This portfolio offers a broad range of development opportunities for managers and supervisors. Programs link to the core competencies necessary to manage within our public-sector environment, and include navigating within the civil service framework.

- **Back to Basics: Essential Skills for Supervisors**
- **Building Collaborative, Productive and Cohesive Teams**
- **Building Positive Workplace Relationships**
- **Coaching for Employee Commitment and Performance**
- **Communication and Collaboration for Project Success**
- **Data Analysis with Python**
- **Data Analysis with R**
- **Data Analytics for Managers**
- **Delegation and Time Management**
- **Developing Yourself and Others Through Delegation**
- **Emotional Intelligence: The Key to Effective Leadership**
- **Excel Tools: Summarizing Data**
- **Follow the Leader: Taking the Lead at Any Level**
- **Fundamentals of Supervision**
- **Initiating and Managing Difficult Conversations**
- **Inspired Leadership: Creating a Motivational Environment**
- **Interpersonal Strategies**
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<tbody>
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<td>Report Writing for Managers and Professionals</td>
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<tr>
<td>Resolving &amp; Managing Conflict</td>
<td>101</td>
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<tr>
<td>Strategic Thinking</td>
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</tr>
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<td>Supervising Challenging Employees</td>
<td>102</td>
</tr>
<tr>
<td>Writing High-Impact Executive Summaries</td>
<td>103</td>
</tr>
</tbody>
</table>
Back to Basics: Essential Skills for Supervisors

This workshop, meeting on four non-consecutive days, provides supervisors with practical strategies for improving their skills in the four functions of managing. The course will provide an in-depth look at the principles of planning, organizing, leading and controlling and specific techniques in each area. Supervisors will walk away with clear-cut actions they can put into place immediately that will enable them to manage others’ work more efficiently.

OBJECTIVES:
• Define the four functions of management: planning, organizing, leading, and controlling
• Discuss how to communicate goals that get and produce results
• Use communication skills to obtain information and understand employees’ perspectives
• Apply delegation strategies that increase productivity and motivation
• Use effective coaching techniques to maximize your staff’s performance
• Understand the difference between descriptive and evaluative feedback and how feedback affects performance and morale
• Deliver constructive feedback in a way that produces positive change, not resentment or anger
• Effectively use the performance appraisal process as a means of making progress and creating a better working relationship with your staff

Target Audience: Supervisors with more than six month’s experience

<table>
<thead>
<tr>
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<th>Days of Training</th>
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<td>Sep 19-20</td>
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</table>
Building Collaborative, Productive and Cohesive Teams

Is your team at the top of its game? This course will focus on the three key elements needed to build a collaborative, productive, and cohesive team: Trust, Open communication, and Purpose (TOP). You’ll discover the importance of inter-dependence, conflict management, transparency, vision and clearly defined roles, and will have the opportunity to practice skills associated with these characteristics.

**Objectives:**
- Identify the key elements of “Trust” “Open Communication” and “Purpose” in a team environment
- Understand the stages of team development and how these stages impact the overall project
- Align team expectations and clarify roles and tasks of the varying team participants
- Apply group decision making and problem-solving skills
- Discover processes to uncover and resolve conflicts on a team
- Practice methods for effectively managing different work styles

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<thead>
<tr>
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Building Positive Workplace Relationships

This course highlights methods and techniques for working with people in a positive way to achieve agency and department goals in today’s diverse, high-pressured work environment. It will help participants build more supportive and rewarding workplace relationships by focusing on how to analyze and respond effectively to a variety of people and situations.

**OBJECTIVES:**
- Pinpoint the differences between effective and ineffective workplace relationships
- Develop flexibility in actions, thoughts and feelings to better handle any situation
- Apply active listening and “conscious communication” strategies to interpret people and situations correctly
- Recognize and effectively handle variations in personal style.
- Use conflict to create more constructive, authentic interpersonal relationships
- Implement mediation to reduce conflict
- Understand the role of emotions in workplace relationships

**Target Audience:** Supervisors, managers, and professionals who want to build and maintain positive workplace relationships

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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</table>
Coaching for Employee Commitment and Performance

Research has shown that good working relationships free both managers and employees from investing time and energy overcoming problems associated with negative relationships, thus allowing energies to be focused on opportunities for growth. This seminar will concentrate on the use of coaching as an on-going, relationship-based process whereby managers and their staff can work together and be committed to improving work performance.

OBJECTIVES:
- Discover the benefits of coaching
- Identify performance expectations and productivity gaps
- Practice techniques for building trust, respect and better communication
- Examine the coaching feedback model
- Discover how to give effective, constructive and positive feedback
- Explore the appropriate conditions for having an effective coaching session

Target Audience: Managers, directors, supervisors, and professionals who want to use an effective coaching model to foster better relationships with their staff for improved performance

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<tr>
<th>Course Code</th>
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<th>Dates</th>
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</table>
Communication and Collaboration for Project Success

Communication is the single most important success factor for project management. Project managers must communicate project specifics with a wide array of stakeholders across a broad period. Communication is the mechanism for achieving project management success. This one-day program develops effective communication skills for improved project performance. Participants will learn how to create a collaborative environment which encourages clear, open, continuous communication throughout the life of the project.

OBJECTIVES:
• Identify the skills necessary to encourage project team collaboration
• Focus on goals and outcomes instead of personality and process
• Negotiate “performance agreements” and align stakeholder’s expectations
• Reach agreement on task and timing on project steps and employee performance of these milestones
• Solicit and offer feedback from team members in a productive and effective manner
• Influence team participants by identifying their specific values and understanding their unique motivations
• Cope productively with personality, project member skills, values and differences
• Use “Fierce” communications skills for uncovering hidden agendas that impede project progression
• Complete a project communication plan that anticipates the needs of each stakeholder

Target Audience: Managers, supervisors, technical professionals, program managers and project managers who want to improve project team processes

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Data Analysis with Python

A full-day course is covering the fundamental concepts of how to leverage the Python programming language for data analysis. The course will include the basic syntax of Python as it relates to performing basic exploratory data analysis, as well as how to create impactful charts, graphs, and other information visualizations using NYC Open Data for operational decision making.

Objectives:
- Define what Python is and why it is useful
- Explore how Python structures data and the difference between Python and Excel
- Open a dataset in Python and shape it into a usable structure for analysis
- Create a visualization and calculate summary statistics of a dataset in Python
- Download and open data from the NYC Open Data Portal
- Conduct a simple data analysis using NYC Open Data
- Demonstrate how Python can be used to build a data-driven culture in the workplace

Target Audience: Analysts with basic programming knowledge and/or experience performing advanced analysis in Excel (nested formulas with conditionals, Pivot Tables, and Macros)

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Data Analysis with R

A full-day course is covering the fundamental concepts of how to leverage the R programming language for data analysis. The course will include the basic syntax of R as it relates to performing basic exploratory data analysis, as well as how to create impactful charts, graphs, and other information visualizations using NYC Open Data for operational decision making.

Objectives:
- Define what R is and why it is useful
- Explore how R structures data and the difference between R and Excel
- Open a dataset in R and shape it into a usable structure for analysis
- Create a visualization and calculate summary statistics of a dataset in R
- Download and open data from the NYC Open Data Portal
- Conduct a simple data analysis using NYC Open Data
- Demonstrate how R can be used to build a data-driven culture in the workplace

Target Audience: Analysts with basic programming knowledge and experience performing advanced analysis in Excel (nested formulas with conditionals, Pivot Tables, and Macros)

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Data Analytics for Managers

This course introduces participants to the concept of data-driven decision making and management. Participants will learn how to better use data for setting goals and defining objectives while identifying the proper metrics for those objectives and the elements of meaningful management dashboards. Participants will also learn how to assess the right analytical tools to manage projects, processes, and analytic staff within their departments.

Objectives:
- Using data to meet departmental and organizational goals
- Understanding what data/information is needed for effective planning and decision making
- Benchmarking as it relates to project development
- Visualizing data for informative reports and presentations
- Working to achieve measurable outcomes
- Identify the concerns and opportunities of working with government open data

Target Audience: Managers, supervisors, and team leaders involved in data analysis

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Delegation and Time Management

This course focuses on skills for organizing, planning, and prioritizing work assignments. Participants will learn strategies for developing short and long-term plans to delegate, track, monitor, and ensure successful completion of their unit’s work.

Objectives:
- Analyze and improve work processes
- Develop a personalized daily/monthly plan to accomplish goals
- Identify and address time wasters
- Manage interruptions and crises
- Delegate work to appropriate staff
- Overcome resistance to delegation

Target Audience: Managers and supervisors responsible for delegating and balancing multiple tasks

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<tr>
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Developing Yourself and Others Through Delegation

Effective delegation may be the hardest skill set for a supervisor or manager to master; it often confounds and eludes even the most experienced leaders. Delegating involves high levels of trust, self-awareness and strategic thinking. It is different from assigning routine work. Done well, it enables you and others to take on new challenges, maximizes productivity, increases team performance and reduces stress. Done incorrectly, it results in improperly completed projects and increased frustration. This highly interactive one day workshop will explore many facets of delegation and take you through the delegation process step by step.

Objectives:
- Evaluating your delegation skills
- Differentiating delegation from assigning work and “dumping”
- Identifying real and self-imposed barriers to delegation
- Avoiding the “pitfalls” in delegating
- Dealing with trust and accountability issues
- Pinpointing the right task, time and person for delegating
- Planning and practicing the five-step delegation process
- Developing strategies for assigning work and following up effectively

Target Audience: Managers and supervisors who want to examine the benefits of delegation

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</table>
Emotional Intelligence: The Key to Effective Leadership

Emotional intelligence is the ability to recognize and deal effectively with your own and other people’s emotions. According to recent studies, it is a better predictor of success than IQ. This workshop is designed to help people in leadership positions increase their EQ (emotional quotient). High IQ Leaders are more productive because they gain cooperation from others and use their intuitive knowledge to make decisions and solve problems. EQ is vital for implementing change and leading high-performing teams.

Objectives:
• Acquire emotional literacy to read people, situations and yourself more effectively
• Identify ways to choose your emotional responses, instead of getting triggered by them
• Develop techniques to use emotional energy positively to move self and others forward
• Practice techniques to manage non-productive emotional behaviors
• Describe how to use the five key EQ competencies
• Generate methods to apply EQ to diverse on-the-job circumstances

Target Audience: Managers and supervisors in leadership roles

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Dates</th>
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<th>CEUs/CPEs</th>
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<td>$300</td>
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</table>

Excel Tools: Summarizing Data

This course will address one of the most significant challenges managers face today: making sense of the data they already have. Being able to quickly and efficiently summarize and analyze information is essential to making better business decisions. Using Excel, participants will practice some of the most effective techniques of summarizing and displaying data to extract actionable intelligence quickly and accurately.

Objectives:
• Basic functions
• Specific functions: Average, Count, Round, If Then, Nested If, Concentrate, PMT, Using Ranges, VLookup and Time and Date functions
• Specific Excel features: Sorting, Consolidating, Eliminating of Duplicates, multiple sheet references, and Using Basic Pivot Tables

Prerequisites: Basic math skills, Excel Part 1

Target Audience: Managers, supervisors, and team leaders involved in data analysis

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<td>.6/8</td>
</tr>
</tbody>
</table>
Follow the Leader: Taking the Lead at Any Level

Anyone who needs the cooperation of others is taking the role of a leader. But what makes a good leader? How can you cultivate the qualities that people expect and respect from leaders? This fast-paced, highly interactive course will give you insight into the skills and thinking of successful leaders. You will learn innovative approaches and practical techniques to help you become a better leader at any level.

Objectives:
- Identify the actions and mindsets that distinguish leaders from bosses
- Assess your effectiveness and flexibility as a leader
- Analyze typical situations requiring leadership in your job, including ethical challenges you face
- Boost your ability to motivate, communicate, and inspire individuals and teams
- Adjust your leadership style to meet the needs of shifting circumstances and diverse people
- Guide yourself and others through change

Target Audience: Managers, supervisors, and team leaders who assume a leadership role

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Fundamentals of Supervision

This workshop offers participants an introduction to the issues, challenges, and typical situations related to supervising “frontline” employees. Participants will learn basic skills and be introduced to the key techniques that they will need to function effectively in their supervisory role. Emphasis will be placed on the supervisor as part of a management team committed to developing excellence in government.

Objectives:
- Recognize the challenges of public sector supervision
- Propose strategies to work with a diverse workforce effectively
- Communicate performance objectives for effective staff performance
- Develop leadership practices that encourage commitment and teamwork
- Employ delegation as a work method that benefits both the supervisor and subordinate
- Coach staff members for top performance
- Master conflict management skills

Target Audience: All supervisors

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<th>Days of Training</th>
<th>Dates</th>
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</table>
Initiating and Managing Difficult Conversations

This course will allow participants to practice the communication skills and techniques needed for handling difficult work issues with candor, tact, and sensitivity. It explores complex situations such as addressing performance problems, dealing with tensions among team members, and enforcing agency policies.

Objectives:
- Identify the interests of each party in a complex situation
- Utilize methods of positive, direct phrasing
- Recognize ‘triggers’ that can upset positive conversations
- Explore a model to initiate, conduct, and end a ‘hard conversation’

Target Audience: Managers, supervisors, team leaders who must initiate “difficult” conversations

<table>
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<tr>
<th>Course Code</th>
<th>Days of Training</th>
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Inspired Leadership: Creating a Motivational Environment

This course will assist participants in identifying new ways to encourage individual contributors to perform at higher levels and explore the wisdom and values of other real-life leaders. The obtained knowledge will potentially result in increased levels of productivity, and favorable long-term changes of the unit, department, or agency. The cornerstones of the Fish Philosophy® (Choose Your Attitude, Be There, Make Their Day, and Play) are incorporated into this workshop, and participants will explore ways to increase morale—with the intent of inspiring and motivating team members to challenge themselves to improve. This course is intended for leaders who aspire to motivate and inspire others, lead “genuinely” and leave a legacy of integrity and success.

Objectives:
- Improve communications and ensure a smooth flow of operations
- Set standards of excellence that will challenge the team members to increase performance and productivity using values steadily
- Explore ways to show appreciation for performance and let individuals know they are an essential part of the team
- Create an environment of trust

Target Audience: Managers and supervisors who want to increase performance and productivity by using innovative approaches to leadership and developing creative approaches to changing the environment

<table>
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<tr>
<th>Course Code</th>
<th>Days of Training</th>
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<td>$300</td>
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</table>
Interpersonal Strategies

Being able to respond to difficult, stressful or sensitive interpersonal situations in ways that reduce or minimize potential conflict and facilitate successful outcomes is essential to creating a collaborative work environment. Interpersonal Strategies will focus on assessing your current communication and behavioral styles and offers approaches to leverage your strength and ability to understand yourself and others. Through the use of a self-assessment tool, participants will be able to identify and differentiate styles and approaches to real-world situations and develop interpersonal strategies—and the “savvy”—to achieve positive outcomes.

TOPICS INCLUDE:
- Developing strategies to build better relationships—on all levels—both inside and outside the organization
- Building rapport for developing alliances and gaining trust
- Using diplomacy and tact in workplace interactions
- Diffusing “high-tension” situations comfortably

Target Audience: Functional managers and supervisors

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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Introduction to Statistical Analysis

This course introduces participants to the use of statistics for understanding and communicating city data. Using Excel, participants will learn how to use standard statistical measures to understand the content of city data for making operational decisions. Participants will also learn how to display statistical information in meaningful ways.

Objectives:
- Practice common statistical measures, including mean, median, mode, standard deviation, and variance
- Establish the use of probability where risk and uncertainty exist
- Calculate correlation coefficients for bivariate data and apply the technique of simple regression analysis
- Demonstrate techniques used for forecasting
- Communicate data meaningfully to a broad audience using charts and graphs in Microsoft Excel

Target Audience: Managers, supervisors, team leaders, and analysts involved in city data analysis and communicating analytical findings

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<tr>
<th>Course Code</th>
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Leading Short-Term Improvement Projects

In this course, participants will learn how to establish short-term improvement projects, select a project work-team, and create a viable project plan. It will also explore how to maintain focus and infuse energy and enthusiasm into the successful completion of short-term projects, in spite of often present constraints.

Objectives:
- Apply and practice the universal method of problem-solving in order to select a project
- Explore a template that will assist in setting bold, specific and measurable goals
- Encourage work teams to be creative in addressing persistent problems
- Harness zest and creating ‘synergy’ to counter inertia and apathy

Target Audience: Managers, supervisors and team leaders working on short-term improvement projects

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<th>Course Code</th>
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Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)

Are you feeling the pressure of getting more done with less time and resources?

Achieving excellent results on a daily basis is a challenge. Often, employees and managers stretched beyond full capacity. In this seminar, participants will develop an understanding of proven methods for being more creative and resourceful when performing daily tasks. These methods, including eliminating wasteful task steps, reducing errors and improving efficiency, will result in improved productivity.

Lean Six Sigma provides tools and techniques to streamline work processes, improve time management, and produce higher quality work while delighting internal and external customers. These tools are now widely used in many government agencies and institutions.

At the completion of this program, participants will earn a Lean Six Sigma White Belt certificate.

Objectives:
- Identify the history, purpose, and goals of Lean Six Sigma
- Develop Process Mapping and Value Stream Mapping Skills
- Perform a Root Cause Analysis to solve problems at work
- Improve methods of achieving higher productivity and reducing errors
- Use new streamlined methods of accomplishing tasks and projects

Target Audience: Managers, supervisors, project leaders, and employees who are performing a leadership role

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Managerial Decision Making and Problem Solving

This workshop is designed to help participants improve the quality and impact of their decisions, analyze and expand their decision-making methods, and identify solutions for on-the-job problems.

Objectives:
- Discuss why problem solving and decision making are critical to every manager’s success
- Strategize to reach decisions
- Identify techniques to resolve problems more efficiently
- Enhance problem solving and decision making
- Assess and improve individual and team efforts to problem-solve

Target Audience: Managers who want to make better decisions and solve problems more effectively

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<td>Jul 11</td>
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Managerial Power Tools: Motivating, Coaching, Teambuilding

As a manager/supervisor, you need to get things done through others. Everyone is motivated to do something – but is it what you need them to do? How do you get people to want to do what they are supposed to do, to do it well, and to collaborate with others? This highly interactive one-day course will give you some answers. You will have the chance to explore and practice the skills of motivating, coaching and teambuilding through case study, role play and discussion.

Objectives:
- Ways to uncover and capitalize on people’s motivators
- Dealing effectively with demotivators and causes of dissatisfaction
- Distinguishing coaching from judging
- Practical coaching strategies for high, low and in-between performers
- Constructive criticism techniques
- The A-B-C’s of team building
- Recognizing the difference between teams and groups
- The four stages of team development and how to lead effectively in each

Target Audience: Professionals responsible for leading project initiatives

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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<td>C7967</td>
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Performance Evaluation Clinic

This course will illustrate for managers and supervisors how performance evaluations can be more meaningful and effective. Participants will learn and practice methods for articulating clear expectations, assessing and rating performance fairly, and effectively communicating performance ratings at the employee appraisal conference. Using tasks and standards worksheets, performance descriptions and scripted evaluations, participants will practice their skills in evaluating, rating and discussing performance.

(Participants should bring a sample set of Tasks & Standards, in agency mandated format, and a performance evaluation to the workshop.)

Objectives:
• Revise and update tasks and standards for clarity and significance
• Describe and summarize performance observed over the rating period
• Apply ratings criteria in a fair and uniform manner
• Engage employees in setting written goals and developmental planning for the next year

Target Audience: Managers and supervisors who conduct performance evaluations with staff

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Project Management

This workshop will cover the structures and practices of Project Management with the overlay of engagement and collaboration strategies. The focus will be on identifying and defining project objectives, efficiently and effectively coordinating project tasks, and applying the right processes and tools for managing a project team.

Objectives:

- Understand project management terms and knowledge areas
- Create a Project Charter that incorporates a project scope, a project plan with deliverables, time frames, resources, and risk analysis
- Incorporate tools from other methodologies such as: appreciative inquiry, story-telling, open space, and world café
- Utilize tools that facilitate workflow and accountability
- Communicate project-related information accurately and effectively
- Discover techniques for making project management meetings more dynamic and participatory
- Leverage collaboration to get projects done better, faster, cheaper, and greener
- Explore creative methods for effective problem solving

Target Audience: Professionals responsible for leading project initiatives

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Report Writing for Managers and Professionals

This workshop focuses on exercises designed to review the standard elements of reports. Participants will have the opportunity to practice on their own and sample reports to ensure that they are composing complete, well-organized, and well-formatted documents.

Objectives:

- Use the writing process to create clear, concise, and complete documents
- Review the various types of informal and formal report writing techniques
- Consider the reader’s need to capture information quickly
- Expand an informational report into an analytical report
- Improve the visual appeal of the report
- Edit for sentence structure, grammar, and word usage

Target Audience: Managers and professionals who write reports

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Resolving & Managing Conflict

This workshop will cover the structures and practices of Project Management with the overlay of engagement and collaboration strategies. The focus will be on identifying and defining project objectives, efficiently and effectively coordinating project tasks, and applying the right processes and tools for managing a project team.

Objectives:
- Analyze and identify the role of leaders in resolving conflict
- Take steps to achieve collaborative problem solving
- Practice constructively framing and confronting conflict issues
- Transform conflict into a win-win situation
- Identify options for tough interactions
- Leverage interest-based negotiation techniques

Target Audience: Managers and supervisors who need to address work-related conflict

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Strategic Thinking

This course provides an integral understanding of the purpose and application of strategic thinking, along with tools and steps for their application. Participants will develop a deeper understanding of successful techniques to overcome barriers in the development of short and long-term integrated (strategic) planning, by applying practices that facilitate analysis of existing assets and challenges and capitalizing on strengths. This course provides participants with hands-on techniques and practices to develop ongoing “live in-the-moment” strategic planning.

TOPICS INCLUDE:
- Identifying limiting behaviors
- Managing risk avoidance
- Engaging staff in pursuing agency and departmental visions
- Team learning as a tool for collaboration
- Addressing limiting mental models
- Obtaining staff buy-in
- Dissention as a tool for innovation
- Capturing ideas and implementing follow through

Target Audience: Functional managers and supervisors

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Supervising Challenging Employees

This course is designed to give supervisors the interpersonal and communication skill sets to effectively manage challenging employees and situations. Participants will examine behaviors and attitudes that “label” a person as “challenging” and develop techniques to formulate and communicate positive behavior change goals for the employee. Emphasis will be on maintaining a positive professional image and practicing communication techniques to address “attitude issues” that affect performance.

Objectives:
- Recognize whether the challenge is from the employee, the situation or the relationship
- Distinguish effective from ineffective responses to challenging employees
- Focus on goals and outcomes instead of personality and process
- Negotiate “performance agreements”
- Solicit and offer feedback more comfortably
- Influence people through their own values and motivations
- Cope productively with personality differences
- Create dialogue through improved active listening and questioning skills
- Measure and increase mutual TRAC ratings (trust, respect, affection, and confidence)

Target Audience: Managers and supervisors seeking effective ways for supervising “challenging” employees

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Writing High-Impact Executive Summaries

You have the Commissioner’s attention for 60 seconds to explain a complicated situation affecting your agency—how do you do it? This course provides participants opportunities to practice writing summaries of lengthy documents and large projects—regardless of the complexity. Through practical exercises and individualized coaching, participants will learn the key elements of executive summaries and the process for creating and critiquing their executive summaries.

Objectives:

- Distinguish between technical and general summaries
- Approach the writing situation with a clear and useful strategy
- Address the issues that matter most to the readers
- Organize ideas to highlight the key issues
- Edit language for impact, conciseness, and clarity to move the reader forward on critical business issues

Pre-course Assignment: Participants should bring to the class a document that they need to summarize for work or a summary that they have already written for feedback from the consultant.

Target Audience: Analysts and managers of all levels responsible for writing executive summaries of meetings, lengthy reports, proposals, and white papers

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