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**CALENDAR**

## Every leader has a unique path. Let us be your guide.

**FACTORS**

Identify the competency or skill you are looking to develop from the list below and find the programs that will address that skill. Program dates and descriptions are listed in detail throughout this document.

**Factor I: Thought**

**Decision Quality**

* Effective Decision Making

**Manages Complexity**

* Effective Decision Making
* Leading Change at the First Level
* Navigating Difficult Conversations

**Factor II: Results**

**Directs Work**

* Coaching & Evaluating Performance
* Going from Peer to Supervisor

**Drives Results**

* Effective Decision Making

**Optimizes Work Processes**

* Communication Skills for Front-Line Leaders
* Time Management and Personal Productivity

**Plans & Aligns**

* Time Management and Personal Productivity

**Resourcefulness**

* Going from Peer to Supervisor
* Time Management and Personal Productivity

**Factor III: People**

**Builds Effective Teams**

* Orientation: Understanding Leadership & Team Development
* Leading Change at the First Level

**Builds Networks**

* Communication Skills for Front-Line Leaders
* Mentor Training

**Collaborates**

* + Coaching & Evaluating Performance
  + Going from Peer to Supervisor
  + Leadership is Everyone’s Business

**Communicates Effectively**

* + Coaching & Evaluating Performance
  + Communication Skills for Front-Line Leaders
  + Navigating Difficult Conversations
  + Orientation: Understanding Leadership & Team Development

**Develops Talent**

* Coaching & Evaluating Performance

**Drives Engagement**

* Effective Decision Making
* Leading Change at the First Level
* Leadership is Everyone’s Business
* Mentor Training

**Drives Vision & Purpose**

* Leadership is Everyone’s Business

**Interpersonal Savvy**

* Communication Skills for Front-Line Leaders
* Mentor Training
* Navigating Difficult Conversations
* Orientation: Understanding Leadership & Team Development

**Manages Conflict**

* Navigating Difficult Conversations

**Persuades**

* Coaching & Evaluating Performance
* Communication Skills for Front-Line Leaders

**Factor IV: Self**

**Being Resilient**

* 360 Assessment Feedback Session
* Going from Peer to Supervisor
* Leading Change at the First Level

**Courage**

* 360 Assessment Feedback Session
* Going from Peer to Supervisor
* Leadership is Everyone’s Business

**Demonstrates Self-Awareness**

* 360 Assessment Feedback Session
* Mentor Training
* Orientation: Understanding Leadership & Team Development

**Instills Trust**

* Leadership is Everyone’s Business

**Manages Ambiguity**

* Time Management and Personal Productivity

**Nimble Learning**

* 360 Assessment Feedback Session

**Self-Development**

* 360 Assessment Feedback Session
* Mentor Training
* Orientation: Understanding Leadership & Team Development
* Time Management and Personal Productivity

**Situational Adaptability**

* Effective Decision Making
* Leading Change at the First Level
* Navigating Difficult Conversation



**Orientation: Understanding Leadership & Team Development**

**PROGRAMS**

**JAN. 31, 2023 | MAR. 14, 2023 | MAY 11, 2023 | JUL. 18, 2023 | SEP. 19, 2023 | OCT. 24, 2023**

**9:00 A.M. – 4:00 P.M.**

Effective leadership starts with you. In this interactive program, you will utilize a DiSC self-assessment that will help you understand your personal workplace priorities, motivators, and stress triggers. With personalized insights and actionable strategies, you will learn how to adapt to the style of others, ultimately improving engagement and collaboration. Learn about other style types, understanding the differences and similarities among styles, and identify strategies to build more high-performance teams to deliver on the mission and vision of your organization.

**This program will help leaders:**

* Identify the strengths, opportunities and impacts of your own workplace behaviors.
* Develop a plan to work more efficiently with others whose workplace behaviors are different from your own.
* Understand the components of high performing teams and how to use these pillars to accelerate high performance and results.

***Competencies Addressed: Builds Effective Teams, Communicates Effectively, Demonstrates Self-Awareness, Interpersonal Savvy, Self-Development***

**Mentor Training**

**FEB. 9, 2023 | MAR. 29, 2023 | JUN. 1, 2023 | AUG. 1, 2023 | OCT. 10, 2023 | NOV. 7, 2023**

**9:00 A.M. – 12:00 P.M.**

This session offers critical training for both first-level leaders and mentors to help start the mentoring relationship on the right track. First-level leaders and their mentors attend this session together and leave with a better understanding of what formal mentoring truly entails. Using a unique process that identifies and leverages preferred styles of mentoring, we help you clearly define your unique mentoring relationship. First-level leaders and mentors collaboratively outline the expectations and guidelines for how to best work together during the next six months to foster the first-level leader’s development.

**This program will help leaders:**

* Gain knowledge and self-awareness to navigate a successful formal mentoring relationship.
* Assess your preferred coaching styles and the styles of your partner.
* Work on a real-life challenge or opportunity where goals are established and tactics are developed.

***Competencies Addressed: Builds Networks, Demonstrates Self-Awareness, Drives Engagement, Interpersonal Savvy, Self-Development***

**Going from Peer to Supervisor**

**FEB. 23, 2023 | APR. 6, 2023 | JUN. 13, 2023 | AUG. 22, 2023 | OCT. 19, 2023 | NOV. 30, 2023**

**9:00 A.M. – 4:00 P.M.**

This interactive program guides you through the transformation from individual contributor to leader. Through small group exercises, group discussions, and skill practice, you explore the strategies, behaviors, and critical interactions that help assure an easier transition through this essential rite of passage for those who want to advance into management.

**This program will help leaders:**

* Understand the issues and challenges of transitioning into a supervisory role.
* Address how to handle some of the common challenges presented to new supervisors.
* Become equipped to manage self and team through transition.

***Competencies Addressed: Being Resilient, Collaborates, Courage, Directs Work, Resourcefulness***

**360 Assessment Feedback Session**

**MAR. 9, 2023 | APR. 21, 2023 | JUN. 28, 2023 | AUG. 30, 2023 | NOV. 3, 2023 | DEC. 13, 2023**

**9:00 A.M. – 12:00 P.M.**

All leaders should take advantage of the "gift of feedback." This is especially true when the feedback is formalized through a 360 Assessment. In this session, you will receive feedback that has been provided by your manager, peers, direct reports, and others. A certified coach will walk you through your feedback and will lay the foundation for the creation of a personalized developmental plan.



**This program will help leaders:**

* Identify your strengths and improvement areas based on the perception of your raters.
* Compare your self-perception within the critical competencies as compared to the perception of the other raters.
* Lay a foundation based on the feedback to start the process of a developmental plan.

***Competencies Addressed: Being Resilient, Courage, Demonstrates Self-Awareness, Nimble Learning, Self-Development***

**Time Management and Personal Productivity**

**FEB. 15, 2023 | MAR. 16, 2023 | MAY 2, 2023 | JUL. 13, 2023 | SEP. 14, 2023 | NOV. 15, 2023 | JAN. 9, 2024**

**9:00 A.M. – 4:00 P.M.**

As a leader advancing in an organization, one of the things you quickly realize is the way you manage your time, tasks, and priorities is in direct correlation with how successfully you, along with your team, will perform. Learning how to invest your time wisely is a critical skill in the workplace, but it is a skillset often placed on the backburner when it comes to investing in professional development.  This program will provide techniques, strategies, and proven methods that can be applied promptly when you return to your organization, creating an immediate impact in time management and personal productivity.

**This program will help leaders:**

* Plan and prioritize using proven scheduling and time management techniques and methods.
* Navigate common productivity obstacles in the workplace and in work from home environments.
* Embrace accountability and metrics for sustainable productivity progress and success.

***Competencies Addressed: Manages Ambiguity, Optimizes Work Processes, Plans & Aligns, Self-Development, Resourcefulness***

**Communication Skills for Front-Line Leaders**

**JAN. 12, 2023 | APR. 4, 2023 | MAY 23, 2023 | JUL. 27, 2023 | SEP. 26, 2023 | NOV. 28, 2023 | JAN. 23, 2024**

**9:00 A.M. – 4:00 P.M.**

As professionals, our communication skills are showcased daily through e-mail, meetings, and other forms of written and verbal messaging. Employees at all levels need to be able to communicate ideas effectively to customers, vendors, co-workers, and management, and the variety of communication tools available require us to be more strategic and flexible. This session will provide practice with on-trend skills for expressing yourself clearly and optimizing your professional brand as you move into supervisory and/or managerial roles.

**This program will help leaders:**

* Showcase your professional “brand” through writing, including crafting routine emails for optimal readability and goodwill.
* Motivate audience action through behavioral-style messages.
* Build your team, whether in person or remotely, through effective meetings and other forms of professional engagement.

***Competencies Addressed: Builds Networks, Communicates Effectively, Interpersonal Savvy, Optimizes Work Processes, Persuades***

**Navigating Difficult Conversations**

**JAN. 24, 2023 | APR. 18, 2023 | JUN. 6, 2023 | AUG. 10, 2023 | SEP. 27, 2023 |OCT. 17, 2023 | DEC. 12, 2023 | FEB. 6, 2024**

**9:00 A.M. – 4:00 P.M.**

Leaders often delay or avoid initiating difficult conversations especially when they anticipate an emotional reaction. However, avoiding these conversations can be costly to your organization and your career. When a conversation is approached with a positive and learning intent, relationships are strengthened, morale and trust improve, and productivity is higher.

**This program will help leaders:**

* Identify and practice a five-step process that will help you prepare, initiate, and conduct a conversation that you view as difficult.
* Recognize your use of emotional intelligence and empathy in creating a comfortable and effective conversation.
* Create and practice an opening statement that will engage others in the conversation.

***Competencies Addressed: Communicates Effectively, Interpersonal Savvy, Manages Complexity, Manages Conflict, Situational Adaptability***



**Coaching & Evaluating Performance**

**FEB. 8, 2023 | MAY 4, 2023 | JUN. 21, 2023 | AUG. 8, 2023 | SEP. 12, 2023 | NOV. 2, 2023 | JAN. 11, 2024 | FEB. 20, 2024 9:00 A.M. – 4:00 P.M.**

This program is designed to enhance a leader’s management skills and prepare you for the changing demands of today’s workforce. A manager’s ability to provide regular coaching is critical to ensuring that individuals and the team reach their peak performance. This session introduces you to concepts and skills that can be used to provide coaching to either develop the skills of staff members or to correct performance issues. You also explore the performance review process and how to conduct performance appraisals.

**This program will help leaders:**

* Describe the key elements of an effective performance evaluation process.
* Use an analysis tool to identify the root cause of the performance issue.
* Demonstrate the first step of the coaching conversation.

***Competencies Addressed: Collaborates, Communicates Effectively, Develops Talent, Directs Work, Persuades***

**Effective Decision Making**

**FEB. 21, 2023 | MAY 16, 2023 | JULY 11, 2023 | AUG. 29, 2023 | NOV. 9, 2023 | JAN. 25, 2024 | MAR. 7, 2024**

**9:00 A.M. – 4:00 P.M.**

Indecision causes a lack of innovation in organizations, a stack of incomplete projects, prolonged hiring, employee work burnout, work stress, and profitability problems. Making the wrong decisions can be even more costly – to both you and your organization. On the other hand, great decisions can produce results that will enhance both your organization and your people. Because the repercussions of poor decisions or indecision are detrimental to organizations, it is crucial leaders learn, practice, and master different decision-making styles. The ability to identify and apply the best decision-making approach in a given situation can be the difference between an opportunity seized or missed. Practicing a situational leadership style and using various decision processes helps you adjust to your team members’ needs, while also selecting the solution that will best benefit your organization and customers.

**This program will help leaders:**

* Recognize the impact of decisions – past, present and future potential.
* Determine personal tendencies and learn new styles and processes for effective decision making.
* Develop and personalize tools that aid in the decision-making process.

***Competencies Addressed: Decision Quality, Drives Engagement, Drives Results, Manages Complexity, Situational Adaptability***

**Leading Change at the First Level**

**JAN. 11, 2023 | MAR. 8, 2023 | MAY 31, 2023 | JUL. 25, 2023 | SEP. 28, 2023 | NOV. 29, 2023 | FEB. 8, 2024 |**

**MAR. 19, 2024**

**9:00 A.M. – 4:00 P.M.**

In addition to leading day-to-day operations, managers are also responsible for adapting to change and for leading others to adapt to change. This program will deepen your understanding of what the brain needs to adapt effectively to change and will increase your skills in three areas: personally adjusting to change, leading others through change, and building/increasing change adaptation competence.

**This program will help leaders:**

* Understand the human brain’s natural reactions to significant change.
* Deepen awareness of effective change leadership tactics.
* Recognize the primary keys to being consciously change resilient.

***Competencies Addressed: Being Resilient, Builds Effective Teams, Drives Engagement, Manages Complexity, Situational Adaptability***



**Leadership is Everyone's Business**

**JAN. 26, 2023 | MAR. 23, 2023 | JUN. 14, 2023 | AUG. 17, 2023 | OCT. 12, 2023 | DEC. 14, 2023 | FEB. 22, 2024 |**

**MAR. 28, 2024**

**9:00 A.M. – 4:00 P.M.**

Todays, and tomorrows, most successful organizations are creatively adapting to unceasing change and uncertainty by encouraging leadership at every level of the organization. The new competitive requirements – quality, innovation, customer responsiveness, talent retention, and flexibility – demand an organization filled with people taking the lead in improving processes, collaborating on products, and responding appropriately to ever-changing markets. Managers, while struggling to get better results with fewer people and resources, are realizing that full participation is not “good”; it is critical. In this program, you will discover how you have shown leadership in the past to meet business and personal challenges, allowing you to gain the confidence and skill to increase your use of the The Five Practices of Exemplary Leadership on the job.

**This program will help leaders:**

* Learn how to lead from any position in the organization.
* Identify your leadership strengths and areas for improvement.
* Understand and implement the Five Practices of Exemplary Leadership.

***Competencies Addressed: Collaborates, Courage, Drives Engagement, Drives Vision & Purpose, Instills Trust***

