

UC DAVIS EXTENSION

Management and Leadership Custom Training Catalog

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.

If you have any questions or would like to discuss any courses in greater detail, please contact:

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CONTENTS

- Analytical Thinking 5
 - Critical Thinking and Decision Making 5
 - Proactive Problem Solving 5
- Change Leadership 6
 - Becoming a Change Agent 6
 - Leading Organizational Change 6
 - Managing Organizational Change 6
 - Moving Through Change 7
 - Organizational Change Leadership 7
- Communication 8
 - Challenging Conversations 8
 - Communicating Effectively with Emotional Intelligence 8
 - Effective Communication 9
 - Fierce Conversations 9
 - Presentation Skills 10
 - ROCKSTAR Presentations 10
- Conflict Management 11
 - Conflict & Dealing with Difficult People 11
 - Managing Conflict 11
- Developing Others 12
 - Coaching Employees – various options 12
 - Building a Motivated Workplace 12
 - Managing High Performance 12
 - StrengthsFinder 2.0 – various options 13
- Ethics and Integrity 13
 - Developing and Leading Ethical Organizations 13
 - Ethics in the Workplace 13
- Forward Thinking 14
 - Creating an Innovation Climate 14
 - Cultivating Creativity and Innovation 15
 - Leading Innovation 15

Solution Focused Thinking	15
Skills for Strategic Thinking and Leadership	16
Strategic Thinking.....	16
Fostering Diversity	17
Developing Cultural Proficiency.....	17
Developing Multi-Cultural Competencies.....	17
Managing Sensitive Issues in the Workplace.....	18
Influencing Others.....	18
Influence	18
Personal Development.....	19
Building Trust: The Ultimate Skill for Full Engagement	19
Cultivating Powerful Leadership Presence	19
Emotional Intelligence and Your Success.....	20
Increasing Your Margin for Success	20
Leading with Emotional Intelligence.....	21
Resilience – Thriving in Today’s World	21
Planning and Organizing	22
Art of Delegation.....	22
DECIDE® to be Organized.....	22
Juggling Multiple Priorities	22
Team Leadership.....	23
Building High Performance Teams.....	23
Changing Role of Manager.....	23
Developing Your Team.....	23
Introduction to Situational Leadership II®	24
Leadership Essentials and Styles.....	24
Leadership Practices to Increase Effectiveness	25
Leading Collaborative Project Teams.....	26
Leading with Values	26
Making the Transition to Supervisor.....	26
Servant Leadership	27

The Manager as a Team Leader 27

ANALYTICAL THINKING

Critical Thinking and Decision Making

Full Day

Have you ever found yourself surrounded by multitude of decision options and decision makers? Do you feel stagnant by continuously looking at the work-related issues in the same way? Navigating a challenging issue or leading a critical decision making team is considerably easier when you have some fundamental tools at your disposal. Explore the concepts and practice the skills necessary to define problems, generate solutions, and evaluate alternatives

Learning Objectives:

- Describe the role that Values play in Problem Solving/Decision Making
- Articulate the 6-step process for making Systematic Decisions
- Apply the tools and concepts presented to an actual work scenario
- Describe how the Five Exemplary Leadership Practices enable good Decision Making

Proactive Problem Solving

Full Day

We all experience problems on a daily basis both personally and professionally. Whether it's inefficient processes, differing opinions, or rapid change, we need to be able to work with others to come up with long lasting solutions. In this class you will learn a model for solving any problem, large or small, in a creative, collaborative, and effective way. You will also learn how to start solving problems proactively so that you can start to reduce the reoccurrence of problems that seem to come up over and over again. In other words instead of putting a bandage on the problem, only to have it happen again, we will learn how to cure problems once and for all.

Learning Objectives:

- Learn how to analyze a problem and assume responsibility.
- Develop a solution-oriented approach to explore options.
- Use a tool for solving any problem, big or small.
- Gain knowledge on creative brain storming skills to solve problems.
- Acquire the skills to recommend solutions and get feedback.

CHANGE LEADERSHIP

Becoming a Change Agent

Full Day

Change is constant in today's workplace, yet many leaders are unprepared to act upon and manage the requirements for change. Your skill as an employee or manager will be assessed by how well you manage change, which is actually to say how you manage yourself and others. In this session you will learn how to become more personally change resilient as well as ensure that people involved or affected have the support they need to ensure change is thoroughly, smoothly and lastingly implemented.

Learning Objectives:

- Understand change and transition and how people are affected.
- Develop strategies for managing transition in yourself and others.
- Demonstrate resilient thinking by recognizing and normalizing our reactions to change and transition.
- Six Strategies for managing setbacks, adversity & stressful transitions.
- Learn a process for directing specific behavioral change and setting clear expectations.
- Understand how recognizing positive behaviors accelerates change.

Leading Organizational Change

Full Day

Whether you are implementing small process change or large system wide organizational change, it's normal to feel uncomfortable and overwhelmed. No doubt you will also face resistance, which can also be challenging. To overcome this, people need to know why change is occurring, what it means to them personally, and how they can contribute to make a difference. In this class you will learn how to communicate an inspiring vision that clarifies project initiatives and expectations while creating more engagement to help people better connect their contribution to the big picture.

Learning Objectives:

- Understand change and transition and how people are affected.
- Learn how to craft and communicate a crystal clear vision of the future by creating a case for change with urgency.
- Understand how to choose and influence the right stakeholders to drive change and engagement.
- Set milestones with easy to achieve goals to motivate performance.
- Learn how to recognize and reward individuals and teams that have demonstrated the right behaviors and celebrate success as the culture transforms.

Managing Organizational Change

Half Day

Perhaps no endeavor is more perilous for leaders than navigating the waters of organizational change. Change is uncomfortable. It is risky. People resist it. Yet in this fast-changing world, no capability is more important than an organization's ability to change, and its leadership's ability to manage that change. As a leader, how much do you embrace change as a necessity for your organization to thrive? This class

explores the concept of organizational change, provides practical tools for managing organizational change

Learning Objectives:

- Define organizational change using a real-life organizational change story
- Define organizational change management
- Understand the challenge of managing change, and the reasons why most change initiatives fail
- Learn and apply proven organizational change management frameworks –Levin’s 3-step change model, Kotter’s 8-step model for change
- Explore next steps in the field of organizational change management thinking

Moving Through Change

Full Day

Change is the one constant in today’s working environment. Both the magnitude and rate of change is increasing in today’s public and private institutions. Today’s managers as well as staff members need to know the typical stages of change, what to expect at each, how to deal with organizational and personal aspects of change, and how to adapt rather than resist change. This course will look at principles of change, what a leader can do to facilitate change, and how power and creativity relate to the change process

Learning Objectives:

- To learn principles of change and how these principles can assist the supervisor
- To understand styles or approaches to change, their advantages and disadvantages
- To study Kotter’s principles of change and how they apply to the workplace
- To look at creativity and change and how they interact
- To examine the use of power in an organization as a vehicle for positive change

Organizational Change Leadership

Full Day

Research from McKinsey and Company shows that 70% of all organizational transformation efforts fail. How can leaders beat the odds? What are the best strategies to motivate others in the face of uncertainty and organizational change? This interactive workshop prepares leaders to answer these questions with confidence. As a change leader, the ability to spur staff to overcome resistance and commit to supporting new initiatives, priorities, and structures is essential. Learn practical tools to facilitate change and build support for the future you envision. Practice applying new change management skills to real-world scenarios.

Learning Objectives:

- Appreciate why others may react negatively to change and plan ahead for how best to respond
- Flex your communication style to gain buy-in
- Increase resilience and readiness to embrace change
- Establish ownership and involvement in change efforts

- Model the role of change facilitator
- Apply a proven six-step change management model

NOTE: Includes extra Leading Change at Every Level self-assessment

COMMUNICATION

Challenging Conversations

Full Day

With organizations scrambling to adapt to a changing world, the capacity to effectively have challenging conversations has become a key competency. Whether the topic of your conversation is delivering a difficult message, giving tough performance feedback, or confronting insensitive behavior, the reticence most of us feel about having challenging conversations is common.

Some of us have a hard time dealing with anger; some of us can't deal with silence or tears. Challenging Conversations covers all of the most challenging, intense, and emotionally charged types of conversations. Using a flexible five-step model, participants use work examples to practice new skills and have ample time for personal reflection with issues that they face in their daily life. These include speaking up without alienating the other person and being able to listen even if you are "triggered" by what you are hearing.

Learning Objectives:

- A culture change that sets preferences for approaching difficult or conflict-ridden conversations
- A common language and approach for successfully managing challenging conversations
- Increased competence, motivation, and confidence in relation to the organization's outcomes
- Improved interpersonal communication skills through behavior modeling, practice, feedback, and coaching
- A deepening of managers' competence and commitment to manage challenging conversations

NOTE: There is an extra cost associated for this course due to the cost of Blanchard's workbooks

Communicating Effectively with Emotional Intelligence

Full Day

Knowing how your emotions impact how you are perceived and how you react/respond based on those emotions is a significant success factor. This 1-day class on Communicating with Emotional Intelligence will help you understand the part emotions play in communication and introduce you to brain science that tells you how it happens. You will be introduced to the 6 Second model of emotional intelligence (EQ), what causes you to be 'hijacked', and the impact of stress on your communication.

Learning Objectives:

- Learn the 6 Seconds Model of EQ
- Identify your 'hot buttons' and redirect them
- Be aware of your patterns of emotions in communication and assess whether they are helping or hindering you
- Create a 6 Second Pause to divert yourself from being emotionally hijacked

- Experience the levels of listening and the value of each type

NOTE: Includes extra Emotional Intelligence self-assessment

Effective Communication

Half or Full Day

What you know or your level of technical expertise pails in importance compared to your ability to communicate effectively. Leaders are usually not successful because they are not experts. People don't usually lose their jobs because they don't know certain technical information. Instead, success and failure, particularly of managers and supervisors, are much more related to the ability to engage in effective interpersonal communications. This course will look more specifically at the process of effective communications and practice of the skills needed to be an outstanding communicator.

Learning Objectives:

- To understand the importance of interpersonal communications in the workplace and as a leader
- To define and practice a 4 step model of interpersonal communications
- To be able to identify common communication skills issues and problems
- To improve one's attending skills
- To learn the technique of "third point referencing"
- To become a better active listener
- To understand and respect differences in temperament styles in others
- To increase awareness of phrases to avoid and phrases that build trust

Fierce Conversations

Full Day

"Our lives and our organizations succeed or fail one conversation at a time. A leader's job is to engineer epiphanies, one conversation at a time." (Scott). Without real, robust and caring conversations organizational success is difficult to achieve. Having these honest and powerful conversations takes rethinking our typical ways to communicating and avoiding and involves more effective methods for talking with each other. Using the work of Susan Scott, this class will focus on the principles and transforming ideas of Fierce Conversations and how to improve communications both for oneself and within your team in the workplace. Opportunities will be provided for practicing the skills and approaches of this powerful model.

Learning Objectives:

- Study the importance of having honest and robust conversations as developed by Susan Scott
- Learn the objectives of Fierce Conversations
- Discuss the Transforming Ideas
- Explore the 7 Principles of Fierce Conversations
- To explore the use of Fierce principles in coaching, teamwork, and confrontation

NOTE: Includes Fierce Conversations book

Presentation Skills

Half or Full Day

Knowing information is not enough in today's organization. Individuals must be able to communicate information effectively and efficiently. And yet, speaking to groups is one of the greatest fears we have today. Presentations, whether they be formal speeches to large groups or providing direction to a small team are an essential part of most jobs. This course will provide practical and immediately usable tips of how to prepare for and deliver effective presentations.

Learning Objectives:

- To learn the essential tips of what to do before your presentation to increase the chances of success
- To understand the keys to engaging and involving your audience
- To study the importance of the first impressions you make
- To understand what an audience needs to hear to feel you are not wasting their time.
- To model different presentation styles and when each is appropriate
- To practice credible vs. approachable voice and when to use each
- To explore how to prepare visuals for maximum impact
- To learn different methods for audience response
- To discuss various common presenter issues such as: what to do with your hands, movement around the room, transitions, the power of locations, answering questions effectively, and playing to your strength

ROCKSTAR Presentations

Full Day

As a business professional, you have many opportunities to lead projects, influence decisions, and impact results. Research shows that effective communication and presentation skills are key components in influencing people's decision to take action and make commitments. And yet it's said that speaking is the #1 fear, second only to death by fire! What's the secret to delivering your message confidently with no fear? Why do some speakers inspire us to action, while others bore us to tears? The good news is that it only takes a set of specialized skills and some focused practice to improve. By the end of this session you will be able to deliver your ideas in a style that is comfortable, suited to your own personality and dynamic in a safe learning environment.

Learning Objectives:

- Become an even more confident and engaging speaker to inspire people to take action.
- Deliver persuasive ideas and key points that motivate the listener to take action.
- Learn an easy to remember method that you can apply in all communication including public speaking, group meetings and 1 on 1 interaction.
- Share powerful stories that evoke emotion in your audience and connect to your presentations purpose.

CONFLICT MANAGEMENT

Conflict & Dealing with Difficult People

Full Day

Conflict is a natural occurring daily situation. Conflict can be dreaded or seen as an opportunity for increased understanding, exposure to differing views, and potential learning. Conflict is often associated with difficult people and situations. A difficult person or two at work can take up hours of time and create tremendous stress for you and your team if you don't handle them correctly. And yet most people avoid conflict.

This class will enable you to look at your preferred method of dealing with conflict and examine ways to become more "balanced" in using different approaches. We will look at the whiner, the know-it-all, the bully, etc. We will examine why people tend to push your buttons, how you can move from reacting to responding, helpful techniques to assist you in dealing with them and management situations, and also, proper responses for different kinds of people.

Learning Objectives:

- To become familiar with the nature of productive and unproductive conflict
- To examine 5 styles of conflict and identify one's primary styles
- To practice techniques for strengthening skills in various conflict styles
- To understand why difficult people are the way they are
- To become aware of why some people "push your buttons"
- To learn practical techniques for dealing with difficult behavior
- To be able to move from reacting to responding

Managing Conflict

Half Day

This course will enhance the participants' negotiation and facilitation skills for productively navigating conflict. Participants will learn how conflict has the potential to create business value by bringing out diverse perspectives and generating unique solutions that better meet underlying interests. Topics will include: negotiating more effectively when new ideas or disagreements occur with other business partners, and techniques for developing team members' abilities to resolve more conflicts with each other --with less frequent escalation to the manager.

Learning Objectives:

- Identify healthy and productive conflict vs. negative and destructive conflict
- Describe the five conflict styles, pros/cons of each and when to leverage each
- Use the CBIA+F model to navigate interpersonal conflict.
- Develop team norms for addressing and navigating conflict

DEVELOPING OTHERS

Coaching Employees – various options

We offer various levels (beginner, intermediate, advanced) and lengths (half-day, full-day, 2-days, and 3-days) of classes and workshops to help you learn key coaching skills to apply in your role as a leader within an organization. We also offer specialized coaching classes that include a focus area such as difficult people or coaching through emotional intelligence. Each class includes a model and practice to be able to advance your coaching skills. Please work with your UC Davis Extension Management and Leadership representative to discuss which option is the best fit to meet the needs of your organization. Your representative can then send you more detailed outlines and instructor biographies for your review.

Building a Motivated Workplace

Half or Full Day

What really motivates people at work? Is it wages, benefits, the style of the leader, challenging work, etc.? It may not be exactly what you think it is! This course will examine what makes a motivated workplace and how that differs from individual to individual and group to group. The course will look at engagement, factors leading to committed staff members, as well as how to deal with low motivation. A special section will focus on the work of Daniel Pink and his surprising findings about extrinsic and intrinsic motivation. This course includes practical and immediately applicable ideas and techniques that a supervisor or manager can use to increase levels of motivation in the work setting.

Learning Objectives:

- Explore what makes an organization a good place to work; a positive work environment
- Become familiar with factors that increase motivation
- Examine factors that decrease motivation
- Discuss various workplace situations and discuss how to apply motivational skills
- Learn the 3 key factors that increase intrinsic motivation
- Learn ideas for the supervisor increasing employee involvement and commitment to the job

Managing High Performance

Full Day

This course is designed to help you adapt to managing your employees, improve the quality of your performance conversations with employees, and create a common language around managing performance. Using several real-world examples and case studies, you will learn to set performance standards, monitor them, and communicate feedback for on target and missed target performance into the performance communication process.

Learning Objectives

- Give feedback that develops the employee to perform to a higher level
- Address the “cannot” and “will not” performers
- Motivate others by setting measurable performance goals

- Manage employees to peak performance ☒ Avoid demoralizing performance feedback – for even the worst performer
- Conduct an effective performance improvement meeting that enhances the individual’s self-esteem and gets the message across

StrengthsFinder 2.0 – various options

We offer various options of classes and workshops to help you learn about your own personal strengths and how to develop those strengths as a leader with your team. We also offer full scope Strengths programs that include 1:1 coaching for leaders, and in-tact team talent maps to develop your entire team. Each class includes a StrengthsFinder self-assessment for all participants, and an option for an all-34 report for the leader of a team. Please work with your UC Davis Extension Management and Leadership representative to discuss which option is the best fit to meet the needs of your organization. Your representative can then send you more detailed outlines and instructor biographies for your review.

ETHICS AND INTEGRITY

Developing and Leading Ethical Organizations

Full Day

As you move to higher and higher levels of responsibility in an organization you will be faced with more and more complex ethical dilemmas. Whole organizations can rise or fall based on the ethics of its leaders. 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 talk about the role of ethical leadership and to write one’s own personal ethics statement.

Learning Objectives:

- Understand the 6 standards of ethical behavior
- Apply the 5 special standards of ethical behavior particular to public service employees
- Be aware of the typical barriers and rationalizations which block ethical actions
- Understand the difference between ethics and values
- Be able to identify the enemies to integrity and how they may surface
- Apply Kohlberg’s model of moral reasoning
- Clarify one’s ethic’s beliefs and what they are willing to stand up for

Ethics in the Workplace

Full Day

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

Creating an Innovation Climate

Half or Full Day

Innovative leaders are not necessarily inherently creative. Rather, they have the skills required to encourage innovation in others, creating both informal and formal systems that elicit, support, and incentivize innovation. The most effective leaders unleash their employees' creative processes and encourage ownership of innovation. Leaders will leave this workshop better equipped to foster creativity in both individuals and teams. This workshop introduces a proven approach to building innovation in an organization through five key conversations that leaders have with individuals or teams during any part of the innovation process. Learn the specific behaviors that help innovative team leaders develop skills in five areas:

1. Inspiring Innovation
2. Building Systems to Support Innovation
3. Assessing Opportunities
4. Creating Champions
5. Launching the Innovation

Learning Objectives:

Discover how to inspire innovation by:

- eliciting and acknowledging diverse perspectives
- learn how to build systems to support innovation
- understand how to stimulate creative thinking, and
- learn how to coach employees to advocate new ideas

NOTE: includes extra Encouraging Innovation self-assessment

Cultivating Creativity and Innovation

Full day

From the Ford Model-T to the Apple iPhone –and Miracle Mop ,Foreman Grill, and Snuggie in between – we’ve all heard fascinating stories of individuals and organizations being rewarded for creativity and innovation. History has shown that organizations which tend to do best in the long-haul are those that deliver the most novel solutions and products. As leaders, we all want our organizations to be more creative and innovative. But why is it such a difficult skill for organizations to nurture? In this training, we will explore creativity and innovation and learn Teresa Amabile’s model for cultivating these competencies in your organization.

Learning Objectives:

- Define creativity and innovation, and distinguish between these two concepts
- Understand the internal and external factors which motivate individuals in an organizations towards creativity
- Learn how to maximize creativity and innovation in your organization by utilizing Amabile’s Model of Organizational Innovation

Leading Innovation

Full Day (NOTE – this class is a premium cost and has extra fees associated)

In a disruptive environment, learning and innovation are critical to survive and thrive as an organization. In this interactive workshop, participants will identify emerging opportunities to innovate and the necessary mindsets and behaviors for effectively leading innovative projects in their agencies. Participants will also learn how to evaluate and take “smart risks” essential to innovation and otherwise help create an organizational culture of learning and innovation.

Learning Objectives:

- Learn about the forces that disrupt the way we operate in a “VUCA” world
- Promote learning and innovation in a disruptive environment
- Understand the differences between technical and adaptive challenges
- Identify they indispensable competencies for 21st century leaders

Solution Focused Thinking

Half Day

Feeling stuck in mounting problems or draining dead ends? Then it’s time to shift your focus to find possibilities that are energizing to propel you and your team forward!

Solutions Focus Thinking is a big idea that focuses on small steps and keeping it simple. This unique model is based on envisioning the desired changes, finding what enables success, and doing more of it. Because it emphasizes what’s already working, Solutions Focus Thinking naturally offers a practical route away from a blame and shame culture so you can embrace possibilities, rather than dwell in problems.

Through learning core Solutions Focus Thinking principles, participants will feel more confident, positive, and empowered when managing issues in the workplace, and ultimately, will be able to coach their direct reports and larger teams to help them find their own solutions.

Learning Objectives:

- Change your perspective when you're stuck and help others do the same
- Deepen your curiosity through practicing Appreciative Discovery
- Apply scaling techniques to discover new solutions and possibilities
- Move away from blame and shame to create a healthier team culture
- Use the solutions-focused coaching model, OSKAR, in individual reviews and team settings

Skills for Strategic Thinking and Leadership

Full Day

Strategic planning and thinking is one of the most important topics for the new economy because without the proper preparation, organizations will be inundated with unanticipated change and challenges. While organizations cannot predict the future, they can prepare for it. This course examines strategic planning and provides a methodology and set of tools that can be implemented when you return to work. While the process and the journey are not easy, the benefits are considerable, both for individuals and organizations.

Learning Objectives:

- Discussion of why strategic thinking and what it is
- Identify how to move from tactical thinking to strategic
- Utilize a practical case study to apply learning
- Learn tools for strategic thinking
- Implement strategic thinking in your organization

Strategic Thinking

Full Day

Often leaders are so focused on managing day-to-day operations and fire-fighting that they can easily lose sight of the big picture, missing broader trends and early indicators of future challenges to prepare for. This workshop offers leaders a "wide angle lens" through which they can spot both trouble and opportunities well before they arrive at their doorstep. The transition from operational manager to strategic leader is not easy. You'll leave this workshop better equipped to look outside your current comfort zone and apply systems thinking to develop integrated solutions that deliver lasting results.

Learning Objectives:

- Differentiate between leaders who practice conventional versus strategic thinking
- Identify your individual strengths and opportunities among core competencies required for strategic leadership
- Recognize four types of strategic leadership
- Apply strategies to gain strategic insight
- Utilize system thinking to solve organizational challenges

NOTE: includes extra Strategic Action Profile self-assessment

FOSTERING DIVERSITY

Developing Cultural Proficiency

Half or Full Day

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 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
- To choose one or more ways tactics or strategies one can use to increase cultural proficiency in oneself and one's organization

Developing Multi-Cultural Competencies

Half Day

Learning about backgrounds and cultures that are different from our own is a continuous process which involves a curious and accepting mindset. In this class you will learn key inter-cultural language to set a foundation while identifying your own frames of reference, challenges and opportunities in your interactions with others

Learning Objectives:

- Identify key language and terms around intercultural awareness, culture, generalizations and stereotypes
- Describe your own elements of what makes you who you are
- Discuss "intersections" of cultures, potential challenges and various ways to respond in these situations
- Create an action plan to continue your culture proficiency journey

Managing Sensitive Issues in the Workplace

Full Day

For many managers and supervisors, the mere thought of having to speak to employees about sensitive issues in the workplace is enough to bring a weak feeling to the knees. One common knee-jerk reaction is to exclaim, “Let’s just kick that over to HR!”. But in today’s increasingly diverse work environment, managers and supervisors play a more important role than ever in addressing and managing sensitive issues in the workplace. Bullying, harassment, and sensitivity issues not only touch legal and ethical grounds –these behaviors affect employee motivation and organizational morale as well. From dealing with food scents in the breakroom, to addressing conflicting political views in the workplace, managers and supervisors must learn how to deal a wide range of sensitive issues as part of their leadership competencies.

Learning Objectives:

- Identify behaviors that constitute harassment, bullying, and insensitivity
- Understand the legal background and legislative trends surrounding sensitive issues at work, including California AB2053 and SB 396
- Learn and apply frameworks and tools for managing sensitive issues as it occurs all around the organization, from the top to bottom
- Grasp the importance of managing sensitive issues and how this aligns with creating a healthy workplace culture

INFLUENCING OTHERS

Influence

Full Day

Is it possible to influence other people, especially our boss? In this course, we explore the key elements that impact our communication and subsequent influence. We will look at how best to understand what it is that our leaders expect of us and how our own assumptions and perceptions may be negatively impacting how we connect with one another.

Learning Objectives:

- Learn how to become more likeable with positive first impressions
- Understand how to build trust and credibility to impact your personal influence
- Knowing your audience and tailoring your approach to impact behavior and results
- Listening to understand others point of view
- Expanding your circle of influence and understanding how to respond proactively
- Using benefit statements to get commitment and inspire action

PERSONAL DEVELOPMENT

Building Trust: The Ultimate Skill for Full Engagement

Full Day

How would you rate the level of trust in your organization? Do you feel like you could improve in this area? Would you like to build a more cooperative and supportive work environment? Would you like to create an environment for optimal engagement and high performance?

Trust is one of the foundational elements for building healthy and successful teams and organizations. Without trust every project takes longer and the team or organizations suffers.

Building Trust...

- Improves efficacy, efficiency, productivity and quality.
- Reduces tension, stress and conflict.
- Increases employee engagement, morale, and retention.
- Fosters open and honest communication.

Learning Objectives:

- Develop a deeper understanding of trust and its role in the organization.
- Identify your general attitude toward trust.
- Evaluate the level of trust in a particular work relationship and plan actions to improve that relationship and others.
- Expand trust as a foundation to help employees become fully engaged.
- Develop an insightful and understandable roadmap to help you, your colleagues, and your clients build trust and function at their highest levels

Cultivating Powerful Leadership Presence

Half or Full Day

Presence is something you feel when you walk into a room. You are naturally drawn to people who have it, feeling their energy and charisma. Leaders who lack presence have a hard time engaging and motivating their teams. By learning intentional ways to develop and embody powerful leadership presence, you will be able to influence others more effectively and easily. This interactive session will teach and model specific strategies you can practice to grow your presence as a leader – whatever stage of your career you're in now.

Learning Objectives:

- Understand what presence is (and isn't) and why it is important to their leadership development
- Discover the three levels of listening to connect deeper with others
- Learn how to tracking natural energy in themselves and their teams
- Develop more empathy as a leader
- Practice being more directive leadership

Emotional Intelligence and Your Success

Full Day

Engaging people in change, proactively resolving issues, setting a context for performance, building collaboration. They all require social/emotional competence. Research has shown emotional intelligence to be the tipping point that enables people to excel. Emotional intelligence is a distinct set of skills that elevates performance and builds positive relationships. Emotional intelligence enables you to consistently respond from your best self, regardless of the circumstances. In this highly interactive course you'll learn the science and art of emotional intelligence, eight emotional intelligence competencies, and how to use them to build positive influence, increase trust, address conflict, and enrich relationships. You'll get tools and techniques to help you deepen your ability to lead and become more effective in helping your organization and deliver the results it needs.

Learning Objectives:

- Understand the SEI Model
- Identify how and when to use the eight EI competencies
- Learn to interpret your SEI assessment
- Plan how to use EI skills in your work

NOTE: Includes extra Emotional Intelligence self-assessment

Increasing Your Margin for Success

Half or Full Day

Let's face it. In our crazy-busy lives we all eventually hit an overload point-of-no-return! But do we have to? And how do we recover once we get there?

The most successful people share one secret weapon:

They intentionally create and integrate an effective margin into their lifestyle. Using foundational principles of Energy Management research, this training will give you a hands-on experience into shaping how you work and live so you can be more productive, motivated, and efficient – while building in down-time to rest and recover!

Learning Objectives:

This interactive training will present core principles of Energy Management research and leadership applications, including how to:

- Understand the purpose and value of creating margin in your life
- Recognize your overload point and what to do about it
- Develop emotional endurance and expand your range
- Integrate energy management techniques to increase your effectiveness
- Build a deeper sense of team community and connection

Leading with Emotional Intelligence

Full Day (NOTE – this class is a premium cost and has extra fees associated)

While it takes cognitive intelligence to be a good leader, the true edge to superior leadership depends on our emotional intelligence, which is our ability to make informed, healthy choices based on the emotions of those involved. Based on research and best practices, this interactive, informative and engaging workshop will teach you how to enhance the social and emotional competencies that build better leaders. Whether it's developing deeper self-awareness of our values and beliefs through personal mission statements or exploring the role of emotional regulation when stressed, through scenarios and role plays, you will take home concrete knowledge and tangible tools that support outstanding leadership.

Learning Objectives:

- Demonstrate how to develop openness to change in themselves and in those whom they lead so that more learning can occur
- Explain the role of emotions and perception in your decision-making process as leaders
- List three ways to manage your emotions more effectively
- Describe the primary themes in your personal leadership mission statement
- Integrate emotional intelligence competencies in their leadership tasks
- Incorporate self-awareness and self-care into their leadership strategy

Resilience – Thriving in Today's World

Two half-day classes separated by minimum 1 week

How well do you react to unexpected challenges, setbacks and conflicts? In this time of turbulence we are asking some basic questions: Why do some systems and people break down and others rebound? Are we merely subject to forces beyond our control? In the face of constant disruption, can we build a more robust internal system to handle life's inevitable surprises and setbacks? Resilience is the ability to face and handle life's challenges, whether everyday disappointments or extraordinary disasters. With powerful, time-tested exercises, you will learn how to rebuild your core well-being and disaster-proof your brain.

Learning Objectives:

- Develop a core set of beliefs that nothing can shake
- Navigate through the fallout from any kind of setback or crisis
- Bolster optimism, take chances and embrace life
- Optimize your health
- Rewire your brain for coherence and optimal performance in the face of challenges and difficult situations
- Overcome obstacles at work, in relationships and at home

PLANNING AND ORGANIZING

Art of Delegation

Half Day

Do you sometimes find yourself doing work that really should be done by employees? Supervising and managing have been defined as getting results through others. Unfortunately too many managers or supervisors decide they will just have to do the task themselves. Good delegation saves time, develops employees, grooms successors, and motivates staff. This one-half day program provides a six-step model of delegation. You will learn to give clear directions to ensure the delegatee understands exactly what is expected, and to build confidence in assigning tasks and projects. Discover how to monitor the status of a project without hovering

Learning Objectives:

- 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 to the job.

DECIDE® to be Organized

Half Day

Too often seen as completely separate efforts, organizing and decision-making skills amplify the power of each other when properly combined. In this workshop, you will learn valuable tips on how to effectively organize your time, space, paper and possessions by practicing good decision-making techniques, creating a system that works, and integrating the system into your life.

Learning Objectives:

- Learn the impact being disorganized has on society as well as for you personally
- Define clutter and identify the clutter in your life
- Identify decluttering tips and tools you can implement
- Discover and be motivated by the Benefits of being organized
- Apply the DECIDE® methodology at work, at home, and in life

Juggling Multiple Priorities

Half Day

Time is one of our most precious resources, yet daily we battle to make the best use of it. Learn how to accomplish more in less time with less stress by maximizing your productivity and setting priorities. Pinpoint where you need to take control. Improve your comprehension and focus, and perform more effectively when juggling people, paper and priorities. This workshop will go over how to say “no”, conquering procrastination, and dealing with interruptions among other skills that will help you juggle your priorities.

TEAM LEADERSHIP

Building High Performance Teams

Half or Full Day

Effective teams increase performance, add to employee longevity/retention, help to create greater engagement, and lead to a more creative and healthy workplace. On the other hand, dysfunctional teams can cause unnecessary stress, high turnover, and a toxic work environment. As much as any other area of skill, today's leaders must understand the dynamics of effective teams as well as strategies for motivating and formulating strong teams. This class will help participants to recognize and formulate an effective team as well as looking at ideas to strengthen a team.

Learning Objectives:

- To understand the characteristics of an effective team
- To learn techniques for assessing your team and learn the leader's role in team development
- To explore the key areas that can cause a team to be dysfunctional
- To learn techniques for building or strengthening a team

Changing Role of Manager

Full Day

No longer can managers depend on control, conformity, telling, and position power alone to be successful. The role of today's manager is changing along with the personality and motivational factors of the people they work with. This is the first time we have had 4 distinct generations in the workplace; all with different motivations and goals. This course will look at how the role of today's managers is evolving, the new skills needed for effectiveness, and how supervisors and managers can make this transition.

Learning Objectives:

- To learn how the characteristics of effective managers is changing
- To understand the differences in people and how tap these differences to increase organizational success
- To explore one's current style and how it can enhance leadership
- To discuss the transition to supervisor and manager and the challenges of this transition
- To explore participant goals and plans to become stronger managers

Developing Your Team

Half or Full Day

Effective teams increase performance, add to employee longevity/retention, help to create greater engagement, and lead to a more creative and healthy workplace. On the other hand, dysfunctional teams can cause unnecessary stress, high turnover, and a toxic work environment. Understand the dynamics of effective teams and learn strategies for motivating, developing and strengthening your teams.

Learning Objectives:

- Learn how to build trust for more effective relationships and team engagement.

- Understand and identify the differences in the various ways people view their world, to leverage individual strengths and create better team alignment
- Have more awareness about personal style preferences, which will help you interact more effectively with others and create a culture of engagement
- Use style preferences as a strategy for more satisfying and effective meetings
- Discover how stretching into other styles can help leaders improve team engagement
- Use as a model to guide your approach to any project, process or task, and use as a framework for achieving the best outcomes

NOTE: Includes extra Learning Type Measure (LTM) self-assessment

Introduction to Situational Leadership II®

Half or Full Day

Learning to "connect" with each employee is the key to leadership. Blanchard Training and Development's time tested Situational Leadership II® model for communicating performance standards and feedback is used around the world to assist managers in communicating effectively with their employees based on their development level. This workshop is a fun and interactive approach to learning a straightforward tool that allows you to learn new approaches and become a more flexible communicator.

Learning Objectives:

- Master utilization of the Situational Leadership II® model of giving work direction to clearly communicate a task
- Assess each employee's development level for the task at hand
- Communicate work assignments in the most effective manner to get the results you and your employees want
- Determine when to be directive versus supportive in assigning work
- Avoid over-supervision and under-supervision
- Manage employees to peak performance

NOTE: There is an extra cost associated for this course due to the cost of Blanchard's workbooks

Leadership Essentials and Styles

Full Day

So what works best as a leader: Attila the Hun, hugging, staying out of people's way? These questions of leadership styles have been puzzling new and experienced leaders for decades. New books are published by former leaders singing the praise of their approach. All of this can be overwhelming. In this course we will explore the basic leadership essentials that cut across settings and different organizations. Then we will embark on a journey to identify to most effective leadership style. Topics include: the changing skills of today's leaders, the history of leadership models, understanding your staff's "readiness," becoming more aware of your own leadership style and how to improve it, types and appropriate use of power as a leader.

Learning Objectives:

- To learn methods for assessing a team's effectiveness and applying these assessments to needed interventions
- To study the 5 dynamics of effective teams and the characteristics of each
- To practice use of strategies for each stage of a team's development
- To review and practice what a leader can do to increase the effectiveness of his/her team
- To understand the characteristics of an effective team and how to distinguish it from an ineffective team

Leadership Practices to Increase Effectiveness

Full Day

In this course, participants will examine key leadership concepts and behaviors – what leaders actually do to get results in their organizations. Often, an organization fails to reach its goals because its leaders do not adapt their practices to changing situations. Unlike personality, which is linked to genetics and nearly impossible to change, leadership is a set of learned behaviors that can be acquired and developed. Participants will increase understanding of their leadership strengths and areas of growth through an assessment based on five practices—establishing a shared vision, enabling others to act, challenging the process, modelling the way and encouraging the heart. Using this information, participants will formulate a clear picture of the actions they can take to adapt to meet the needs of their organization and become more effective.

Learning Objectives:

- Understand The Five Practices of Exemplary Leadership
- Relate how The Five Practices apply to your leadership
- Identify your strengths and areas for improvement as a leader
- Commit to actions you will take over the next 30 days and next 90 days
- Create a plan for sharing your LPI feedback and connecting with your manager about your development plan

NOTE: Includes extra LPI self-assessment or full 360 degree feedback assessment with coaching

Leading Collaborative Project Teams

Full Day

Effective project leadership is an essential step to becoming a successful supervisor and manager. Developing foundational team leadership skills is essential for individual and team success, yet many new managers are thrust into the spotlight of a project leadership role without the opportunity to develop these critical skills. This course will provide a foundation for the critical project leadership skills, beginning with a self-assessment to help leaders understand their personal preferences, focusing specifically on how these preferences guide the type of information they trust and how they make decisions. The second part of the course will focus on the phases of team formation, complimented by a perspective for how to lead without relying on positional authority. The third part of the course explores & illustrates what happens when things go well in team performance –and what happens when they don't. Finally, the course will conclude with a discussion on building healthy professional habits to support strong leadership behaviors and a review of effective tools to start and run projects effectively.

Learning Objectives:

- Assess personal leadership preferences and how these influence decision-making and communication
- Understand the phases of team formation& the key activities of each phase
- Recognize the five dysfunctions of a team and the characteristics of high-performing teams and how they impact project leadership
- Apply the framework & supporting tools to successfully launch, manage, and close projects

NOTE: Can include extra MBTI online self-assessment

Leading with Values

Half or Full Day

Learn the fundamental objective of values-based leadership – to do the right thing and influence those you interact with to make values-aligned decisions. Topics include The Four Principles of Values-Based Leadership, Essential Elements of a Values-Based Organization, and Moving from Success to Significance. Discover your own core values, learn how values define organizational culture and influence interactions with everyone from employees to customers.

Learning Objectives:

- Identify your own “vocational values”
- Understand the four principles of values-based leadership and practical steps for how to develop them
- Learn strategies for how to create and contribute at any level to a values-based culture and how to combine the principles and strategies into a framework for leadership to make a positive impact in your organization & beyond.

Making the Transition to Supervisor

Half Day

All of the sudden you are a supervisor. Often you find yourself supervising people who the week before were your coworkers. What are the keys to making this transition? What do successful new supervisors

learn to deal with their new role and what advice can they give us about this significant change? This course will look at how roles and beliefs change as a supervisor, different types of leadership for different situations, and also examine what are your goals and values as a leader.

Learning Objectives:

- To understand the role of a supervisor and the differences in perspective they have
- To examine various styles of leadership and the importance of their use
- To cope with some of the natural issues that occur when you become a supervisor
- To understand your own and others personal/professional style
- To discuss some common issues of new supervisors
- To explore your goals as a leader

Servant Leadership

Half or Full Day

Servant leadership is both a philosophy and set of characteristics & practices that can guide individuals and organizations through continuously changing environments. This course will review the history of servant leadership through its evolution into contemporary organizations with a balanced perspective of the advantages & critiques of the approach. The second section will provide in-depth information about the ten characteristics of servant leadership, providing theory, tactics and reflections for each dimension through discussion, activities and videos. The final section will focus on the application of the characteristics through the creation of a personal servant leadership plan.

Learning Objectives:

- Develop an understanding of the concept of servant leadership, including its history and core elements
- Understand how leading organizations are putting the principles of servant leadership into practice
- Reflect on personal experiences with the ten characteristics of servant leadership: awareness, persuasion, listening, empathy, stewardship, growth, foresight, community building, healing & conceptualization
- Apply the concept of servant leadership and its characteristics to develop a personal servant leadership action plan

The Manager as a Team Leader

Full Day

Effective teams increase performance, add to employee longevity/retention, help to create greater engagement, and lead to a more creative and healthy workplace. On the other hand, dysfunctional teams can cause unnecessary stress, high turnover, and a toxic work environment. Understand the dynamics of effective teams and learn strategies for motivating, developing and strengthening your teams.

Learning Objectives:

- Understand the characteristics of an effective team
- Explore the common barriers to team performance

- Learn techniques for assessing your team and using the results to strengthen the team
- Gain knowledge of the five ingredients for strong teams and what a manager can do at each stage to facilitate team development
- Explore the practical challenges and solutions to geographically distributed teams
- Learn strategies for motivating a team
- Examine today's team and how inclusiveness and appreciation of diversity are keys to team success