

FEATURED COURSES

CURRENTLY AVAILABLE

NEW! A Checklist for Successful Performance Appraisals and Discussions- 4 hours

The formal performance appraisal discussion is an integral part of the performance management process. A performance appraisal discussion is the important two-way conversation between the supervisor and the employee regarding:

- The employee's performance against this year's goals and organizational values
- Goal setting for next performance year
- Plans for performance improvement and overall development

In addition, regularly scheduled progress discussions can reduce the need for disciplinary action and greatly empower both supervisors and the employees they manage. This course will give supervisors specifics for managing both performance reviews and disciplinary encounters fairly and constructively - from thorough preparation and the discussion itself, to adequate documentation and the all-important follow up.

NEW! Calming an Unhappy Customer – For Frontline Employees - 2 hours

All customer interactions (internal and external) – whether in person, on the phone or online - have components that can either raise or lower the customer's image of your organization and the service you provide. Employees will learn to balance three things at once: this issue at hand, the emotion of the unhappy customer, and their own response to the customer. They will learn why customers get upset and what they really want – customers want to be understood. Customer service is transactional – it is the basics. Customer empathy is demonstrated when the person providing the service is able to make emotional contact with the customer.

NEW! Conflict Resolution - 1 hour

People are hired and placed together on teams based on their skills and knowledge and not on *individual personality types* and *value systems*. As a result, people with different perspectives have to interact to fulfill job roles and responsibilities. Disagreements caused by lack of interpersonal communication skills or differences about how work gets done often focus on winning rather than problem solving. This course provides leaders with strategies to train and encourage employees to resolve issues on their own. When this is unsuccessful, leaders can follow a few simple intervention steps to swiftly move the employees to mutual agreement.

NEW! Developing Work Improvement Plans - 2 hours

A Work Improvement Plan is a tool for leaders who identify individual employee performance areas that need improving. The creation of a Work Improvement Plan is not necessarily a step in the progressive discipline process but rather an intervention strategy to clearly spell out behavior and/or performance improvement expectations and timelines for achieving results. Leaders will learn how to identify performance issues in the early stages, how to work with the employee to develop specific improvement targets, and how to create and monitor a Work Improvement Plan.

NEW! Performance Coaching and Leadership - 45 minutes

A big difference between highly effective leaders and just adequate leaders is their ability to develop employees. Effective leaders identify development needs, communicate them to employees, build development plans to address needs and provide on-going feedback that gets results. This course will

cover how to coach for commitment by understanding how competence, confidence and commitment contribute to each employee's ability to become a peak performer. It includes the following:

1. Unlock Employee Potential
2. Successful Communication
3. Performance Coaching
4. Meaningful Feedback
5. Discussion Checklist
6. Goal Setting and Development Planning

NEW! Finance Basics - 3 hours

This course provides a basic understanding of financial management. It demonstrates how to read and understand and interpret the critical areas of financial statements and other reports. Balance sheets, income statements and cash flow statements will be reviewed, and participants learn how to apply basic finance and accounting principles to budget preparation and analysis.

NEW! Presentations Plus- 1 hour

Many studies have found that public speaking is the number one fear amongst most people, outranking flying, snakes, insects, and even death. Whether you are leading a team meeting or presenting to the board, this course will help you create a compelling program and enjoy the delivery! Learn tips, tactics and *how to's* for capturing your audience and connecting with them in a way that will motivate and inspire. Learn how to manage the vocal, visual and verbal impact in your presentation, utilize visual aids, and maintain your energy throughout the presentation!

The Basics of Effective and Cooperative Communication - 1 hour

Communication is an interpersonal process. This course uncovers opportunities to improve the way leaders relate to each other and to their employee teams. Even the best leaders find it difficult to break from their routines to review performance, monitor progress towards goals, and provide effective feedback. Upon completion of this course, leaders will know:

1. What motivates employees - highly motivated employees achieve better results and take feedback more seriously.
2. How to give higher quality feedback in a performance appraisal discussion or at any time - employees who get behavioral feedback can fix problems faster and more effectively.
3. How to request feedback from employees - sharing ideas produces innovative solutions.
4. How to have effective, ongoing performance discussions – it's the rich discussion that changes behaviors.
5. How to get different responses from employees by applying different communication techniques to fit the employee and the unique situation.

Managing the Only Time You Have - 1 hour

At the end of each day, when you stop to reflect on what got accomplished, how often do you see a trail of unfinished tasks: unfinished letters, uncalled customers, unwritten articles, undone "priority pile" projects, and so on. Have you ever wished for a 30-hour day? Surely this extra time would relieve the tremendous pressure under which you live! But would a 30-hour day really solve the problem or would you soon find yourself just as frustrated with the 30-hour day as you are with your 24-hour allotment. This course will provide practical tips that you can apply immediately to get instant relief from the time pressures in your busy schedules.

Effective Team Meetings - 45 minutes

Don't let your meetings be timewasters by always dealing with the urgent rather than the important. This course will cover how to recognize and correct disruptive meeting behavior, increase meeting productivity, encourage participation by all team members, and tips to avoid discussing the same issues next year! Communication guidelines will be discussed and provided as a download and will include writing agendas, recording action plans, communicating openly and honestly, and reaching consensus on sensitive issues.

Essential Skills for New Leaders - 3 Courses – Parts I–II-III - 2 hours

Often, promoting from within is a great strategy for getting even more value out of proven organization assets. However, without the proper leadership and management tools, companies run the risk of promoting star employees into difficult, if even no-win, scenarios. This leadership 101 course is designed to give new managers tools to begin their new roles with confidence, competence, and commitment. This course focuses on 20 important leadership skills including effective listening and communication, collaboration and team building, self-awareness and perception, leading by example, the role of respect and fairness, recognition and talent management, conflict resolution, and how to build a solid and successful relationship with peers and management alike.

The Power of Teams - 30 minutes

As organizations continue towards a “competitive service strategy,” there is an increased demand for higher levels of employee commitment to quality, internal and external customer satisfaction, teamwork, and cooperation among diverse employees. Leading teams successfully requires the skill to create an environment where others will take action. Team leaders must understand the importance of collaboration, be willing to let go of power - and respect trust as a core issue. This course will focus new and seasoned leaders on how to build and maintain high performance teams; how to leverage team member strengths and empower team members to gain commitment.

Project Management - 30 Minutes

Intended for entry level and mid-level managers and team leaders, this course provides information on how to successfully plan, manage and deliver projects. You'll learn to organize your project, by establishing baselines, requirements, the work plan, and budget. And you'll learn to evaluate the results on an ongoing basis and address problems as they arise in order to assess and adjust performance throughout the project period.

DOT Drug Free Workplace Training – For Supervisors of Covered Employees - 2 hours

This Drug-Free Workplace course meets the requirements for the Department of Transportation (DOT) supervisor training. Supervisors will learn how to recognize and respond to drug and/or alcohol impaired employees. Additionally, supervisors will learn how to respond to deteriorating performance that may be the result of substance abuse. The course will cover the essential components of an effective Drug Free Workplace Program including policy development, employee training, employee assistance program, and a drug testing program.

Drug Free Workplace Awareness – For Frontline Employees - 1 hour

The abuse of drugs and alcohol permeates and impacts every level of today's workplace. Each year, substance abuse will cost employers in this country over \$150 billion in terms of absenteeism, accidents, turnover, waste, healthcare expenses, low workplace morale, and lost productivity. This course will give your employees knowledge about chemical dependency, how it affects job performance, how it affects the body, and what resources are available to combat substance abuse.

Delegation - 30 minutes

Delegating can be a valuable win-win tool. When done correctly, it empowers employees, encourages innovation and leadership and develops high contributors throughout the organization. In this course, you will learn the *art of successful delegation* including assigning, coaching, feedback, and follow through.

Understanding, Preventing and Responding to Workplace Harassment - 1 hour

The Supreme Court has turned up the heat on employers who fail to take precautions against harassment on the job. In addition, courts are holding employers who fail to conduct harassment prevention training to greater liability than those who do provide training. This informative course explains different kinds of harassment, defines for employees what steps to take if they feel they are being harassed and provides supervisors with specific techniques for responding to harassment in the workplace.

Leading and Motivating - 45 minutes

The opportunity to increase your value to your organization has never been better. Rapid changes in the business climate of today's economy and the prediction of uncertain economic times ahead make your leadership skills and the initiatives you put in place even more important. To be a successful leader in today's work environment, you have to be creative, innovative and passionate with the capability to inspire and motivate teams to work together, plan ahead, solve problems, measure results, and achieve amazing increases in productivity. This course will outline methods and techniques that others have used successfully and you can also.

Workplace Negotiation - 1 hour

In successful negotiation, parties must begin with their interests rather than their positions and they must neither give in nor insist on their own way. They must learn about each other. They must seek mutual gain solutions that as far as possible satisfy all interests. They must persist in both competing and cooperating to make negotiations produce durable results. This course will teach how to maintain the balance of tension between cooperation and competition and between advocacy and inquiry – for this is the essence of collaboration that will lead to successful negotiation!

Sustainable Productivity - 45 minutes

Successful productivity results depend on a sophisticated integration of many organizational systems. This training module addresses the changes organizational leaders can make today to gain measurable results towards their bottom line in a way that contributes to employee development, organizational productivity, and overall goal achievement.

AVAILABLE THROUGHOUT 2012

Conducting Successful Performance Reviews for City Managers – For City Councilors

The governing body's challenge to say what they expect regarding city performance and then hold the City Manager or Administrator accountable is frequently the cause for miscommunication that leads to relationship, role and responsibility breakdown. This webinar will provide you with a successful three part program to build a productive working relationship with your City Manager. The program provides methods to measure city-wide accomplishments, to measure the City Manager's adherence to policy and to review the City Manager's leadership abilities in 10 core competencies areas.

Conducting Successful Performance Reviews for City Managers – For District Boards

The governing body's challenge to say what they expect regarding district performance and then hold the General Manager or Administrator accountable is frequently the cause for miscommunication that leads to relationship, role and responsibility breakdown. This webinar will provide you with a successful three part program to build a productive working relationship with your General Manager. The program provides methods to measure district-wide accomplishments, to measure the General Manager's adherence to policy and to review the General Manager's leadership abilities in 10 core competencies areas.

Strategic Planning for Local Government

For many years, local government leaders have searched for the right tools and techniques to help them create high-performing departments and organizations. This presentation will provide you with proven techniques and tools for developing a strategic plan that will take your city to the next level and in a direction that will improve future capability and your local government image. Using examples from other cities you will learn how to:

1. identify organization values as the foundation for developing a mission statement, goals, strategies, and action plans
2. involve all departments in building Annual Performance Plans
3. monitor progress and measure results in several key aspects of your city
4. satisfy even the most challenging councils
5. and, building city wide accountability to short and long term goals

Discrimination and Harassment Awareness – For Frontline Employees

Harassment, sexual harassment, and discrimination create unhealthy and unproductive work environments. This course covers the following:

1. Federal laws prohibiting discrimination and harassment
2. Understanding what actions constitute discrimination and harassment
3. How do respond to harassment by another individual
4. How to confront your harasser
5. How to file a complaint

System Integration: Board Policy Development, Strategic Planning and Performance Management: For Elected Officials and City Managers or District General Managers

This training module is for elected officials and other top government leaders who are interested in rigorous and continual improvement of their capacity to govern and lead effectively using policies that define vision and insure results. Sample governance policies will be provided along with specific instructions for developing policies for both governing body and staff. Presenter will discuss how to utilize the strengths of fellow elected officials and how to produce measurable results while working effectively with citizens, professional staff, and other boards and agencies. Other topics that will be touched on include improved elected official interaction, executive staff accountability, effective two way communication with citizens, and how to improve public image.

Creating Performance Measures

What gets measured gets done! There is a fine line in measuring employee performance between creating *meaningless* activity traps and creating expectations with meaningful feedback. In this course, leaders will learn how to identify those activities (for each position) that add the most value to the organization and how to develop appropriate standards and performance measures.

Reengineering Workplace Processes and Creating Organizational Change

At the heart of reengineering is the notion of "discontinuous thinking" or recognizing and breaking away from the outdated rules and fundamental assumptions underlying city operations. These rules of work design are based on assumptions about technology, people, and organizational goals that no longer hold. Learn how to lead your city to achieve breakthrough performance improvements in areas affecting productivity, cost savings, quality, and citizen satisfaction.

Recruitment and Hiring

The average manager receives little or no training on how to select employees. The promise of new talent and skills versus potential charges of bias and discrimination is one of the dilemmas today's leaders face when seeking and hiring new personnel. This course will cover the role and importance of job descriptions and position standards, how to solicit applicants, reviewing resumes, interviewing, background checks, and the popular topic - the *legal side* of hiring.

Strategies for Surviving Change

Employees at all levels, from frontline staff to managers, are increasingly stressed by growing demands to make "changes" on the job - to work faster, harder, smarter, and to do all this in sync with ever changing technology. This motivational course will provide strategies to become "Change Healthy!" You will explore your own limiting beliefs and discuss ways to develop attitudes of possibility.