

MANAGEMENT SUPERVISION PORTFOLIO

MANAGEMENT & SUPERVISION PORTFOLIO

This portfolio offers a broad range of development opportunities for managers and supervisors. Programs link to the core competencies necessary to manage within our public-sector environment, and include navigating within the civil service framework.

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Adaptive Leadership

Some supervisors and managers apply a “one size fits all” approach to dealing with employees and other key people in the workplace. They know that people are different – in personality, motivation and ability – but haven’t been able to respond differently because they are pressed for time, have tried options that didn’t work, worry about being seen as micromanagers if they provide too much direction, or fear things won’t get done right if they provide too little.

This highly interactive one-day workshop will help supervisors and managers vary their approach to dissimilar people in order to achieve better and more consistent outcomes with a diverse range of performers. Participants will develop strategies to raise their employees’ motivational and skill levels on different tasks and assignments.

Objectives:

- Identify and expand their current leadership “comfort zone”
- Explain and practice four different styles of leadership
- Determine which leadership style is best for a particular situation
- Explore the importance of adaptability and flexibility
- Recognize the consequences of over-supervision and under-supervision
- Develop a personal action plan to apply behaviors and principles

Target Audience: Anyone serving formally or informally as a leader in the workplace

Course Code	Days of Training	Dates	Cost	
C1237	1	Mar 24	\$335	.6CEUs/8CPEs 6PDCs

** The workshop will include a leadership self-assessment instrument, video, case studies, role plays, and small group as well as class discussions.*

Agile and Lean Business and Process Analysis

Engaging Critical Thinking, Analytical, Process and People Skills for Project Success

How often do you experience a system or process—and you just know it wasn't set up correctly? This business and process analysis course gives you the tools to fix that.

Participants learn the skills that will help them in conducting business and process analysis using Agile and LEAN methodologies. These unique and special skills help organizations both identify and solve specific problems.

This course covers the process, questions, and techniques used to efficiently extract information and expertise from the business. Topics include the role of business and process analysis in Agile and LEAN projects and structured ways to define success. Follow projects through entire SDLC in various development models utilizing the lens of Agile and LEAN.

Objectives:

- Follow projects through the entire Systems Development Life Cycle (SDLC)
- Define and apply Agile processes
- Define and apply LEAN processes
- Define scope for new projects in Agile and LEAN environments
- Write business cases
- Practice cost/benefit analysis
- Conduct risk analysis
- Elicit and document business requirements
- Practice leading a business to identify needs vs. wants and prioritize requirements
- Document AS-IS and TO-BE business process flows
- Assist with creating test plans and test cases
- Explore how to coordinate user acceptance testing and provide results
- Describe creating training documentation and materials

Target Audience: Managers, supervisors, project/program leaders, and employees who are performing a leadership or project role

Course Code	Days of Training	Dates	Cost	
C8049	2	May 20-21	\$450	1.2CEUs/16CPEs 12PDCs

Building High Performance Teams

If you think back to your favorite work experience it's almost certain that part of that memory is a close, cohesive, powerful team environment. Effective teamwork is a massive advantage at work and this program is proven to both inform and enhance high performance teams. You will learn to understand the process of team development, apply specific tools to create and enhance working relationships, accurately assess team issues, and understand how different working styles and strengths can be leveraged to build a real high-performance team.

Objectives:

- Understand a 7-stage model that articulates the steps towards High Performance Teamwork
- Identify behaviors that point to a breakdown in each of the 7 stages
- Create a toolkit of potential solutions for challenges at each of the 7 stages
- Develop specific strategies for enhancing team performance on the job

Target Audience: Directors, Managers, Supervisors and Professionals

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8112	1	May 8	\$225	

Coaching Skills that Drive Success

This workshop is designed as a hands-on laboratory for developing the critical skill of coaching in your work environment. It introduces the definition of coaching as “unlocking a person’s potential to maximize their own performance” (John Whitmore). Participants work together to clarify the advantages of this approach vs. traditional management styles. In addition, the workshop provides multiple opportunities to develop critical coaching skills through extensive practice and feedback.

Objectives:

- Differentiate between directive “telling” leadership styles and collaborative “asking” coaching leadership styles
- Structure an effective coaching dialogue
- Utilize your own ability to maximize team performance in every situation
- Utilize a range of coaching strategies in a variety of situations
- Develop greater trust and productivity with your team members

Target Audience: Directors, Managers, Supervisors and Professionals

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8113	1	Feb 6	\$225	

Data Analysis with Python

This full-day course covers the fundamental concepts of how to leverage the Python programming language for data analysis. The course will include the basic syntax of Python as it relates to performing basic exploratory data analysis, as well as how to create impactful charts, graphs, and other information visualizations using NYC Open Data for operational decision making.

Objectives:

- Define what Python is and why it is useful
- Explore how Python structures data and the difference between Python and Excel
- Open a dataset in Python and shape it into a usable structure for analysis
- Create a visualization and calculate summary statistics of a dataset in Python
- Download and open data from the NYC Open Data Portal
- Conduct a simple data analysis using NYC Open Data
- Demonstrate how Python can be used to build a data-driven culture in the workplace

Target Audience: Analysts with basic programming knowledge and/or experience performing advanced analysis in Excel (nested formulas with conditionals, pivot tables, and macros)

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C7907	1	Apr 6	\$225	

Data Analysis with R

This full-day course covers the fundamental concepts of how to leverage the R programming language for data analysis. The course will include the basic syntax of R as it relates to performing basic exploratory data analysis, as well as how to create impactful charts, graphs, and other information visualizations using NYC Open Data for operational decision making.

Objectives:

- Define what R is and why it is useful
- Explore how R structures data and the difference between R and Excel
- Open a dataset in R and shape it into a usable structure for analysis
- Create a visualization and calculate summary statistics of a dataset in R
- Download and open data from the NYC Open Data Portal
- Conduct a simple data analysis using NYC Open Data
- Demonstrate how R can be used to build a data-driven culture in the workplace

Target Audience: Analysts with basic programming knowledge and/or experience performing advanced analysis in Excel (nested formulas with conditionals, pivot tables, and macros)

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C7908	1	Apr 27	\$225	

Data Analytics for Managers

This course introduces participants to the concept of data-driven decision making and management. Participants will learn how to better use data for setting goals and defining objectives while identifying the proper metrics for those objectives and the elements of meaningful management dashboards. Participants will also learn how to assess the right analytical tools to manage projects, processes, and analytic staff within their departments.

Objectives:

- Using data to meet departmental and organizational goals
- Understanding what data/information is needed for effective planning and decision making
- Benchmarking as it relates to project development
- Visualizing data for informative reports and presentations
- Working to achieve measurable outcomes
- Identify the concerns and opportunities of working with government open data

Target Audience: Managers, supervisors, and team leaders involved in data analysis

Course Code	Days of Training	Dates	Cost	
C4311	1	Mar 5; May 14	\$225	.6CEUs/8CPEs 6PDCs

Data Visualization with Excel

Do you want to turn Excel into a strategic new tool? Whether you are a manager or an analyst, data visualizations can help you explore new ways to get and transform your data into actionable insights. This course has both a lecture and a lab component. The first half of this course will provide an in-depth look into the data visualization process and explain how to get past the pitfalls that most often stand in the way of creating effective visualizations. In the lab portion of the course, participants will gain hands on experience working with data from Open Data NYC and create data visualizations using advanced techniques in Microsoft Excel.

Objectives:

- Understand the data visualization process
- Discover pitfalls that can result in disastrous visualizations
- Gather, combine, and transform data from multiple sources
- Analyze and visualize real world data sets
- Utilize Excel to create meaningful and effective data visualizations

Target Audience: Managers, supervisors, project leaders, and data professionals with prior experience in Excel

Course Code	Days of Training	Dates	Cost	
C7817	1	Jun 8	\$225	.6CEUs/8CPEs 6PDCs

Dealing Effectively with Difficult People and Situations

The ability to deal with difficult people and situations sets a person apart professionally and personally. The more you are armed with tactics on how to deal with difficult people and situations, the better the outcome will be.

This course includes strategies on how to deal effectively with difficult people and situations. You will perform exercises where you identify a situation in your own life (past or present) to learn how you can deal with all difficult situations in a healthier, more positive way. Learn how to talk to people without putting them on the defensive, how to pay attention to non-verbal signs and how to achieve positive outcomes.

Objectives:

- Gain tactics to communicate effectively with difficult people in your life – both professionally and personally
- Reset your thinking so you can handle people and situations better
- Learn how to apply strategies to deal with the most difficult people and situations in your work and personal life

Target Audience: Supervisors, Managers and Team Leaders

Course Code	Days of Training	Dates	Cost	
C8081	1	Mar 11	\$225	.6CEUs/8CPEs 6PDCs

Delivering Critical Feedback & Performance Reviews

Critical feedback is a healthy and important tool for improving performance on both individual and organizational levels. Yet, many managers shy away from sharing unfavorable feedback with their direct reports.

This high-energy workshop helps professionals at all levels of management deliver even the most critical evaluations to their staff. Participants learn how to use a powerful framework to constructively share difficult feedback; they also learn how to:

- Protect employee relationships
- Raise levels of engagement
- Increase productivity
- Reduce turnover, and
- Improve outcomes

Objectives:

- Raise critical feedback with employees
- Use performance reviews as an opportunity to motivate workers and improve performance
- Uncover the underlying contributors to a suboptimal context
- Improve communication with and among staff
- Manage differences more effectively and productively

Target Audience: Managers (Any level)

Course Code	Days of Training	Dates	Cost	
C8115	1	Feb 10	\$225	.6CEUs/8CPEs 6PDCs

Deliver Feedback & Conduct Performance Reviews that Motivate

Feedback is imperative to keep employees on track and motivate them to continue to strive for excellence. It's also important to openly address any areas that need improvement. Conducting performance reviews is a craft that can be learned and perfected to assure the best outcome and direction for the employee and organization.

In this course, we will learn when and how frequently feedback should occur, how to choose the best time and place and how to thoroughly prepare and plan prior to feedback delivery. We'll cover how to use the "feedback sandwich" successfully, how to set goals for optimal performance, how to ask for a self-assessment and how to tie performance to compensation. We'll also share how to keep emotions in check, diffuse anger and negative emotions and go over common mistakes managers make when conducting employee reviews. You'll leave with ideas for incentives and how to begin creating a culture of recognition. If you are the one getting reviewed, we'll also dive into tips on how to successfully prepare for your own annual performance review.

Objectives:

- Prepare and deliver feedback that will inspire employees to make positive changes
- Learn year-round strategies to produce the best performance review possible for each of your staff
- Create and implement a culture of recognition within your team

Target Audience: Managers and Supervisors

Course Code	Days of Training	Dates	Cost	
C8114	1	Apr 23	\$225	.6CEUs/8CPEs 6PDCs

Design Thinking: Tapping Team Innovation

Many organizations struggle with optimizing current processes, products, and services AND creating room for new ones to emerge. This course shows managers and team leads how to get the right people in the room and innovate around a new product, service or process. Emphasis will be on following the design thinking methodology pioneered by IDEO. Attendees will apply the concepts and principles to an area in their work that needs innovating. Emphasis will be on the processes and structures that unleash a team's best thinking so that the most robust idea emerges vs. the one voiced by the loudest or most powerful person in the room. (Note: This course is best experienced if taken with a colleague/teammate from your department to help with local implementation).

Objectives:

- Identify the key phases to an innovation process
- Define key stakeholders to be approached for their innovation project
- Practice effective brainstorming
- Describe the role of prototyping in an innovation process
- Understand the difference between making observations and making judgments
- Identify the connection between play and creativity

Target Audience: Managers, Team Leads

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8058	1	Apr 8	\$225	

Develop the Leader in You

Leverage Core Energy to Jump Start Your Transition to Management

Transitioning into Management/Leadership can be both exciting and overwhelming as you learn to navigate a new role and manage team dynamics. Building a strong foundation starts from within. Before you can successfully lead and manage others, it's important to understand the energy you bring, how you show up and the impact you have. In this highly interactive training, participants will enhance their leadership style and learn new skills, techniques and tools to positively connect with, communicate, empower, lead and develop others for success.

Objectives:

- Explore a management mindset and the role of a manager/leader
- Learn the dynamics of Core Energy: how you show up, how to shift your energy and the impact that has on your leadership style
- Lead with intention to enhance your ability to connect and engage others
- Put into practice new communication tools and techniques to empower and inspire

Target Audience: Emerging leaders, Team Leaders, Supervisors, Managers

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8059	1	Feb 12	\$225	

Developing Yourself and Others Through Delegation

Effective delegation may be the hardest skill set for a supervisor or manager to master; it often confounds and eludes even the most experienced leaders. Delegating involves high levels of trust, self-awareness and strategic thinking. It is different from assigning routine work. Done well, it enables you and others to take on new challenges, maximizes productivity, increases team performance and reduces stress. Done incorrectly, it results in improperly completed projects and increased frustration. This highly interactive one-day workshop will explore many facets of delegation and take you through the delegation process step by step.

Objectives:

- Evaluating your delegation skills
- Differentiating delegation from assigning work and “dumping”
- Identifying real and self-imposed barriers to delegation
- Avoiding the “pitfalls” in delegating
- Dealing with trust and accountability issues
- Pinpointing the right task, time and person for delegating
- Planning and practicing the five-step delegation process
- Developing strategies for assigning work and following up effectively

Target Audience: Managers and supervisors who want to examine the benefits of delegation

Course Code	Days of Training	Dates	Cost	
C9117	1	Jun 4	\$225	.6CEUs/8CPEs 6PDCs

Emotional Intelligence: The Key to Effective Leadership

Emotional intelligence is the ability to recognize and deal effectively with your own and other people's emotions. According to recent studies, it is a better predictor of success than IQ. This workshop is designed to help people in leadership positions increase their EQ (emotional quotient). High EQ Leaders are more productive because they gain cooperation from others and use their intuitive knowledge to make decisions and solve problems. EQ is vital for implementing change and leading high-performing teams.

Objectives:

- Acquire emotional literacy to read people, situations and yourself more effectively
- Identify ways to choose your emotional responses, instead of getting triggered by them
- Develop techniques to use emotional energy positively to move self and others forward
- Practice techniques to manage non-productive emotional behaviors
- Describe how to use the five key EQ competencies
- Generate methods to apply EQ to diverse on-the-job circumstances

Target Audience: Managers and supervisors in leadership roles

Course Code	Days of Training	Dates	Cost	
C9207	2	Jan 29-30	\$450	1.2CEUs/16CPEs 12PDCs

Engaging Teams Through Turbulent Times

Change is occurring at unprecedented rates – it is happening faster, more frequently, and with increased complexity. Organizations call upon employees not just to carry on, but to remain engaged and highly productive amidst constant changes. Human beings naturally prefer consistency and predictability and, thus, tend to resist change. Yet it's in everyone's interest to be able to see the opportunities inherent in change. Now, more than ever before, employees need to develop skills to effectively cope with uncertainty by managing change.

This highly practical and experiential workshop will allow you to reflect on, assess and plan for current or anticipated changes that are top-of-mind for you. It will give you the skills to recognize your, and others', reactions to change. It will help you to model and facilitate productive behaviors despite environmental uncertainty and turbulence, and to do so without losing sleep or slowing down. Managers will acquire a practical set of tools to apply with their direct reports to maintain trust, productivity and quality of work under constantly changing organizational conditions. Your hands-on learning will occur through self-assessment, interactive exercises, group discussions and action planning.

Objectives:

- Assess your personal disposition toward change, and learn to anticipate others' reactions to change
- Build confidence in your personal ability to thrive during constant change
- Understand the key distinction between the operational and human sides of change; acquire skills to effectively navigate both
- Learn how to identify, manage and, ultimately, overcome resistance to change
- Identify practical strategies to maintain employee engagement and productivity during organizational transitions and turbulence

Target Audience: Supervisors, Managers, Team Leaders

Course Code	Days of Training	Dates	Cost	
C8116	1	Apr 3	\$225	.6CEUs/8CPEs 6PDCs

Essential Skills for Leaders

Are you an emerging leader in your organization? Are you in a new leadership role? This course is targeted to help develop your leadership style and create professional success. It's also a perfect course for seasoned leaders who want to re-charge their skills.

In this course, you will learn how to set expectations and goals, assign work, implement delegation, provide productive feedback, and manage your time and your team's time to align with their duties and responsibilities. You will also learn strategies for special situations such as being promoted from within the team. We'll cover the important qualities and attributes that a great leader possesses and discuss how you can own and implement them. We will also delve deeper into how you can identify candidates early for potential leadership roles, build competencies in others, pair others with mentors, provide training and support, establish peer networking and provide continuous growth opportunities for yourself. Participants will walk away armed with skills to strengthen their own leadership skills and motivate their team.

Objectives:

- New leaders will receive a foundation of necessary skills to be successful
- Gain strategies and tools to use to connect with your team, gain trust and build rapport
- Develop or enhance skills learned to dramatically increase performance of your team

Target Audience: Anyone currently in a leadership position or anyone who aspires to be in a leadership role

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8062	1	May 6	\$225	

Excel Tools: Summarizing Data

This course will address one of the most significant challenges managers face today: making sense of the data they already have. Being able to quickly and efficiently summarize and analyze information is essential to making better business decisions. Using Excel, participants will practice some of the most effective techniques of summarizing and displaying data to extract actionable intelligence quickly and accurately.

Objectives:

- Basic functions
- Specific functions: Average, Count, Round, If Then, Nested If, Concentrate, PMT, Using Ranges, VLookup and Time and Date functions
- Specific Excel features: Sorting, Consolidating, Eliminating of Duplicates, multiple sheet references, and Using Basic Pivot Tables

Prerequisites: Basic math skills, Excel Part 1

Target Audience: Managers, supervisors, and team leaders involved in data analysis

Course Code	Days of Training	Dates	Cost	
C4312	1	Mar 23	\$225	.6CEUs/8CPEs 6PDCs

Follow the Leader: Taking the Lead at Any Level

Anyone who needs the cooperation of others is taking the role of a leader. But what makes a good leader? How can you cultivate the qualities that people expect and respect from leaders? This fast-paced, highly interactive course will give you insight into the skills and thinking of successful leaders. You will learn innovative approaches and practical techniques to help you become a better leader at any level.

Objectives:

- Identify the actions and mindsets that distinguish leaders from bosses and great leaders from merely adequate ones
- Analyze typical situations requiring leadership in your job, including ethical challenges you face
- Boost your ability to motivate, communicate, and inspire individuals and teams
- Adjust your leadership style to meet the needs of different generations, shifting circumstances and diverse people

Target Audience: Managers, supervisors, and team leaders who assume a leadership role

Course Code	Days of Training	Dates	Cost	
C9278	2	May 5-6	\$450	1.2CEUs/16CPEs 12PDCs

Giving Feedback and Getting Results

This course is a one-day practicum devoted to helping managers and supervisors practice the skill of providing feedback to employees. Using a variety of “real life” scenarios, participants will engage in multiple role plays to provide descriptive, effective feedback to an employee. Participants will receive ongoing “feedback” from their peers on their coaching abilities.

Objectives:

- Identify positive feedback as a performance improvement mechanism
- Apply various types of feedback approaches
- Coach employees when poor performance is a problem
- Give feedback in a descriptive, specific, timely and clear manner
- Engage in difficult conversations with employees
- Develop employees by implementing the coaching process

Target Audience: Supervisors, managers and team leaders

Course Code	Days of Training	Dates	Cost	
C2704	1	Apr 28	\$225	.6CEUs/8CPEs 6PDCs

How Leaders Build Trust: The Key to Performance & Ability to Change

Trust is the oil that greases the wheels of accomplishment. It is the basis of relationships that allow for team collaboration and coordination. When trust is present, staff are more engaged, take more risks, and propose innovative solutions and strategies. How does a leader build more trust? What attitudes and behaviors create obstacles to trust? Learn the neuroscience behind becoming a better, more trusted leader. In this interactive session, managers will discuss past and present leadership situations from a trust perspective in order to produce better results in the workplace.

Objectives:

- Define team/organizational trust and why it is important for high performance and the ability to change
- Assess each leader's current levels of trust, generate fundamental characteristics how to further develop them
- Explore factors of trust in different one-on-one leadership situations, as both leader and follower
- Understand the neuroscience of trust and apply the neuroscience to leader statements
- Learn a framework for measuring trust as low, conditional or high, and how to move others along the continuum to create change
- Learn and practice 4 tools that great leaders employ to generate trust
- Identify the leaders' mindset, values, beliefs and assumptions that impact an ability to grow team/organizational trust
- Compare how several thought leaders incorporate trust into their results-producing and leadership frameworks
- Identify and learn how participants can apply this information with their teams/organizations

Target Audience: Managers, Supervisors, Team Leaders who want to develop high performing teams

Course Code	Days of Training	Dates	Cost	
C8065	1	Mar 13	\$225	.6CEUs/8CPEs 6PDCs

Identifying Your Staff’s Strengths

One of the strategic roles of leadership is to unlock the full value and potential of their staff. Every staff member has strengths. The leader’s challenge is to discover, develop, and deploy those strengths to optimize their agency’s productivity. This course is designed to help leaders both understand the significance of discovering and developing employees’ strengths and then deploying those strengths to increase organizational productivity. This course will use the “StrengthFinders” assessment to help leaders identify their strengths and the strengths of their staff, allowing them to leverage these strengths to improve workplace performance. Through a thoroughly hands-on learning experience, participants will learn how to recognize, build, and utilize staff strengths.

Objectives:

- Gain a perspective on the leader’s role for discovery, development, and deployment of staff strengths
- Increase awareness of the relationship between staff strengths and organizational productivity
- Obtain a deeper understanding of the “StrengthFinders” instrument
- Learn how to chart and compare your staff strengths
- Discover innovative ways to activate and use employees’ strengths

Target Audience: Leaders and Managers looking to increase organizational productivity by maximizing the strengths of their most essential resource—their staff

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8117	1	Mar 12	\$225	



Identifying and Addressing Mental Health Concerns – For Managers Only

Mental health issues effect a significant number of people in the US. These mental health issues in the workplace significantly increase agency risk. This half- day program focuses on educating managers and supervisors, so that they understand the nature of mental health issues, how to identify behavioral warning signs, and the strategies for handling suspected or actual mental health issues.

Objectives:

- How to recognize the signs and symptoms of possible mental health concerns
- Understand the role of a manager/supervisor when addressing these concerns
- Resources that are available to offer support to agencies

Target Audience: Managers and supervisors

Course Code	Days of Training	Dates	Cost	
C8118	½	Feb 11 (9:00am-12:30pm)	\$115	.3CEUs/4CPEs 3PDCs

Interpersonal Strategies

Being able to respond to difficult, stressful or sensitive interpersonal situations in ways that reduce or minimize potential conflict and facilitate successful outcomes is essential to creating a collaborative work environment. Interpersonal Strategies will focus on assessing your current communication and behavioral styles and offers approaches to leverage your strength and ability to understand yourself and others. Through the use of a self-assessment tool, participants will be able to identify and differentiate styles and approaches to real-world situations and develop interpersonal strategies—and the “savvy”—to achieve positive outcomes.

Objectives:

- Developing strategies to build better relationships—on all levels—both inside and outside the organization
- Building rapport for developing alliances and gaining trust
- Using diplomacy and tact in workplace interactions
- Diffusing “high-tension” situations comfortably

Target Audience: Functional managers and supervisors

Course Code	Days of Training	Dates	Cost	
C7525	1	Mar 18	\$225	.6CEUs/8CPEs 6PDCs

Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)

Are you feeling the pressure of getting more done with less time and resources?

Achieving excellent results on a daily basis is a challenge. Often, employees and managers stretched beyond full capacity. In this seminar, participants will develop an understanding of proven methods for being more creative and resourceful when performing daily tasks. These methods, including eliminating wasteful task steps, reducing errors and improving efficiency, will result in improved productivity.

Lean Six Sigma provides tools and techniques to streamline work processes, improve time management, and produce higher quality work while delighting internal and external customers. These tools are now widely used in many government agencies and institutions.

At the completion of this program, participants will earn a Lean Six Sigma White Belt certificate.

Objectives:

- Identify the history, purpose, and goals of Lean Six Sigma
- Develop Process Mapping and Value Stream Mapping Skills
- Perform a Root Cause Analysis to solve problems at work
- Improve methods of achieving higher productivity and reducing errors
- Use new streamlined methods of accomplishing tasks and projects

Target Audience: Managers, supervisors, project leaders, and employees who are performing a leadership role

Course Code	Days of Training	Dates	Cost	
C7784	2	Mar 4, 6; Apr 1, 3	\$450	1.2CEUs/16CPEs 12PDCs

Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate)

Lean Six Sigma provides tools and techniques to streamline work processes, improve time management, and produce higher quality work while delighting internal and external customers. These tools are now used in many government agencies and institutions.

Participants will be able to create strategies for Leading Lean Six Sigma Teams and implementing Lean Six Sigma projects. Applying the tools can result in reducing errors, improving efficiency and better teamwork. Participants will design and present a plan for implementing a Lean Six Sigma Project.

Objectives:

- Identify the history, purpose and goals of Lean Six Sigma
- Develop Process Mapping and Value Stream Mapping Skills
- Perform a Root Cause Analysis to solve problems at work
- Improve methods of achieving higher productivity and reducing errors
- Master key Lean Six Sigma tools including Project Management, Change Management, Customer Needs Assessments, Risk Analysis, and other tools
- Identify key drivers and develop metrics and evaluate cost savings
- Successfully lead and motivate project teams
- Design and implement Lean Six Sigma Projects

Prerequisite: Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)

Target Audience: Managers, supervisors, project leaders, and employees who are performing a leadership role

Course Code	Days of Training	Dates	Cost	
C7785	4	May 11, 15, 18, 21; Jun 8, 10, 12, 15	\$900	2.4CEU/32CPE 24PDCs

Level Up That Conversation!

Conversations are the invisible engine of complex agencies. They are key to driving relationships, collaboration and innovation forward, within, across and between organizations. We spend 75% of our working time in conversations, the goal being productive outcomes and mutually beneficial results. Participants in “Level-up that Conversation!” will experience interactive exercises and strategies to identify “conversational cocktails” and practice three levels of conversation. The course ends with a 3.5-hour fun and immersive board game simulation, solidifying the mind-shift experienced in how we think and enact conversations in work and life.

Objectives:

- Create trust & collaboration by experiencing Three Levels of Conversation
- Learn how to impact the neurochemicals in the brain by leveraging various speaking techniques in conversations
- Utilize a unique tool to gauge where along the trust continuum your colleagues stand
- Practice strategic & entrepreneurial conversations through an immersive board game simulation

Target Audience: Leaders seeking to increase productivity through collaboration and innovation

Course Code	Days of Training	Dates	Cost	
C8070	1	May 13	\$225	.6CEUs/8CPEs 6PDCs

Management Essentials: Building Your Foundation to Management Success

The most significant part of a manager's role that many are unprepared for or overwhelmed by is the new responsibility of managing, motivating and developing others. In this interactive 2-day core training, you will walk away with the essential management insights and tools to set you up for success.

Learn the "how-to's" of effective conversations, setting expectations, feedback, listening to learn and listening to connect. Understand the importance of intention to engage. Explore the benefits of delegating, why we don't and how to for maximum impact for both you and your employee. You will learn and put into practice new skills and tools to build confidence in your ability to communicate with, engage and empower your team.

Objectives:

- Introduction to Management: the role, expectations and mindset of a manager
- Understand your energy and how you show up
- Learn a focused approach to Time Management and Goal Setting
- Define and role play effective delegation
- Deep dive into the core concepts of Performance Development for peak performance: Communication, Coaching, and Counseling
- Create an Action Plan to put into practice new management and communication tools and techniques to empower, develop and inspire others

Target Audience: Emerging Leaders, Team Leaders, Supervisors, Managers

Course Code	Days of Training	Dates	Cost	
C8119	2	Mar 18-19	\$450	1.2CEUs/16CPEs 12PDCs

Managerial Effectiveness

COACHING STAFF FOR NEW EXPECTATIONS AND PERFORMANCE

The practice of management has moved from directive, authoritative styles to collaborative, coaching styles. In this class, learn coaching skills to set new expectations and coach your staff to higher performance.

You will learn how to build common ground with staff, to practice collaborative leadership, how to engage staff in shared prioritization, problem-solving and decision-making. You will create a personal action plan to guide you as you apply your new skills going forward.

Objectives:

- Understand the concept of collaborative leadership
- Discover coaching as an approach to managing effectively
- Build capability to coach and engage others in prioritizing, resolving problems and making decisions
- Understand new approaches to enhance relationships with staff

Target Audience: Experienced and new managers, supervisors, team leaders

Course Code	Days of Training	Dates	Cost	
C8120	1	Mar 27	\$225	.6CEUs/8CPEs 6PDCs

Managing Around and Up

Many City employees approach their work with a good educational foundation and perhaps years of experience in one field (e.g., small business, elderly services, youth employment). Many also come to the table with graduate and/or professional degrees in their field. However, a broad range of these employees lack any formal training in management of people, in building coalitions and in communicating to their supervisors and peers the issues that they see as critical. A surprising number of them are hired into positions which include managing staffs and budgets that range from small and tight, to large and far flung. This course will use short case discussions and group processes to help participants build an array of strategies in managing "Around & Up."

The goal of this course is to help participants realize that managing a relationship with your boss and your peer colleagues is a skill that they will need throughout their career, and success in this area will come to those who learn on the job.

Objectives:

- Understand definitions of management, and the multiple levels at which management takes place in the workplace
- Analyze one's own multi-level management challenges
- Develop skills to deal with, and generate, multiple solutions for any challenge
- Consider multiple perspectives in asking for, and getting, what you need
- Sharpen communication and feedback skills through negotiation of a success agreement

Target Audience: New and experienced managers and supervisors

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8121	1	Apr 21	\$225	

Managing for Excellence

This class is designed to provide the fundamental skills required to successfully transition from an individual contributor to an effective manager. The workshop introduces key management practices and provides participants with the tools and techniques needed to ensure optimal performance.

Objectives:

- Communicate clearly, motivate people, and build trust
- Delegate effectively
- Provide balanced feedback
- Create a positive work environment
- Learn how to motivate different generations in the workplace
- Manage performance gaps
- Evaluate performance: define expectations, set performance standards and goals
- Create a personal action plan

Target Audience: Managers and supervisors

Course Code	Days of Training	Dates	Cost	
C8122	1	May 19	\$225	.6CEUs/8CPEs 6PDCs

Managing for Performance

This program is designed to build the core performance management skills that are critical for everyone who manages others at work. It will help you build a toolbox of core competencies that create a framework for shared accountability and support on your team. You will explore processes for setting powerful, concrete objectives and how this will enable you to create clear expectations for your team. You'll learn a simple yet powerful framework for giving effective feedback. And you'll engage in a process designed to help you structure baseline performance and development plans for everyone on your team.

Objectives:

- Understand the core managing tools and processes that form the backbone of managing others
- Appreciate the difference between poorly designed objectives and how to create objectives that are clear, concrete, and achievable for your team
- Create a framework of shared accountability and responsibility with your associates
- Structure and deliver feedback in a simple, powerful way that enhances performance
- Create ongoing performance and development plans that will really supercharge your working teams

Target Audience: Directors, Managers, Supervisors and Professionals

Course Code	Days of Training	Dates	Cost	
C8123	1	Mar 27	\$225	.6CEUs/8CPEs 6PDCs

Managing Workplace Change Successfully

In today's work environment, change is the only constant. With generational diversity, the impact of technology and frequent change of direction, managers are grappling with how to keep themselves and their staff focused on the right priorities while meeting new demands and expectations.

In this program, you will develop the capability and mindset to deal with and lead through organizational change effectively, influencing others toward embracing and adopting new behaviors and expectations, while maximizing team performance. You will develop a personal action plan to guide you as you implement behavior changes to achieve your desired workplace goals.

Objectives:

- Identify shifts in focus and priorities and respond effectively
- Develop strategies for effectively prioritizing for yourself and your team
- Build strategies to engage others and drive productivity during periods of change
- Apply your learning from class
- Coach others through change

Target Audience: Professionals responsible for leading project initiatives

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8124	1	Mar 6	\$225	

Organizational Design for Leaders

Designing for agility and flexibility - "Built for Change"

This course will help you and your fellow participants get "real" about the pitfalls of poorly designed organizations and the challenges in determining the right fit for an organization's strategy. The workshop is designed to show how organizational structures enable or prevent information flow, responsiveness, and innovation.

The theory and tools of organization design work, including organizational strategic alignment, a language for organizational roles and relationships, the tests of good organization design and tools for defining decision responsibilities.

The process of organization redesign and change – the steps of good analysis and decision making, who should be involved and when, how long it should take and the relationship to effectiveness, how change should be communicated, and the roles involved in the process.

Objectives:

- Design concepts and principles of organizing structures
- Design concepts and principles of design thinking
- Design concepts and principles of design processes
- Design concepts and principles of frameworks linking organizational structures and processes to organizational purpose
- Organizational design theory and methodologies
- Design concepts and principles of organizing a restructure or redesign project

Target Audience: Supervisors, managers and team leaders

Course Code	Days of Training	Dates	Cost	
C8125	2	May 11-12	\$450	1.2CEUs/16CPEs 12PDCs

Project Management

This workshop will cover the structures and practices of Project Management with the overlay of engagement and collaboration strategies. The focus will be on identifying and defining project objectives, efficiently and effectively coordinating project tasks, and applying the right processes and tools for managing a project team.

Objectives:

- Understand project management terms and knowledge areas
- Create a Project Charter that incorporates a project scope, a project plan with deliverables, time frames, resources, and risk analysis
- Incorporate tools from other methodologies such as: appreciative inquiry, story-telling, open space, and world café
- Utilize tools that facilitate workflow and accountability
- Communicate project-related information accurately and effectively
- Discover techniques for making project management meetings more dynamic and participatory
- Leverage collaboration to get projects done better, faster, cheaper, and greener
- Explore creative methods for effective problem solving

Target Audience: Professionals responsible for leading project initiatives

Course Code	Days of Training	Dates	Cost	
C7756	1	Jan 23; May 22	\$225	.6CEUs/8CPEs 6PDCs



Psychological Dimensions of Leading and Supervision

This course is intended for employees in leadership and supervisory roles – or for high potentials who already carry responsibility and seek to advance into such roles. Through experiential group learning and reflective exercises, participants acquire a deeper understanding of latent group dynamics that can inhibit, or support, group cohesion. One of the functions of leadership is to motivate people to accept responsibility and to be more autonomous in pursuing shared goals and in meeting their own, and others', needs in the workplace. Participants gain insight into how to recognize and manage psychological aspects of group functioning to reduce the negative effects of deep emotions, such as fear, on group and individual behavior and workplace performance. They gain self-awareness and practice articulating and advocating for themselves and others. In doing so, they learn how to recognize, and avoid, counterproductive behaviors (e.g., blaming, scapegoating) that can disrupt cooperative efforts to achieve shared aims.

Objectives:

- Understand how unconscious individual and group processes influence motivation and decision-making in the workplace
- Understand the psychological defense of projection and how it plays into group dynamics such as scapegoating
- Identify aggressive and passive (e.g., fight vs. flight) approaches to handling workplace challenges and faulty group processes
- Learn ways to facilitate inclusiveness to gain the benefits of group synergy
- Enhance the ability to persuade and influence others, and to advocate to meet needs
- Gain insight and skills to manage workplace conflict constructively

Target Audience: Managers and Supervisors

Course Code	Days of Training	Dates	Cost	
C8072	1	Jan 7, Apr 6	\$225	.6CEUs/8CPEs 6PDCs

Risk Management to Improve Business Results

Find opportunities and manage unknowns

Risk management is often misunderstood as anticipating negative events and insulating work from change. In reality, risks are both challenges and opportunities.

Risk management in the current world of dynamic change allows an organization to monitor and adapt to changes in the most effective way for the organization.

Explore what risk management strategy is right for your work type. Develop an organization risk strategy and create corresponding plans for implementation, governance, and performance measurement.

Understand and develop ongoing protocols for ensuring effective organizational risk management. Utilize effective communication strategies around assessing and managing risk within an organization.

Objectives:

- Risk scenario development
- Risk culture and risk tolerance
- Risk analysis
- Quantifying and ranking risk
- Recognizing up-side risk
- CBA, ROI and Business Case Development and Presentation
- RACI development
- BIA facilitation
- Action Plan Development

Target Audience: Managers, supervisors, project leaders, and employees who are performing a leadership role

Course Code	Days of Training	Dates	Cost	
C8126	2	May 28-29	\$450	1.2CEUs/16CPEs 12PDCs

Storytelling for Leaders: Telling Stories for Results

In today's multi-cultural world of rapid organizational change, leaders need to communicate to employees and stakeholders in a quick and compelling way. Storytelling is a persuasive and powerful communications tool for driving specific outcomes in the workplace. We are hardwired to find meaning and understanding through a well-told story. People don't always extract useful information from graphs or PowerPoint presentations. People connect to stories—they are how we make sense of the world around us. Strategic storytelling, using different narratives, can spark action or change and help employees find deeper meaning in their work.

Objectives:

- Learn different narrative styles needed to communicate objectives and mission
- Share Knowledge
- Spark Action
- Lead people into the Future
- Tame the grapevine of unproductive gossip and rumors

Target Audience: Leaders, Managers, Team-leads, and Professionals interested in learning how to use storytelling to drive business results

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8082	1	Feb 19	\$225	

Strategic Delegation: Leading a Team to Success

Understanding how to delegate appropriately for team success is a management skill many organizational leaders lack. Leaders are more productive, their teams experience more wins, and their agencies experience optimal performance when those at the helm delegate appropriately. This class is designed to help leaders both understand the importance of pre-meditated delegation for time management and agency success and to enable leaders to identify their own strengths & weaknesses, allowing them to delegate strategically and better manage their time. It will help leaders identify the strengths of their team members—learning to whom they should delegate what for greatest productivity. Through a thoroughly hands-on learning experience, participants will begin to master the science of strategic delegation, (what, when, to whom, how).

Objectives:

- Gain a general understanding of their individual productivity
- Obtain perspective on the quality of their daily time management and learn ways to improve it
- An awareness of the importance of prioritizing and delegation for success
- A deeper understanding of the science and practice of delegation
- Identify three types of authorities you can delegate
- Major reasons why leaders find delegation challenging
- How to harness the ability to delegate using trust, empowerment, and motivation as tools in the delegation process

Target Audience: This course is designed for leaders and managers looking to increase individual and team productivity by leveraging existing human resources

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8074	1	Feb 20	\$225	

Successfully Managing People

Are you ready to develop a high-performance team and get more done? In today's changing business environment, experienced as well as new managers are seeking more effective strategies for managing and motivating employees. This seminar will provide strategies to resolve team conflict using emotional intelligence and show you how to get more from your team by adapting your management style to every situation. You'll gain the skills to motivate every member of your team and use positive and corrective feedback to handle difficult performance issues and maximize productivity.

Objectives:

- Appreciate how the role of managers has changed in today's organizations
- Recognize the role of values in managing people
- Describe the importance of ethical leadership
- Identify how your organization's and workgroup's culture shapes the behavior of the people with whom you work
- Assess your management and personal style and adjust it to different situations
- Adopt the approach needed to motivate different types of people
- Communicate effectively with those you manage
- Apply the principles of Emotional Intelligence to achieve greater effectiveness.
- Use feedback to improve performance and manage difficult employees

Target Audience: Managers and individuals with management responsibilities whose success depends on managing people through clear communication, a cooperative attitude, and commitment to shared goals

Course Code	Days of Training	Dates	Cost	
C8075	2	Feb 24-25	\$470	1.2CEUs/16CPEs 12PDCs

*Class cost includes fee for assessments

Supervising Challenging Employees

This course is designed to give supervisors the interpersonal and communication skill sets to effectively manage challenging employees and situations. Participants will examine behaviors and attitudes that “label” a person as “challenging” and develop techniques to formulate and communicate positive behavior change goals for the employee. Emphasis will be on maintaining a positive professional image and practicing communication techniques to address “attitude issues” that affect performance.

Objectives:

- Recognize whether the challenge is from the employee, the situation or the relationship
- Distinguish effective from ineffective responses to challenging employees
- Focus on goals and outcomes instead of personality and process
- Negotiate “performance agreements”
- Solicit and offer feedback more comfortably
- Influence people through their own values and motivations
- Cope productively with personality differences
- Create dialogue through improved active listening and questioning skills
- Measure and increase mutual TRAC ratings (trust, respect, affection, and confidence)

Target Audience: Managers and supervisors seeking effective ways for supervising “challenging” employees

Course Code	Days of Training	Dates	Cost	
C9038	2	Apr 1-2	\$450	1.2CEUs/16CPEs 12PDCs

Tackling Challenging Conversations

Collaboration, efficiencies, and performance rely on strong relationships and effective communication. Yet, when facing challenging conversations, people regularly struggle with broaching the topics. Often, they opt to avoid the conversations entirely, hoping that situations will resolve themselves. Or, they engage their counterparts without skill, worsening tenuous conditions while jeopardizing relationships. A better option exists. In this workshop, professionals build skills that allow them to tackle a variety of relational challenges with colleagues and clients, alike.

Objectives:

- Proactively broach difficult conversations
- Transition tense situations into constructive opportunities for improvement and relationship building
- Diffuse hostility and relational stresses through effective communication
- Increase learning through communication
- Manage differences more effectively and productively

Target Audience: Managers and Supervisors

Course Code	Days of Training	Dates	Cost	
C8076	1	Feb 4	\$225	.6CEUs/8CPEs 6PDCs

Taking Control of Conflict

Most people have been involved in some form of conflict in the workplace ranging from mild disagreements to explosive standoffs. Clearly, conflict can be an obstacle to organizational success and personal job satisfaction. This program will show you how to identify the source of conflict and implement effective resolution strategies, as well as provide guidance on how to prevent unnecessary conflict from occurring in the first place.

Objectives:

- Identify your preferred strategy for handling conflict
- Understand the characteristics and drawbacks of each typical approach to conflict
- Recognize the various sources of conflict that most often occur in the workplace
- Implement strategies for effectively resolving conflicts that stem from each source
- Practice behaviors that minimize conflict
- Proactively address issues before they escalate into problems

Target Audience: Managers and Supervisors

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C7957	1	Mar 9	\$225	

Team Building Through Work and Social Styles

Quite often, leaders lack an understanding of their work and social style and are equally unfamiliar with their team member's styles. Their teams frequently function in poor working environments where unique working styles are neither appreciated nor leveraged, and both productivity and interpersonal relationships are affected. This has an adverse impact on individual and agency performance. This course is designed to help leaders develop insights about their behavioral strengths and weaknesses related to their style and to enable leaders to identify and utilize team members' styles to make sound decisions when attempting to build successful teams or to enhance an existing team's performance. Through a thoroughly hands-on learning experience, participants will be able to identify work and social style, appreciate its impact on work and interpersonal relationships, and ultimately on organizational productivity.

Objectives:

- Gain an understanding of participant's individual work and social style
- Identify team members' styles
- Obtain perspective of the relationship between style, working environment, and organizational productivity
- Build awareness of a team's stages: forming, storming, norming, and performing
- Learn how to harness working styles to build successful teams or enhance an existing team's performance
- Learn innovative ways to develop productive work and interpersonal relationships

Target Audience: Leaders and Managers that are looking to build successful teams or are interested in learning how to optimize an existing team's performance to positively impact organizational productivity

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8127	1	Feb 13	\$225	

The Heart and Soul of Change

How to mobilize and energize your team to get better results

In today's business environment, the only constant is change, and yet many of us fear rather than embrace change. This highly interactive course is focused on equipping you with practical and innovative change management skills, techniques and tools you need to mobilize and energize yourself and your team to go beyond surviving to thriving in the face of change. Together, we will explore the opportunities and benefits that come with seeing, feeling and embracing change to promote improved work-life and workplace results.

Objectives:

- Learn 5 core strategies for managing change
- Shift your focus from problems to opportunities
- Increase commitment and engagement to the change process
- Explore techniques that help you to be on the winning side of change
- Apply practical change management tools for better results

Target Audience: Supervisors, Managers, Executives and Program Leaders who want to influence and accelerate change

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8130	1	May 7	\$225	

The Manager as Performance Coach

People don't quit their jobs, they quit their managers. How do you reverse that and become the manager everyone wants to work for?

Coaching focuses on the employee. Coaching is a way of leading and managing, a way of thinking and of treating people. It enables you to empower the employee to do the work and to realize the benefits of self-confidence, self-belief, pride, certainty of personal strengths, unleashing of potential, increased decision making and leadership skills, dignity of partnership, and increased adaptability to a changing world. You may also be preparing him/her for the next promotion.

Coaching employees leads to greater engagement, innovation, and productivity. This reduces the costs associated with employee attrition, unmet project timelines, and budget excesses. Your department meets its performance goals and is an energizing happy place to work. This is truly a win-win situation and you as the manager are the key. This 2-day course prepares your mindset and gives you practice in being an effective coach manager and unlocking the potential of your team.

Objectives:

- Understand the benefits of being a manager who coaches
- Learn the 4 stages of the Performance Curve and how coaching makes a difference
- Learn an 8-step coaching model and basic coaching skills
- Become familiar with what coaching sounds/looks like
- Identify the various situations when coaching can be used
- Learn best practices and the basic skills
- Explore the non-verbal aspects of coaching
- Explore communication styles and how they impact the coaching conversation
- Create a detailed implementation plan to use with your own direct reports

Target Audience: Managers, Supervisors, anyone with direct reports, and those who will soon move into those roles

Course Code	Days of Training	Dates	Cost	
C8128	2	Mar 30-31	\$450	1.2CEUs/16CPEs 12PDCs

The Personalities of Teams

This course focuses on strengthening team relationships and enhancing team effectiveness. The sum of individual team member personalities, the tasks the team is charged with, along with the work environment and context in which the team functions all play a role in a team's personality. Participants will develop an understanding of the key characteristics of effective teams and learn to recognize the style of leadership needed at different stages in a team's life cycle to drive productivity.

The goal of this course is to provide managers, supervisors and team leaders with the tools to drive high team performance and build a positive team personality.

Objectives:

- Understand principles of teams
- View teams within an organizational context
- Understand framework coined by Patrick Lencioni, [Five Dysfunctions of a Team](#)
- Be able to recognize what stage a team is in
- Understand strategies to guide teams based on a team's current stage
- Understand productive versus disruptive conflict
- Be able to diagnose and strengthen characteristics that enable teams to be high-functioning
- Able to apply all the class learnings

Target Audience: Managers, supervisors and team leaders

Course Code	Days of Training	Dates	Cost	
C8077	1	Apr 17	\$225	.6CEUs/8CPEs 6PDCs

The Voice of Leadership

No matter how compelling the vision or how brilliant the strategy, without leadership communication, there is no execution.

The ability to get buy-in, garner trust and inspire loyalty isn't a skill you have to be born with. Now you can learn to develop grace under fire and inspire others in a common direction. This fast-paced, results-oriented leadership communication training is uniquely designed to strengthen your leadership communication skills modeled on the world's best communicators. You'll learn practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.

Objectives:

- Describe and Apply the Five Principles of Effective Leadership Communication
- Craft a Compelling Leadership Message That Inspires Action and Produces Results
- Describe and Apply Four Leadership Communication Styles
- Take Charge of a Group of People and Win Their Support
- Communicate the Strategic Direction with Passion
- Set the Operational Direction (Delegate Responsibility) in Ways That Get Action
- Influence Buy-In and Committed Action
- Inspire People to Do Their Best
- Coach, Counsel, and Mentor Others to Build Their Skills and Grow Personally

Target Audience: Experienced managers and anyone who aspires to a leadership position or who is expected to provide leadership

Course Code	Days of Training	Dates	Cost	
C8129	2	May 26-27	\$450	1.2CEUs/16CPEs 12PDCs