

PROFESSIONAL DEVELOPMENT

2021



University of Dayton
**Center for
Leadership**

JANUARY - JUNE 2021

Date	Program
1/13	Communication Skills for Leaders
1/14	Leading Change at the First Level
1/26	Navigating Difficult Conversations
1/28	Leadership is Everyone's Business
2/2	Embracing Accountability
2/9	Maximizing Your Potential at Work: Individual Lean Six Sigma
2/10	Effective Decision Making
2/11	Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
2/16	Core Interaction Skills to Enhance Results
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4/20	Coaching & Evaluating Performance
4/21	Going from Peer to Supervisor
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4/27	Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
4/29	Strengths Based Leadership
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5/5	Managing Conflict for Progress
5/11	Effective Decision Making
5/18	Time Management & Personal Productivity
5/26	Powerful Presentation Skills
5/27	Leading Change at the First Level
6/2	Communication Skills for Leaders
6/8	Leading your Employees to Great Performance: The SLII Experience™
6/9	Leadership Essentials: Understanding Leadership & Team Development
6/15-16	Project Management Essentials I & II
6/16	Leadership is Everyone's Business
6/17	The Emotionally Intelligent Leader: Understanding Your EQ and Strategies for Leveraging It
6/22-23	Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
6/23	Navigating Difficult Conversations
6/24	Going from Peer to Supervisor

JULY - DECEMBER 2021

Date	Program
7/1	Project Leadership
7/7	The Neuroscience of Leadership
7/8	Coaching & Evaluating Performance
7/13	Time Management & Personal Productivity
7/15	Advanced Project Management
7/20	Effective Decision Making
7/21	Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
7/22	Embracing Accountability
7/27	Navigating Difficult Conversations
8/3	Leading Change at the First Level
8/4	Professional Communication & Presence
8/10	Communication Skills for Leaders
8/19	Leadership is Everyone's Business
8/24	Effective Leadership in a Virtual Environment
8/25	Coaching & Evaluating Performance
8/26	Making Positive Impact on Customer Relationships
9/1	Leveraging Excel, PowerPoint, and Word to Maximize Results, Communication, and Performance
9/8	Going from Peer to Supervisor
9/9	Elevate Your Personal Brand for Women Leaders
9/9	Effective Decision Making
9/16	Work-Life Balance Transformation: Cultivating and Facilitating Change
9/28	Time Management & Personal Productivity
9/28-29	Project Management Essentials I & II
9/29	Leading Change at the First Level
10/6	The Power of Difference: Towards More Diverse, Equitable and Inclusive Organizations
10/12	Leadership is Everyone's Business
10/13	Communication Skills for Leaders
10/14	Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
10/19	The Energy Bus
10/20	The Power of Positive Leadership
10/21	Career Advancement Strategies for Women: Navigating the Unwritten Rules of the Workplace
10/27	Assertiveness: Communicating with Impact
10/28	Navigating Difficult Conversations
11/2-3	Project Management Essentials I & II
11/9	Going from Peer to Supervisor
11/10	Coaching and Evaluating Performance
11/10-11	Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
11/16	The Art of Influencing Others
12/2	Time Management & Personal Productivity
12/7	Effective Decision Making
12/9	Project Leadership
12/15	Advanced Project Management

FACTOR

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

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

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
- Leveraging Excel, PowerPoint, and Word to Maximize Results, Communication, and Performance
- 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

- Maximize Your Potential at Work: Individual Lean Six Sigma
- Project Management Essentials I & II

Resourcefulness

- Career Advancement Strategies for Women: Navigating the Unwritten Rules of the Workplace
- Effective Leadership in a Virtual Environment
- Going from Peer to Supervisor
- Leveraging Excel, PowerPoint, and Word to Maximize Results, Communication, and Performance
- Managing & Leading Virtual Teams
- Maximizing Results through Effective Delegation

Directs Work

- Advanced Project Management
- Coaching and Evaluating Performance
- Going From Peer to Supervisor
- Leading your Employees to Great Performance: The SLII Experience™
- Maximizing Results through Effective Delegation
- Project Leadership
- Project Management Essentials I & II

Ensures Accountability

- Core Interaction Skills to Enhance Results
- 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
- Maximize Your Potential at Work: Individual Lean Six

Sigma

- 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
- Leveraging Excel, PowerPoint, and Word to Maximize Results, Communication, and Performance
- Maximize Your Potential at Work: Individual Lean Six Sigma
- Project Leadership
- Time Management & Personal Productivity

Drives Results

- Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
- Effective Decision Making
- 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
- Selling for Non-Sales People
- The Emotionally Intelligent Leader: Understanding Your EQ and Strategies for Leveraging It
- The Power of Positive Leadership

Factor III: People

Collaborates

- Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
- Career Advancement Strategies for Women: Navigating the Unwritten Rules of the Workplace
- Coaching and Evaluating Performance
- Core Interaction Skills to Enhance Results
- Effective Decision Making
- Leadership is Everyone's Business
- Leading your Employees to Great Performance: The SLII Experience™
- Power of Difference: Towards More Diverse, Equitable, and Inclusive Organizations
- Selling for Non-Sales People

Manages Conflict

- Core Interaction Skills to Enhance Results
- Effective Conflict Management
- Navigating Difficult Conversations

Interpersonal Savvy

- Communication Skills for Leaders
- Effective Conflict Management
- Embracing Accountability
- The Emotionally Intelligent Leader: Understanding Your EQ and Strategies for Leveraging It
- The Energy Bus
- Workplace Storytelling to Enhance Your Personal Brand

Develops Talent

- Coaching and Evaluating Performance
- Core Interaction Skills to Enhance Results
- Leading your Employees to Great Performance: The SLII Experience™
- The Power of Difference: Towards More Diverse, Equitable, and Inclusive Organizations

Attracts Top Talent

- Core Interaction Skills to Enhance Results
- The Power of Difference: Towards More Diverse, Equitable, and Inclusive Organizations

Values Differences

- Effective Conflict Management
- The Power of Difference: Towards More Diverse, Equitable, and Inclusive Organizations

Builds Effective Teams

- Effective Leadership in a Virtual Environment
- Five Behaviors of a Cohesive Team
- Leadership Essentials: Understanding Leadership & Team Development
- Leading Remote & Engage Teams Virtually
- The Power of Positive Leadership

Communicates Effectively

- Assertiveness: Communicating with Impact
- Coaching and Evaluating Performance
- Communication Skills for Leaders
- Core Interaction Skills to Enhance Results
- Effective Conflict Management
- Effective Leadership in a Virtual Environment
- Embracing Accountability
- Emotional Intelligence: Becoming More Effective in Reaching Others
- Leadership Essentials: Understanding Leadership & Team Development
- Leading Remote & Engaged Teams during Rapid Change
- Leading your Employees to Great Performance: The SLII Experience™
- Leveraging Excel, PowerPoint, and Word to Maximize Results, Communication, and Performance
- Maximizing Results through Effective Delegation
- Navigating Difficult Conversations
- Professional Communication & Presence
- Selling for Non-Sales People
- The Emotionally Intelligent Leader: Understanding Your EQ and Strategies for Leveraging It
- The Energy Bus
- Workplace Storytelling to Enhance Your Personal Brand

Drives Engagement

- Core Interaction Skills to Enhance Results
- Effective Leadership in a Virtual Environment
- Leadership Essentials: Understanding Leadership & Team Development
- Leadership is Everyone's Business
- Leading Remote & Engaged Teams during Rapid Change
- Leading your Employees to Great Performance: The SLII Experience™
- The Energy Bus
- The Power of Positive Leadership
- Workplace Storytelling to Enhance Your Personal Brand

Persuades

- Assertiveness: Communicating with Impact
- Communication Skills for Leaders
- Professional Communication & Presence
- Selling for Non-Sales People
- Workplace Storytelling to Enhance Your Personal Brand

Drives Vision & Purpose

- Leadership is Everyone's Business
- The Energy Bus
- The Power of Difference: Towards More Diverse, Equitable, and Inclusive Organizations
- The Power of Positive Leadership

Factor IV: Self

Courage

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

Instills Trust

- Leadership is Everyone's Business

Demonstrates Self-Awareness

- Career Advancement Strategies for Women: Navigating the Unwritten Rules of the Workplace
- Emotional Intelligence: Becoming More Effective in Reaching Others
- Leadership Essentials: Understanding Leadership & Team Development
- Maximize Your Potential at Work: Individual Lean Six Sigma
- Professional Communication & Presence

Self-Development

- Assertiveness: Communicating with Impact
- Career Advancement Strategies for Women: Navigating the Unwritten Rules of the Workplace
- Effective Conflict Management
- Emotional Intelligence: Becoming More Effective in Reaching Others
- Going From Peer to Supervisor
- Leadership Essentials: Understanding Leadership & Team Development
- Leveraging Excel, PowerPoint, and Word to Maximize Results, Communication, and Performance
- Maximize Your Potential at Work: Individual Lean Six Sigma
- Navigating Difficult Conversations
- Professional Communication & Presence
- The Emotionally Intelligent Leader: Understanding Your EQ and Strategies for Leveraging It
- Time Management & Personal Productivity
- Workplace Storytelling to Enhance Your Personal Brand

Manages Ambiguity

- Effective Leadership in a Virtual Environment
- Embracing Accountability
- Five Behaviors of a Cohesive Team
- Leading Remote & Engaged Teams during Rapid Change
- Leading Change at the First Level
- Maximizing Results through Effective Delegation
- Time Management & Personal Productivity

Nimble Learning

- 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

Situational Adaptability

- Assertiveness: Communicating with Impact
- Career Advancement Strategies for Women: Navigating the Unwritten Rules of the Workplace
- Effective Leadership in a Virtual Environment
- Leading Change at the First Level
- Leading Remote & Engaged Teams during Rapid Change
- Leading your Employees to Great Performance: The SLII Experience™
- Navigating Difficult Conversations
- Selling for Non-Sales People
- The Emotionally Intelligent Leader: Understanding Your EQ and Strategies for Leveraging It

PROGRAM DESCRIPTIONS

Advanced Problem-Solving for Team Leaders: Lean Six Sigma Green Belt

6/22-23 | 11/10-11 8:30 am - 4:30 pm

This two-day program is designed for leaders at all levels. You will gain the knowledge and skills to lead Lean Six Sigma problem-solving teams that will help your organization's bottom line and produce high quality outputs. Through demonstrations and hands on exercises, 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 and techniques.

*Prerequisite: Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt

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

7/15 | 12/15 8:30 am - 4:30 pm

This one-day program 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 you learned in the Project Management Essentials I & II class, such as resource management and managing multiple projects. You will 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 your ability to apply key skills and techniques to practical project situations. The class includes a two-hour exercise in which you work in teams to make decisions and develop a project schedule for a very demanding client.

*Prerequisite: Project Management Essentials I & II

This program will help leaders:

- Apply Essential Project Management Skills and tools to real project situations
- Enhance ability to manage multiple projects
- Refine Critical Path Skills when executing a project

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

Assertiveness: Communicating with Impact

3/30 | 10/27 8:30 am - 4:30 pm

Assertiveness does not come naturally to some 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 show that assertive professionals who ask for what they want are rewarded and recognized more often. This session provides you at all levels with tools and practical approaches to increase assertive behaviors and become more confident in yourself.

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

Boost Results through Effective Delegation

4/14 8:30 am - 4:30 pm

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

Career Advancement Strategies for Women: Navigating the Unwritten Rules of the Workplace

10/21 8:30 am - 4:30 pm

The contrast in the way in which women and their male counterparts manage their careers, and position themselves for advancement, is often stark. And while tremendous strides have been made since the 1960's when women began to enter the workforce in record numbers, they still lag well behind their male counterparts in both representation and opportunities for career growth. Although some barriers may stem from outmoded thinking along with processes and practices within an organization; the ability to become more knowledgeable and skilled in your workplace interactions can be key in enabling you to take greater control of your career and to move more confidently in the direction of your goals and dreams. This session will strengthen your leadership potential, helping you develop skills, and build strategies necessary to survive and thrive in the workplace. In the end, you'll be able to contribute more significantly to your team, to your organization and to your own career success.

This program will help leaders:

- Identify your level of political acumen.
- Learn the unwritten rules of the workplace and the benefits of successfully navigating them.
- Develop strategies to take ownership to positively influence the outcome of your career.

Competencies Addressed: Collaborates, Self-Development, Situational Adaptability, Demonstrates Self-Awareness, Resourcefulness

Coaching & Evaluating Performance

4/20 | 7/8 | 8/25 | 11/10 8:30 am - 4:30 pm

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 teams reach their peak performance. This program introduces you to concepts and skills that can be used to provide coaching to either develop the skills of staff members or to correct performance issues. You 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

1/13 | 3/23 | 6/2 | 8/10 | 10/13

8:30 am - 4:30 pm

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 your career and organizational success.

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

Core Interaction Skills to Enhance Results

2/16 8:30 am - 4:30 pm

Much of a leader's work is accomplished through daily conversations with team members and others. These interactions, especially the tough ones, often involve intensely personal feelings (on both sides) that have an impact on the practical outcome of the conversation and the personal connection between the leader and the person. The leader's ability to manage and positively leverage these conversations is a critical factor in driving positive results, lowering turnover, and engaging the workforce.

This program will help leaders:

- Learn the practical "Interaction Skills" guidelines that provide an effective path from opening to closing an effective conversation.
- Learn the "Key Principles" and how approaching conversations with the "heart" in mind will generate effective benefits.
- Learn the STAR model on how to provide appropriate and timely feedback as part of the conversation cycle.

Competencies Addressed: Communicates Effectively, Drives Engagement, Ensures Accountability, Collaborate, Manages Conflict, Develops Talent

Effective Decision Making

2/10 | 5/11 | 7/20 | 9/9 | 12/7

8:30 am - 4:30 pm

When was the last time your team or you 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 is costly. On the other hand, a great decision produces results that move an organization forward. This program gives you the process and tools for making effective decisions. This program also utilizes group exercises, movie clips, real-world examples, and a team case study to help you analyze and improve your 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

Effective Leadership in a Virtual Environment

8/24 8:30 am - 4:30 pm

In the ever-changing environment of leading teams that are now working virtually for all or part of their work week; how does a leader continue to drive results, maintain productivity and strengthen relationships by using tools and best practices when leading from afar? This program provides cutting edge techniques and proven processes to help the virtual Manager lead their teams above and beyond their goals.

This program will help leaders:

- Learn common practices that keep you in touch, keep employees accountable and keep the communication flowing in a virtual environment.
- Identify common pitfalls that can alienate team members, reduce results and effect productivity.
- Build confidence in leading virtually while taking advantage of the many benefits that working away from the office provides.

Competencies addressed: Builds Effective Teams, Communicates Effectively, Resourcefulness, Drives Engagement, Managing Ambiguity, Situational Adaptability

Elevate Your Personal Leadership Brand for Women Leaders

3/9 | 9/9 8:30 am - 4:30 pm

Today, more women are seeing themselves as catalysts and leaders in helping their community navigate a new way of operating, including everything from how to conduct business to managing relationships and family. This program will enlighten, strengthen, and motivate women in leadership positions and women who are aspiring to get there. It will enable women to trust their abilities and identify their talents to be powerful forces for positive expansion and growth in their organizations. You will examine and explore the development of positive internal beliefs as essential to being an effective, successful leader. Participants will also learn the dynamics women leaders face and how they can benefit as individuals and as a collective force to impact success.

This program will help leaders:

- Identify, own and work with personal authenticity, integrity, and vision, and enable a growth mindset.
- Explore issues and learn how to effectively and authentically claim your right to lead in your organization by enhancing strategic relationships.
- Identify your strengths and top five talents to leverage success and growth.

Competencies Addressed: Demonstrates Self Awareness, Self-Development, Collaborates, Communicates Effectively, Courage

Embracing Accountability

2/2 | 7/22 8:30 am - 4:30 pm

Accountability is serious business. Nothing wastes more time and money than a 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, Ensures Accountability, Interpersonal Savvy, Manages Ambiguity, Plans & Aligns

Emotional Intelligence: Becoming More Effective In Reaching Others

3/11 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 improves your ability to affect change in yourself and others. You will learn how to recognize and identify emotions that drive behaviors. Key takeaways are how to positively influence a challenging situation or personality. Additionally, you will learn about negotiation, power, influence, teamwork, development, and service orientation.

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

Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt

2/11 | 4/27 | 7/21 | 10/14 8:30 am - 4:30 pm

This one-day program is designed for all employees who want to learn basic problem solving. You will gain the knowledge and skills to be an effective and valuable team member on a Lean Six Sigma problem solving team. In this program leaders will learn 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

Going from Peer to Supervisor

2/18 | 4/21 | 6/24 | 9/8 | 11/9 8:30 am - 4:30 pm

This high-energy, interactive program guides you through the transformation from individual contributor to leader. Through small group exercises, group discussions, and role playing, you 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

Leadership Essentials: Understanding Leadership & Team Development

6/9 8:30 am - 4:30 pm

Leading yourself and others starts with you. In this 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

1/28 | 3/25 | 6/16 | 8/19 | 10/12 8:30 am - 4:30 pm

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, you will discover how you have shown leadership in the past to meet business and personal challenges allowing you to gain the confidence and skill to increase your use of The Five Practices of Exemplary Leadership on the job.

This program will help leaders:

- Recognize how leadership is key to the ability to succeed in challenging situations.
- Identify 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

1/14 | 3/10 | 5/27 | 8/3 | 9/29 8:30 am - 4:30 pm

The work of a manager includes a blend of leading day-to-day operations, adapting to change and leading others to successfully embrace change. Change creates uncertainty and often resistance for all involved. In this workshop, you’ll gain an understanding of the human change process and the challenges it entails. You will learn what you can do to facilitate in a way that engages employees and reduces resistance. You’ll learn how to anticipate reactions and avoid common mistakes.

This program will help leaders:

- Understand best practices for leading your team through change.
- Understand common reactions to change.
- Develop approaches and tactics that optimize change adaptation.

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

Leading Remote & Engaged Teams through Rapid Change

2/23 8:30 am - 4:30 pm

This interactive session will help you translate the traditional skill sets and needs of a manager successfully into a virtual (or blended) workplace. Building trust, communicating with clarity, cultivating engagement, working collaboratively, and managing performance take on a different form when managing a remote team. In addition, our current environment brings volatile and uncertain conditions that make effective leadership even more important than ever before. This program can help you maximize your performance in the virtual environment while continuing to maintain, promote, and build relationships while equipping you with practical tools and techniques to succeed as a manager of a virtual team while navigating these challenging times of change and uncertainty.

This program will help leaders:

- Improve virtual team effectiveness and engagement.
- Build more team autonomy and empowerment by creating opportunities for connection and support.
- Examine your individual change agility and resilience through the virtual environment lens.

Competencies addressed: Builds Effective Teams, Communicates Effectively, Resourcefulness, Drives Engagement, Managing Ambiguity, Situational Adaptability

Leading your Employees to Great Performance: The SLII Experience™

6/8 8:30 am - 4:30 pm

SLII® is the world's most taught leadership model! The foundation of SLII lies in teaching leaders to diagnose the needs of an individual or a team and then use the appropriate leadership style to respond to their needs in that situation. SLII Concepts introduces you to the theory of SLII in an engaging and informative way. This program is fast paced and content rich, and provides meaningful insight of SLII concepts for immediate application and impact with your team members.

This program will help leaders:

- Learn the four Development Levels and Leadership Styles and how to match them appropriately with an employee's performance.
- Understand the values of Competence and Commitment and how a combination of these two behaviors impact motivation and your leadership approach.
- Increase the quality and quantity of the coaching you provide to your team members to enhance results, accountability, manager productivity, and employee satisfaction.

Competencies Addressed: Develops Talent, Communicates Effectively, Directs Work, Drives Engagement, Collaborates, Situational Adaptability

Leveraging Excel, PowerPoint, and Word to Maximize Results, Communication, and Performance

4/6 | 9/1 8:30 am - 4:30 pm

Spreadsheets, word processors and slide presentations are common icons of today's workplace. Understanding basic and intermediate level functionality can increase your efficiency, elevate your self-confidence, and help you effectively communicate. In this program, we will explore a variety of topics in Microsoft Excel, Word and PowerPoint through demonstration and hands-on exercises. This program covers both foundational and intermediate level topics and is not recommended for advanced Excel, Word, or PowerPoint users.

This program will help leaders:

- Learn to use the power of Microsoft Excel spreadsheets to track and analyze data for higher performance and decision making.
- Learn to maximize your writing and documentation skills using Microsoft Word by creating professional documents.
- Learn the most common Microsoft PowerPoint features to enhance your presentations while avoiding "Death by PowerPoint".

Competencies Addressed: Communicates Effectively, Self-Development, Resourcefulness, Optimizes Work Processes, Manages Complexity

Making a Positive Impact on Customer Relationships

8/26 8:30 am - 4:30 pm

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. You will also learn how a positive attitude disseminates through you, to the customer.

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

Managing Conflict for Progress

5/5 8:30 am - 4:30 pm

This program is designed to equip individuals and team members with foundational skills to successfully manage conflict in a constructive way in order to produce a more positive outcome. It is for all of us who deal with conflict and have the drive to use the benefits of conflict to propel forward. When we hear the word CONFLICT most of us cringe!!! But...why? Conflict is not bad. Conflict is a natural process of development. This program will teach you how to manage conflict productively rather than stagnating you or your team. Being able to successfully function as an individual or as a team is dependent on how you manage conflict.

This program will help leaders:

- Learn the benefits of conflict and how we can use it positively by removing the mental barrier that conflict is "bad".
- Identify and understand your conflict management style and the benefits and challenges of their style.
- Practice moving and propelling yourself through conflict situations through application of conflict management techniques.

Competencies addressed: Drives Results, Collaborates, Manages Conflict, Values Differences, Communicates Effectively

Maximize Your Potential at Work: Individual Lean Six Sigma

2/9 8:30 am - 4:30 pm

This one-day program is designed for employees at all levels of an organization. You will learn to maximize your potential at work using an individual improvement system that will lead you to continuously upgrade the skills and processes that impact your daily work. During this program, you will learn the three step process for continuous improvement.

This program will help leaders:

- To create and achieve goals that improve both you and your organization.
- To continuously improve your work processes.
- To continuously improve your work relationships.

Competencies addressed: Action Oriented, Plans & Aligns, Optimizes Work processes, Demonstrates Self-Awareness, Self-Development

Navigating Difficult Conversations

1/26 | 4/8 | 6/23 | 7/27 | 10/28

8:30 am - 4:30 pm

Many leaders avoid initiating difficult conversations with a peer, boss, or a direct report. However, those conversations are inevitable and when avoided, prove to be costly to the organization. Reframing the conversation in your mind from a difficult to a learning conversation can help you more confidently prepare and conduct conversations which resolve issues and preserve relationships.

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

Powerful Presentation Skills

5/26 8:30 am - 1:30 pm

In today's workplace technology has become an integral part of how we communicate. While there are many different platforms to get your message across, leaders still need to have good presentation skills to influence their audience. In this session you will learn to use powerful business presentation skills to influence behavior and help you reach desired outcomes. No matter what your role is, powerful presentation skills are a must. They are needed to influence clients, motivate employees or showcase products and services. You will learn tips to reduce nervousness, best practices for visual aids and how to have a strong connection with your audience.

This program will help leaders:

- Gain tips to reduce nervousness and gain confidence while presenting.
- Learn how to structure a presentation for optimal audience engagement.
- Utilize powerful visuals to complement your message.

Competencies Addressed: Communicates Effectively, Interpersonal Savvy, Persuades, Self-Development, Being Resilient

Professional Communication & Presence

8/4 8:30 am - 4:30 pm

Confidence comes from knowing that you are presenting yourself in an appropriate manner to leave your desired impression on others. In this workshop, you'll define the impression you wish to leave (i.e. your personal brand) and learn how business etiquette can support maintaining that image when dining, networking and communicating with others.

This program will help leaders:

- Create and communicate a vision for your personal brand.
- Understand the rules of business etiquette and how they can support your personal brand with regards to making a great first impression, networking, and communicating with others.
- Learn to confidently navigate business and formal dining situations.

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

Project Leadership

7/1 | 12/9 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 communicate 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 program focuses on the five 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

3/17-18 | 6/15-16 | 9/28-29 | 11/2-3 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. You will spend 40% of the course working on a practical case study project in which you 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, participating in, or planning to manage or participate in a project.

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, Decision Quality, Directs Work, Drives Results, Manages Complexity, Plans & Aligns

Selling for Non-Sales People

4/22 8:30 am - 4:30 pm

Customers buy from people who they know, like, and trust. This program will provide non-sales people with the fundamental skills to become a trusted advisor. Participants will gain a deeper understanding of the two rules of customer engagement to help reduce the fear of high pressured selling, gain confidence, and reinforce the importance of active listening by asking questions to become a solution provider.

This program will help leaders:

- Learn the art of asking questions and actively listening.
- Develop long-term customer relationships that will repeat, refer, and request you.
- Learn how to overcome client resistance.

Competencies Addressed: Drives Results, Collaborates, Communicates Effectively, Persuades, Situational Adaptability

Strengths Based Leadership

4/29 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

11/16 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 you with the opportunity to examine the skills, characteristics, and techniques essential in influencing others to gain 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 Emotionally Intelligent Leader: Understanding Your EQ and Strategies for Leveraging It

6/17 8:30 am - 4:30 pm

Being able to read the emotional and interpersonal needs of a situation and respond accordingly is a leadership skill that makes your workplace interactions more productive and meaningful. In this program, you will discover your own strengths and opportunities for growth when it comes to being emotionally intelligent. A customized assessment along with interactive exercises allow you to discover specific ways to be more agile and get the results you desire.

This program will help leaders:

- Develop an understanding of emotional intelligence and how it affects workplace performance.
- Build self-awareness of your individual emotional intelligence by interacting with a customized assessment.
- Practice flexing to other mindsets and approaches to build better workplace relationships and increase effectiveness.

Competencies addressed: Interpersonal Savvy, Self-Development, Drives Results, Communicates Effectively, Situational Adaptability

The Energy Bus

10/19 8:30 am - 4:30 pm

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 Leader energy influences others and how to positively manage it.
- Understand how to fuel teams across all different "passenger types."
- Improve communication and engagement to help the team toward a common vision.

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

The Neuroscience of Leadership

7/7 8:30 am - 4:30 pm

Effective leadership is founded on our ability to create an environment where our teams can be most successful. We face challenges and obstacles every day that have the potential to derail our efforts. How we respond and help others to respond to these challenges impact our ultimate success. Understanding how the brain works can help us explain why some leadership tactics are more effective than others. Neuroscience can help us grasp why certain feedback, incentives, and certain managerial behaviors can trigger a "threat response." In this program, you will learn how to transform yourself and others through the power of the brain. You will also understand how the human brain works which can improve our ability to effectively handle workplace challenges.

This program will help leaders:

- Understand how leaders inadvertently trigger a threat response in the brains of their team members and how to help them to navigate change in a neurologically sound way.
- Understand the limits of our Prefrontal Cortex and develop strategies to maximize its energy.
- Learn how to leverage the strengths of the Left and Right Hemispheres to effectively resolve an issue.

Competencies addressed: Manages Conflict, Self-Development, Drives Engagement, Communicates Effectively, Situational Adaptability

The Power of Difference: Towards More Diverse, Equitable and Inclusive Organizations

3/3 | 10/6 8:30 am - 4:30 pm

As organizations grow more diverse in terms of their customer base and workforce; creating an equitable and inclusive environment becomes an avenue to achieve success and advance more effective forms of organizational performance, recruitment, and retention. An institution that fosters a culture of inclusion achieves a level of excellence that not only impacts the organization itself, but also the local community and the society in general. This program requires an examination of the lenses we use to value human difference and assess the effects of social systems in the lives of particular groups of individuals in our global societies. This program will take a look at why diversity, equity, and inclusion are critical for the success of any individual and organization while also reviewing best practices for its implementation.

This program will help leaders:

- Understand the definitions of diversity, equity, and inclusion and how they can intersect with an organization's mission, structures, and culture.
- Familiarize with foundational procedures for the creation of an environment where diverse identities and perspectives are valued, welcomed, and encouraged.
- Introduce participants to the effects of social systems in the lives of particular populations and the role that equity plays in this process.

Competencies addressed: Develops Talent, Attracts Top Talent, Values Differences, Drives Vision and Purpose, Collaborates

The Power of Positive Leadership

10/20 8:30 am - 4:30 pm

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

3/2 | 5/18 | 7/13 | 9/28 | 12/2 8:30 am - 4:30 pm

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

Work-life Balance Transformation: Cultivating and Facilitating Change

9/16 8:30 am - 4:30 pm

The key to becoming extraordinarily effective at work and home is to master one's self-care and work-life balance practices. Self-care is a prerequisite to work-life balance. Self-care is about taking care of yourself so you can better serve those you lead and love. It's time for leaders to learn how and, more importantly, why they need to put their physical, psychological, social, and spiritual needs first. It's not about spending equal time at work, home, or in other roles in life. It's about aligning your day-to-day behaviors with your priorities in life. This program trains leaders on how to build, implement, and execute a work-life balance "Transformational" plan so they can be extremely successful at work and home.

This program will help leaders:

- Understand how self-care practices and work-life balance struggles have been affecting leader effectiveness at work and home.
- Create desired future and goals needed for your relationships, effectiveness, and self-care.
- Build a personalized work-life balance "Transformational" plan to improve life effectiveness.

Competencies Addressed: Being Resilient, Self-Development, Manages Ambiguity, Demonstrates Self-Awareness

Workplace Storytelling to Enhance your Personal Brand

5/4 8:30 am - 4:30 pm

A compelling story is the fastest route to human connection and influence. Stories make presentations better. Stories make ideas stick. Stories help us persuade. This interactive program will teach you how to craft a captivating first-person story. You will learn about the story arc and story components, draft and share your personal story, and receive valuable feedback.

This program will help leaders:

- Learn how to distinguish yourself and your company through the stories you tell.
- Acquire creative and powerful tools to communicate in a unique and authentic way.
- Develop a personal story that people want to hear in order to better connect with customers, employees, and colleagues.

Competencies addressed: Interpersonal Savvy, Communicates Effectively, Drives Engagement, Persuades, Self-Development