CALENDAR 2020

JANUARY 2020

1/15 Orientation: Understanding Team & Leadership Development
1/30 Mentor Training
2/6 Going from Peer to Supervisor
2/18 Time Management & Personal Productivity
3/11 Communication Skills for Leaders
4/7 Navigating Difficult Conversations
4/28 Coaching & Evaluating Performance
5/13 Effective Decision Making
6/2 Leading Change at the First Level
6/16 Leadership is Everyone's Business

MAY 2020

5/19 Orientation & Mentor Training
6/9 Understanding Team & Leadership Development
6/25 Going from Peer to Supervisor
7/15 Time Management & Personal Productivity
7/28 Communication Skills for Leaders
8/12 Navigating Difficult Conversations
8/27 Coaching & Evaluating Performance
9/10 Effective Decision Making
9/22 Leading Change at the First Level
10/14 Leadership is Everyone's Business

MARCH 2020

3/18 Orientation: Understanding Team & Leadership Development
4/2 Mentor Training
4/21 Going from Peer to Supervisor
5/12 Time Management & Personal Productivity
5/28 Coaching & Evaluating Performance
6/11 Navigating Difficult Conversations
6/24 Communication Skills for Leaders
7/14 Effective Decision Making
7/30 Leading Change at the First Level
8/19 Leadership is Everyone's Business

AUGUST 2020

8/5 Orientation: Understanding Team & Leadership Development
8/18 Mentor Training
9/8 Going from Peer to Supervisor
9/30 Time Management & Personal Productivity
10/13 Communication Skills for Leaders
10/29 Navigating Difficult Conversations
11/18 Coaching & Evaluating Performance
12/8 Effective Decision Making
1/14/21 Leading Change at the First Level
1/28/21 Leadership is Everyone's Business

OCTOBER 2020

10/7 Orientation: Understanding Team & Leadership Development
10/22 Mentor Training
11/12 Going from Peer to Supervisor
12/1 Time Management & Personal Productivity
1/13/21 Communication Skills for Leaders
1/26/21 Navigating Difficult Conversations
2/10/21 Effective Decision Making
2/25/21 Coaching & Evaluating Performance
3/10/21 Leading Change at the First Level
3/25/21 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**
- Effective Decision Making

**FACTOR III: PEOPLE**

**Collaborates**
- 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**
- Mentor Training
- Orientation: Understanding Leadership & Team Development

**Self-Development**
- 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**
- 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
CLASS DESCRIPTIONS

ORIENTATION: UNDERSTANDING LEADERSHIP & TEAM DEVELOPMENT

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
JAN. 30, 2020 | APRIL 4, 2020 | MAY 19, 2020 | AUG. 18, 2020 | OCT. 22, 2020  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 their preferred mentoring styles and the styles of their partner.
• Understand and practice four different styles of mentoring and their uses.

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

GOING FROM PEER TO SUPERVISOR
FEB. 6, 2020 | APRIL 21, 2020 | JUNE 25, 2020 | SEP. 8, 2020 | NOV. 12, 2020  8:30 A.M.–4:30 P.M.

This high-energy, interactive workshop 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
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.
• Engage others productively.

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

In today’s workplace, we are communicating more rapidly, more often and with greater numbers of people than ever before. The prominence of email and other technology means our writing and thinking skills are showcased on a daily basis. Employees at all levels need to be able to communicate ideas effectively to customers, vendors, co-workers and management. Our overall work performance may even be assessed by how effectively and professionally we communicate with both internal and external audiences. Expressing yourself clearly and maintaining positive relationships with others are critical to your career and organizational success.

This program will help leaders:
• Gain tips to establish goodwill and motivate audience action.
• Learn how to organize content of written messages and presentations strategically for optimal audience engagement.
• Increase your presentation confidence through audience analysis and strategic preparation.

Competencies Addressed: Communicates Effectively, Interpersonal Savvy, Persuades

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

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 Work
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 one-day seminar gives you the process and tools for making effective decisions. This seminar 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

The work of a manager requires leading day-to-day operations, personally adapting to continual change and leading others through change. In this program, you will explore how your team and you adjust to major organizational change and discover approaches you can use while managing your own and others change adaptation.

This program will help leaders:
• Understand what humans need to effectively deal with work-related change
• Develop approaches and tactics with which to optimize change adaptation
• Become familiar with a highly endorsed Change Management model

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

LEADERSHIP IS EVERYONE’S BUSINESS

Today’s—and tomorrow’s—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