trust as you lead others through emotionally-challenging situations.

Objectives:

- Strategically intervene in a system to get attention and mobilize resources
- Determine key adaptive challenges the team, organization, or community faces
- Diagnose the psychological, emotional, and behavioral demands of a specific change
- Manage defensive routines, resistance, and work avoidance dynamics
- Orchestrate creative problem solving
- Use personal and formal power wisely and responsibly to attract and sustain attention
- Harness personal talents, predisposition and style in a productive manner

Target Audience: Leaders, managers and supervisors

Course Code: C7517

Days of Training: 1

Date: Nov 18

Cost: \$125

CEUs/CPEs: .6/8

Networking & Influencing

This course is based on the foundations of the book, *The 11 Laws of Likability: Relationship Networking...Because People Do Business With People They Like*, by Michelle Tillis Lederman. It will serve as a guide for what to do before, during, and after meeting someone to convert your conversations into stronger and longer connections. You will also gain a better understanding of how your communication preferences impact how you lead, solve problems, make decisions, form relationships, and what strategies you utilize to influence others. In this workshop you will learn your own communication preferences, how to identify and influence others' preferences, and how put the power of persuasion to work for you.

COURSE ASSESSMENTS:

1. Thinking Preferences Assessment (TPA)

The TPA profile will show your thinking preferences – that is, which part of your brain you prefer to exercise the most in thinking and learning. Your brain profile gives an indication of how you prefer to communicate, manage, learn, teach, lead, solve problems, make decisions, form relationships, and many more aspects of life.

2. The Influence Strategies Assessment

This exercise sets out the most effective influencing strategies and helps people make impactful choices. It helps people to identify the influencing strategies they use and evaluate how effective they are. By understanding this, they can improve their ability to influence others and achieve workplace objectives.

Target Audience: Functional managers and supervisors

Course Code: C7520

Days of Training: 1

Date: Nov 18

Cost: \$150

CEUs/CPEs: .6/8

Neuroscience & Management

The *Neuroscience and Management* course provides participants with an approach and structure to work with individuals and teams to successfully move around obstacles and get to productive results in a fraction of the time that most problem-solving conversations require.

Participants will be introduced to a basic brain-based model that is at the core of high impact leadership. Process and specific tools will be provided to move any conversation from the point of being stuck or challenged, to insight, and then motivated action.

Objectives:

- Having shorter, more impactful conversations
- Managing priorities more effectively, worrying less about details, and feeling less overwhelmed
- Running better meetings
- Working effectively with conflict
- Improving relationships with direct reports, peers, and supervisors
- Being a more effective agent of positive change

Target Audience: Functional managers and supervisors

Course Code: C7522

Days of Training: 1

Date: Oct 15

Cost: \$150

CEUs/CPEs: .6/8

Performance Recognition & Accountability

Performance Recognition and Accountability takes a comprehensive look at employee development and discipline. The course will provide supervisors and managers with tools they can readily apply to map out a path for employee development, evaluate progress, provide support, and employ a system of accountability. Course instructors will discuss all facets of performance recognition and accountability including:

Objectives:

- Performance Evaluations
 - a) Parameters for use
 - b) Setting goals and objectives
 - c) Implementing measures
- Individual Development Plans (IDPs)
 - a) Purpose
 - b) Role of supervisor/manager vs role of employee
 - c) How to make IDPs actionable
- Coaching Techniques
 - a) How to identify coaching opportunities
 - b) How to listen, communicate and offer feedback
 - c) Tracking progress
- Progressive Discipline
 - a) Grounds for discipline
 - b) Formal vs informal discipline procedures
 - c) Grievances and appeals
 - d) Arbitration

Target Audience: Functional managers and supervisors

Course Code: C7524

Days of Training: 1

Date: Dec 10

Cost: \$150

CEUs/CPEs: .6/8

Principles of Financial Management

Financial acumen is expected at every organizational level, and budgeting and finance are at the heart of every business. These functions deal with planning, recording, summarizing, and analyzing financial information across all departments for decision making, directing, and controlling resources and activities. This course will provide non-financial managers with a basic understanding of budgets and finance.

Objectives:

- Benefits of using financial management to support organizational success
- Characteristics of an effective budget
- Budgetary control and variance analysis
- Financial statements and their use for reporting financial condition
- Forecasting for cash allocations, cash flow, and capital needs

Target Audience: Functional managers and supervisors

Course Code: C4314

Days of Training: 1

Date: Oct 31

Cost: \$150

CEUs/CPEs: .6/8

NEW!

Professional Presence

This class will be facilitated by Thomas P. Farley, aka “Mr. Manners,” an etiquette expert, speaker, and author who’s been inspiring audiences of all types to master essential manners for success in the workplace—and in life. In this highly interactive workshop, designed for agency personnel who have achieved success in their positions or who have assumed a new position, Mr. Farley will offer tips and insights to ensure you make and continue to make a valuable contribution. You’ll assess your “personal brand” and how you are perceived by others. From your communication style to your ability to create a collaborative environment and get the best from others, you’ll discover techniques to get the “professional polish” you need to give your best, thrive, and advance in your career.

Objectives:

- Discover ways to make a fantastic first impression (all within seven seconds)
- Bolster your communication skills and renew your ability to lead through listening
- Set goals and targets for inspiring your team through your positive example
- Explore tricks for starting (and winding down) a conversation
- Learn effective ways for working with a multi-generational workforce, including running a meeting without digital distractions
- Master methods for becoming an appreciated member of your agency’s team

Target Audience: All City leaders, managers, and program directors wishing to examine and enhance their professional presence

Course Code: C7721

Days of Training: 1/2

Date: Oct 22, Nov 14 (9:00a-12:30p)

Cost: \$60

CEUs/CPEs: .3/4

Project Management

This workshop will cover the structures and practices of Project Management with the overlay of engagement and collaboration strategies. Focus will be on identifying and defining project objectives, efficiently and effectively coordinating project tasks, and applying the right processes and tools for managing a project team.

Objectives:

- Understand Project Management terms and knowledge areas
- Create a Project Charter that incorporates a project scope, a project plan with deliverables, time frames and resources along with a risk analysis
- Incorporate tools from other methodologies such as: appreciative inquiry, story-telling, open space, and world café
- Utilize tools that facilitate workflow and accountability
- Communicate project related information accurately and effectively
- Discover techniques for making Project Management meetings more dynamic and participatory
- Leverage collaboration to get projects done better, faster, cheaper, and greener
- Explore creative methods for effective problem solving

Target Audience: Professionals responsible for leading project initiatives

Course Code: C4023

Days of Training: 2

Date: Oct 28-29, Jan 21-22

Cost: \$250

CEUs/CPEs: 1.2/16

Report Writing for Managers and Professionals

This workshop focuses on exercises designed to review the standard elements of reports. Participants will have the opportunity to practice on their own and sample reports to ensure that they are composing complete, well-organized, and well-formatted documents.

Objectives:

- Use the writing process to create concise and complete documents
- Review the various types of informal and formal report writing techniques
- Consider the reader's need to capture information quickly
- Expand an informational report into an analytical report
- Improve the visual appeal of the report
- Edit for sentence structure, grammar, and word usage

Target Audience: Managers and professionals who write reports

Course Code: C1030

Days of Training: 2

Date: Nov 13-14

Cost: \$250

CEUs/CPEs: 1.2/16

Resolving and Managing Conflict

This workshop will enable participants to develop collaborative problem-solving skills and use these skills to coach staff and address conflict-related work situations and disputes. Participants will role-play different approaches for managing workplace conflict.

Objectives:

- Analyze and identify the role of leaders in resolving conflict
- Take steps to achieve collaborative problem solving
- Practice constructively framing and confronting conflict issues
- Transform conflict into a win-win situation
- Identify options for tough interactions
- Leverage interest-based negotiation techniques

Target Audience: Managers and supervisors who need to address work-related conflict

Course Code: C7518

Days of Training: 1

Date: Dec 11

Cost: \$125

CEUs/CPEs: .6/8

Selection Interviewing

This intensive one-day program will help participants learn how to plan and conduct an effective selection interview. Participants will learn how to develop questions that are legal, effective and behaviorally-based in order to improve their chances of hiring the “right” person for a given position.

Objectives:

- Learn to analyze specific job specifications
- Identify the conditions for holding an effective interview
- Develop key legal questions that are behaviorally-based
- Employ techniques to help make the interview fair, legal and effective
- Differentiate between hearing vs. listening
- Understand the role of perception in interviewing
- Handle difficult interview situations
- Practice interviewing and receive feedback on your interviewing skills

Target Audience: Managers and supervisors who interview candidates for positions in their agency

Course Code: C4027

Days of Training: 1

Date: Nov 6

Cost: \$125

CEUs/CPEs: .6/8

Strategic Thinking

This course provides an integral understanding of the purpose and application of strategic thinking, along with tools and steps for their application. Participants will develop a deeper understanding of successful techniques to overcome barriers in the development of short- and long-term integrated (strategic) planning, by applying practices that facilitate analysis of existing assets and challenges and capitalizing on strengths. This course provides participants with hands-on techniques and practices to develop ongoing “live in-the-moment” strategic planning.

Objectives:

- Identifying limiting behaviors
- Managing risk avoidance
- Engaging staff in pursuing agency and departmental visions
- Team learning as a tool for collaboration
- Addressing limiting mental models
- Obtaining staff buy-in
- Dissention as a tool for innovation
- Capturing ideas and implementing follow through

Target Audience: Functional managers and supervisors

Course Code: C7523

Days of Training: 1

Date: Dec 2

Cost: \$150

CEUs/CPEs: .6/8

Supervising Challenging Employees

This course is designed to give supervisors the interpersonal and communication skill sets to effectively manage challenging employees and situations. Participants will examine behaviors and attitudes that “label” a person as “challenging” and develop techniques to formulate and communicate positive behavior change goals for the employee. Emphasis will be on maintaining a positive professional image and practicing communication techniques to address “attitude issues” that affect performance.

Objectives:

- Recognize whether the challenge is from the employee, the situation or the relationship
- Distinguish effective from ineffective responses to challenging employees
- Focus on goals and outcomes instead of personality and process
- Negotiate “performance agreements”
- Solicit and offer feedback more comfortably
- Influence people through their own values and motivations
- Cope productively with personality differences
- Create dialogue through improved active listening and questioning skills
- Measure and increase mutual TRAC ratings (trust, respect, affection, and confidence)

Target Audience: Managers and supervisors seeking effective ways for supervising “challenging” employees

Course Code: C9038

Days of Training: 2

Date: Jan 29–30

Cost: \$250

CEUs/CPEs: 1.2/16

Synthesizing & Presenting Information

This course is designed for employees who convey complex information across all levels of their organization. It provides extensive instruction and practical activities in synthesizing complex information and presenting it logically and engagingly. Participants will cultivate their reasoning and presentation skills by responding to realistic case studies and practicing on a live, relevant briefing. They will receive feedback from an experienced consultant, and they will develop greater confidence in presenting vital information clearly and concisely. The critical course components include the following activities:

Objectives:

- Collecting and analyzing information efficiently and aligning information with agency goals
- Organizing content with a top-down approach that highlights key points
- Presenting data visually in audience-focused oral briefings to enhance retention
- Articulating ideas to ensure comprehension and maximize impact

Target Audience: Functional managers and supervisors

Course Code: C7521

Days of Training: 1

Date: Oct 29

Cost: \$150

CEUs/CPEs: .6/8

Would I Follow Me? Looking at Yourself as a Leader

Most people in leadership positions are unaware of how the people they lead really see them. If you could be on the receiving end of your own leadership style, how do you think you'd answer this question: "Would I follow me?" In this class, you will examine effective leadership behaviors and view the DVD "Would I Follow Me?" Participants will explore effective leadership behaviors and examine the impact those behaviors have on the success of the work group.

Objectives:

- Learn the six lessons of successful leadership
- Recognize the three key differences between effective and ineffective leaders
- Discuss ways of aligning and meeting the competing expectations of your senior managers and your followers
- Practice a leadership "inaugural address" to your work team to move things forward and project the image of a leader
- Realize the dos and don'ts of leading peers

Target Audience: Professionals in a leadership or managerial position who desire to become the leader they would like to have

Course Code: C9165

Days of Training: 1

Date: Oct 6

Cost: \$125

CEUs/CPEs: .6/8