UC Davis Extension’s business management and leadership custom training program offers clients the maximum amount of flexibility. We work with clients to tailor our courses and programs to meet the development needs of all levels within organizations. Our courses are all designed to address the defined State of California Leadership Competencies and can be customized for staff, supervisors, managers, or executives.

This catalog provides course descriptions and objectives of our general course offerings by competency. Specific content can be customized to fit the needs of the audience and organization’s objectives.
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ANALYTICAL THINKING

Effective Problem Solving
Have you ever been in the position of tackling a problem only to stop and ask yourself or your team members, “Didn’t we solve this problem last year? What are we doing working on the same problem again?” It can be frustrating and time wasting to put effort and time into the same project over and over again. This class can help. You will learn to tackle “real-life” work problems by practicing a six step model of problem solving, starting with identifying a problem clearly then following a logical path leading to a plan of action to solve it.

Learning Objectives:
• Learn a six-step problem solving model.
• Practice problem solving skills on real-life challenges.
• Review and use four problem solving techniques: Fishbone Analysis, Brainstorming, Ranking the Choices, and Force Field Analysis.
• Develop a personal action plan for using these skills on the job.

Critical Thinking, Problem Solving, and Creativity
Are you able to use deductive thinking to reason and think things through? Do you find some types of problems are solved easily and you labor with others? In this class you will look at ways to think more critically about issues and then combine these thinking skills to learn methods for carefully analyzing problems, creating solutions and testing these solutions. Topics will include the habits of critical thinkers, what critical thinking does not look like, a systematic model for approaching problems more proactively; common mistakes made by individuals and organizations in problem solving, and a variety of different techniques for looking for deeper issues, analyzing causal factors, generating potential solutions, and stabilizing change efforts. Opportunities will also be given for participants to bring their own work issues to work on and use some of the tools presented.

Learning Objectives:
• To learn the components of critical thinking
• To practice the 7 essential critical thinking skills or practices
• To assess one’s self on critical thinking skills
• To learn to avoid some of the typically ineffective ways to solve problems
• To demonstrate a six step model for analyzing problems
• To understand methods of analyzing and approaching problems in groups
• To examine a variety of tools for analyzing problems that can be used on the job
• To practice group problem solving techniques
CHANGE LEADERSHIP

Leading Organizational Change
In order to guide an organization successfully through a change effort, a leader has to pay attention to a dizzying array of information, from the metrics used to measure the effort’s success to the emotional well-being of the people involved in the change. The task is daunting in the extreme, which may explain why 70% of all change efforts fail and 30% of the change efforts succeed. So, what can we learn from both groups—those who fail and those who succeed? This course closely examines why some change efforts fail and others succeed, including the behavior of the leader in both categories.

Learning Objectives:
• Understand and deal with resistance to change
• Identify personal comfort zones during periods of transition and change.
• Gain cooperation during change efforts
• Respond to concerns during a change effort
• Communicate and plan for change
• Understand what followers need from their leaders
• Identify the leader’s tasks during times of change, including developing vision and goals, and implementing strategy

What Needs to Change When Things Change
Change is imminent. We know this. And yet as human beings we are terribly ill equipped to handle change. Despite all of the evidence around us that supports a constant cadence of change, we still resist when change comes to us. As leaders, how well we manage change for the organization and for our individual employees is a delicate balance. In most cases, our leaders are woefully ill-prepared to help their teams effectively manage the assumptions and actual impacts of change.

In this course, we teach leaders to better understand how change impacts individuals on the team and subsequently the organization as a whole. Attendees will gain deeper understanding of how we process change and how leaders can alter the impact and the length of time it takes to fully implement change initiatives.

Learning Objectives:
• Define the process we all go through when we experience planned or unplanned changes.
• Advance student’s knowledge of the key elements for processing change.
• Help leaders understand how to balance the needs of the organization with the perspective of the team.
• Correlate how proper change management strategies can mitigate challenges with employee engagement, performance and retention.

Moving Through Change: What’s in It for ME?
In today’s organizations, change is the rule rather than the exception. As an everyday, ongoing occurrence, change can either be exhilarating or frightening. Understanding change and developing strategies to thrive in it have been shown to be very helpful. Employees are more productive at work
when they learn how to work through all kinds of changes—voluntary and involuntary, big and small. This program provides employees with tools and techniques to successfully move through change at work. They also have the opportunity to develop a personal action plan for a current change they may be experiencing.

Learning Objectives:

- Identify the three stages of transition during change
- Understand how people react to change
- Know the four strategies for moving to acceptance of change
- Utilize various ways to manage the stress of change
COMMUNICATION

Effective Business Writing
The need for clear and effective writing skills in business today is paramount. The production and distribution of information form the basis of our economy. In addition, technological advances have accelerated change processes in business requiring continual revision of policies and procedures. This program is designed for individuals who engage in every kind of writing, from memoranda and proposals to email, letters, reports, and technical writing. Participants learn how to organize and express their thoughts clearly, select the appropriate style and format for the intended reader, and edit their writing to create professional documents. Participants are also encouraged to bring a sample of their writing for a very friendly class evaluation.

Learning Objectives:
- Learn methods to organize information effectively
- Review and integrate the principles of readability
- Evaluate and improve writing skills through practice
- Review guidelines for creating email documents
- Gain editorial skills to create professional documents
- Develop and action plan for using new skills on the job

Effective Interpersonal Communication
Communication skills are vital to success. Each of our interactions with people at work involves communication—talking, debating, exchanging ideas, chatting, listening, giving information, voicing opinions and feelings, etc. When communication is effective, benefits include saving time, money, and experiencing more productive contacts. This program is designed to enable participants to learn and apply concepts and techniques related to productive interpersonal communication. Participants learn their own communication style, explore concepts, and practice skills necessary for effectively sending and receiving communications.

Learning Objectives:
- Identify personal communication style, and the impact it has on leadership and communicating with others at work
- Learn to match intention and what coworkers and/or customers actually perceive
- Review four guidelines for effective interpersonal communication
- Learn the impact of body language, voice tone, and other nonverbal cues used when communicating with others
- Assess effective listening skills and review guidelines for active listening
- Formulate a personal action plan for improved interpersonal communication on the job
CONFLICT MANAGEMENT

Dealing with Conflict and Stress
Conflict and stress are day-to-day occurrences in today’s workplace. How a supervisor or manager deals with conflict and stress are often keys to their success. This course helps identify common sources of conflict, provides skills for how to deal with the conflict productively, and teaches ways to better understand personal styles of conflict resolution. In addition the course focuses on stress and anger and how to more effectively handle stress.

Learning Objectives:

• Understand that conflict is normal
• Identify personal style in dealing with conflict
• Learn how to stay objective
• Understand conflict resolution processes
• Learn an interpersonal conflict resolution process
• Become aware of the cycle of anger and how to handle a person in each stage
• Know when and how to withdraw from a dangerous situation
• Explore personal stressors
• Learn ten practical ways to deal with or reduce stress

Fierce Conversations
Organizations are often prevented from reaching their full potential because they avoid problems, dance around issues, engage in us vs. them thinking, are infected with “terminal niceness”, accept mediocrity, avoid difficult topics, stop telling the truth, and generally avoid saying what they are thinking, and do not question old practices and assumptions.

Organization work is essentially extended conversations. Fierce does not imply “mean”. Fierce conversations are robust and powerful. This course is based on Susan Scott’s work, which professes that success occurs one conversation at a time in any organization.

Learning Objectives:

• Have the one conversation that will make a difference
• Learn how to “describe reality without laying blame”
• Understand how to “fully disclose” with positive intent
• Realize the barriers to fierce conversations and how to overcome them
• Practice the seven-step “mineral rights” process
• Learn to listen “fiercely”
• Understand how leaders promote fierce conversations
How to Deal with Difficult People
People who drive others crazy and what to do! This course explores who the difficult people are, what motivates them, and how they get to others. The emphasis is on moving from reacting to them to responding in ways that increase chances of successful interactions. The course includes specific techniques to use with each type of difficult person.

Learning Objectives:
- Understand why difficult people are the way they are
- Learn to look beyond the behavior to causes
- Understand why some people “push your buttons”
- Learn practical techniques for dealing with difficult behavior
- Find positive intent behind troublesome behaviors
- Learn when to say “no” and stand your ground
- Learn how to cope with complainers, know-it-alls, bullies, and more
- Practice the techniques of blending and pacing

Taking the Conflict Out of Working Together
Conflict is unhealthy when it leads to distrust, anger, and withdrawal. The goal of this half-day program is to bring participants to the awareness that relationships with coworkers, supervisors, and clients merit the investment in time and energy required for disagreements to be resolved in such a way that both parties feel like winners. To this end, the program (a) helps participants to understand what they bring to the conflict situations they face in their professional lives, and (b) presents the opportunity for participants to learn effective conflict-management skills based on a win/win approach.

Learning Objectives:
- Identify productive vs. nonproductive ways for dealing with conflict.
- Compare four conflict resolution styles.
- Learn three ways to handle conflict situations.
- Develop a personal action plan to use their conflict management skills on the job.
CUSTOMER FOCUS

Dealing with Difficult Customer Situations
All service providers have faced the dreaded difficult customer. The situation can cause great stress and tension to both the employee and customer. Knowing how to resolve the conflict quickly and professionally can make a big difference regarding how employees perform their jobs and customers feel about the organization. This program is designed to equip participants with practical, easily adaptable ideas that help employees deal effectively with customers in various types of difficult situations.

Learning Objectives:
- Review four things that all customers want in terms of service
- Analyze the impact of body language, tone of voice, and the words used when dealing with customers
- Learn when to apologize and when to empathize
- Review six steps for handling difficult people
- Share “stress-busting” techniques
- Formulate a personal action plan for dealing with difficult customer situations

 Delivering Top-Quality Customer Service
Providing top-quality service is not optional—it is essential in an increasingly service-oriented business climate. Top-quality service is the result of focused attention on a few basic principles and the implementation of these principles throughout the organization. The service that employees provide to each other directly affects the service received by external customers/clients. This workshop equips participants with awareness and skills to treat coworkers as customers which lays a foundation for the organization to become more customer-oriented as well as efficient. This workshop is designed to provide tools and skills for employees to more efficiently connect with internal and external customers—in person, on the telephone, and by email. It also provides tools to productively work through difficult customer situations.

Learning Objectives:
- Identify internal and external customers
- Evaluate what top-quality service looks like from the customer’s point of view
- Analyze strategies for customer service over the telephone and by email
- Learn ways to handle difficult customer situations
- Formulate a personal action plan for delivering top-quality customer service
DEVELOPING OTHERS

Building High Performance Individuals
This course explores the role of the leader as a “performance coach.” Using insights from the work of executive coaches, the course explores the many different intellectual and emotional barriers that people erect between themselves and exceptional performance in the workplace. The course outlines a strategy that can be employed to raise performance, beginning with the leader, and then extending to other employees. A three step model for helping staff members work through their own issues and problems is presented as well as key concepts that lead to higher motivation.

Learning Objectives:
- Apply the principles of effective feedback
- Learn what leadership styles work best in developing employees
- Understand and apply the coaching process
- Consider positive approaches to getting the best performance from your staff
- Learn to view individuals from a variety of perspectives and sensitivity including generational, cultural, learning style, temperament, readiness, etc.
- Use a three-step model for coaching and problem solving with individual staff members
- Become aware of basic motivational approaches for staff

Coaching for Performance
Leaders play a key role in coaching all types of employees in all kinds of situations, but few have had any formal training in the process or understand the benefits. Coaching suggests a supportive/collaborative approach rather than a directing or controlling approach. Coaching can also be very effective when applied to create and support a learning activity designed to improve individual, group, and organizational performance, harness competitive energy or defuse problems. Skilled leaders understand outstanding employee performance is not achieved by means of control, but rather, through coaching that does three things: 1) recognizes and reinforces positive employee performance, 2) helps employees be aware of developmental needs, and 3) empowers employees to improve their performance. This class introduces the basic elements of coaching, and most specifically how to strengthen the process of transferring knowledge to the workplace.

Learning Objectives:
- Understand the roles of the leader as a coach and practice the skills
- Identify strengths and improvement needs in specific skills needed to conduct effective coaching meetings
- Learn effective techniques and practice steps for giving feedback
- Understand the importance of communicating job expectations to staff
- Learn to support your staff in training and transferring to their jobs the skills and knowledge
- Understand the components of a coaching/communications model
ETHICS AND INTEGRITY

Developing and Leading Ethical Organizations
Ethical and moral standards and leadership can be a central guiding principle of healthy organizations. How do leaders help to shape an organization that has strong ethics and how can these high standards be sustained? Leaders encounter more complex and different types of ethical dilemmas. How will they handle them? This course will focus on ethical leadership of groups, the difference between doing things right and doing the right thing. The class focuses on the steps of ethical decision making, the principals of character needed by leaders, how to craft an ethics statement, and how a leader can promote ethical behavior in the workplace.

Learning Objectives:
- Demonstrate how ethics shape organizational direction
- Write an effective ethics statement for an organization
- Understand various ways a leader can reinforce ethics in the workplace
- Be wary of the typical rationalizations for unethical behavior
- Practice the five principles of public service ethics
- Practice dealing with difficult ethical dilemmas
- Be aware of the leader’s role in promoting and modeling ethical behavior

Ethics in the Workplace
Behaving in an ethical and responsible manner is one of the most essential responsibilities of all. Whole organizations rise and fall based on the ethics of its workers. Yet another benefit of strong ethics is a satisfaction that you are not just “doing things right” but that you are also “doing the right thing.” This course does not seek to provide a list of “do’s and don’ts, but instead to develop ethical thinking and problem solving in each participant. The course will cover principles of ethical behavior in general along with 5 principles especially applicable to public employees where the rules and ethics are more complex. Participants will also have a chance to consider moral dilemmas where different ethics seem to contradict each other. A chance will also be provided to write one’s own personal ethics statement and receive feedback from others. An emphasis will be on day to day ethical decision making and integrity.

Learning Objectives:
- To understand the 6 standards of ethical behavior
- To apply the 5 special standards of ethical behavior particular to public service employees
- To be aware of the typical barriers and rationalizations which block ethical actions
- To understand the difference between ethics and values
- To be able to identify the enemies to integrity and how they may surface
- To apply Kohlberg’s model of moral reasoning
- To clarify one’s ethic’s beliefs and what they are willing to stand up for
FORWARD THINKING

Creativity and Innovation
In these times of constant change the ability to look at issues creatively and to seek innovative solutions is a key for successful organizations. Supervisors and managers who can “think outside the box” are able to look at problems from different perspectives, see opportunities in difficult situations, and ask deeper and more insightful questions of their staff. This course looks at issues from a systems perspective, teaches techniques for increasing the chances for greater creativity, conflict as an opportunity for open thinking, and looks at examples of innovation in action.

Learning Objectives:
- Understand the factors which typically inhibit creativity
- Learn ten principles of change
- Teach the factors which increase the chances for innovation on teams
- Study the positive aspects of certain types of conflict in an organization
- Apply tools for encouraging creative thinking in the workplace
- Understand the concept and application of appreciative inquiry
- Practice asking questions which promote deeper thinking
FOSTERING DIVERSITY

Cultural Competence

More than ever before workplaces around the state are more diverse and complex. Leaders with the skills to go beyond tolerance to appreciation and honoring of diversity will be the ones who succeed. Today’s leader must not only be knowledgeable about diversity, but also aware of his/her own needed learning and how to foster a climate that respects and honors all. This class will give participants an opportunity to learn about stages of cultural proficiency, be more aware of subtle forms of racism and privilege, understand and honor their own and other’s cultural background, and gain vital skills to apply in an increasingly diverse workplace.

Learning Objectives:
- To learn to talk comfortably about culture and diversity in our lives
- To understand the extent of the need for increased proficiency
- To be able to define and cite examples of culture and subculture
- To learn about the 3 components of cultural proficiency
- To become more aware of the big 8 parts of cultural awareness
- To be able to diagnose which stage at which an organization is functioning in terms of cultural proficiency
- To understand and discuss the concepts of: privilege, thingification, ethnocentrism, stereotyping and entitlement
- To become more aware of one’s own level of entitlement and privilege and how these concepts impact day to day life
- To choose one or more ways tactics or strategies one can use to increase cultural proficiency in oneself and one’s organization

Diversity Awareness in the Workplace

The workplace is a community of different genders, ethnic and religious backgrounds, abilities, generations, and orientations. The diversity that exists in organizations requires managers and staff to navigate and negotiate these differences in order to create an environment that is inclusive, free of discrimination and harassment. While a diverse workforce may sometimes seem like a potential collision of values and backgrounds, this interactive course will provide participants with the knowledge and tools of respect, recognition, and responsibility to effectively navigate these differences in the workplace. This course will use case studies and assessments to facilitate greater understanding of multicultural work environments, relevant laws pertaining to equal employment and theories on cultural competency development

Learning Objectives:
- To increase awareness and understanding of the diversity the exists in the workplace
- To increase awareness of the role every individual plays in fostering an inclusive work environment that is free of discrimination and harassment
- To learn about federal/state laws that inform anti-discrimination workplace policies and practices
To increase our comfort level in engaging in discussions about cultural differences as part of our consciousness about diversity and cultural competency development

Four Generations at Work
The American workforce today is unique because four generations have come together to accomplish organizational goals. The growing gulf of misunderstanding and resentment between older, not so old, and younger employees in the workplace is increasing and problematic. The generational rift will not heal itself or just go away—it's a situation based in demographics and world views that must be addressed to be solved. This workshop is designed to equip participants with generational awareness and teaches practical ways to deal with all the differences.

Learning Objectives:
- Define characteristics of the four generations
- Identify value systems of each generation and how they affect motivation and behavior in the workplace
- Use the M.E.E.T. model to communicate effectively
- Determine how their approach may need to change when coaching, managing, and retaining employees of different generations
- Learn ways to facilitate the transfer of knowledge between generations
- Appreciate and gain respect for what is important to each generation
INFLUENCING OTHERS

Power and Influence
Power impacts the ability to get things done in organizations. Due to incidents of abuse of power, power in organizations has been diluted at the expense of productivity. This course examines the issue of Power: what is it, is it good or bad, who has it, how does a person get it, and how can it be lost? Eight different types of power are examined with a chance for participants to learn about and discuss how each type can be increased or lost and in which situations each type may be most effective. The program addresses the relationship between influence and power, discussing strategies to gain influence as well as several types of influence, including influencing “up.”

Learning Objectives:
- Learn the eight categories of power
- Examine what practices enhance and detract from power
- View power as a positive and desirable trait of effective leaders
- Look at historical power bases and those in power
- Learn effective influence techniques for peers, subordinates and for influencing “up”
- Study resistance to influence and how to deal with resistance
- Practice phrases that increase the changes of compliance
PERSONAL DEVELOPMENT

Develop Your Emotional Intelligence
Communication skills are an important ingredient for success, especially for managers and others in leadership positions. Indeed, communication skills are indispensable to success. Communication begins with learning how to listen, both for what is said and not said, and then moves into how to speak so as to be understood. Diverse styles of listening and speaking, in the workplace, can make communication challenging, but if a manager or leader can recognize, understand and accept these differences in communication styles, he or she can become more effective and successful in their work.

In this session managers learn about different communication styles and how to create an environment where each person can both understand and be understood by everyone else in the group. Managers learn how a person’s qualities of personality can influence his or her communication style. Additionally, participants learn how to hear different styles, as well as how to listen for the vital information that is communicated in every style. Finally, managers assess their own communication style and learn how their style impacts others in the communication process.

Learning Objectives:
- Understand different qualities of personality and how those differences affect styles of communicating
- Identify unconscious assumptions about differences in communication styles and the impact these assumptions have on successful communication, interpersonal relationships, and organizational development
- See benefits gained when a manager “listens for differences” in communication styles, especially in decision making situations
- Understand the impact of stress on communication
- Learn organizational communication: knowing what information to communicate, when to communicate it, and how the information can best be communicated.

Discover Your Strengths
Discovering and knowing our strengths helps us understand how to make the most significant contribution we can to our organization and our community. Research demonstrates that focusing on our strength, rather than weaknesses is a more effective way to enhance performance levels overall in organizations, with greater levels of retention, productivity and engagement. In this course participants will use the Clifton StrengthFinder assessment to explore their individual, unique talents and plan to use those talents more in the workplace.

Learning Objectives:
- Understand the strengths based tool in relation to others
- Discover personal Top Five Strengths
- Create ten action steps that fit personal unique set of strengths
- Identify concerns about focusing upon strength areas and how to overcome these
- Communicate this new information and strategy to team managers
• Change working relationships with others to assess their five strength areas and develop better working relationships and understanding of mutual capabilities

**Let’s Get Motivated**

How do employees survive the external factors they can’t control on the job and still have success? They tap into internal factors that they can control—their drive and self-motivation. These factors positively fuel their performance because self-motivation is a key to their professional success. There is no mastery of techniques that substitute for the lift of spirit and heightened performance that comes from strong motivation. This program is designed to enable employees to identify factors that influence their own internal motivation needs. Motivation theories are reviewed to broaden their understanding of individual motivation. Participants look for ways to become “charged” or “recharged,” and create a personal action plan.

Learning Objectives:

• List reasons for the need of self-motivation

• Learn major theories of employee motivation and apply these theories to the workplace

• Identify how to become more motivated, or re-motivated.

• Develop a personal action plan to utilize this information on the job

**Stress for Success: Understanding & Managing the Stress in Your Life**

Stress is a universal and naturally occurring phenomenon in humans. Recent research indicates marked increases in stress-related diseases due to life styles saturated with excessive stress and chronic tension. While stress cannot be eliminated, we can learn to deal with it effectively to maximize potential. This program is designed to enable participants to identify the stressors in their lives, understand how these stressors affect them, learn time management tools, and to practice effective coping strategies.

Learning Objectives:

• Increase awareness of personal stressors and individual stress reactions

• Expand skills to cope with stress, live a more relaxed life style, and prevent stress-related illness

• Understand time management is a continuous process of asking what is most important and arranging priorities to reflect each choice

• Develop a personal stress-management plan to deal with the stressors in life

**Taking Initiative: Becoming a Leader**

Today’s theories of leadership are based on the belief that leadership is a composite of behaviors that can be learned, developed, and used by anyone in working with others to carry out a task. Leadership often may mean taking initiative, seeing a need or a job to be done, and *taking the lead* to get it done, regardless of whether or not one is called leader. In today’s “work smarter, not harder”, highly competitive work arena, it is essential that all members of the work force, at all levels, *take the lead* in improving productivity. When workers take initiative, speak up, share ideas, and give input into how a job can be done most effectively and efficiently, the entire organization benefits. This program, developed specifically for administrative support staff and others who do not have the title *leader or manager*, is designed to broaden participants’ understanding of what leadership is and to raise their awareness of how they can *take the lead* in their own jobs. Participants also leave with an assessment tool to discuss with their managers.
Learning Objectives:

• Analyze leadership behaviors and how they can apply in many situations on the job
• Become familiar with functional leadership theory
• Practice task and maintenance leadership actions
• Assess personal work-behavior styles in terms of job requirements and plan ways to develop leadership behaviors on the job
• Develop an action plan for using these skills on the job

Telling Your Story
When we think of our job, we may think of the age-old, task oriented job description. And while that tells us something about a position, it doesn’t really tell us what is interesting, compelling, and human about what we do. And because we often need to communicate the fascinating parts of our jobs, we need to be able to tap into the story of our work. This workshop will bring out the story of your job and work. What are the exciting parts, what passion do you have for it, what interesting things happen to you, and why do you come to work each day. Learn to tell the narrative of your position and passion and engage people with your story.
PLANNING AND ORGANIZING

Art of Delegation
Managing and supervising has been defined as getting others to do what needs to be done. Yet leaders often ask, “Why don’t my employees do what they are supposed to do?” Unfortunately many respond with, “they just aren’t cut out for the job; I’ll have to do it myself.” Yet, rather than blaming others, there may be something faulty with the process of delegating the assignments. In delegations that have gone wrong, the delegator usually has omitted one or two critical steps. This program provides a six-step model of delegation. Learn to give clear direction to ensure team members understand exactly what is expected, and build confidence in assigning tasks and projects. Discover how to create checkpoints so the status of a project can be monitored without hovering. Also assess personal attitudes and current practices as a delegator, and through experiential activities explore how to become successful with this “must-have” skill.

Learning Objectives:
- Assess personal delegation skills
- Identify key delegation communication skills
- Learn a six-step model for effective delegation
- Prepare for and practice delegating a real-life assignment/task
- Develop a personal action plan for transferring these skills

Time Management: Getting the Most Out of Your Day
Running out of time? Do you have too many projects and deadlines—and they all have top priority? The time in any given day is one of the few things that is given to us equally. Yet it feels totally different when we are using the time in a way we choose for ourselves than it feels when our time seems to loom out of our control. This program is for anyone who wants more out of life, at work and at home. Time management is a process of constantly asking what is more important and arranging priorities to reflect each choice.

Learning Objectives:
- Identify personal time management style
- Learn a five-step model for managing time and priorities
- Learn to set effective goals, “SMART” goals, and apply the concept to personal career goals
- Review the difference between urgent and important things, and how to isolate and manage important priorities
- Determine ways to take action on clutter/paperwork, personal organization, email, and interruptions
- Identify procrastination patterns and learn how to minimize ineffective habits
- Develop a personal action plan for improving your management of time and multiple priorities
TEAM LEADERSHIP

Building, Managing and Leading High Performance Teams
Teams outperform individual acting alone, especially when performance requires multiple skills, complex judgment, and different perspectives. Dynamic teams produce results and leverage the unique styles and contributions of each team member. Organizational demand for leaders who can build and then lead/manage teams has never been higher. This course examines the factors that differentiate a good from an average team, examine the role of the leader on a team, look at the responsibilities of individual team members, and present ideas on how to increase the effectiveness of your team.

Learning Objectives:
- Understand the characteristics of effective teams and the differences between productive and unproductive teams
- Explore how to use individual’s strengths to increase team effectiveness
- Understand the stages in team development
- Recognize the five factors that inhibit team development and performance
- Practice the skills of effective team leadership
- Learn how to assess team effectiveness
- Understand the roles and responsibilities of individual team members
- Apply the skills of communication and trust on your team

Discover and Develop Strengths in You and Your Team
People don’t grow most in their areas of greatest weakness....A good leaders should not be well rounded.... Stop spending so much time on your weaknesses...The world is being shaken up by the principles of Strength Based Leadership and strength based approaches to organizational development. The research is also clear, teams that focus on strengths are much more productive than teams that do not. In addition, people who focus on their strengths at work are more than twice as likely to stay at their job and feel engaged. In this course participants will use the Clifton StrengthFinder assessment to explore their individual, unique talents and plan to use those talents more in the workplace. Participants will understand the accelerated path to development though a better understanding of their own strengths and how as managers you can unleash the strength-based potential of their individual contributors and teams.

Learning Objectives:
- Explore the difference between a strengths-based and deficit-based approach to development
- Bring greater awareness to your strengths, and plan to apply them more at work
- Prepare to use strength-based approach to developing your individual performers and managing your teams

Leadership Effectiveness
Studies show that a major factor in work-life satisfaction is determined by the relationship an employee has with his or her immediate boss. A recent Gallop poll determined that employees leave bosses, not organizations. Learn how to improve performance, help reduce turnover and foster better boss-employee relationships. Participants assess themselves on six key skills: Connecting People with
Purpose, Encouraging Ownership, Focusing Efforts on Smart Work, Building Competence, Recognizing Achievements, and Respecting the Individual. This workshop provides a model for emulating the traits of ‘best’ bosses, giving participants insights into their behaviors in leading, motivating, and inspiring their employees.

Learning Objectives:
- Learn the six behaviors of best bosses
- Identify areas of strength and improvement
- Gain valuable insights from peers
- Create an action plan to apply new knowledge to the job

Leadership Essentials and Styles
Leadership is the ability to harness the enthusiasm and support of people to meet specific goals and objectives. Leaders must think differently and look at issues from different and more systemic perspectives. Leading people and organizations in the 21st century—during a period of extraordinary social, technological and economic change—requires leaders to have a thorough knowledge of themselves, others, and their organizations, if they are going to be successful. The key skill of today’s leader is to understand the differences in people and to bring out the best in each and every one. The course explores the crucial question of what makes an effective leader and what styles of leadership are most effective in which situations.

Learning Objectives:
- Learn what leadership style works best in developing staff
- Understand the role of positive approaches in leadership
- Practice the coaching process of working with staff
- Examine one’s own leadership style and its effectiveness
- Analyze typical leadership mistakes and how to deal with them
- Read an employee’s “readiness”
- Understand what followers need from leaders

Making the Transition to Supervisor
When an employee is appointed to a supervisory position, a key factor for success in this new career assignment is the ability to develop relationships with employees and assume a leadership role. This requires a shift from getting the job done through technical skills and expertise, to achieving results by leading, training and motivating others. This workshop is designed to review the above principles with staff whose career goals include assuming a formal leadership role. The content introduces them to the role of the supervisor, the variety of skills it takes to be successful, and the challenges facing new supervisors. During the workshop participants will assess their interest, readiness, and ability to do this kind of work, and develop an action plan on how to better prepare them to assume a formal leadership role.

Learning Objectives:
- Examine the importance of getting work done through others
- Describe management as a four-step process
• Review seven basic supervisory responsibilities as well as the roles played by supervisors
• Define knowledge and skills required for supervision
• Identify personal leadership style
• Analyze five challenges that face new supervisors and develop strategies to deal with these challenges
• Develop a personal action plan for utilizing this information