

# MANAGERIAL & BUSINESS SUITE



Management & Supervision Portfolio

## Managerial & Business Suite: Core Competencies for the Successful Manager

This Suite is designed for functional managers and supervisors. It focuses on developing a mastery of the core competencies — the necessary behaviors and attributes as well as knowledge and skills — needed to expand your impact across the organization and strengthen your capabilities for managing your team, your resources, and yourself.

Managers are welcome to enroll in any or all classes. Additional program and registration information will be available in Winter 2013/2014. Please call 212-386-6480 for more information.



- Data Analytics for Managers
- Excel Tools - Summarizing Data
- Interpersonal Strategies
- Networking & Influencing
- Neuroscience & Management
- NYC Civil Service & Personnel Policy
- Performance Recognition & Accountability
- Principles of Financial Management
- Strategic Thinking
- Synthesizing & Presenting Information



# Data Analytics for Managers

This course introduces participants to the concept of data-driven decision-making and management. Participants will learn how to set goals, define objectives, identify the proper metrics to track progress against those objectives, and create appropriate management dashboards. Participants will then be introduced to the necessary analytical tools to manage projects and processes within their departments.

This course includes the following topics:

- 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



This course will address one of the greatest challenges managers face today: making sense of the data they already have. Excel Tools will focus on summarizing data to make better business decisions by utilizing Excel 2010. Through hands-on activities, participants will learn some of the most effective techniques in data summary and display. Participants will also learn how to hone their skills reading data lists.

Topics include:

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

Prerequisites: Basic math skills, Excel Level 1\*

\*Excel Level 1 is available at the Citywide Training Center. See L&D's course catalog for more detailed course information.



# 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 strengths to build productive and collaborative professional relationships. Through the use of a self-assessment instrument, participants will be able to identify and differentiate between style preferences and use that understanding to facilitate positive outcomes.

Topics include:

- 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



In this course, influence strategies and relationship building will be explored in the context of converting conversations into stronger and longer connections. Participants will gain a better understanding of how communication preferences impact problem solving, decision making, persuasive ability and management capacity.

This course includes two 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**

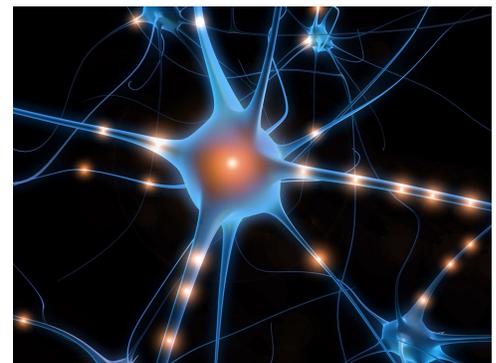
This exercise sets out the most effective influencing strategies and helps people make impactful choices. It helps people to identify the influencing strategies they use and evaluate how effective they are. By understanding this, they can improve their ability to influence others and achieve workplace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

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.

Program participants will find this program essential for:

- 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



This course provides supervisors and new managers with an overview of Citywide HR policy, and offers participants the tools required to supervise others within the framework of City HR. Taught by in-house experts, the course covers many civil service and personnel topics and is also designed to address emerging trends within HR.

Course topics include:

- Civil Service Law
- CS examination and list certification process
- CS hiring
- Effective discipline
- Investigations
- EEO and diversity
- Employee evaluations
- Workforce planning



# Performance Recognition & Accountability

Performance Recognition and Accountability takes a comprehensive look at employee development and discipline. The course will provide supervisors/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;

- 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



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.

Topics include:

- 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



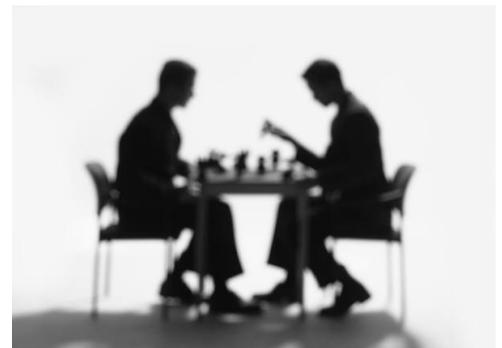
# Strategic Thinking

This course provides an integral understanding of the purpose and application of strategic thinking, along with tools and models for application.

Participants will develop a deeper understanding of successful techniques to overcome barriers in the development of short and long-term integrated (strategic) planning. Discussion and application will focus on applying practices that facilitate analysis of existing assets and challenges, and capitalizing on strengths. This course will provide participants with the hands-on techniques and practices to develop ongoing “live in-the-moment” strategic planning.

Techniques and practices to be presented include:

- Identifying limiting behaviors
- Managing risk avoidance
- Engaging staff in pursuing agency and departmental goals
- Collaborating through team learning
- Addressing limiting mental models
- Obtaining stakeholder buy-in
- Innovating through the use of dissention
- Moving from ideas to implementation



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:

- 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

