

## 2010 Development Institute Course Descriptions

**All programs are held at the Northeast Conference Center, 4140 Executive Parkway, Westerville, Ohio, which has free, convenient parking. Class sign-in begins at 8:30, along with continental breakfast. Classes begin at 9:00 AM and end at 4:00 PM.**

---

<b>General audience</b>	<b>Leaders/Managers</b>	<b>WebEx– two hour</b>
2/18: Project Management	3/3: Coaching	2/12: Goal Setting
3/25: Writing Skills	5/5: Leading and Managing Change	3/12: Managing E-Mail
4/21: Communications that Build Bridges	6/16: Art of Leadership	4/15: Managing Remote Work Teams
5/4: Coping with Change	7/13: Lean Administration	5/12: Leading and Managing the New Reality
5/19 Courageous Conversations	8/5: TeamQuest: Leading and Building Teams	6/2: Time Management
5/25: Winning Presentations	9/8: Leading and Managing for Inclusion and Engagement	8/17: Planning & Conducting Effective Meetings
6/10: Getting Things Done When You're Not in Charge	9/15: Motivating Others	10/7: EarthSense: Environmental Awareness
8/4: Teamwork	11/11: Problem Solving	
9/16: Conflict Resolution		

# General Audience

## **Communications that Build Bridges**

Communicating effectively is a greater challenge that most of us recognize. The majority of workplace problems are due to communication, or lack of! It's not that people don't communicate, but that we communicate in different ways, with different styles and usually with many assumptions about the receiver's ability to decode our message - the spoken and unspoken. This program focuses on understanding the communication process and individual styles. Barriers to effective communication are examined and techniques are developed for communicating one-on-one, during meetings, and in small groups.

Objectives:

- Identify the components of effective verbal communications
- Recognize the barriers to effective communications in the workplace
- Develop techniques for communicating one-on-one, during meetings and small group presentations
- Develop effective strategies for solving communication problems
- Avoid behaviors that are roadblocks to effective communication

## **Conflict Resolution**

This course presents conflict as a natural occurrence that is made positive or negative by the input provided by the participants involved in the conflict. Conflict doesn't have to be "ugly!" **Conflict Resolution** examines the roles that we play in conflict, discusses the reasons why individuals get upset and provides you with the tools to successfully navigate your way through these difficult experiences. In addition to identifying and defining the various sources of conflict, you will also learn which of the five conflict resolution styles you most frequently use, when and how to use all five techniques, and the AEIOU conflict resolution technique.

Objectives:

- Recognize the positive and negative characteristics of conflict
- Recognize the various sources of conflict in your life and why they occur
- Learn different conflict resolution styles
- Identify your "preferred" conflict resolution style
- Learn the AEIOU Conflict Resolution Technique

## **Courageous Conversations**

There are some conversations that are more important than others – the issue is critical, the stakes are high and the situation is often packed with emotion. Learn to engage, not avoid these critical conversations. Address important issues that impact your organizational success and also your on-going relationships with colleagues by learning communication techniques that are based sharing information and examining alternatives.

Objectives:

- Identifying the "markers" of a critical conversation
- Overcome the "fight" or "flight" responses.
- Create dialogue skills that result in non-threatening conversation
- Practice effective listening and questioning skills.

## **Coping with Change**

We are constantly adjusting to a shifting environment. Not only is change continuing to happen, but the rate of change is increasing and will continue to increase. This class is designed to help individuals cope with the many changes occurring in their work and personal lives. Inventories help individuals identify past and on-going changes and how they managed them. Techniques are practiced for re-framing one's approach to change by understanding the dynamics of change, the change cycle, and the stages for dealing with personal change.

Objectives:

- Understand the reasons organizations change and the benefits of those changes to the individual, the work unit, the department and/or the organization
- Understand the characteristics of change, the stages of the change cycle, and individual reactions to change
- Recognize the different roles that individuals adopt during change
- Describe positive attitudes and behaviors for handling change

## **Getting Things Done (When You're Not in Charge)**

In today's workplace, our success is often directly related to our ability to get results by working with others - by getting information, support, timely decisions, etc. Learn techniques and behaviors to gain the support of others when you are not in a position of authority. Eliminate behaviors that are known to cause resistance. Develop your influencing skills and relationship building techniques.

Objectives:

- Identify the WIIFM (What's In It For Me?)
- Select an appropriate strategy for getting the response you need.
- Avoid common mistakes: assumptions, verbal harassment, bribery, threats

## **Project Management**

Managing projects is a key professional skill that ensures the successful, on time completion of projects and all of the related tasks. The Project Management Challenge tool will introduce you to the four Phases of Project Management and the twenty two potential steps. The Project Management Model will help you manage and control projects by applying a planning and management process that will improve information management and sharing, task scheduling, task tracking, and task assignment.

Objectives:

- Use a Four Phase Project Management Model
- Identify the roles and responsibilities of project team members
- Use project management tools for planning and managing project activities
- Address project constraints and risks

## **Teamwork**

Learn to be a team player by engaging in a variety of team activities that challenge you to accomplish team and individual goals by working together. Teamwork requires effective communication skills, the ability to engage in healthy debate. Team players must learn to work collaboratively with team members who represent diverse backgrounds and experiences. A team player knows when to assume leadership responsibilities to help the team be successful.

Objectives:

- Identify your skills and traits as a team member.
- Understand the stages of team development and how to help your team progress through them.
- Develop team processes for working together effectively and efficiently.
- Recognize the different communication and work styles of other team members and how to accommodate them.
- Develop interpersonal skills for handling conflict and problem solving.

## **Winning Presentations**

Public speaking is most peoples' greatest fear! This program will address all of the planning and organizational steps required to prepare a presentation by providing checklists, planning tools and the opportunity to plan and deliver a presentation. Presentation techniques and skills needed for different types of presentations will be demonstrated. Participants will have several opportunities to practice and demonstrate their skills while being video taped. Through practice and immediate feedback, skills can be enhanced and individual confidence will grow.

Objectives:

- Identify the preparation and performance requirements of an effective presentation
- Demonstrate effective vocal control and modulation, visual signaling and body language
- Identify personal apprehensions about presentations and develop effective "fear management" strategies
- Understand the unique characteristics of adult learners and how they learn
- Prepare and use visual aids: overheads, computer projection, slides, videos/VCR and flip charts

## **Writing Skills**

Written communications impact workplace productivity and efficiency and reflect upon our individual and organizational image. Writing that is boring, repetitive, negative, and poorly organized may cause readers to lose interest and not respond - or respond inappropriately. Review correct grammar and punctuation, proper content organization for a letter, memos, e-mail, and report. Make sure that you communicate your message clearly and correctly and that it appeals to the reader's interests and needs. This class provides in-class writing exercises to develop and refine your writing skills.

Objectives:

- Create organized paragraphs and effective transitions in all memos, letters, and reports
- Eliminate clichés, redundant expressions, and sexist language so that your writing is both expressive and uncluttered
- Review and refine basic grammar and writing rules
- Express your thoughts and emotions sincerely and honestly while maintaining a diplomatic tone throughout all of your business correspondence

# Leaders/managers

## **Art of Leadership**

Leadership skills are needed at all levels in the organization and are quite unique and different from management skills. Leadership is the catalyst for action, which makes the difference between success and failure. An organization needs leadership to grow, advance and succeed! This class explores the essential skills of leadership and the critical characteristics of a leader. A self-assessment tool helps identify individual strengths and opportunities for improvement.

Objectives:

- Identify and develop essential leadership skills
- Define and understand the leader's role in successful work teams
- Evaluate current leadership skills and identify areas for improvement
- Develop a specific action plan for improving leadership skills
- Identify skills needed to effectively coach and mentor team members

## **Coaching**

Coaching is the pathway for multiplying your effectiveness through others and for getting the best out of people's performance. When your employees are performing effectively, you as a manager are doing your job! Through informal and formal coaching discussions, participants will be exposed to the methods used in building trusting relationships with employees, essential communication skills and basic characteristics of a coach. Developing coaching expectations and guidelines will also be addressed.

Objectives:

- Effectively communicate observations, criticisms and positive reinforcement
- Manage and guide the performance of others
- Identify and apply essential performance factors
- Use different types of coaching discussions
- Apply motivation principles during coaching
- Use listening skills and questioning skills
- Identify roadblocks to coaching

## **Leading and Managing Change**

Many organizations today are undergoing change. Whether the change is a planned change initiated by management or a forced change due to outside influences, employees feel the effects and often resist and/or fear the change. Managers need to take the time to identify employee concerns and address them appropriately. You will learn what you can do as a manager to soften employee resistance, reduce fear and effectively manage change in the workplace.

Objectives:

- Understand the external and internal factors that drive organizational change
- Identify the benefits of managed change and the costs of "change reaction"
- Identify current and future challenges and opportunities
- Understand the characteristics of change, the stages of the change cycle, and individual reactions to change
- Recognize the concerns and needs of employees during change
- Develop strategies for including employees in the on-going management of workplace change
- Develop positive attitudes and behaviors for handling change

## **Leading and Managing for Inclusion & Engagement**

A diverse workforce creates both opportunity and challenge for the organization and individual managers. The business case benefits for a diverse workforce are easy to understand, but implementing new organizational strategies for including and engaging employees from a variety of backgrounds is more difficult. Likewise, leading and managing a diverse workforce requires additional knowledge and skills for supervisors and managers at all levels. More than ever before, managers are being challenged to recruit, hire, motivate, coach, mentor, develop, evaluate, and retain “diverse talent.” This program will examine: 1) traditional diversity strategies and the “cost” of continuing them; 2) best practices for engaging a diverse workforce; and 3) individual skills for managing and leading a diverse team.

#### Objectives

- Identify the specific leadership issues and challenges that are driven by diversity related issues and their impact on the organization
- Understand personal biases and their impact on the functioning of a diverse work team
- Understand and demonstrate the management behaviors and skills required to effectively supervise and lead a diverse workforce
- Identify the benefits of a diverse workforce
- Recognize the impact that diversity related issues can have on discretionary effort
- Apply the skills needed to manage a diverse work team with an emphasis on hiring and retention, coaching and mentoring, and performance management.

### **Lean Administration**

The practices developed by the Toyota Production System can be applied to office and administration processes. Through this program you will learn how to stabilize, standardize and simplify administrative processes. Lean Administration is customer driven, improves process and reduces costs by identifying areas of waste.

#### Objectives:

- Understand the Lean Principles and Lean Elements
- Identify most common areas of waste
- Identify what processes to apply lean administration to
- Learn how to map current processes

### **Motivating Others**

Dangle a carrot or carry a heavy stick... What else might work? Motivation is filled with myths and misperceptions. Learn how to get someone to do something. Find the WIIFM – What’s In It For Me? There are ten primary motivators in the workplace and they appeal, or “motivate” most of the people, most of the time, but everyone is different and the tendency is to try to motivate others based on what motivates us. Learn to identify motivators in others and to select the appropriate motivation strategies.

#### Objectives:

- Discover what others value, what their goals are and help fulfill them through work assignments and personal assistance
- Learn how to demonstrate self-motivation on a daily basis and how to “walk the talk”
- Recognize management practices that are de-motivating and demoralizing

### **Problem Solving**

Effective problem solving involves people working together to determine the problem and identify solutions. Tips for recognizing and interpreting problem symptoms before they become critical are presented. The key ingredient to organizational problem solving is engaging the "right people" with the appropriate skills, in a structured problem solving process. Various problem solving models are presented along with guidelines for selecting the appropriate method for a particular type of problem.

Objectives:

- Understand the difference between problem solving and decision-making
- Understand the challenges and opportunities of group problem solving
- Utilize a seven-step problem solving process
- Demonstrate specific skills and techniques related to group problem solving

### **Leading and Building Teams**

This action packed program will develop and enhance management and leadership attitudes and competencies for leading and building teams by: 1) identifying the unique requirements of "team" management and leadership, 2) assessing individual competencies and identifying areas for improvement, 3) practicing new behaviors during fast paced, interactive, hands-on learning activities, and 4) developing personal action plans for on-going team leadership development. Development areas and instructional topics include: leadership/management style, organizational culture, types of teams, team dynamics, communication processes and skills, team problem solving and decision making processes, motivation, accountability and commitment, selecting/assigning and training team members, gaining respect and trust.

Objectives:

- Identify the leadership competencies required for leading and building a team
- Understand the stages of team development and how to lead a team through them.
- Recognize the individual characteristics of team members and how to maximize them.
- Demonstrate trust, respect, confidence and competence as a team leader.
- Manage internal processes and procedures to improve team performance.

# WebEx

## **EarthSense: Environmental Awareness**

“Being green” is a priority for many countries, organizations, and individuals as we address the challenge of global warming and pollution. This program is designed to create environmental awareness and educate employees and managers on achieving sustainable business practices. Learn what you can do to help protect the plant’s natural resources by examining your current practices at work and at home and finding ways to adjust your habits to be more eco-friendly.

Objectives:

- Understand the environmental issues
- Eliminate business practices and individual behaviors that are not eco-friendly
- Identify the benefits to the organization’s image and bottom line
- Identify sustainable practices in all of your environments

## **Goal Setting**

“If you’re not working on your goals, you’re working on someone else’s!” Successful people and organizations know where they’re going! Have you examined your goals lately – personal and professional? Take responsibility for your future success and happiness by setting your goals and taking steps to achieve them. Tools and techniques will be provided to help you identify goal setting opportunities. Practice writing SMART goals, developing strategies and creating action plans for annual business goals, short and long term career goals, and your personal goals.

Objectives:

- Learn how to develop goal statements
- Identify potential barriers to reaching specific goals
- Identify strategies for meeting goals
- Develop an action plan for implementing strategies

## **Leading and Managing in the New Reality**

The economics crisis in this country has changed the landscape of American business. Business as usual is the watchword for failure because economic recovery will not signify as return to old ways of doing business. Organization must be flexible to be successful and its leaders must be equipped to deal with the ramifications of the new reality of organizational operations. Leaner and flatter organization with a new generation of workers must have leaders who are assertive, dynamic, able to make rapid decisions, take initiative, capable of having courageous conversation and able to cope with a workforce that is over-stressed from the impact of changes induced by economic conditions beyond their control.

Objectives:

- Identify the new challenges to be faced during recovery
- Recognize and deal with employee overload and stress
- Create a communication environment that encourage courageous conversations at all levels
- Demonstrate critical leadership traits: honesty, self-discipline, decisiveness, and risk-taking.

## **Managing E-Mail**

It is hard to be effective in today's workplace if you can't master your e-mail. Is your box always full? Do you get mail that you don't need or want? Identify the features in Microsoft Outlook that you should ignore – and the ones you should master. E-mail processes such as coding messages and appropriate filing can save you time.

Objectives:

- Establish a coding system for associate you regularly communicate with.
- Recognize when to e-mail, instant message, call.
- Establish a simple and consistent filing system for e-mail and regular files.
- Recognize common time saving and time wasting e-mail practices.

### **Managing Remote Work Teams**

Managing a remote work team requires skills for managing remote associates and specific technical skills for handling the technology. As more work is done through remote teams, managers must be able to lead in the development of remote work teams by providing the necessary training and they must also be able to establish remote team processes and guidelines for working together.

Objectives:

- Recognize the unique challenges and opportunities of remote teams.
- Identify the infrastructure required to support remote teams.
- Identify new methods for “managing” remote team members.
- Identify processes and procedures that promote effective teamwork.

### **Planning and Conducting Effective Meetings**

Meetings require a lot of time and effort for both the planner and participants. Typical meeting “mistakes” can be avoided with appropriate meeting management techniques. Learn how to plan, conduct, and participate in an effective meeting that gets results in the shortest amount of time possible. How to handle “difficult” participants will also be included.

Objectives:

- Plan and organize meetings based on goals, timelines, and participant needs
- Develop and follow agendas, group guidelines, and decision-making processes
- Conduct meetings that are time efficient and produce results
- Facilitate group discussion, conflict and decision-making
- Utilize techniques for handling difficult participants and situations

### **Time Management**

This program provides the techniques and tools to help make the most of every hour and increase personal effectiveness and workplace performance. Learn to control your time and accomplish tasks while making progress toward your personal and professional goals. Learn the importance of identifying personal and work-related values and how to set priorities and schedules accordingly.

Objectives:

- Understand the relationship between event control, proactive behavior and self-esteem
- Identify effective work behavior
- Control interruptions and procrastination
- Prioritize daily tasks
- Identify personal values, goals and objectives