

# **SUPERVISORY LEADERSHIP CERTIFICATE**

**2019**



University of Dayton  
**Center for  
Leadership**



**For more information  
[leadership.udayton.edu](http://leadership.udayton.edu) or 937-229-3115.**



University of Dayton  
**Center for  
Leadership**



*ANSWER THE CALL*  
**TO LEAD.**



At the UD Center for Leadership, we're more than just an educational resource for Dayton-area businesses. We form real, working partnerships between leading organizations and the nation's top thinkers in leadership development. We create leadership development programs and services designed to improve the success of our partners' organizations, their employees and our world's future.

As a shared corporate university, we bring organizations together to create something unique and highly successful—something none of us could create on our own. Our efforts to come together and educate each other yield productive, new experiences that improve these organizations at the front line.



# A STRONG FRONT LINE SECURES THE BOTTOM LINE.

*Strong leadership shouldn't be confined to the top. The ability to engage, manage and inspire is just as critical to organizations as it is to furthering your career as a front-line supervisor or manager.*

If you are a new or experienced first-level supervisor, the Supervisory Leadership Certificate program is an ideal way to gain the training and mentoring you need to develop your skills as a leader. This comprehensive six-month program combines 10 days of interactive leadership training, mentoring and assessments to accelerate your success in your supervisory leadership position.



During this program, you'll receive the benefit of formal coaching and mentoring. Throughout the program, your coaches and mentors will provide you with personal guidance and engagement and serve as invaluable resources in your professional development. They will monitor your progress. Push you when you need to be pushed. And support you every step of the way.

You will leave with the knowledge, tools and confidence to be the type of bold leader ready to adapt to today's challenges.



"This program has provided extensive resources to me as I have worked to develop a stronger team in my office. I appreciate the opportunity to spend 6 months with peers from diverse industries reflecting on how we can best lead our organizations."

## THE BENEFITS

- Develop critical supervisory skills including transitioning from peer to supervisor, navigating difficult conversations, coaching and evaluating performance, communications, time management and more.
- A strong professional network across industries with other rising leaders—relationships you can leverage for a lifetime.
- A comprehensive 360-degree assessment of your leadership strengths/opportunities and feedback, as well as mentoring and coaching to support your growth and development as a leader.
- The opportunity to attend two Professional Development Programs at no additional cost in the 12 months following your graduation from the program.

## JANUARY 2019

1/16	Orientation: Understanding Leadership & Team Development
1/29	Mentor Training
2/7	Going from Peer to Supervisor
2/19	Time Management & Personal Productivity
3/20	Communication Skills for Leaders
4/11	Navigating Difficult Conversations
4/30	Coaching & Evaluating Performance
5/16	Effective Decision Making
6/6	Leading Change at the First Level
6/19	Leadership is Everyone's Business

## JULY 2019

7/24	Orientation: Understanding Leadership & Team Development
8/8	Mentor Training
8/21	Going from Peer to Supervisor
9/5	Time Management & Personal Productivity
9/24	Communication Skills for Leaders
10/3	Navigating Difficult Conversations
10/22	Coaching & Evaluating Performance
11/7	Effective Decision Making
11/21	Leading Change at the First Level
12/4	Leadership is Everyone's Business

## APRIL 2019

4/9	Orientation: Understanding Leadership & Team Development
4/10	Mentor Training
5/22	Going from Peer to Supervisor
5/23	Time Management & Personal Productivity
6/26	Communication Skills for Leaders
6/27	Navigating Difficult Conversations
8/7	Coaching & Evaluating Performance
8/8	Effective Decision Making
9/18	Leading Change at the First Level
9/19	Leadership is Everyone's Business

## SEPTEMBER 2019

9/26	Orientation: Understanding Leadership & Team Development
10/2	Mentor Training
10/15	Going from Peer to Supervisor
11/5	Time Management & Personal Productivity
11/20	Communication Skills for Leaders
12/10	Navigating Difficult Conversations
1/23	Coaching & Evaluating Performance
2/6	Effective Decision Making
2/20	Leading Change at the First Level
3/5	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 table below and find the programs that will address that skill. Program dates and descriptions are listed in detail throughout this book.

## 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

## FACTOR III: PEOPLE CONT.

**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

## ORIENTATION: UNDERSTANDING LEADERSHIP & TEAM DEVELOPMENT

JAN. 16, 2019 | APRIL 9, 2019 | JULY 24, 2019 | SEPT. 26, 2019  
8:30 A.M.–4:30 P.M.

Leading yourself and others starts with you. In this high-energy and interactive program, you will be taking part in a DiSC self-assessment, group discussions, and activities that will help you in identifying your strengths and opportunities. Having a strong sense of self is not only beneficial for you, but also for others in your circle of influence. 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. 29, 2019 | APRIL 10, 2019 | AUG. 8, 2019 | OCT. 2, 2019  
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. 7, 2019 | MAY 22, 2019 | AUG. 21, 2019 | OCT. 15, 2019  
8:30 A.M.–4:30 P.M.

This high-energy, interactive workshop guides participants through the transformation from individual contributor to leader. Through small group exercises, group discussions and role playing, participants will 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.

*Competencies Addressed: Directs Work, Resourcefulness, Self-Development*

### 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.

## TIME MANAGEMENT & PERSONAL PRODUCTIVITY

FEB. 19, 2019 | MAY 23, 2019 | SEPT. 9, 2019 | NOV. 5, 2019  
8:30 A.M.–4:30 P.M.

As leaders advance in the organization, one of the things they quickly realize is the way they manage their time is in direct correlation with how successfully they, along with their 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. Participants will be exposed to some valuable tools that will 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*

## COMMUNICATION SKILLS FOR LEADERS

MARCH 20, 2019 | JUNE 26, 2019 | SEPT. 24, 2019  
NOV. 20, 2019  
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. 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 career and organizational success. The goal of this session is to improve overall communication skills.

### **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*

## NAVIGATING DIFFICULT CONVERSATIONS

APRIL 11, 2019 | JUNE 27, 2019 | OCT. 3, 2019 | DEC. 10, 2019  
8:30 A.M.–4:30 P.M.

The cost of unresolved conflict is enormous. Productivity loss, employee turnover, an erosion of trust, lost time due to physical symptoms and communication breakdowns are just a few of the many consequences of managing conflict and communication challenges poorly. This interactive program helps participants build strong communication and conflict resolution skills.

### **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 30, 2019 | AUG. 7, 2019 | OCT. 22, 2019 | JAN. 23, 2020  
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 will introduce participants to concepts and skills that can be used to provide coaching to either develop the skills of staff members or to correct performance issues. Participants will 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 three steps to the coaching conversation.

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

## EFFECTIVE DECISION MAKING

MAY 16, 2019 | AUG. 8, 2019 | NOV. 7, 2019 | FEB. 6, 2020  
8:30 A.M.–4:30 P.M.

When was the last time you or your team 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 can be costly. On the other hand, a great decision can produce results that will move an organization forward. This one-day seminar gives participants 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 participants analyze and improve their 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

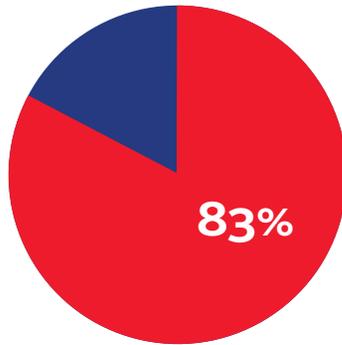
JUNE 6, 2019 | SEPT. 18, 2019 | NOV. 21, 2019 | FEB. 20, 2020  
8:30 A.M.–4:30 P.M.

Leading a major change initiative is not the same as managing day-to-day operations. In addition to maintaining productivity, leaders must work through their own change process while also helping direct reports navigate the change. In this program, participants will learn to apply a model for planning and managing their own and others' transitions through change. They will also be equipped to handle a range of emotional responses that typically accompany complex change initiatives. In addition, participants will walk away with practical tools for ensuring that a change initiative stays on track.

### This program will help leaders:

- Differentiate between change and transition.
- Employ Bridges Transition Model and the Change Curve to anticipate personal responses to change.
- Apply the 4-Step Change process and Gilbert's Behavioral Engineering Model to proactively manage change and transition.

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



**83% of organizations** agree that leaders should be developed at all levels, but only 5% have leadership development at all levels.<sup>1</sup>

<sup>1</sup> <https://www.infoprolearning.com/blog/13-shocking-leadership-development-statistics-infopro-learning>

## LEADERSHIP IS EVERYONE'S BUSINESS

JUNE 19, 2019 | SEPT. 19, 2019 | DEC. 4, 2019 | MARCH 5, 2020  
8:30 A.M.–4:30 P.M.

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 participants discover how

they have shown leadership in the past to meet business and personal challenges, allowing them to gain the confidence and skill to increase their 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*

### PROGRAM COSTS:

COMPLETE  
CERTIFICATE:  
\$4,300

PARTNERS:  
\$4,000

### UNIVERSITY OF DAYTON

300 College Park  
Dayton, Ohio 45469-7025  
leadership@udayton.edu  
937-229-3115

[leadership.udayton.edu](http://leadership.udayton.edu)