# Professional Development 2019

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Every leader has a unique path. Let us be your guide.

Identify the competency or skill you are looking to develop from the table below and find the programs that will address that skill. Program dates and descriptions are listed in detail throughout this book.

Factor I: Thought

Manages Complexity

- Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
- Advanced Project Management
- Effective Decision Making
- Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
- Project Management Essentials I & II

Decision Quality

- Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
- Advanced Project Management
- Effective Decision Making
- Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
- Project Leadership
- Project Management Essentials I & II

Balances Stakeholders

- Project Leadership
Factor II: Results

Action Oriented

- Project Management Essentials I & II

Resourcefulness

- Going From Peer to Supervisor
- Maximizing Results through Effective Delegation

Directs Work

- Advanced Project Management
- Coaching and Evaluating Performance
- Going From Peer to Supervisor
- Maximizing Results through Effective Delegation
- Project Leadership
- Project Management Essentials I & II

Ensures Accountability

- Embracing Accountability
- Five Behaviors of a Cohesive Team
- The Power of Positive Leadership

Plans & Aligns

- Advanced Project Management
- Effective Decision Making
- Embracing Accountability
- Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
- Project Leadership
- Project Management Essentials I & II
- Time Management & Personal Productivity

Optimizes Work Processes

- Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
- Advanced Project Management
- Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
- Project Leadership
- Time Management & Personal Productivity

Drives Results

- Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
- Effective Decision Making
- Engaging Today’s Workforce
- Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
- Five Behaviors of a Cohesive Team
- Maximizing Results through Effective Delegation
- Project Management Essentials I & II
- The Power of Positive Leadership
Factor III: People

Collaborates
- Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
- Coaching and Evaluating Performance
- Effective Decision Making
- IMPROVing Interpersonal Communication
- Leadership is Everyone’s Business

Manages Conflict
- Building Trust: Increasing Impact in Working with Others
- Effective Conflict Management
- Navigating Difficult Conversations

Interpersonal Savvy
- Building Trust: Increasing Impact in Working with Others
- Communication Skills for Leaders
- Effective Conflict Management
- Embracing Accountability
- The Energy Bus: Driver of Positive Change

Develops Talent
- Coaching and Evaluating Performance
- Engaging Today’s Workforce
- Leading the New Workforce: Filling the Cross-Generational Gap

Attracts Top Talent
- Engaging Today’s Workforce

Values Differences
- Effective Conflict Management
- Leading the New Workforce: Filling the Cross-Generational Gap

Builds Effective Teams
- Five Behaviors of a Cohesive Team
- Leadership Essentials: Understanding Leadership & Team Development
- The Power of Positive Leadership

Communicates Effectively
- Assertiveness: Communicating with Impact
- Building Trust: Increasing Impact in Working with Others
- Coaching and Evaluating Performance
- Communication Skills for Leaders
- Effective Conflict Management
- Embracing Accountability
- Emotional Intelligence: Becoming More Effective in Reaching Others
- IMPROVing Interpersonal Communication
- Leadership Essentials: Understanding Leadership & Team Development
- Maximizing Results through Effective Delegation
- Navigating Difficult Conversations
- Professional Communication & Presence
- The Energy Bus: Driver of Positive Change
Drives Engagement
- Building Trust: Increasing Impact in Working with Others
- Engaging Today’s Workforce
- IMPROVing Interpersonal Communication
- Leadership Essentials: Understanding Leadership & Team Development
- Leadership is Everyone’s Business
- Leading the New Workforce: Filling the Cross-Generational Gap
- The Energy Bus: Driver of Positive Change
- The Power of Positive Leadership

Persuades
- Assertiveness: Communicating with Impact
- Communication Skills for Leaders
- Professional Communication & Presence

Drives Vision & Purpose
- Leadership is Everyone’s Business
- The Energy Bus: Driver of Positive Change
- The Power of Positive Leadership

Factor IV: Self

Courage
- Leadership is Everyone’s Business
- Leading Change at the First Level

Instills Trust
- Building Trust: Increasing Impact in Working with Others
- Leadership is Everyone’s Business

Demonstrates Self-Awareness
- Emotional Intelligence: Becoming More Effective in Reaching Others
- Leadership Essentials: Understanding Leadership & Team Development
- Professional Communication & Presence

Self-Development
- Assertiveness: Communicating with Impact
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- Time Management & Personal Productivity

Manages Ambiguity
- Embracing Accountability
- Five Behaviors of a Cohesive Team
- Leading Change at the First level
- Maximizing Results through Effective Delegation
- Time Management & Personal Productivity
Nimble Learning

- IMPROVing Interpersonal Communication
- Leading Change at the First Level

Being Resilient

- Emotional Intelligence: Becoming More Effective in Reaching Others
- Leading Change at the First Level
- The Energy Bus: Driver of Positive Change

Situational Adaptability

- Assertiveness: Communicating with Impact
- Leading Change at the First Level
- Navigating Difficult Conversations
Advanced Problem-Solving for Team Leaders: Lean Six Sigma Green Belt
11/20/19 - 8:30 am - 4:30 pm

This two-day workshop was designed for supervisors and managers. Participants will gain the knowledge and skills to lead Lean Six Sigma problem-solving teams that will help your company’s bottom line. In addition, you will learn how to lead a team through the five step Lean Six Sigma Problem Solving process called DMAIC in conjunction with some more advanced Lean Six Sigma tools.

**The Yellow Belt workshop is a prerequisite for this program.

This program will help leaders:
- To provide you with the basic knowledge and skills to lead Lean Six Sigma project teams.
- To understand the five-step Lean Six Sigma problem solving process called DMAIC in more detail.
- To understand when and how to use some of the more advanced Lean Six Sigma tools and techniques.

**Competencies Addressed: Collaborates, Drive Results, Decision Quality, Manages Complexity, Optimizes Work Performance**

Advanced Project Management
05/07/19  |  10/9/19 - 8:30 am - 4:30 pm

This one-day class is an excellent follow-up for people who attended Project Management Essentials I & II. This class takes a "deeper dive" on some of the topics that we had to skim in the Essentials class, such as Resource Management and Managing Multiple Projects. We also take a closer look at the concept of Critical Path and how to use it when executing a project. This program places emphasis on the ability of participants to apply key skills and techniques to practical project situations. The class includes a two-hour exercise in which participants work in teams to make decisions and develop a project schedule for a very demanding client.

This program will help leaders:
- Apply Essential Project Management Skills and tools to real project situations
- Manage multiple projects
- Resource management techniques

**Competencies Addressed: Decision Quality, Directs Work, Manages Complexity, Optimizes Work Processes, Plans & Aligns**

Assertiveness: Communicating with Impact
4/2/19  |  8/22/19 - 8:30 am - 4:30 pm

Assertiveness does not come naturally to many people. However, assertive behaviors can be learned. Professionals who learn to project their thoughts and ideas with an assertive communication style, command respect from others and are able to get things done. Studies have shown that assertive professionals who ask for what they want are rewarded and recognized more often.

This program will help leaders:
- Identify specific situations in which you would like to be more assertive
- Incorporate strategies for increasing assertive behaviors
- Prepare and practice statements for saying "No"

**Competencies Addressed: Communicating Effectively, Persuades, Self Development, Situational Adaptability**

Building Trust When Working With Others
2/12/19  -  9:00 A.M.-2:30 P.M.

Trust can be hard to earn and easy to lose. So, what can organizations do to develop trust between leaders and the people they work with? The level of trust employees have with colleagues or a leader determines how well they work together, listen to one another, and rely on each other to get things done. In fact, the primary factor affecting employee turnover is whether or not a trusting relationship was developed between the leader and the employee. Yet many people are unaware of the actions that build or erode trust. Based on the Building Trust Model™, Blanchard’s Building Trust program teaches people how to build trust and, if it’s been broken, how to repair it.

This program will help leaders:
- Recognize the impact of how their behaviors build or erode trust in the workplace.
- Understand the four elements of trust, to enhance trusting relationships.
- Learn a three-step process for rebuilding trust.

**Competencies addressed: Interpersonal Savvy, Manages Conflict, Communicates Effectively, Drives Engagement, Instills Trust**
Coaching & Evaluating Performance

1/24/19  |  4/30/19  |  8/7/19  |  10/22/19  |  JAN. 23, 2020 - 8:30 A.M.–4:30 P.M.

This program is designed to enhance a leader’s management skills and prepare him or her for the changing demands of today’s workforce. A manager's ability to provide regular coaching is critical to ensuring that individuals, and the team, reach their peak performance. This session will introduce participants to concepts and skills that can be used to provide coaching to either develop the skills of staff members or to correct performance issues. Participants will also explore the performance review process and how to conduct performance appraisals.

This program will help leaders:
- Describe how your personality style influences your coaching style.
- Use an analysis tool to identify the root cause of the performance issue.
- Demonstrate the first three steps to the coaching conversation.

Competencies Addressed: Collaborates, Communicates Effectively, Develops Talent, Directs Work

Communication Skills For Leaders

3/20/19  |  6/26/19  |  9/24/19  |  11/20/19 - 8:30 A.M.–4:30 P.M.

In today’s workplace, we are communicating more rapidly, more often and with greater numbers of people than ever before. The prominence of email and other technology means our writing and thinking skills are showcased on a daily basis. Employees at all levels need to be able to communicate ideas effectively to customers, vendors, co-workers and management. Our overall work performance may even be assessed by how effectively and professionally we communicate with both internal and external audiences. Expressing yourself clearly and maintaining positive relationships with others are critical to career and organizational success. The goal of this session is to improve overall communication skills.

This program will help leaders:
- Gain tips to establish goodwill and motivate audience action.
- Learn how to organize content of written messages and presentations strategically for optimal audience engagement.
- Increase your presentation confidence through audience analysis and strategic preparation.

Competencies Addressed: Communicates Effectively, Interpersonal Savvy, Persuades

Design Your Life

10/10/19 - 8:30 A.M. – 4:30 P.M.

How does your work align with the life you wish to live? No matter where you are in your career, you can grow in your ability to be to be adaptable and successful in an ever-changing world. This one-day session will explore the methodologies of design thinking and applied creativity within the context of “life design” and the complex challenges encountered in any profession.

This program will help leaders:
- Explore what drives their sense of purpose, and how their work aligns with their view of the world.
- Gain insight and discover ways to make meaning within their current role/career.
- Develop practical skills to tackle complex, open-ended challenges encountered in most of today’s professions.

Competencies Addressed: Drives Vision and Purpose, Demonstrates Self-Awareness, Manages Ambiguity, Situational Adaptability, Manages Complexity

Effective Conflict Management

6/13/19  - 8:30 A.M.-3:00 P.M.

Conflict is a natural part of our interactions with others. Participants will practice different approaches for managing conflict between individuals and teams. When conflict is managed effectively, it can increase the efficiency and morale of teams. This workshop will review the five conflict styles and assess your specific conflict style by utilizing the Thomas Kilmann Conflict Mode Instrument. Participants will learn about the most appropriate use of each conflict-handling mode and identify the most effective approach in different conflict situations.

This program will help leaders:
- Review the five styles of handling conflict and when to use them.
- Identify their style of dealing with conflict and learn their style’s advantages and pitfalls.
- Learn the key steps in resolving conflict and other tools to effectively deal with conflict.

Competencies addressed: Communicate Effectively, Interpersonal Savvy, Manages Conflict, Self-Development, Values Differences
Effective Decision Making
2/6/19  |  5/16/19  |  8/8/19  |  11/7/19  8:30 A.M.–4:30 P.M.

When was the last time you or your team sat down and evaluated the lessons learned from either a great decision or a bad decision? Managers, employees, and teams are constantly making and implementing decisions, but few examine the process and assess the quality of their decisions. In today’s business environment, the impact of a poorly made decision can be costly. On the other hand, a great decision can produce results that will move an organization forward. This one-day seminar gives participants the process and tools for making effective decisions. This seminar utilizes group exercises, movie clips, real-world examples and a team case study to help participants analyze and improve their decision-making skills.

This program will help leaders:
• Learn four styles of decision making and when to apply them.
• Learn to recognize common decision-making traps and how to avoid them.
• Learn how to apply a proven six-step decision making model.

Competencies Addressed: Collaborates, Decision Quality, Drives Results, Manages Complexity, Plans & Aligns

Embracing Accountability
3/27/19  |  12/3/19 - 8:30 am - 4:30 pm

Accountability is a serious business. Nothing wastes more time and money than lack of accountability. In today’s workplace, the concept of accountability has taken center stage as a vital business concern. When employees take ownership of the success or failure of tasks, projects or initiatives, then an environment of trust, alignment, communication, and accountability can be created. You will learn how to create an environment of ownership for your results that create clear agreements, execution on plans and success for your team and you.

This program will help leaders:
• Learn a clearer, constructive approach to accountability and how it contributes to individual responsibility, empowerment, and better results.
• Evaluate the frequency and consistency of their own accountability behaviors, and determine actions to better model and inspire more accountability throughout their teams.
• Work with hands-on tools, which will dramatically help you and your team embrace and demonstrate more accountability for expected deliverables.

Competencies Addressed: Communicates Effectively, Ensure Accountability, Interpersonal Savvy, Manages Ambiguity, Plans & Aligns

Emotional Intelligence
2/5/19  |  7/16/19 - 8:30 am - 4:30 pm

Emotional Intelligence and the impact it has on the personal and professional success of individuals has become one of the most talked about concepts over the last several years. This session provides an in-depth look at the domains and competencies of the Emotional Intelligence model, which will improve your ability to affect change in yourself and others. Participants will learn how to recognize and identify emotions that drive behaviors. Once identified, they will learn how to manage those emotions to be effective in personal and professional interactions. Key takeaways are how to positively influence a challenging situation or personality. Additionally, participants will learn about negotiation, power, influence, teamwork, development, and service orientation. The course is highly participative and the class is broken into groups so they may evaluate the various emotional intelligence competencies and share insights.

This program will help leaders:
• Define and use the competencies of emotional intelligence
• Identify the difference between reacting and responding to a situation and learn how to use the react-respond model
• Develop three personal action steps to create greater self-awareness and self-management in your personal and professional life

Competencies Addressed: Being Resilient, Communicates Effectively, Demonstrates Self-Awareness, Self-Development

Employee Engagement: Communicate & Coach High Performance Teams
5/29/19  8:30 A.M.-4:30 P.M.

Keeping employees engaged at work is a critical skill for professionals. Engaged employees perform better, and add more value to their organizations. This program clearly defines what employee engagement is and why it matters. Participants will define and apply strategies in communication to engage employees through clarity in messaging, building trust and fostering interaction. Participants will also learn and apply effective performance management practices that motivate employees in their own development by setting strong goal statements and using effective feedback and coaching.

This program will help leaders:
• Understand what employee engagement really is and how it feels.
• Identify communication techniques that will help them more effectively engage their team.
• Understand and apply coaching and feedback models to be used with their team members during performance conversations.

Competencies addressed: Drives Results, Attracts Top Talent, Develops Talent, Drives Engagement

Center for Leadership
Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
8/14/19, 10/24/19 - 8:30 am - 4:30 pm
This one day program is designed for all employees who want to learn basic problem solving. Participants will gain the knowledge and skills to be an effective team member on a Lean Six Sigma problem solving team. This includes leaders learning how to use the five-step Lean Six Sigma Problem Solving process called DMAIC.

This program will help leaders:
- To provide you with the basic knowledge and skills to be an effective team member on a Problem-Solving team.
- Understand the five-step Problem-Solving process called DMAIC (Define, Measure, Analyze, Improve, Control).
- Understand when and how to use some of the most commonly used Problem Solving tools and techniques.

Competencies Addressed: Drive Results, Manages Complexity, Optimizes Work Performance, Plans & Aligns

Five Behaviors of a Cohesive Team
3/20/19 | 8/28/19 | 8:30 A.M.-4:30 P.M
Based on Patrick Lencioni’s NY Times Best-Seller, The Five Dysfunctions of a Team, participants will explore five critical behaviors that build a cohesive team. In an interactive classroom setting, participants will gain tools and strategies to help foster these five behaviors amongst the teams they lead back at their workplace: 1. Trust one another 2. Engage in conflict around ideas 3. Commit to decisions 4. Hold one another accountable 5. Focus on achieving collective results.

Competencies Addressed: Drives Results, Ensures Accountability, Builds Effective Teams, Manages Ambiguity

This program will help leaders:
- Understand the five behaviors of a cohesive team, and their role as a leader in ensuring they are present.
- Gain applicable tools and strategies to use with their team in each of the five areas.
- Identify individual action steps they will take to lead a more productive team.

Going From Peer To Supervisor
2/7/19 | 5/22/19 | 8/21/19 | 10/15/19 | 8:30 A.M.–4:30 P.M
This high-energy, interactive workshop guides participants through the transformation from individual contributor to leader. Through small group exercises, group discussions and role playing, participants will explore the strategies, behaviors and critical interactions that help assure an easier transition through this essential rite of passage for those who want to advance into management.

This program will help leaders:
- Understand the issues and challenges of transitioning into a supervisory role.
- Address how to handle some of the common challenges presented to new supervisors.
- Become equipped to manage self and team through transition.

Competencies Addressed: Directs Work, Resourcefulness, Self-Development

IMPROVing Interpersonal Communication
5/14/19 | 8:30 A.M.-4:30 P.M.
The business world is salivating for better communicators. Leaders with a mastery of the various facets of communication are becoming increasingly rare. Acquiring these skills can be overwhelming, and can leave some thinking they may just not have what it takes. This course will use the proven methods of improvisation training to identify weaknesses and create new habits and behaviors. Those taking this course should expect a fundamental change in the way they communicate in all areas of their life.

This program will help leaders:
- Recognize how to listen at a high comprehension rate while illustrating to others they are heard.
- Be able to identify and demonstrate behaviors that impede creativity to implement a “yes and” approach to ideas.
- Differentiate the value in the abilities, behaviors and collaboration of a group over that of an individual.

Competencies addressed: Communicate Effectively, Collaborates, Drives Engagement, Nimble Learning, Self-Development
Leadership Essentials: Understanding Leadership & Team Development  
6/11/19 | 8:30 A.M.-4:30 P.M.

Leading yourself and others starts with you. In this high-energy and interactive program, you will be taking part in a DiSC self-assessment, group discussions, and activities that will help you in identifying your strengths and opportunities. Having a strong sense of self is not only beneficial for you, but also for others in your circle of influence. You will also identify the stages of team development and assess where your team is currently operating, as well as learn how to accelerate your team’s performance in the future.

This program will help leaders:
- Identify the strengths, opportunities, and impacts of different leadership behaviors.
- Develop a plan to work with others whose styles are different from their own.
- Understand the four stages of team development and tactics to accelerate teams into performing at a higher level than they would as individual contributors.

Competencies addressed: Builds Effective Teams, Communicates Effectively, Demonstrates Self-Awareness, Drives Engagement, Self-Development

Leadership Is Everyone’s Business  
3/7/19 | 6/19/19 | 11/19/19 | 12/4/19 | 8:30 A.M.–4:30 P.M.

Today’s—and tomorrow’s—most successful organizations are creatively adapting to unceasing change and uncertainty by encouraging leadership at every level of the organization. The new competitive requirements—quality, innovation, customer responsiveness and flexibility—demand an organization filled with people taking the lead in improving processes, collaborating on products and responding appropriately to ever-changing markets. Managers, while struggling to get better results with fewer people and resources, are realizing that full participation is not “good”; it is critical. In this program participants discover how they have shown leadership in the past to meet business and personal challenges, allowing them to gain the confidence and skill to increase their use of the Five Practices of Exemplary Leadership on the job.

This program will help leaders:
- Recognize how leadership is key to their ability to succeed in challenging situations.
- Identify their leadership strengths and areas for improvement.
- Understand and implement the Five Practices of Exemplary Leadership.

Competencies Addressed: Collaborates, Courage, Drives Engagement, Drives Vision & Purpose, Instills Trust

Leading Change At The First Level  
6/6/19 | 9/18/19 | 11/18/19 | 2/20/20 | 8:30 A.M.–4:30 P.M.

The work of a manager includes a blend of leading day-to-day operations, personally adapting to continual change, and, leading others through business as usual even as they constantly adapt to change. In this program, participants will explore how they, and their teams, adjust to major organizational change, and, discover approaches they can use while managing their own and others’ change adaptation.

This program will help leaders:
- Understand the correlation between change and transition.
- Understand what humans need to effectively deal with work-related change.
- Develop approaches and tactics with which to optimize change adaptation resilience in themselves and in those they manage.

Competencies Addressed: Being Resilient, Courage, Manages Ambiguity, Nimble Learning, Situational Adaptability

Leading the New Workforce: Filling the Cross-Generational Gap  
2/26/19 | 9/26/19 - 8:30 am - 4:30 pm

By the year 2020, there will be 4 generations in the workforce. By far, the millennial generation will comprise 50% of the working world, and fast on their heels is Gen Z which is just getting their feet wet. Gen X'rs continue to grind it out, and we can't count Boomers out just yet, because 1 in 3 plans to work past 70 or don't even plan to retire.

Leaders, look out! There's a culture clash brewing in the workforce as each generation carries their own values, attitudes and work styles to the office. Left unchecked, it will be disruptive and even toxic to the work environment. This course is for leaders who want to understand employees of all generations so they can find ways to effectively communicate and motivate everyone from the old-school and the new-school.

This program will help leaders:
- Gain an understanding of the cultural & generational shift in the workforce
- Learn how to engage employees and build a lasting organizational culture
- Equip yourself with ways to effectively lead and empower your teams

Competencies Addressed: Communicates Effectively, Develops Talent, Drives Engagement, Values Differences

University of Dayton  
Center for Leadership
Leading Yourself to Outstanding Results
November 13, 2019 - 8:30 AM – 4:30 PM

What is the most crucial requirement for the success of initiatives throughout an organization? According to the latest research, successful initiatives depend on the proactive behavior of those people implementing the initiatives. Imagine how resilient your organization could be with people who have the skills and self-confidence to diagnose their situations, accept responsibility, and hold themselves accountable for taking action. The truth is, people want to be engaged, make meaningful contributions, and be appreciated. But not everyone realizes that they are in the driver’s seat of their professional lives. Not everyone has the skills necessary to be proactive. Self-Leadership teaches individuals at all levels the mindset and skill-set to proactively achieve their goals and produce organizational results.

This program will help leaders:
- Challenge assumed constraints that limit growth and productivity.
- Activate their points of power to accept responsibility.
- Be proactive in getting the direction and support they need to achieve outstanding results.

Competencies Addressed: Communicates Effectively, Demonstrates Self-Awareness, Self-Development, Being Resilient, Situational Adaptability

Lean Six Sigma Green Belt: Advanced Problem Solving For Team Leaders
6/15-16/19  |  8:30 A.M.-4:30 P.M.

This two day workshop was designed for supervisors and managers. Participants will gain the knowledge and skills to lead Lean Six Sigma problem solving teams that will help your organization’s bottom line. In addition, you will learn how to lead a team through the five step Lean Six Sigma Problem Solving process called DMAIC in conjunction with some additional advanced Lean Six Sigma tools.

The Yellow Belt workshop is a prerequisite for this program.

This program will help leaders:
- Develop the basic knowledge and skills to lead Lean Six Sigma project teams.
- Understand the five-step Lean Six Sigma problem solving process called DMAIC in more detail.
- Understand when and how to use some of the more advanced Lean Six Sigma tools and techniques.

Competencies addressed: Collaborates, Decision Quality, Drives Results, Manages Complexity, Optimizes Work Processes

Lean Six Sigma Yellow Belt: Essential Problem Solving For Team Members
2/14/19  |  5/8/19  | 8:30 A.M.-4:30 P.M.

This one day program is designed for all employees who want to learn basic problem solving. Participants will gain the knowledge and skills to be an effective team member on a Lean Six Sigma problem solving team. This includes leaders learning how to use the five step Lean Six Sigma Problem Solving process called DMAIC.

This program will help leaders:
- Acquire the basic knowledge and skills to be an effective team member on a Problem Solving team.
- Understand the five step Problem Solving process called DMAIC (Define, Measure, Analyze, Improve, Control).
- Understand when and how to use some of the most commonly used Problem Solving tools and techniques.

Competencies addressed: Decision Quality, Drives Results, Manages Complexity, Optimizes Work Process, Plans & Aligns

Making a Positive Impact on Customer Relationships
10/9/19 - 8:30 am - 4:30 pm

“You don’t get a second chance to make a good first impression.” Repeat business and referrals are crucial to the success of any business. This program will share how to make a positive impact on every internal and external customer relationship. Focusing on the importance of building relationships, you will learn how to sustain attentiveness to internal and external customer service and to overcome barriers for positive relationships.

This program will help leaders:
- Recognize how to build and maintain long term internal and external customer relationships.
- Demonstrate how to take a positive approach to problems and complaints.
- Apply techniques to have a positive impact during every customer encounter.

Competencies Addressed: Action Oriented, Communicates Effectively, Customer Focus, Manages Conflict, Resourcefulness

University of Dayton
Center for Leadership
Maximizing Results Through Effective Delegation
1/20/19  |  9:00 A.M.–3:00 P.M.

Delegating responsibilities effectively helps both supervisors and employees to work smoothly and productively to achieve their common goals. In fact, delegation is a critical skill for managers and supervisors because it can increase productivity, create growth opportunities, empower team members, and expand accountability for results across the organization. This program utilizes a personal delegation assessment, analyzes unique delegation challenges, and draws from group exercises to increase accountability for yourself and your teams.

This program will help leaders:
- Implement a delegation approach proven to increase productivity.
- Follow up on employee progress without micromanaging.
- Empower employees to complete tasks and hold them accountable to quality work.

*Competencies addressed: Communicates Effectively, Directs Work, Drives Results, Manages Ambiguity, Resourcefulness*

Navigating Difficult Conversations
4/11/19  |  6/27/19  |  10/3/19  |  12/10/19  |  8:30 A.M.–4:30 P.M.

The cost of unresolved conflict is enormous. Productivity loss, employee turnover, an erosion of trust, lost time due to physical symptoms and communication breakdowns are just a few of the many consequences of managing conflict and communication challenges poorly. This interactive program helps participants build strong communication and conflict resolution skills.

This program will help leaders:
- Use a tool that assists you in preparing for a conversation you view as difficult.
- Develop an opening statement that will engage others in the conversation.
- Practice a five-step process that will help you remain composed and achieve your objective for the conversation.

*Competencies Addressed: Communicates Effectively, Manages Conflict, Self-Development, Situational Adaptability*

Negotiating for Positive Results
7/18/19 - 8:30 am - 4:30 pm

Examination of how public and private disputes can be resolved through negotiation, facilitation and mediation. Analysis of, and interactive exercises to demonstrate, the value of determining each party’s interests as contrasted with their positions, creating options, building relationships and communicating purposefully.

This program will help leaders:
- Understanding the value of communicating your interests
- Understanding the value of uncovering the other parties’ interests.
- Understanding the value of building a working relationship with the other side.

*Competencies Addressed: Communicates Effectively, Drives Results, Persuades, Plans & Aligns, Strategic Mindset*

Power of Positive Workplace Politics
10/23/19 - 8:30 am - 4:30 pm

In order to be politically astute in the workplace and operate with a higher level of political skill and savvy, one must first come to understand that organizational politics is a reality, and an important one. The ability to effectively operate with political intent and savvy is the hallmark of most successful individuals. While some may go to great lengths to say that they’re not political and that organizational politics is not a part of the environment in their workplace, the reality is they're woefully mistaken. They may not fully understand the true meaning of workplace politics and, as a result, are failing to recognize the subtle behaviors taking place right under their noses. Organizational politics is most often viewed as negative, backstabbing behavior. In truth, it's simply about the unwritten rules of how to make sure you're thought of as a key player and insider, and generally well viewed and liked - things that have little to do with your job description and everything to do with your success. The failure to recognize the value of organizational politics may leave you in the dark and wondering what happened, while others around you are moving on to bigger and better assignments. Join us for this interactive session where you'll discover your political I.Q. and learn techniques for operating with greater political savvy. You'll learn to build upon the skills and traits you already possess to achieve greater success and satisfaction in your career.

This program will help leaders:
- Identify your level of political acumen.
- Redefine politics as a valuable organizational tool.
- Develop strategies and actions to operate with political savvy

*Competencies Addressed: Drives Engagement, Interpersonal Savvy, Manages Conflict, Organizational Savvy, Values Differences*
Professional Communication & Presence
5/1/19  |  11/6/19 8:30 am - 1:30 pm
First impressions, an effective image, powerful non-verbal communication and proper dining skills are key elements of being a business professional. Many professionals lack an awareness or appreciation for the importance of image because it has never been formally explained or taught to them. Participants will learn new techniques on how to manage non-verbal communication effectively. Participants will also take away insight into the impact of business technology etiquette and effective networking can have to positively build professional relationships. Finally, you will learn and experience the finer points of dining etiquette to ensure you are able to positively impact work and social engagements.

This program will help leaders:
- Create awareness of how image influences perception and its relationship to professional advancement.
- Understand nonverbal communication and business technology and the message it conveys to others.
- Apply dining etiquette standards and tips to positively impact work and social engagements.

Competencies Addressed: Communicates Effectively, Demonstrates Self-Awareness, Persuades, Self-Development

Project Leadership
5/22/19  |  10/10/19 - 8:30 am - 4:30 pm
Organizing and managing the day-to-day activities of a project can be challenging enough. However, successful project managers must also have the skills necessary to develop a high performing team, make and implement effective decisions and communication with and influence stakeholders outside the core project team. The difference between management and leadership will forever be debated, but when it comes to projects it’s a clear delineation – you manage the process and lead the people. This one-day program focuses on the skills necessary to effectively lead the people associated with a project.

This program will help leaders:
- Identify, communicate with, and influence stakeholders
- Develop a productive project team
- Make effective project decisions

Competencies Addressed: Balance Stakeholders, Decision Quality, Directs Work, Optimizes Work Processes, Plans & Aligns

Project Management Essentials I&II
1/23-24/19  |  3/12-13/19  |  6/4-5/19  |  9/17/19  |  12/11/19  |  8:30 am - 4:30 pm
This two-day program focuses on the practical skills, tools, and techniques used to effectively manage all phases (initiation, planning, execution/control, and closing) of a project. Participants spend 40% of the course working on a practical case study project in which they will experience working in small groups to clarify the project’s goal and objectives, identify deliverables, create a work breakdown structure, build a schedule, and determine the project’s critical path. This program is designed for individuals who are either managing or participating in projects.

This program will help leaders:
- Understand the basic terminology of project management.
- Understand the four phases involved in managing a project and be able to create a useable project schedule.
- Understand applications of management tools necessary to organize, track, control and communicate the project.

Competencies Addressed: Action Oriented, Decison Quality, Directs Work, Drives Results, Manages Complexity, Plans & Aligns

Strengths-Based Leadership
8/27/19 8:30 am - 4:30 pm
Self-Awareness is one of the most critical attributes of effective leaders. Most of us have been taught that success comes from being well-rounded. However, this is an unrealistic goal and one that leads to mediocre leadership. According to research conducted by the Gallup organization, the most effective leaders invest in their own strengths, as well as those of their team, resulting in a 64% increase in employee engagement. As a part of this course, participants will complete the Strengthsfinder 2.0 assessment and begin to explore how they can leverage their personal strengths to become an effective leader.

This program will help leaders:
- Define the benefits of focusing on your strengths as a leader
- Explore how your strengths impact how you make decisions
- Utilize your strengths to fulfill the four basic needs of employees

Competencies Addressed: Demonstrates Self-Awareness, Instills Trust, Nimble Learning, Self-Development
The Art of Influencing Others
10/16/19 - 8:30 am - 4:30 pm

In the current global economy, it is essential that supervisors influence others who see things from a different perspective or when they need others to take action. Effective influencers are confident in sharing their knowledge and values and possess good interpersonal and communication skills. This program provides participants with the opportunity to examine the skills, characteristics and techniques essential in influencing others to give their support without formal authority or power.

This program will help leaders:
- Understand the styles of influence.
- Identify the role of connections with others in influencing.
- Use a sequence of five audience-oriented steps that help persuade others

Competencies Addressed: Communicates Effectively, Drives Results, Interpersonal Savvy, Persuades, Situational Adaptability

The Energy Bus: Driver Of Positive Change
4/3/19 | 8:30 A.M.-4:30 P.M.

Driver of Positive Change is an interactive program built around Jon Gordon’s best-selling book, The Energy Bus. This program takes you on a transformational journey from a front line, task-driven manager into a positive leader. During this training journey, you will learn about your impact as the driver of the bus, create a positive vision, and invite your passengers (team) to be a part of your vision through inspiration, communication and the elimination of negativity. You will also create a roadmap of your positive vision to share with your peers at the session, and then with your team for implementation. Hang on for the ride of your life as you spend the day focusing on you as a leader.

This program will help leaders:
- Learn how their energy influences others and how to positively manage it.
- Understand how to fuel their team across all different “passenger types.”
- Improve their communication and engagement to help their team toward a common vision.

Competencies addressed: Interpersonal Savvy, Communicates Effectively, Drives Engagement, Drives Vision & Purpose, Being Resilient

The Power Of Positive Leadership
4/4/19 | 8:30 A.M.-4:30 P.M.

Discover the proven principles that make great leaders great for their teams. In order to succeed you have to succeed with people, and this training shows you how. It begins with the understanding that it’s not just about what you do, but what you can inspire, encourage and empower others to do. You’ll learn how to build a great culture for your organization and team, lead with optimism, develop a connected and committed team and achieve superior, sustainable results.

This program will help leaders:
- Assist leaders in building a strong and positive organization/team culture.
- Create clarity through a strong vision and focused actions to get their team there.
- Pursue excellence and hold people accountable in a positive way, while confronting, transforming and removing negativity from their team.

Competencies addressed: Ensures Accountability, Drives Results, Builds Effective Teams, Drives Engagement, Drives Vision & Purpose

Time Management & Personal Productivity
2/19/20 | 5/23/19 | 9/5/19 | 11/5/19 | 8:30 A.M.–4:30 P.M.

As leaders advance in the organization, one of the things they quickly realize is the way they manage their time is in direct correlation with how successfully they, along with their team, will perform. Learning how to invest your time wisely is a critical skill in the workplace, but it is one which we do not spend a great deal of time trying to learn or master. This program will answer those questions and give you tactics that can be applied when you return to your organization. Participants will be exposed to some valuable tools that will help create an immediate impact in time management and personal productivity.

This program will help leaders:
- Plan and prioritize using proven scheduling techniques.
- Navigate common productivity obstacles.
- Engage others productively.

Competencies Addressed: Manages Ambiguity, Optimizes Work Processes, Plans & Aligns, Self-Development