PERSONAL DEVELOPMENT PORTFOLIO

Inspired to develop your skills on a personal and professional level? Programs in this portfolio provide a full spectrum of options to enhance your personal/professional development including: creative thinking, written and oral communication, analysis and decision-making skills, time management skills, cultural competency, project management knowledge, and achieving enhanced work-life balance.

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Action Grammar

This course is designed to answer the most frequently asked questions about grammar, punctuation, and usage. The focus is on the grammatical issues that are essential for ensuring that on-the-job writing reflects a polished, professional image.

Objectives:
- Identify well-constructed sentences and correct run-on sentences and sentence fragments
- Create transitions between sentences and use correct verb tenses
- Practice the principles of subject-verb agreement
- Form possessives of singular and plural nouns
- Use pronouns correctly
- Explore rules of capitalization and correct punctuation, including commas, semi-colons, colons, and quotation marks
- Understand the meanings and differences of commonly misused words, including words that sound alike and look alike

Target Audience: Individuals who want to enhance or refresh their understanding of Standard English grammar

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Advanced Writing Skills for Experienced Professionals

Writing is never easy if your job responsibilities include frequent reporting about complex issues for a variety of readers. Grammar rules and stylistic preferences regularly change, yet most workplace writers haven’t thought about grammar and usage standards since they were in school. This advanced course exposes experienced writers to information that may contradict some of the hard and fast rules they learned as students.

Objectives:
- Clarify the differences between academic and workplace writing
- Identify English grammar and usage rules that have changed over time
- Build documents based on principles of visual design
- Cite stylistic problems that compromise clear writing
- Revise texts based on timeless principles of focused writing
- Use a variety of rhetorical techniques to help readers hear the writer’s voice

Prerequisites: Action Grammar and Business Writing: Clarity Through Critical Thinking

Target Audience: Individuals who want to align their writing with current standards and preferences

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Requirements: Registered participants will rely on their documents, as well as their organization’s preferred style guide and style sheet if these resources are available. Participants should bring their work documents and style guide on a flash drive in Microsoft Word 2010 (or above) format. Confidentiality guaranteed.
Anger Management

Anger is a natural human emotion. However, unconstrained anger can have detrimental effects on the workplace, our health, and success. It impacts the morale of those around us, and it affects productivity. Being in a constant state of anger can cause both physical and emotional damage. Anger has equally damaging effects on family life—it alienates partners and breaks up families. This seminar provides an opportunity to learn productive ways of managing angry feelings and productively.

Objectives:
- Understand the anger phenomenon by looking at physiological and behavioral reactions and factors
- Recognize signs of anger and identify the impact of anger on the workplace
- Explore alternative ways to express and control anger

Target Audience: Employees at all levels

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The Art of Assertiveness

This course will focus on ways individuals can establish trust, mutual respect, and openness to develop an assertive approach when interacting with others. It will show participants how to build “win-win” relationships and attain the results they expect, without appearing “heavy-handed.” Participants will learn methods to persuade others without being aggressive actively.

Objectives:
- Explore the differences between aggressive, passive, and assertive behaviors
- Set limits with people who do not have limits using assertive techniques
- Recognize behavior types and learn how to influence these behaviors to get what you want and to build relationships
- State your opinion—without appearing hostile or fearful
- Apply assertiveness strategies for problem management
- Receive peer feedback on assertive skills

Target Audience: Individuals who want to use assertiveness skills without alienating others

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Attitude is Everything

Attitude is a highly personal and sensitive topic. As attitudes deteriorate, so do commitment, loyalty and, most importantly, performance. Everyone encounters setbacks that can shake their attitude into a negative focus. *Attitude Is Everything* provides individuals with the knowledge and skills to develop and maintain positive attitudes while becoming sensitive to underlying causes leading to negative attitudes. Participants will explore various methods for responding to different attitudes positively and productively.

**Objectives:**
- Improve relationships and increase empathy and respect for others
- Understand the consequences of a negative attitude in the workplace and the benefits of promoting a positive, healthy environment
- Transform negative attitudes into positive ones
- Develop effective listening and communication skills
- Achieve new levels of performance through goal-setting techniques
- Practice effective approaches to problem-solving

**Target Audience:** Individuals who want to build and maintain better workplace relationships

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**Business Writing: Clarity Through Critical Thinking**

If you think critically, you can increase your ability to write with greater clarity. You will be able to more precisely analyze information and assess a task, subject, issue, etc. This one-day course will help you to use critical thinking skills and provide practice in a specific writing model to improve your business writing and completion of both large and small writing projects.

**Objectives:**
- Practice to ask appropriate questions to gather relevant information in an efficient manner
- Assess information to determine reliable and trustworthy conclusions
- Organize and draft content to increase clarity
- Apply a problem-solving approach to ensure your document’s clarity
- Describe strengths and weaknesses of inductive and deductive arguments in a document’s content
- Develop skills to avoid misleading or deceptive wording

**Target Audience:** Professional staff who frequently write letters and reports

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Citywide Standardized Customer Service

This workshop will help to enhance your value as an individual delivering vital services to the customers of New York City. The workshop will reinforce the importance and value of giving courteous and effective customer service. Finally, you will be provided with the tools to empower you to deliver and manage the highest standards of customer service.

Objectives:
- Identify the important role that you play in the City of New York
- Recognize the impact that your effective communications, personal accountability, knowledge, and professional demeanor have on customers and your career
- Diagnose customers’ needs, goals, and expectations
- Examine how the four stages of competence influence your personal development and interaction with others
- Assess your customer service effectiveness in-person and on the telephone
- Apply the Four-Step Customer CARE Process for managing customers and providing outstanding service
- Say “No” in a way that does not result in a negative reaction from customers
- Motivate customers to answer sensitive questions
- Practice the skills and attitudes of quality telephone service
- Handle challenging customers in person and on the telephone with less stress and more confidence
- Create an action list of Dos and Don’ts for customer service excellence

Target Audience: Employees at all levels

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Citywide Learning & Development
Conflict Management: Defusing Workplace Aggression

The key to a safer workplace is recognizing and effectively dealing with workplace personnel and clients who exhibit the signs of early aggression. This workshop is designed to teach participants the necessary skills to neutralize altercations and prevent escalations. The focus will be on making the distinction between personnel who can be coached and those who should be counseled or referred for help.

Objectives:
• Examine and identify the common signs of incipient aggression
• Recognize the non-verbal signs of potentially disruptive behavior
• Develop communication skills to defuse altercations
• Formulate mediation techniques to prevent conflicts from escalating
• Assess coaching/counseling techniques most appropriate for any given situation
• Explore referral resources

Target Audience: Individuals who want to defuse potentially volatile situations

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Conflict Management: Strategies for Handling Difficult Behaviors

This workshop provides participants with techniques to enhance their skills for dealing with people who exhibit challenging behaviors in the workplace. Participants will explore how to manage their own behaviors, discover different coping mechanisms, and develop more effective communication skills when confronted with a difficult person or situation.

Objectives:
• Identify emotionally charged situations at work to minimize their impact
• Practice strategies for gaining control of volatile situations
• Apply techniques to take charge of work-place conversations
• Master how to fend off a personal attack without being drawn into a “no-win” showdown
• Discover methods to keep pressure from affecting job performance

Target Audience: Individuals who wish to discover better ways to deal with difficult behaviors in the workplace

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Creating and Delivering Powerful Presentations

This course is for managers, supervisors, and professionals who, in their leadership roles, must make important presentations. Participants will receive one-on-one coaching and develop a skill set for speaking with confidence and projecting the best possible image of themselves and the agency. Emphasis will be on developing and cultivating a conversational tone when speaking and formulating clear and logical presentation points to attain the desired audience reaction.

Objectives:

• Understand the importance of “image” and how to use it to positively influence every audience
• Structure the presentation for clarity, impact, and persuasiveness
• Capture the audience’s attention from the beginning - and keeping it
• Use visual materials – including PowerPoint – to reinforce the power of your presentation
• Respond to challenging questions and statements with confidence, authority, and understanding
• Close the presentation with impact

Target Audience: Managers, supervisors, and professionals who make presentations

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Creating Workplace Civility

City employees may face angry, challenging, disruptive, and sometimes even dangerous behavior during their work. Such action might involve conflict, harassment, intimidation, incivility, disrespect, verbal aggression, or even violence. Both internal and external customers could potentially present these behaviors at any time.

Creating Workplace Civility focuses on building employee confidence to address problematic situations while maintaining their own professionalism proactively. Participants acquire the skills to effectively respond to anxious, irrational, angry, hostile, and potentially dangerous conditions and minimize the negative impact of these challenging encounters.

Objectives:

• Recognize early warning signs of anger or hostility
• Invoke four essential priorities essential to violence response
• Effectively utilize personal space, body language, and paraverbal communication to relieve tension and defuse hostility
• Employ verbal intervention strategies to de-escalate situations before they become more disruptive or potentially dangerous
• Maintain an objective and professional attitude when responding to an agitated individual

Target Audience: All City employees

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Developing Dynamic Listening Skills

This workshop will focus on the skills, knowledge, and attitudes necessary to meet the challenges of efficiently listening. Through practical exercises, participants will improve their behaviors in this critical component of the communication process.

Objectives:

• Assess your own listening strengths and weaknesses
• Identify attitudes that interfere with effective listening
• Distinguish between listening to understand and listening to reply
• Separate message content from feelings
• Achieve results through better communication

Target Audience: Professionals seeking to enhance their listening behaviors for improved communication

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Effective Meeting Management

This practical workshop will provide meeting leaders with the organizational and interpersonal skills for conducting productive meetings that yield measurable results. Participants will learn how to exert appropriate control for planning, directing, and facilitating meetings.

Objectives:
- Develop a meeting format and agenda to accomplish desired outcomes
- Practice communicating goals, objectives, and expectations
- Lead discussions to reach conclusions and obtain group consensus
- Gain and sustain constructive involvement from participants
- Manage negative personalities and uncover hidden agendas

Target Audience: Individuals who conduct meetings on a regular basis

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Enhancing Your Personal Productivity

Are you always busy? Do you have hundreds of voicemails to return, countless e-mails to read, and mounds of paperwork to conquer? Often the whirlwind of activities that we engage in does not add significant value to the work we do for our agency or the services we provide for our customers. This one-day program identifies ten “time stealers” and offers practical, easy-to-use tips on how to overcome them.

Objectives:
- Identify your “time wasters” and “HULA” (Having Unproductive Legitimate Action) moves
- Apply seven time-saving tips to help you enhance your effectiveness and productivity
- Focus your “freed up” time on the strategic issues facing your department and agency
- Review four techniques to help build strong partnerships between you and others in your work unit and agency
- Recognize how enhancing productivity improves career potential
- Develop an action plan to enhance your productivity

Target Audience: Individuals who want to defuse potentially volatile situations

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How to Write Fast Under Pressure

When deadlines on several writing tasks are rapidly approaching, do you feel under stress? Have a hard time getting started? Struggle to put your thoughts together? Revise and edit slowly? Then this course is for you! You will learn the tips that professional writers use and practice them in real-life situations to increase your output and write with a can-do attitude.

Objectives:
• Approach any writing situation with a useful strategy
• Get started with a clear sense of direction—beginning with the end in mind
• Explore techniques for hitting the ground running
• Employ practical time-management techniques for reducing revision time
• Maximize your writing time by employing time-proven best practices
• Cultivate a can-do attitude essential to writing fast and well

Target Audience: Individuals from any level of the organization who want to learn and apply time-tested techniques for improving writing efficiency and increasing confidence

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Influencing Without Authority

This workshop is designed to help participants learn how to use their influencing skills in situations where they may have minimal power or authority. This course is especially useful for members of a team and those who need to influence their superiors and subordinates. Participants will learn to identify the power they do have and learn how to utilize this power so that they can accomplish their goals.

Objectives:
• Establish credibility to influence
• Examine effective and ineffective influence strategies
• Identify personal power and influence styles
• Discover negotiation strategies that result in win-win situations
• Develop strong alliances to accomplish goals
• Create a collaborative work environment to achieve results

Target Audience: Professionals who want to enhance their influencing skills

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Managing Multiple Priorities

This program will prepare participants to manage better the multiple priorities faced in today’s fast-paced work environment. It will focus on how participants can take control of their workday with methods for maximizing efficiency and effectiveness and minimizing stress.

Objectives:
- Clarify and set work and personal goals and objectives
- Develop skills that get you organized and help you stay organized
- Take charge of time
- Identify and keep top priorities in motion when everything is important
- Recognize and overcome “productivity killers”
- Utilize planning and organizing tools to measure and monitor progress

Target Audience: Individuals who need to balance multiple tasks and manage their time

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Managing Stress and Preventing Burnout

This course is for individuals who want to take specific actions to beat job burnout. In this workshop, participants will explore ways to transform the pressures of work overload into productive and positive work outcomes. This workshop helps participants to address associated fatigue and lack of focus and explore strategies for prevention. Participants will develop techniques and practice exercises for alleviating the stressors—both personal and work-related—that contribute to this syndrome.

Objectives:
- Recognize factors that contribute to that “frazzled condition”
- Determine if you exhibit symptoms
- Distinguish the external and internal factors associated with feeling “overwhelmed” by responsibility
- Employ techniques to strengthen your resolve and “take control”
- Construct a step-by-step action plan for alleviating and preventing burnout

Target Audience: Individuals who want to develop skills for preventing, and alleviating job burnout

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Mind Tools for Memory

In today’s high-demand agency workplace, it is harder than ever to remember everything you need to retain—from names and passwords to all the details required to bring your projects to successful completion. But building your memory can be achieved by practicing a few simple but powerful techniques. In this course, we will study memory-enhancing methods that will improve your ability to solve problems, organize your time, meet deadlines, work well with co-workers and clients, and project your best professional self.

Objectives:
• Assess your ability to remember facts, figures, names, and assignments
• Revitalize your mind-set about remembering
• Practice powerful memory improvement techniques
• Give and receive feedback to help improve your skill
• Drill memory-focused listening
• Plan how to use memory techniques to meet your agency workplace challenges
• Develop your action plan to apply and further refine your memory skills

Target Audience: All employees who wish to study memory improvement techniques

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Motivating Yourself for Professional Success

What motivates you? Is it your boss or paycheck? The number one person who can motivate you is YOU! This interactive workshop addresses critical aspects of self-motivation. It provides practical tips to help you define personal and professional success, how to create your world, set goals, gain positive energy, and invest in yourself. An essential element of being successful is a good steward of the resources we have. Explore what actions you can take to overcome personal and professional stumbling blocks and see how creative thinking, effective decision making, and personal motivation can determine the destiny you create.

Objectives:
• Recognize the importance of “positive energy” in our life
• Determine what our individual motivators are
• Examine various goal-setting strategies
• Construct a step-by-step Action Plan for investing in yourself

Target Audience: All employees who wish to study self-motivational techniques

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Negotiation Skills

Negotiation is an integral part of creating value for the organization. Your success depends on your skills as a negotiator. In this negotiation training program, you will gain insight into the habits of dealmakers as you build your skills. Through a series of group exercises, you will learn how to execute proven tactics, refine your negotiating style, and improve your ability to bargain successfully and ethically in any situation. Along the way, you will gain a new appreciation for how negotiating skills can help you overcome a wide range of challenges—at work and beyond.

Objectives:
- Achieve better results in both formal and informal negotiations
- Build confidence in your bargaining power and abilities
- Improve negotiations by managing your emotions and influencing others
- Build positive, productive relationships with all parties at the table
- Create value and “enlarge the pie” to produce win-win outcomes

Target Audience: Professionals at all levels who want to enhance their negotiation skills and work more productively with customers, colleagues, partners, vendors, and others. No prior training in negotiation is required.

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
</tr>
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<tbody>
<tr>
<td>C7911</td>
<td>1</td>
<td>Feb 13, Apr 27</td>
<td>$150</td>
<td>.6/8</td>
</tr>
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</table>
Personal Financial Management

When individuals think about personal financial management, they often do not know where to start to achieve their goals. This needs to change. To be successful in personal financial management, there are a few things that you just must do and other things that are strongly recommended. We will be discussing ways to generate assets, protect assets, and build assets. Finally, we will share the importance of prioritization and decision making to enhance your financial situation.

Objectives:
- Identify the critical components of preparing a budget
- Develop your own personal budget through hands-on exercises
- Explore credit management issues in preparing you for financial success
- Review and evaluate insurance considerations in order to protect your assets
- Provide you with resources that can help you to achieve greater financial success
- Utilize what is taught here to help your family onto the road to financial empowerment

Target Audience: Staff at all levels

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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<tr>
<td>C1660</td>
<td>½</td>
<td>Jan 25, Mar 7, May 23 (9:00 am – 12:30 pm)</td>
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</table>

Revising, Editing, and Proofreading

This interactive program focuses on exercises designed to enhance revising, editing, and proofreading skills. Participants will receive individual, confidential feedback and will practice their writing organization, sentence structure, grammar, word usage, and punctuation skills.

Objectives:
- Understand that good writing is rewriting
- Employ the “Protect Your REP” formula when reviewing documents
- Review strategies for proper placement of content
- Lay out text to support the reader’s need to scan the document
- Edit for sentence structure, grammar, and word usage
- Check for all punctuation marks, capitalization, and abbreviations

Target Audience: Professional staff who wish to polish their writing skills

<table>
<thead>
<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>Mar 19-20</td>
<td>$300</td>
<td>1.2/16</td>
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</table>
Successful Letter and Memo Writing

This course focuses on fundamental writing concepts necessary for moving letters and memos from a draft to a finished document. Participants will acquire a system for organizing and composing clear, concise, and complete letters and memos.

**Objectives:**
- Identify characteristics of effective business writing
- Plan and organize thoughts before writing
- Create a professional tone
- Avoid run-on sentences and sentence fragments
- Check for cohesive paragraphs
- Minimize the most frequently made grammatical errors

**Target Audience:** Clerical and administrative support staff responsible for drafting and writing routine office correspondence

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<tr>
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<th>Cost</th>
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<td>Jan 23-24, May 21-22</td>
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<td>1.2/16</td>
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Successful Workplace Communication

This workshop will provide participants with methods to improve their everyday interactions with co-workers and enable them to work more productively in group situations. Participants will evaluate their communication styles and explore methods and techniques for improving their communication effectiveness.

**Objectives:**
- Assess communication styles and their impact on others
- Practice effective active listening techniques
- Recognize and respect the needs of others
- Develop methods to achieve greater understanding
- Interpret verbal and non-verbal communication cues
- Diffuse and resolve conflict situations

**Target Audience:** Clerical/administrative staff seeking to improve their communication effectiveness

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<th>CEUs/CPEs</th>
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<td>1</td>
<td>Jan 22, Mar 29</td>
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<td>.6/8</td>
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</table>
Time Management Strategies

This course will assist participants in taking control of the time in their workday. Participants will identify unproductive work habits and learn a wide array of time management tips and techniques to maximize their effectiveness. The focus will be on setting priorities and planning as the cornerstones of developing productive work habits. Participants will also identify those strategies that best fit their work style and the realities of their work environment.

Objectives:
- Identify individual work styles
- Learn how to get organized and manage time in a variety of ways
- Select specific individualized time management strategies
- Develop and implement time management strategies

Target Audience: All who wish to develop tailored, immediately practicable time management skills

<table>
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<td>C8002</td>
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Turning Obstacles Into Opportunities

Sometimes we feel overwhelmed and can’t imagine having the energy to move in a new direction. We ignore that “little voice” inside that tugs at us to take a risk, explore a different path, or move forward to achieve our goals. In this interactive workshop, you will identify the barriers that keep us from moving forward. You’ll discover how to tap into the intuitional talents that we sometimes push aside and create effective strategies to help you move “up” the road to opportunity for achieving your goals.

Objectives:
- Create your own “mission statement” to move in the right direction
- Overcome barriers associated with risk-taking
- Analyze if passions and goals are in sync
- Manage negative emotions and naysayers
- Learn strategies to turn on creativity
- Master the technique of SMART goal setting

Target Audience: All employees who have a passion for aligning their talents and skills in their personal and professional life

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</table>
Workplace Violence Prevention

The purpose of this training is to provide participants with the skills to identify and de-escalate potentially violent behavior in the workplace. Employees given a model of telegraphed behavior that violent individuals often engage in before being physically assaultive and then appropriate responses provided. Participants will also get an opportunity to practice skills taught during the training session.

Objectives:
• Define violent behavior
• Understand workplace violence and the workforce’s responsibilities
• Identify precipitating personality, behavioral, stress and situational factors of violence
• Recognize organizational risk factors
• Learn what managers/employees can do through violence response procedures

Target Audience: Employees at all levels

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<td>C7781</td>
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Writing Effective and Efficient E-mails

This workshop focuses on the process used by professionals to fulfill their e-mail needs. Through real-time e-mail exercises on computers networked with other classmates in the workshop, the course enables participants to create clear, concise, complete, courteous, and correct e-mail. You will reap the benefits of using this efficient, user-friendly mode of communication for your intended purpose and achieving results.

Objectives:
• Define the purpose of your e-mail message
• Distinguish necessary details to support your purpose without overloading your readers
• Develop techniques for checking the tone of your email
• Revise and edit e-mail for clarity, conciseness, and completeness
• Manage your e-mail system effectively: attaching, copying, filing, responding, and more

Target Audience: Professional staff who write frequent internal and external e-mail messages as part of their daily work routine

<table>
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<td>C4260</td>
<td>1</td>
<td>Jan 17, Apr 24</td>
<td>$150</td>
<td>.6/8</td>
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Writing from Start to Finish

Many people make writing a more difficult and time-consuming process than it needs to be. This workshop focuses on how to streamline the writing process to save time and produce more effective written communications. Participants will learn how to organize and present information for maximum impact, and how to move smoothly from start to finish in the writing process.

Objectives:
• Prepare to write by considering the purpose and audience for your message
• Organize information in a clear, logical way
• Use outlining as an organizational tool
• Use headings, topic sentences, and transitions to clarify your message
• Stay focused on your message
• Revise documents to ensure they are clear, concise, and correct

Target Audience: Individuals who want to make their writing more efficient and effective

<table>
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<td>C9317</td>
<td>1</td>
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Writing in Plain Language & Clinic

The Federal Plain Language Writing Act of 2010 requires government employees to write in a plain language that is “simple and easy to understand, with the goal of minimizing uncertainty and litigation.” The one-day workshop and half-day clinic are designed to provide you with the tools to write in plain language while maintaining a level of professionalism reflective of your position and agency. You will have many opportunities to practice the course principles through writing, revising, editing, and proofreading activities.

The one-day workshop covers all the course content. You may bring to the seminar a work-related writing sample for a confidential review by the course leader. Between the workshop and half-day clinic, approximately one month later, you will have an opportunity to write a new work-related assignment and e-mail it to the course leader. During the clinic, you will again receive confidential feedback on your writing development based on plain language principles.

It is a computer-assisted course to reflect the way you write on the job.

Objectives:
- Organize ideas effectively
- Use visual design to reinforce the content
- Edit sentences for fluency
- Use active and passive voice effectively
- Maintain conceptual and grammatical consistency in sentence structure
- Employ techniques to reduce verbiage and highlight key ideas
- Proofread messages for correct grammar and proper diction

Target Audience: Professional staff who need to convey complex language in simple terms to enhance readability

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<tr>
<td>C7833</td>
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<td>Mar 5 (workshop – 1 day) and Apr 17 (clinic – ½ day, 9:00 am – 12:30 pm) Mar 26 (workshop – 1 day) and Apr 17 (clinic – ½ day, 1:30 pm – 5:00 pm)</td>
<td>$285</td>
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