

# JANUARY 2021

1/21 Orientation: Understanding Leadership & Team Development

2/4 Mentor Training

2/18 Going from Peer to Supervisor

2/19 360 Assessment Feedback Session

3/2 Time Management & Personal Productivity

3/23 Communication Skills for Leaders

4/8 Navigating Difficult Conversations

4/20 Coaching & Evaluating Performance

5/11 Effective Decision Making

5/27 Leading Change at the First Level

6/16 Leadership is Everyone’s Business

# MAY 2021

5/20 Orientation: Understanding Leadership & Team Development

6/3 Mentor Training

6/24 Going from Peer to Supervisor

6/30 360 Assessment Feedback Session

7/13 Time Management & Personal Productivity

7/27 Communication Skills for Leaders

8/10 Navigating Difficult Conversations

8/25 Coaching & Evaluating Performance

9/9 Effective Decision Making

9/29 Leading Change at the First Level

10/12 Leadership is Everyone’s Business

# OCTOBER 2021

10/5 Orientation: Understanding Leadership & Team Development

10/20 Mentor Training

11/9 Going from Peer to Supervisor

11/16 360 Assessment Feedback Session

12/2 Time Management & Personal Productivity

1/12/22 Communication Skills for Leaders

1/26/22 Navigating Difficult Conversations

2/10/22 Coaching & Evaluating Performance

2/24/22 Effective Decision Making

3/10/22 Leading Change at the First Level

3/23/22 Leadership is Everyone's Business

# MARCH 2021

3/16 Orientation: Understanding Leadership & Team Development

4/1 Mentor Training

4/21 Going from Peer to Supervisor

4/27 360 Assessment Feedback Session

5/18 Time Management & Personal Productivity

6/2 Communication Skills for Leaders

6/23 Navigating Difficult Conversations

7/8 Coaching & Evaluating Performance

7/20 Effective Decision Making

8/3 Leading Change at the First Level

8/19 Leadership is Everyone’s Business

# AUGUST 2021

8/5 Orientation: Understanding Leadership & Team Development

8/17 Mentor Training

9/8 Going from Peer to Supervisor

9/15 360 Assessment Feedback Session

9/28 Time Management & Personal Productivity

10/13 Communication Skills for Leaders

10/28 Navigating Difficult Conversations

11/10 Coaching & Evaluating Performance

12/7 Effective Decision Making

1/11/22 Leading Change at the First Level

1/27/22 Leadership is Everyone's Business

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

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

### Manages Complexity

* Effective Decision Making

### Decision Quality

* Effective Decision Making

## Factor II: Results

### Resourcefulness

* Going From Peer to Supervisor

### Directs Work

* Coaching & Evaluating Performance
* Going From Peer to Supervisor

### Plans & Aligns

* Effective Decision Making
* Time Management & Personal Productivity

### Optimizes Work Processes

* Time Management & Personal Productivity

### Drives Results

* 360 Assessment Feedback Session
* Effective Decision Making

## Factor III: People

### Collaborates

* 360 Assessment Feedback Session
* Coaching & Evaluating Performance
* Effective Decision Making
* Leadership is Everyone’s Business

### Manages Conflict

* Navigating Difficult Conversations

### Interpersonal Savvy

* Communication Skills for Leaders
* Mentor Training

### Develops Talent

* Coaching & Evaluating Performance

### Builds Effective Teams

* Orientation: Understanding Leadership & Team Development

### Communicates Effectively

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

### Builds Networks

* Mentor Training

### Drives Engagement

* Leadership is Everyone’s Business
* Mentor Training
* Orientation: Understanding Leadership & Team Development

### Persuades

* Communication Skills for Leaders

### Drives Vision & Purpose

* Leadership is Everyone’s Business

## Factor IV: Self

### Courage

* Leadership is Everyone’s Business
* Leading Change at the First Level

### Instills Trust

* Leadership is Everyone’s Business

### Demonstrates Self-Awareness

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

### Self-Development

* 360 Assessment Feedback Session
* Going From Peer to Supervisor
* Mentor Training
* Navigating Difficult Conversations
* Orientation: Understanding Leadership & Team Development
* Time Management & Personal Productivity

### Manages Ambiguity

* Leading Change at the First level
* Time Management & Personal Productivity

### Nimble Learning

* 360 Assessment Feedback Session
* Leading Change at the First Level

### Being Resilient

* Leading Change at the First Level

### Situational Adaptability

* Leading Change at the First Level
* Navigating Difficult Conversations

## Orientation: Understanding Leadership & Team Development

### JAN. 21, 2021 | MARCH 16, 2021 | MAY 20, 2021 | AUG. 5, 2021 | OCT. 5, 2021 8:30 A.M.–4:30 P.M.

In this high-energy and educational program, you will be taking part in a DiSC self-assessment, group discussions and activities that will help you in identifying the foundation of your leadership DNA. Leading and managing a team takes more knowledge and skill today than it ever has in the past. Therefore, your ability to lead your team will, in turn, lead your organization into the future! You will also identify the stages of team development and assess where your team is currently operating — as well as learn how to accelerate your team’s performance in the future.

### This program will help leaders:

* Identify the strengths, opportunities and impacts of different leadership behaviors.
* Develop a plan to work with others whose styles are different from your own.
* Understand the four stages of team development and tactics to accelerate teams into performing at a higher level than they would as individual contributors.

***Competencies Addressed: Builds Effective Teams, Communicates Effectively, Demonstrates Self-Awareness, Drives Engagement, Self-Development***

**Mentor Training**

**FEB. 4, 2021 | APRIL 1, 2021 | JUNE 3, 2021 |** **AUG. 17, 2021 | OCT. 20, 2021 8:30 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:

* Recognize the difference between formal and informal mentoring.
* Assess the preferred mentoring styles and the styles of their partner.
* Understand and practice four different styles of mentoring and there uses.

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

**Going From Peer to Supervisor**

**FEB. 18, 2021 | APRIL 21, 2021 | JUNE 24, 2021 | SEP. 8, 2021 | NOV. 9, 2021 8:30 A.M.–4:30 P.M.**

This high-energy, interactive program guides you through the transformation from individual contributor to leader. Through small group exercises, group discussions and role playing, 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: Directs Work, Resourcefulness, Self-Development***



**360 Assessment Feedback Session**

**FEB. 19, 2021 | APRIL 27, 2021 | JUNE 30, 2021 | SEP. 15, 2021 | NOV. 16, 2021 8:30 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. Participants of this session will receive feedback that has been provided by their manager, peers, direct reports and others. The feedback is based on the quality of behaviors as perceived by the raters. In this session, a certified coach will walk participants through their feedback that will lay the foundation for creation of a 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: Demonstrates Self Awareness, Self-Development, Nimble Learning, Drives Results, Collaborates***

**Time Management & Personal Productivity**

**MARCH 2, 2021 | MAY 18, 2021 | JULY 13, 2021 | SEP. 28, 2021 | DEC. 2, 2021 8:30 A.M.–4:30 P.M.**

As a leader advancing in an organization, one of the things you quickly realize is the way you manage your time 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 one which we do not spend a great deal of time trying to learn or master. This program will answer those questions and give you tactics that can be applied when you return to your organization. You will be exposed to some valuable tools that help create an immediate impact in time management and personal productivity.

### This program will help leaders:

* Plan and prioritize using proven scheduling techniques.
* Navigate common productivity obstacles.
* Adopt daily actions to be at your best.

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

**Communication Skills for Leaders**

**MARCH 23, 2021 | JUNE 2, 2021 | JULY 27, 2021 | OCT. 13, 2021 | JAN. 12, 2022 8:30 A.M.–4:30 P.M.**

In today’s workplace, we are communicating more rapidly, more often, and with greater numbers of people than ever before. Our writing and thinking skills are showcased daily through e-mail and other forms of messaging, including both in-person and virtual meetings and presentations. Employees at all levels need to be able to communicate ideas effectively to customers, vendors, co-workers, and management. This session will provide hands-on practice with key foundational skills for expressing yourself clearly and optimizing your professional creditability as you move into supervisory and/or managerial roles.

### This program will help leaders:

* Craft routine emails for optimal readability and goodwill.
* Motivate reader and listener action through behavioral style message.
* Increase effectiveness in meetings, presentations, and other forms of professional engagement.

***Competencies Addressed: Communicates Effectively, Interpersonal Savvy, Persuades***

**Navigating Difficult Conversations**

**APRIL 8, 2021 | JUNE 23, 2021 | AUG. 10, 2021 | OCT. 28, 2021 | JAN. 26, 2022 8:30 A.M.–4:30 P.M.**

Many leaders avoid initiating difficult conversations with a peer, boss, or a direct report. However, those conversations are inevitable and when avoided, prove to be costly to the organization. Reframing the conversation in your mind from a difficult to a learning conversation can help you more confidently prepare and conduct conversations which resolve issues and preserve relationships.

### This program will help leaders:

* Use a tool that assists you in preparing for a conversation you view as difficult.
* Develop an opening statement that will engage others in the conversation.
* Practice a five-step process that will help you remain composed and achieve your objective for the conversation.

***Competencies Addressed: Communicates Effectively, Manages Conflict, Self-Development, Situational Adaptability***





**Coaching & Evaluating Performance**

**APRIL 20, 2021 | JULY 8, 2021 | AUG. 25, 2021 | NOV. 10, 2021 | FEB. 10, 2022 8:30 A.M.–4:30 P.M.**

This program is designed to enhance a leader’s management skills and prepare him or her 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 how your personality style influences your coaching style.
* Use an analysis tool to identify the root cause of the performance issue.
* Demonstrate the first step to the coaching conversation.

***Competencies Addressed: Collaborates, Communicates Effectively, Develops Talent, Directs Wor******k***

**Effective Decision Making**

**MAY 11, 2021 | JULY 20, 2021 | SEP. 9, 2021 | DEC. 7, 2021 | FEB. 24, 2022 8:30 A.M.–4:30 P.M.**

When was the last time your team or you sat down and evaluated the lessons learned from either a great decision or a bad decision? Managers, employees and teams are constantly making and implementing decisions, but few examine the process and assess the quality of their decisions. In today’s business environment, the impact of a poorly made decision is costly. On the other hand, a great decision produces results that move an organization forward. This program gives you the process and tools for making effective decisions. This program utilizes group exercises, movie clips, real-world examples and a team case study to help you analyze and improve your decision-making skills.

### This program will help leaders:

* Learn four styles of decision making and when to apply them.
* Learn to recognize common decision-making traps and how to avoid them.
* Learn how to apply a proven six-step decision making model.

***Competencies Addressed: Collaborates, Decision Quality, Drives Results, Manages Complexity, Plans & Aligns***

**Leading Change at the First Level**

**MAY 27, 2021 | AUG. 3, 2021 | SEP. 29, 2021 | JAN. 11, 2022 | MARCH 10, 2022 8:30 A.M.–4:30 P.M.**

The work of a manager includes a blend of leading day-to-day operations, adapting to change and leading others to successfully adapt to change. Change creates uncertainty and often resistance for all involved. In this program, you’ll gain an understanding of the human change process and the challenges it entails. You will learn what you can do to facilitate in a way that engages employees and reduces resistance. You’ll learn how to anticipate reactions and avoid common mistakes.

### This program will help leaders:

* Understand best practices for leading your team through change.
* Understand common reactions to change.
* Develop approaches and tactics that optimize change adaption.

***Competencies Addressed: Being Resilient, Courage, Manages Ambiguity, Nimble Learning, Situational Adaptability***

**Leadership Is Everyone’s Business**

**JUNE 16, 2021 | AUG. 19, 2021 | OCT. 12, 2021 | JAN. 27, 2022 | MARCH 23, 2022 8:30 A.M.–4:30 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 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 Five Practices of Exemplary Leadership on the job.

### This program will help leaders:

* Recognize how leadership is key to their ability to succeed in challenging situations.
* Identify their 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***