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Leadership Development

Section one of this catalog presents a listing of OU’s Learning & Organizational Development Department’s leadership development curriculum. Course summaries, descriptions of the offerings’ learning objectives, and a “Who Should Attend” section help readers determine which courses will best achieve their developmental objectives.

Attendees may enroll in courses on the Norman, Tulsa, and HSC campuses on dates most convenient for their schedules. However, class size is limited and some classes fill up quickly. Please check the training calendar on OU’s Human Resources website for available dates and locations and to enroll. Contact Cindy Cottrell at cottrell@ou.edu with any questions.
Foundations for Effective Leadership℠

This three-day course provides a comprehensive introduction to ten essential leadership skills. Participants will gain an understanding of how their unique personality affects the way they see the world and how they lead others. Foundations for Effective Leadership℠ (FEL) makes use of assessments, experiential learning, classroom discussion, case studies, exercises, and limited lecture to achieve learning objectives. FEL builds a solid base of leadership knowledge and skills in a relatively short period of time.

Learning Objectives

- Gain self-awareness about your leadership strengths
- Develop a personal mission statement as a guide for development
- Learn a process for lifelong leadership learning
- Enhance your listening skills
- Learn to coach others to improved performance
- Learn and practice a goal-setting process for increased accountability and performance
- Learn and practice a practical way of providing daily feedback to those you lead
- Learn the keys for building a high-performance team
- Recognize the value of trust as the glue that holds together every relationship
- Build a developmental action plan to enhance your leadership performance

Who Should Attend

Front-line supervisors who would like to improve their ability to manage and lead others, build more effective teams, and improve the performance of their direct reports.
Program for Effective LeadershipSM

The Program for Effective LeadershipSM provides mid-level leaders with an opportunity to build the skills necessary to lead those who lead others. The importance of vision casting, values creation, and accountability become much more important in mid-level positions. Over a three-day period participants will be challenged to look inward to discover more about themselves and then outward as they persuade and influence others. The Program for Effective LeadershipSM (PEL) makes use of assessments, experiential learning, classroom discussion, case studies and exercises, and limited lecture to achieve learning objectives.

Learning Objectives

- Gain self-awareness about your leadership strengths through several assessments
- Develop a personal mission statement and connect this mission to your vision for your team
- Learn to build your personal “board of directors” and personal network
- Learn to coach others to improve performance
- Improve your communication skills
- Enhance your presentation skills
- Learn the keys for building a high-performance team
- Build accountability to get results
- Recognize the value of trust as the glue that holds together every relationship
- Build a developmental action plan to enhance your leadership performance

Who Should Attend

Mid-level leaders (those who lead others who lead) who would like to enhance their ability to persuade and influence others and improve the performance of their teams.
Leadership Academies

Leadership Academies provide leaders with an immersive learning experience targeted at their specific leadership development needs. These academies will be offered on a limited basis and space is limited. Please visit the training calendar to view dates for 2014, or contact Learning & Organizational Development for more information. Detailed brochures describing the specific agenda, learning objectives, and setting of the academies will soon be available on the Learning & Development tab of the Human Resources website.

The Authentic Leader Within

Please contact Learning & Organizational Development for more information regarding the fall session, as the spring session is already full.

Every leader possesses a unique set of gifts and talents as well as an individual leadership purpose. This three-day workshop draws on the work of Bill George, author of True North, to help leaders discover this purpose. The workshop is engaging, challenging and different than the typical competency-based approach to leading.

Who Should Attend

Leaders who have unit responsibility or who lead other leaders.

Leadership for Academic Chairs

Pilot of this workshop planned in late 2014, contact Learning & Organizational Development for more information.

This three-day workshop provides skill building for the chair both as a unit leader and as an academic leader in service of the university’s mission. Assessments, exercises, discussion, and limited lectures are woven together to create an engaging learning experience and build practical skills.

Who Should Attend

Academic department chairs.

Leadership at the Top

Pilot of this workshop targeted in 2015.

This three-day workshop is designed specifically for executive leaders. This offsite learning experience makes use of assessments, experiential exercises, lecture, participant discussion, and action planning. The workshop’s objectives include enhancing the senior leader’s self-awareness, increasing his or her focus on leadership, and improving the performance of the participants and the organizations they lead.
Who Should Attend

Executive leaders within the University will benefit from this workshop.
Leadership Essentials

Open to anyone with leadership responsibilities, these courses provide OU’s leaders with opportunities to develop specific skills in a short period of time. The Leadership Essentials courses cover six broad areas of leadership competencies: leadership skills, personal effectiveness, communication skills, setting direction and monitoring performance, thinking skills, and teaming skills. Most courses can be completed in two to four hours in Norman, Tulsa, or HSC.

Leadership Skills
- How to Lead: Casting Vision and Persuading and Influencing Others
- Transitions: Frontline Leader to Mid-level Leader
- Feedback, the Breakfast of Champions

Personal Effectiveness
- Personality and Leadership
- Seeing Yourself as Others See You
- Using Your Strengths to Create Greatness

Communication Skills
- Leadership Listening
- Effectively Communicating Change
- Managing Conflict and Holding Difficult Conversations

Teaming Skills
- Creating Commitment Through High Involvement Meetings
- Creating High Performance Teams
- Executing with Excellence

Setting Direction, Monitoring Performance
- Goals, the Foundation of Performance
- Coaching for Performance I
- Coaching for Performance II

Thinking Skills
- Situation Analysis
- Decision Making
- Problem Solving
- Planning
Leadership Skills

While leading others is a great privilege, it is also a significant responsibility that is accompanied by both personal and business challenges. The following Leadership Essentials courses under the Leadership Skills heading will help leaders at various levels identify opportunities to grow personally as they improve their leadership performance.

How to Lead: Casting Vision and Persuading and Influencing Others

At its core, leadership is about creating a vision and then persuading others to set aside their own personal interest for a time to pursue that vision. Everyone has the ability to conceive of a future different than the current reality. This workshop provides practical ideas and tools to craft a vision and to persuade others to follow that vision.

Learning Objectives

• Be able to distinguish between creation and discovery of vision
• Create a vision for your area of responsibility
• Understand the connections among vision, mission, and objectives

Who Should Attend

Leaders who would like to enhance their ability to not only manage but to also achieve performance through leadership processes.

Transitions: Frontline Leader to Mid-level Leader

Every level of leadership requires a unique set of competencies for success. The most critical time for learning these competencies is early in the transition from one level to the next. This workshop focuses on the key transition from frontline supervisor to mid-level leader.

Learning Objectives

• Understand the six agendas that require attention during this transition
• Create a specific plan of action about how to succeed in all six of the key areas required for success
Who Should Attend

Individuals who will soon, or who have recently transitioned from frontline supervisor to a mid-level leader.

Feedback, the Breakfast of Champions

Creating a teaming environment that supports all members in providing feedback to each other represents one of the most powerful team-building tools available. Unfortunately, many leaders undervalue and overlook the power of feedback. This workshop outlines strategies and builds practical skills to help leaders make every interaction a positive coaching experience. These skills serve a way to increase workers’ satisfaction and commitment to goal achievement.

Learning Objectives

• Understand the elements of effective feedback
• Change everyday interactions into feedback moments
• Learn to how to ask “furthering questions”
• Use self-disclosure and authenticity to build the team’s trust

Who Should Attend

Leaders at all levels can benefit from the content of this course. This workshop is also useful for intact teams.
Personal Effectiveness

Leaders who develop their personal effectiveness build a solid foundation for the rest of the competencies required for successful leadership. The courses in this section support leaders as they enhance this vital area of leadership development.

Personality and Leadership

Understanding your personality, as well as the personalities of those with whom you interact, is key to success in managing and leading others. Prior to attending Personality and Leadership, participants will complete an online personality assessment. During the program, each participant receives his or her unique report, feedback and interpretive assistance, and learns how individual differences in personality affect individuals and teams.

Learning Objectives

• Understand how leadership affects team success
• Recognize the connection between personality and leadership
• Be able to interpret your personality assessment report
• Identify 1 to 3 developmental opportunities for positive behavioral change
• Identify ideas for improving performance

Who Should Attend

Leaders at all levels can benefit from the content of this course.

Seeing Yourself as Others See You – 360 Feedback

All leadership development begins with self-awareness. Understanding how others view your leadership performance provides a powerful opportunity to enhance your self-awareness. You can use this insight to manage your behavior and the perceptions of others and ultimately significantly improve your leadership performance.

Several weeks prior to the training, participants will receive assessments to be completed by their peers, subordinates, boss, and others who provide feedback regarding managerial and leadership behaviors. During the training, participants receive a detailed written report along with interpretation support to assist in identifying managerial strengths and developmental opportunities. Participants will identify at least one behavior to improve and identify practical actions to enhance their leadership performance.
Learning Objectives

• Gain self-awareness about your leadership strengths
• Understand the power and importance of managing others’ perceptions
• Learn the six phases of the Performance Enhancement Cycle
• Be able to evaluate norms, percentile highlights, and profile graphs
• Be able to interpret your feedback from the 360-degree assessment
• Identify behaviors to target as you prepare a written plan for your personal developmental effort

Who Should Attend

The course is offered in two different formats: one for Front-line leaders (FLL) and one for Mid-level leaders (MLL). Please see the training calendar on OU’s Human Resources website to find the appropriate course for your needs.

Using Your Strengths to Create Greatness

In the world of management, conventional wisdom suggests that the best way to become a better leader is to identify areas of managerial and leadership weaknesses and to improve in those areas. However, recent research has shown that this is only partially correct. While improving areas of weakness can yield significant benefit, leaders must also discover their areas of strength and learn to operate out of those areas. In addition to becoming more effective leaders, those who draw upon their strengths when leading will find that they are highly energized and motivated. By studying their past achievements, leaders can discover a pattern of energizing strengths that they can use in the future.

Learning Objectives

• Understand the value of discovering your energizing strengths
• Identify the past achievements that you most highly value
• Understand the skills required to accomplish these achievements
• Generate a list of your talents and energizing skills
• Understand how your talents and energizing skills represent strengths that you can draw upon to maximize your effectiveness and enjoyment with work

Who Should Attend

Leaders at all levels can benefit from the content of this course.
Emotional Intelligence and Leadership

Learning the skills necessary to identify, assess, and control emotions of oneself, of others, and of groups is vital to leadership success. Perceiving emotions and using emotions as a key communication tool forms the foundation of this workshop.

Learning Objectives

- Assess both your emotional abilities and emotional traits
- Gain added self-awareness regarding your ability to know your own emotions and recognize those of others
- Learn to enhance your emotional intelligence skills
- Be better able to manage your emotions even in difficult situations
- Increase your emotional competence as a way of enhancing your leadership skills

Who Should Attend

Leaders at all levels can benefit from the content of this course.
Communication Skills

Undoubtedly, when it comes to responses about how to improve teams and organizations, no topic is mentioned more often than “communication.” Fortunately, communication skills are relatively easy to learn; unfortunately, they are much more difficult to practice. The courses in this section will not only provide practical ways to improve communication skills, but will also demonstrate how vitally important these skills are for achieving true leadership excellence.

Leadership Listening

Effective listening is an often overlooked management skill, but with practice, improved listening skills can have a great impact on leadership success. Through assessment and skill practice, participants will learn about their current listening performance and will receive 10 tips regarding how to immediately improve listening skills.

Learning Objectives:

• Increase your awareness of the importance of listening skills
• Understand the SIER Listening Process
• Assess your current listening performance
• Learn 10 tips to immediately improve your listening

Who Should Attend

Leaders at any level wishing to improve their ability to build relationships, increase team members’ commitment, and enhance trust will benefit from this workshop.

Effectively Communicating Change

Never before has so much change occurred at such a rapid pace. Effectively managing change is no longer a strategy to thrive, but rather a requirement for survival.

Learning Objectives

• Recognize the four primary sources of change
• Understand and recognize the three ways people respond to change
• Learn a six-step approach to effectively communicating about change
• Learn the six additional leadership activities that drive effective change
• Understand the five phases of change
• Be better able to evaluate where your team is in regards to the phases of change
**Who Should Attend**
Leaders who are in the process of leading important changes to processes, procedures, and/or culture.

**Managing Conflict and Holding Difficult Conversations**

The statement, “we need to talk” is equally dreaded by employees and supervisors, but avoiding the tough issues can be much worse. Addressing workplace conflict and other sensitive topics that arise is a necessary part of management success, and this workshop provides participants with the tools to prepare for and carry out these discussions.

**Learning Objectives**

- Understand the impact of conflict in the workplace
- Discover your go-to conflict management strategy
- Learn effective ways to manage conflict
- Recognize when it is time to address a difficult issue
- Know the steps of a successful conversation
- Identify the resources available on campus to assist and when to get others involved
- Develop your skills by role playing difficult conversations

**Who Should Attend**
Leaders at any level who want to improve their ability to address difficult topics and manage employee conflict can benefit from this course.
Setting Direction, Monitoring Performance

As the old saying goes, “aim at nothing and you’re bound to hit it.” Virtually all people perform significantly better when they have a clear picture of what is expected of them. Additionally, every time a leader interacts with one of his or her direct reports, an opportunity exists to let people know if they are on track. The courses in this section provide practical tools and processes to help make performance-improving interactions a part of a leader’s day-to-day activities.

Goals, the Foundation of Performance

When used correctly, goals provide focus and a ‘finish line’ to know when you have arrived. Participants will consider the value of turning their aspirations into specific, measurable and realistic written goals. This module presents a practical straightforward approach to writing goals.

Learning Objectives

• Recognize the three arenas of life that can be positively affected through goal setting: personal, professional, and leadership/team
• Understand the link between dreaming about a different tomorrow and creating written goals
• Know how to write a SMART goal statement: specific, measurable, actionable, realistic, and timely
• Know how to account for other important factors necessary to write a “good” goal: stakeholders, costs, associated values, barriers and challenges, and priority

Who Should Attend

Leaders at any level can benefit from the goal setting principles learned in this workshop.

Coaching for Performance I

Coaching represents one of the core skills needed to develop people, lead teams, and achieve goals. This course will provide a foundation for coaching and leading others in a positive way.

Learning Objectives

• Understand the primary reasons people fail as coaches and learn how to avoid these pitfalls
• Learn 15 key questions to use to analyze any coaching situation
• Learn a practical process for managing a coaching discussion
Who Should Attend

Frontline leaders who have not had any formal coaching training.

Coaching for Performance II

Coaching often focuses on the “what” of performance rather than the “how.” In Coaching for Performance II, participants learn how to balance both the personal and task sides of the performance equation using a practical six-step process for coaching others. Participants spend the majority of this session engaged in skill practice. Case studies, role-plays, and written exercises prepare participants to return to their home organizations ready to coach others towards improved performance.

Learning Objectives

• Understand how coaching fits into the overall Performance Enhancement Cycle
• Learn a basic six-step coaching process
• Learn to develop an effective coaching guide
• Practice coaching skills

Who Should Attend

Leaders at any level who have attended Coaching for Performance I can benefit from the coaching principles learned in this workshop.
Teams can achieve extraordinary things. However, groups of people do not just become a team by happenstance. Instead, a number of key elements are required to ensure that groups become teams, and that these teams become high performers. Courses in this section help identify the factors required to create high performing teams. **Please note: these courses are designed for intact teams, not for individuals.** Please contact Learning and Organizational Development to discuss how your team could benefit from these training modules.

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**Creating Commitment through High Involvement Meetings**

This module's content will prepare participants to run effective meetings and will also provide tools for improving team performance and team members' commitment to each other and the team's objectives. High-involvement meetings capitalize upon the fact that people support what they help create. By attending this workshop with their intact team, participants can immediately apply the lessons learned in this workshop to improve their team's current performance.

**Learning Objectives**

- Understand the purposes for holding meetings
- Know the two types of needs that meetings must meet to be effective
- Recognize the three roles that need to be played to run effective meetings
- Learn a meeting process that will enhance meeting effectiveness and increase team commitment
- Develop skills using three team problem solving techniques

**Who Should Attend**

Intact teams should attend together to maximize the impact of this course.

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**Creating High Performance Teams**

This module explores the elements needed to turn a group of individuals into a team, and a team into a truly high-performing team. Participants will complete two assessments of their "back home" team's performance and create an action plan for enhancing that performance.

**Learning Objectives**

- Understand how a group changes into a “real team”
- Know the benefits that real teams deliver
• Know how to construct a real team
• Understand the five-part “Pillar” model of team performance
• Understand the four stages of team development
• Assess your team’s current develop stage and performance

Who Should Attend

Intact teams should attend together to maximize the impact of the takeaways from this course.

Executing With Excellence

The idea that ‘more is better’ doesn’t always apply in organizations, especially when it comes to goals. In reality, the more goals a team establishes the less likely that any of those goals will be accomplished with true excellence. This workshop allows teams to collaborate on identifying the truly most important goal, evaluate leading measures which will help to accomplish the goal, and hold one another accountable for its successful completion.

Learning Objectives

• Realize the importance of narrowing the number of team goals
• Understand their team’s Wildly Important Goal (WIG)
• Determine leading measures that are both predictive and under the team’s control
• Know their role in accomplishing the WIG
• Hardwire strategies for accountability

Who Should Attend

Intact teams should attend together to maximize this course’s learning.
Thinking Skills

Teams that share a common language and set of processes to look at complex situations, to make decisions, to solve problems, and to plan their activities perform much better than those that do not. As with the Teaming Skills section, these courses are designed for intact teams, not for individuals. Please contact Learning and Organizational Development to discuss how your team could benefit from these training modules. (Note: These courses will be available in 2015)

Situation Analysis

In this Situation Analysis module, participants will learn a basic four-step approach to analyzing somewhat complex situations in order to identify significant issues that need resolution. Situation Analysis is the first to apply prior to moving to the selecting one of the three resolution methods: Decision Making, Problem Solving, and Planning.

Learning Objectives

• Understand the four-step Situation Analysis method
• Know when to apply Decision Making, Problem Solving, and Planning processes
• Have applied the Situation Analysis method to a case study

Who Should Attend

Intact teams should attend together to maximize this course’s learning.

Decision Making

Teams must often select the best choice among various alternatives. This task is seldom easy and the choice often contains significant long-term implications for the organization. Add the complexity of dealing with a number of different people who each possess somewhat different expectations regarding the decision’s outcome, and managers and their teams face a very difficult task. This module will provide participants with the tools necessary to define the relevant criteria, evaluate various choices, and make well-founded choices from among multiple alternatives.

Learning Objectives

• Understand the difference between problem solving and decision making
• Be able to classify decisions as either choices from multiple alternatives or go/no go decisions
• Will be able to use the six-step decision-making process to make effective and
systematic decisions based upon clearly defined criteria

Who Should Attend

Intact teams should attend together to maximize this course’s learning.

Problem Solving

We usually don’t get to choose our teams encounter, but we can control how we approach and resolve them. Participants will learn a basic four-step problem-solving process that will assist them in clearly defining problems, exploring the cause of the problem, evaluating information in order to determine the most likely cause, and then checking or testing this most likely cause to determine if it is the problem’s true cause.

Learning Objectives

- Recognize the three types of problem solutions: symptom solution, false solution, and true solution
- Be able to clearly identify and define a problem and write a comprehensive problem statement
- Know how to uncover potential causes of problems and to evaluate these potential causes in order to select the most likely true cause
- Possess several strategies for testing causes to determine if they are in fact the problem’s true, or root cause

Who Should Attend

Intact teams should attend together to maximize this course’s learning.

Planning

Once a problem is solved or a decision is made, managers must then guide their teams into another important process: planning. This module will assist managers in learning how to identify the critical path to success, sequence project tasks, assign tasks, and monitor progress.

Learning Objectives

- Understand the five-step planning process
- Recognize the importance of identifying key stakeholders at the beginning of the planning process
- Know how to use Mind Mapping to generate actions to meet a plan’s objective
- Learn to manage the complete planning process: create plan objective statements, create a preliminary plan, confirm that plan, generate action items, sequence action, allocate resources for each action, and to monitor progress
Who Should Attend

Intact teams should attend together to maximize this course’s learning.
Staff/Non-Management Workshops

This section presents a listing of OU’s Learning & Organizational Development Department’s curriculum for employees who are not in a management role. Course summaries and descriptions of the offerings’ learning objectives help readers determine which courses will best achieve their developmental objectives.

Attendees may enroll in courses on the Norman, Tulsa, and HSC campuses on dates most convenient for their schedules, and as approved by their supervisor. Class size is limited and some classes fill up quickly. Please check the training calendar on OU’s Human Resources website for available dates and locations and to enroll. Contact Cindy Cottrell at ccottrell@ou.edu with any questions.
So, You’re Considering a Management Career?

Management is often the next logical step in a career path, but it isn’t something to be entered into lightly. Participants will take an assessment prior to this course that allows them to discover their natural talents for leading and identify those areas where leading might bring personal challenge. This training is for individual contributors who have been identified as having potential for leadership positions and aspire to reach a higher level in their career. *This workshop is for individual contributors who are considering or desire a move to a supervisory position. Direct supervisor approval will be required for enrollment in this course.*

**Learning Objectives**

- Understand the competencies required to lead others
- Assemble a list of potential leadership strengths and areas for improvement
- Identify the steps needed to construct a practical developmental plan

Transitions: Individual Contributor to Frontline Leader

Every level of leadership possesses a unique set of competencies required for success. The most critical time for learning these competencies is early on in the transition from one level to the next. This particular workshop focuses on the key transition from individual contributor to frontline supervisor. *This workshop is for individuals who will soon transition (or have recently transitioned) from an individual contributor to a frontline supervisor role.*

**Learning Objectives**

- Understand the six agendas that require attention during this transition
- Create a specific plan of action about how to succeed in all six of the key areas required for success
Knowing Yourself and Others

Personality in the Workplace

Prior to attending Personality in the Workplace, participants will complete an online personality assessment. During the program, each participant receives his or her unique report, feedback and interpretive assistance, and learns how individual differences in personality affect individuals and teams.

Learning Objectives

- Understand your distinct personality type
- Be able to interpret your personality assessment report
- Identify 1 to 3 developmental opportunities for positive behavioral change
- Identify ideas for improving performance

Using Your Strengths to Create Greatness

Each person is uniquely designed and gifted and possesses a set of strengths. Often these strengths go undetected for a variety of reason. In this workshop you will work with fellow participants to identify your unique set of strengths, learn which ones most energize you, and learn how to apply these strengths in a way that will bring about accomplishments that you will truly value; both inside and outside of work.

Learning Objectives

- Understand the value of discovering your energizing strengths
- Identify your past achievements that you most highly value
- Generate a list of your talents and energizing skills
- Learn how to draw upon your unique set of strengths to enhance your effectiveness and enjoyment with work

Emotional Intelligence and Interpersonal Relations

Learning the skills necessary to identify, assess, and control the emotions of oneself, of others, and of groups is vital to building solid relationships. Perceiving emotions and using emotions as a key communication tool forms the foundation of this workshop.
Learning Objectives

• Assess both your emotional abilities and emotional traits
• Gain added self-awareness regarding your ability to know your own emotions and recognize those of others
• Learn to enhance your emotional intelligence skills
• Be better able to manage your emotions even in difficult situations
Communication Skills

Listen Up!

Although 85% of what individuals know was learned through listening, only 2% of people have had formal listening training. Through assessment and skill practice, participants will learn about their current listening performance and will receive 10 tips on how to immediately improve listening skills.

Learning Objectives:

• Assess your current listening performance
• Understand the SIER Listening Process
• Increase your awareness of the importance of listening skills
• Learn 10 tips to immediately improve your listening

Dealing with Change

Change is inevitable in every aspect of life, and those who can effectively handle changes in the workplace are able to set themselves apart from their peers. This workshop helps participants understand sources and effective responses to different types of changes.

Learning Objectives

• Recognize the four primary sources of change
• Understand and recognize the three ways people respond to change
• Understand the five phases of change
• Be better able to evaluate where your team is in the regarding the phases of change

Navigating Conflict to Obtain Positive Outcomes

Although conflict is a reality in the workplace, very few people know how to appropriately navigate it to obtain positive outcomes. Participants will learn how to utilize the right method for different situations in order to effectively handle difficult conversations while still maintaining relationships.

Learning Objectives

• Understand the impact of conflict on organizations and relationships
• Recognize your personal conflict management style
• Have an understanding of effective conflict management techniques
• Practice hands-on conflict management via role play with actual conflict scenarios
• Develop your skills by role playing difficult conversations
Planning and Organizing

Goal Setting for Performance

When used correctly, goals provide focus and a ‘finish line’ to know when you have arrived. Participants will consider the value of turning their aspirations into specific, measurable and realistic written goals. This module presents a practical straightforward approach to writing goals.

Learning Objectives

• Recognize the three arenas of life that can be positively affected through goal setting: personal, professional, and team
• Understand the link between dreaming about a different tomorrow and creating written goals
• Know how to write a SMART goal statement: specific, measurable, actionable, realistic, and timely
• Know how to account for other important factors necessary to write a “good” goal: stakeholders, costs, associated values, barriers and challenges, and priority

Making the Most of Your Time

Time is a precious resource, and although we are all given the same 24 hours in a day, some seem to be able to accomplish much more than others. Participants will evaluate their current practices and pitfalls, and will learn skills to immediately implement in the workplace and at home.

Learning Objectives

• Identify where you spend your time and recognize areas for improvement
• Recognize the four quadrants of day-to-day activities
• Understand the impact of technology on productivity
• Learn strategies to maximize efficiency of daily tasks