MANAGEMENT & SUPERVISION PORTFOLIO

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.

Adaptive Leadership

Some supervisors and managers apply a "one size fits all" approach to dealing with employees and other key people in the workplace. They know that people are different – in personality, motivation and ability – but haven't been able to respond differently because they are pressed for time, have tried options that didn't work, worry about being seen as micromanagers if they provide too much direction, or fear things won't get done right if they provide too little.

This highly interactive one-day workshop will help supervisors and managers vary their approach to dissimilar people in order to achieve better and more consistent outcomes with a diverse range of performers. Participants will develop strategies to raise their employees' motivational and skill levels on different tasks and assignments.

Objectives:
- Identify and expand their current leadership "comfort zone"
- Explain and practice four different styles of leadership
- Determine which leadership style is best for a particular situation
- Explore the importance of adaptability and flexibility
- Recognize the consequences of over-supervision and under-supervision
- Develop a personal action plan to apply behaviors and principles

Target Audience: Anyone serving formally or informally as a leader in the workplace

The workshop will include a leadership self-assessment instrument, video, case studies, role plays, and small group as well as class discussions.

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1237	1	May 21	$310*	.6/8

* Includes cost of individual assessment instrument

Citywide Learning & Development

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 team leaders

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9019	1	May 1	$200	.6/8

Change Management

In today's world, change is a constant. The goal of this one-day seminar is to provide first-line group supervisors with skills to more effectively manage their constantly changing work place. Supervisors are charged with the responsibility of implementing new technology, procedures and even making personnel changes yet many employees resist these changes, especially when these changes occur in high-performance, fast-paced environments. To be effective at their jobs, supervisors must understand how change impacts their staff and they need to develop a "tool kit" of strategies and behaviors that will help their employees accept the changes while concomitantly maintaining performance and productivity.

Objectives:

- To understand the change process and its impact on the workplace
- To understand the link between change and stress
- Identify personal styles of handling change and develop strategies for making oneself more proactive
- To learn about personal paradigms and their impact on change and stress management
- Understand a supervisors/manager's role as a change agent
- Learn to implement change by utilizing supportive communications and employee involvement

Target Audience: Supervisors, managers and team leaders

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7775	1	Jun 3	$200	.6/8

Citywide Learning & Development

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 of time. 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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9119	1	May 3	$200	.6/8

Conducting Effective Performance Appraisal Interviews

This practical workshop will boost the confidence and skills of participants in conducting both interim and yearly feedback evaluation interviews with their staff. It will focus on the core purposes of performance evaluation and the communication skills needed to discuss employee performance.

Objectives:
* Identify the core purposes of performance evaluation
* Practice giving constructive feedback
* Define common rating errors in the appraisal
* Conduct difficult appraisal interviews
* Create development plans as part of the evaluation process

Target Audience: Managers and supervisors who conduct performance appraisal interviews

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1012	1	Jan 30 ($150); Mar 7 ($200)	$150 $200	.6/8

Data Analysis with Python

This full-day course covers 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)

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7907	1	Feb 7; May 7	$200	.6/8

Citywide Learning & Development

Data Analysis with R

This full-day course covers 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/or experience performing advanced analysis in Excel (nested formulas with conditionals, pivot tables, and macros)

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7908	1	Mar 19; Jun 13	$200	.6/8

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C4311	1	Jan 25; Feb 13; Apr 3; Jun 12	$200	.6/8

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9117	1	Mar 19	$200	.6/8

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 EQ 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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9207	2	Mar 14-15; May 30-31	$400	1.2/16

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C4312	1	Jan 24; Mar 20; May 1	$200	.6/8

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 and great leaders from merely adequate ones
- 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 different generations, shifting circumstances and diverse people

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9278	2	Apr 8-9	$400	1.2/16

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1044	2	May 16-17	$400	1.2/16

Citywide Learning & Development

Giving Feedback and Getting Results

This course is a one-day practicum devoted to helping managers and supervisors practice the skill of providing feedback to employees. Using a variety of "real life" scenarios, participants will engage in multiple role plays to provide descriptive, effective feedback to an employee. Participants will receive ongoing "feedback" from their peers on their coaching abilities.

Objectives:
- Identify positive feedback as a performance improvement mechanism
- Apply various types of feedback approaches
- Coach employees when poor performance is a problem
- Give feedback in a descriptive, specific, timely and clear manner
- Engage in difficult conversations with employees
- Develop employees by implementing the coaching process

Target Audience: Supervisors, managers and team leaders

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C2704	1	Feb 13	$200	.6/8

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9013	1	Jun 4	$200	.6/8

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.

Objectives:
- 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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7525	1	Jun 6	$200	.6/8

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7747	1	Apr 23	$200	.6/8

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 create 'synergy' to counter inertia and apathy

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9014	1	Apr 5	$200	.6/8

Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate)

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 used in many government agencies and institutions.

Participants will be able to create strategies for Leading Lean Six Sigma Teams and implementing Lean Six Sigma projects. Applying the tools can result in reducing errors, improving efficiency and better teamwork. Participants will design and present a plan for implementing a Lean Six Sigma Project.

At the completion of this program, participants will earn a Lean Six Sigma Green 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
- Master key Lean Six Sigma tools
- Identify key drivers and develop metrics and evaluate cost savings
- Successfully lead project teams
- Design and implement Lean Six Sigma Projects

Prerequisite: Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7785	4	Apr 1, 3, 10, 12; May 6, 8, 15, 17	$800	2.4/32

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

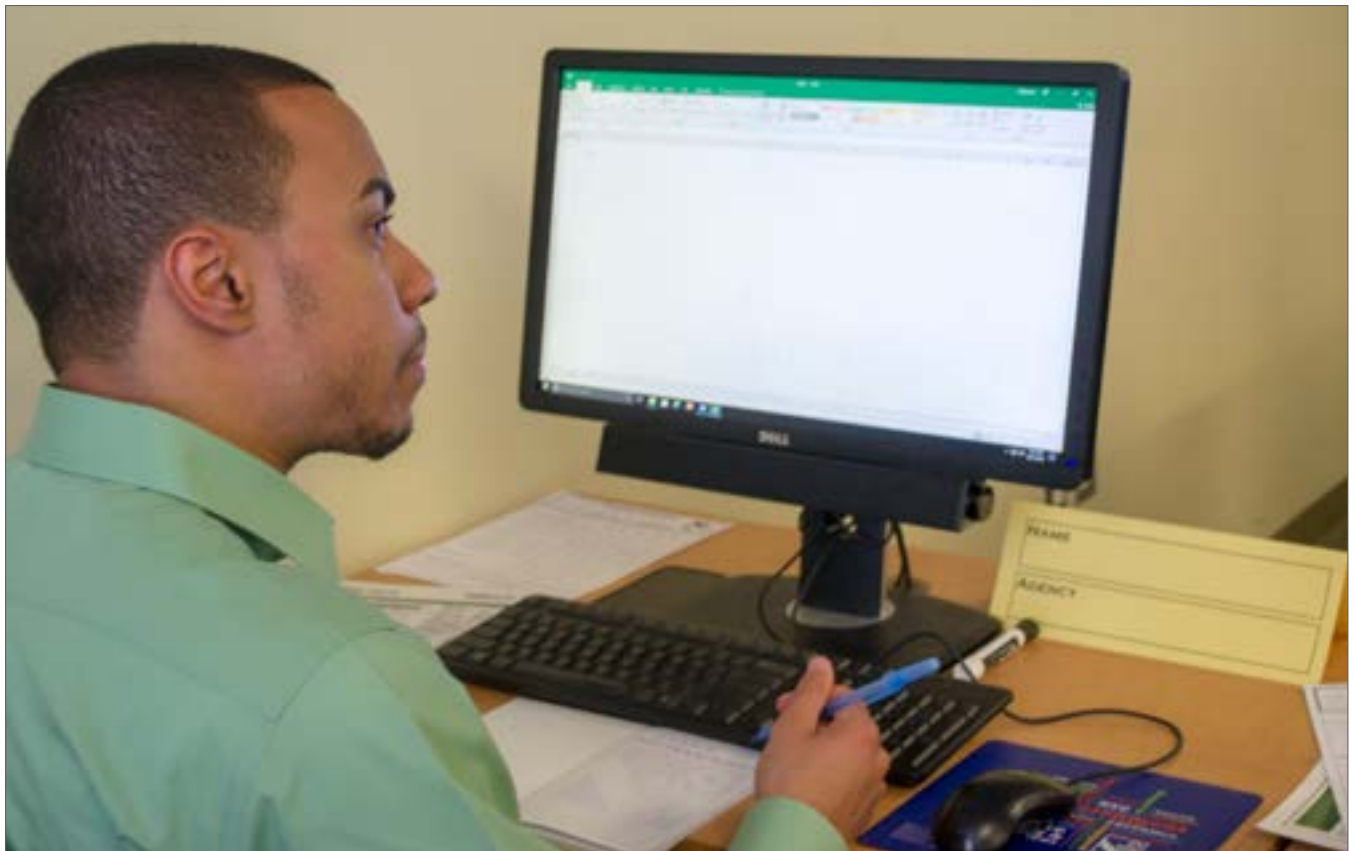| Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7784	2	Jan 28 & Jan 30; Mar 18 & Mar 20	$400	1.2/16

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7869	1	May 14	$200	.6/8

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 <u>want</u> to do what they are supposed to do, to do it <u>well</u>, and to <u>collaborate</u> 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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7967	1	Jun 11	$200	.6/8

Motivating Employees to Be Their Best

Keeping employees motivated and challenged can be a complex task. It depends on continual communication with an employee and an understanding of that employee's strengths and weaknesses. When procrastination, a lack of enthusiasm, and refusal to take initiative creep into an employee's performance, it is time to find strategies to relight the fire.

It is critical for leaders to understand the needs of their employees and find intrinsic methods of motivating. This course is designed to teach you how to tailor your leadership and communication style to better suit the needs of your employees. As a result, you will be able to create a shared vision for your organization, build group identity, create a culture of ownership, and establish a more collaborative, inspiring work environment.

Objectives:
- Identify major factors that affect motivation
- Apply dialogue and listening skills that model community, influence, and openness
- Identify inhibitors to fostering group commitment and passion
- Teach a four-step process designed to help groups learn from mistakes
- Encourage group initiative-taking
- Identify and apply strategies for dealing with outside pressures that negatively affect motivation and systems and policies that negatively affect group esteem
- Match or tailor your leadership style to various employees' motivational preferences

Target Audience: Managers and Supervisors

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7983	1	Mar 28	$200	.6/8

Citywide Learning & Development

Moving You and Your Team Forward

Creating and maintaining an effective team is not easy. In this class you will focus on the skills and methodology to bring the right people together, leverage their strengths to ultimately "tap the group genius" and innovate to a better product or service. We will look at the stages teams go through, improv principles and implement a design thinking methodology to explore the importance of connecting with key stakeholders while using empathy to identify their key concerns and issues.

Objectives:
- Identify their strengths and where they best show up in a team work cycle
- Use Improv principles to better collaborate and partner with colleagues
- Describe the stages teams go through as they work on projects
- Follow a design thinking methodology when redesigning a process or service
- Facilitate an effective brainstorming session within your team

Target Audience: Managers and Supervisors looking to maximize the effectiveness of their teams

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7842	1	Mar 21	$200	.6/8

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.

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

Pre-course Assignment: Participants will bring a sample set of Tasks & Standards, in agency mandated format, and a performance evaluation to the workshop.

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9036	1	Jun 12	$200	.6/8

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7756	1	Jan 4 ($150); Mar 8 ($200); Jun 4 ($200)	$150 $200	.6/8

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1030	2	Apr 11-12	$550	1.2/16

Citywide Learning & Development

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.

Objectives:
- 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
- Using dissention as a tool for innovation
- Capturing ideas and implementing follow through

Target Audience: Functional managers and supervisors

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7523	1	Jun 5	$200	.6/8

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9038	2	Feb 1, 4; May 7, 8	$400	1.2/16

The Science of Success: Motivation, Judgment and Teamwork

Why do teams of over-performers often underperform? Why do monetary incentives often fail to get results? Current research reveals a host of often overlooked factors and practices that affect people's motivation, judgment, and teamwork. In the workshop, participants will learn to use the latest research and best practices to motivate themselves and others, make better decisions, and collaborate effectively.

Objectives:
- The current science on what really motivates people
- Elements that result in effective decision making
- Skills that result in the highest levels of collaboration and teamwork
- Applying research-based techniques to motivate people and to build teams and organizations that make effective decisions and collaborate effectively

Target Audience: Managers, directors, supervisors, and professionals interested in better understanding how to motivate themselves and others, make better decisions, and collaborate successfully

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7977	1	Mar 11	$200	.6/8

Want Better Results? Be a Better Leader

Given the pace of change, organizations must rely on leaders at all levels to step up and take responsibility for the "whole". Command and control can get you compliance at best and that is no longer sustainable. As General Stan McCrystal found in trying to lead the counterinsurgency in Iraq and Afghanistan,

> "Creating and leading a truly adaptive organization requires building, leading, and maintaining a culture that is flexible but also durable. The primary responsibility of the new leader is to maintain a holistic, big-picture view, avoiding a reductionist approach, no matter how tempting micromanaging may be."

In this class you will learn how leaders need to operate in this new environment. We will look at the topic of emotional intelligence and why you must both understand and leverage your strengths. From there we will look at the pros and cons to six different ways to engage others in moving your business agenda forward. We then practice various coaching roles scenario's you might encounter as you build your team, and finally how to help your team adapt to change.

Objectives:
- Identify style strengths and how to seek feedback for improvement
- Understand how to show leadership through vulnerability
- Identify the emotional intelligence skills need for effective coaching
- Coach in a way to show caring without caretaking
- Deliver tough feedback with tact
- Use EQ and empathy when helping lead change

Target Audience: Supervisor and Managers interested in becoming better leaders

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7850	1	Apr 24	$200	.6/8

Citywide Learning & Development

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9018	1	May 22	$200	.6/8

Writing Performance Evaluations

Completing evaluations requires managers to write in an objective manner that accurately describes the employees' performance. Specifically, managers are expected to document the strengths and weaknesses of employees as well as future goals and developmental needs. To do this, the manager must be meticulous in the choice of words and phrases. This course provides managers with practice in writing about observed behaviors and job competencies. Moreover, participants will practice composing explicit goals and statements of developmental needs.

Objectives:
- Utilize a technique for gathering performance data
- Decipher fact from opinion to write effectively
- Separate actions from attitude to writing objectively
- Document developmental needs based on job performance and job competency
- Write goals that are specific and measurable

Target Audience: Managers and supervisors who write performance evaluations

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9166	1	May 15	$275	.6/8