

FRESHEN YOUR INTELLECT

# Course Catalog



**FRESHEN YOUR INTELLECT**

Be A Better *Al*



WORKFORCE DEVELOPMENT TRAINING



HELLO,

WELCOME TO THE FRESHEN YOUR INTELLECT (FYI) SERIES OF WORKFORCE TRAINING AND DEVELOPMENT SEMINARS. FOR EIGHT YEARS THE CITY OF TALLAHASSEE'S DEPARTMENT OF EQUITY AND WORKFORCE DEVELOPMENT HAS PROVIDED CITY EMPLOYEES WITH VALUE-ADDED WORKFORCE TRAINING PROVIDED BY KNOWLEDGEABLE AND HIGHLY QUALIFIED INSTRUCTORS.

NOW THAT FULL COMPLEMENT OF OVER 100 TRAINING SEMINARS IS AVAILABLE TO INDIVIDUALS, ORGANIZATIONS, NON-PROFITS, BUSINESSES AND CHURCHES THROUGHOUT NORTH FLORIDA.

FOR EMPLOYERS: YOU KNOW THE ECONOMY IS ROUGH, AND TO BE COMPETITIVE YOUR EMPLOYEES MUST BE READY TO WORK. OUR FYI PROGRAM OF COURSES WILL HELP YOU EFFECTIVELY TRAIN YOUR WORKERS, BUILD THEIR SKILLS AND GET THE MAXIMUM FROM YOUR CURRENT WORKFORCE.

FOR INDIVIDUALS: WE WANT TO HELP YOU SUCCEED. SUCCESS STARTS WITH GETTING THE INFORMATION YOU NEED TO MOVE FORWARD IN YOUR CAREER. WITH FYI INSTRUCTION YOU WILL HAVE THE COMPETITIVE EDGE AND WILL LEARN THE SKILLS YOU NEED TO GET AHEAD.

OURS IS A SPECIAL MISSION, AND WE ARE FULLY COMMITTED TO ENSURING EVERYONE HAS ACCESS TO THE FYI EDUCATION AND TRAINING PROGRAMS THAT WILL GIVE THEM THE KNOWLEDGE, EXPERIENCE AND CONFIDENCE TO BUILD BETTER CAREERS, LIVES AND COMMUNITIES.

WE APPLAUD YOU FOR TAKING THE FIRST STEP TO BECOMING A BETTER U! PLEASE LOOK OVER THE FYI CATALOG OF WORKSHOPS AND SIGN UP TODAY. CALL, EMAIL OR FAX FOR MORE INFORMATION.

SINCERELY,

A handwritten signature in black ink that reads "Sharon Ofuani". The signature is fluid and cursive, with a large initial "S" and "O".

SHARON OFUANI, DIRECTOR  
DEPARTMENT OF EQUITY AND WORKFORCE DEVELOPMENT

# F O R W A R D

The Department of Equity and Workforce Development (EWD) is pleased to provide this FYI Course catalog. We offer a training curriculum that teaches practical skills, not just theory. This catalog lists training and development courses designed to build your career and strengthen your organization. Courses are grouped by nine training and development competencies. The nine (9) training and development competencies are broad and are intended to identify basic managerial and workforce skills, knowledge, abilities, and behaviors that all employees should have to perform their work successfully. These competencies are:

- Coaching and Counseling
- Communicating Effectively
- Influence and Negotiation
- Managing Change
- Performance Management
- Setting Goals and Standards
- Managing Conflict
- Problem Solving and Decision Making
- Valuing Diversity

No matter where you work, or your level of experience, responsibility and expertise, we're sure that you'll find a course you need to improve your performance and make a positive impact in your organization and on your career.

To view the current training schedule, please visit our website at: <http://www.talgov.com/ewd>

## INSTRUCTORS

We provide highly qualified consultants who bring a wealth of knowledge and experience in the areas of all training and development competencies. Presenter's bios are available on our website.

Instructional Methods – FYI instructor-led courses are lively and engaging workshops using the right combination of lecture and group activities, and highly interactive workshops, which range in length from 3.5 hours to 2 days. The seminars incorporate a variety of training techniques including:

- Lecture
- Group exercise and process
- Case study
- Demonstration
- Problem analysis
- Self-assessment and
- Role-play

This method ensures that each participant has the opportunity to learn and practice skills they can use immediately on the job.

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# F O R W A R D

## **COURSE MATERIALS**

Each FYI course participant receives a participant's handout and other on-the-job support materials and job aids (when appropriate).

## **CERTIFICATES**

Every participant receives a certificate of completion at the end of the workshop.

## **CONTINUING EDUCATION UNITS**

The City of Tallahassee is certified as an Authorized Provider of Continuing Education Units (CEUs) from the International Association for Continuing Education and Training (IACET). Participants earn .10 CEU for every hour of instruction.

## **REASONABLE ACCOMMODATIONS**

If you have a disability as defined by the Americans with Disabilities Act and require a specific accommodation, please call (850) 891-8290 and we will make every effort to provide the accommodation.

## **PAYMENT**

FYI accepts payment in the form of a check, purchase order and cash. Credit card payment will be accepted in the near future.

## **REGISTRATION**

To Register, click on the registration link and complete the online registration form. Or, visit our website, download the registration form and mail it in along with your payment.

Confirmation: City of Tallahassee (COT) verifies your registration in writing within 24 hours after it is received. It is important to include your email address with your registration along with a valid daytime phone number in case of email spam blockers or firewalls.

Send a Group and Save: Register a group of five or more employees to learn together for a special discounted rate. Call 850.891.8290 .

Cancellation Policy: If cancellation should be necessary, COT requires written or email notification five business days prior to the first day of the seminar.

You will receive a full refund minus a \$10 administrative fee up to and including the fifth business day before the seminar. If you find that you cannot attend and it is fewer than five business days before the seminar start, you may send a replacement, with written/email notice to COT. If you are unable to send a replacement, you forfeit your registration fee.

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# F O R W A R D

## TRANSFER POLICY

Participants may transfer their registration to another seminar free of charge. The transfer request must be received in writing five-business days prior to the first day of the seminar for which you were originally scheduled. A \$10 transfer charge will be applied to all transfers received less than five days prior to the first day of the session. Any credits must be used within 12 months of the date of the workshop. Participant substitutions may be made at any time with written notification to COT.

*Learning is a treasure that will follow its owner everywhere —*

Chinese Proverb

Be A Better



THE CITY OF TALLAHASSEE IS AUTHORIZED BY IACET  
TO OFFER CEUs FOR THIS PROGRAM.

## Leadership Skills Course Offerings by Competencies

<b>Coaching and Counseling</b>	<b>10</b>
Adult CPR/First Aid	11
The Art of Delegation	11
Building Trust	11
The Courage to Coach	12
Delegation: Getting the Work Done	12
Leadership Styles	12
Leadership Skills for Supervisors	13
The Leadership Course, “Leadership: Do You Have What It Takes?”	13
Managerial Fitness: On the Cutting-Edge Without Being Cut	13
Situational Management	14
Taking Initiative: How to Be More of a Leader	14
Rising Up to Lead	14
<b>Communicating Effectively</b>	<b>15</b>
Alphabet Stew	16
Assertive Communication	16
Building Relationships	16
Client Centered Customer Service	17
Communications	17
Communication Jungle: Adjusting Your Style for Better Communication	17
Capital Issues: Capitalization and Use of Numbers	18
Confusing Word Pairs	18
Dealing With the Angry Public	18
Did I Say That?	19
Grammar Rules	19
How to Facilitate Meetings	19
Public Speaking I	20
Public Speaking II	20
Public Speaking III	20
Punctuation is Like Music: Get The Beat	21

# TABLE OF CONTENTS

Proofreading: Getting it Just Right	21
Speaking With Confidence and Purpose	21
Using Communication to Manage Interpersonal Relationships	22
Writing in the Workplace	22
Effective Listening	23
Writing Agenda Reports	23
Speaking Improvement Seminar	23
Proactive Listening	24
Talk to Me	24
Tighter, Brighter Writing	24
Grammar Guidelines for Good Writing	25
The Proof is in the Editing	25
<b>Influence and Negotiation</b>	<b>26</b>
Developing Your Negotiation Skills	27
Mediation Skills	27
Seeing Good at Work	27
Negotiation and Influence: Getting to Yes	28
How to Negotiate Your Way to Success	28
Successful Techniques for Getting Your Ideas Across	29
Keep the Flame Burning	29
Getting Results and Thinking Strategically	29
Understanding Yourself: Understanding Others	30
<b>Managing Change</b>	<b>31</b>
Managing Change	32
Organizational Agility	32
Organizational Culture	32
Stress Management	33
Who Moved My Cheese	33
Laughter is the Best Medicine	33
<b>Performance Management</b>	<b>34</b>
How am I Doing? Coaching Employees to Maximum Performance	35
Interviewing Skills for Obtaining the Right Information	35
How to be a Professional in the New Millennium	35

# TABLE OF CONTENTS

Writing Performance Management Standards	36
Performance Management Process: End of Year Review	36
Fraud Awareness	36
Workplace Investigation And EEO Compliance	37
Health and Safety & Workplace Violence	37
Ethics in the Workplace	37
Anti-Harassment Policy	38
The Way We Do What We Do: Workplace Ethics	38
Business Ethics Today	38
Turn Around Employee Behavior	39
Enthusiasm: Zap the Negative Forces	39
How to Analyze and Alleviate Employee Performance Problems	39
The Fundamentals of Excellence	40
Character First for Supervisors	40
Character First for Employees	40
Character First II: Leading with Character	41

## Setting Goals and Standards 42

---

How to Balance Priorities and Managing Multiple Projects	43
The Time of Your Life	43
Soaring to New Heights	43
Organizational Skills	44
Start Smart for Improved Performance	44
Getting it all Done	44
Have it Your Way	45
Teamwork for Success	45
The Essentials in Project Management	45
Thunderbolt Thinking	46
Strategic Planning for Action Oriented People	46
Winning With Your Team	46
In it to Win it: Eight Characteristics of a Winning Team	47
Planning for Success	47
Going for the Goal	47
Smart Goals: Steps to Success	48
Time Management	48

# TABLE OF CONTENTS

## Managing Conflict 49

---

Conflict Resolution I	50
Conflict Resolution II	50
Conflict Resolution III	50
Coping with Difficult Situations and People	51
Emotional Intelligence: Managing Your Work Mind and Mood	51
Facing the Tiger	51
Productive Group Skills That Make a Difference	52
Maximizing Team Performance	52
Mediation Skills	52
Team Building	53
The Gentle Art of Verbal Self-Defense	53

## Problem Solving and Decision Making 54

---

Seeing is Believing	55
Now You're a Supervisor	55
How to Solve Problems and Make Good Decisions at Work	55
How to Analyze and Alleviate Employee Performance Problems	56
Seven Steps to Better Decision Making	56
Creative Problem Solving	56
Everything Begins with Me	57
Leading From the Ground Up	57
Together Everyone Achieves More: Building a Winning Team	58

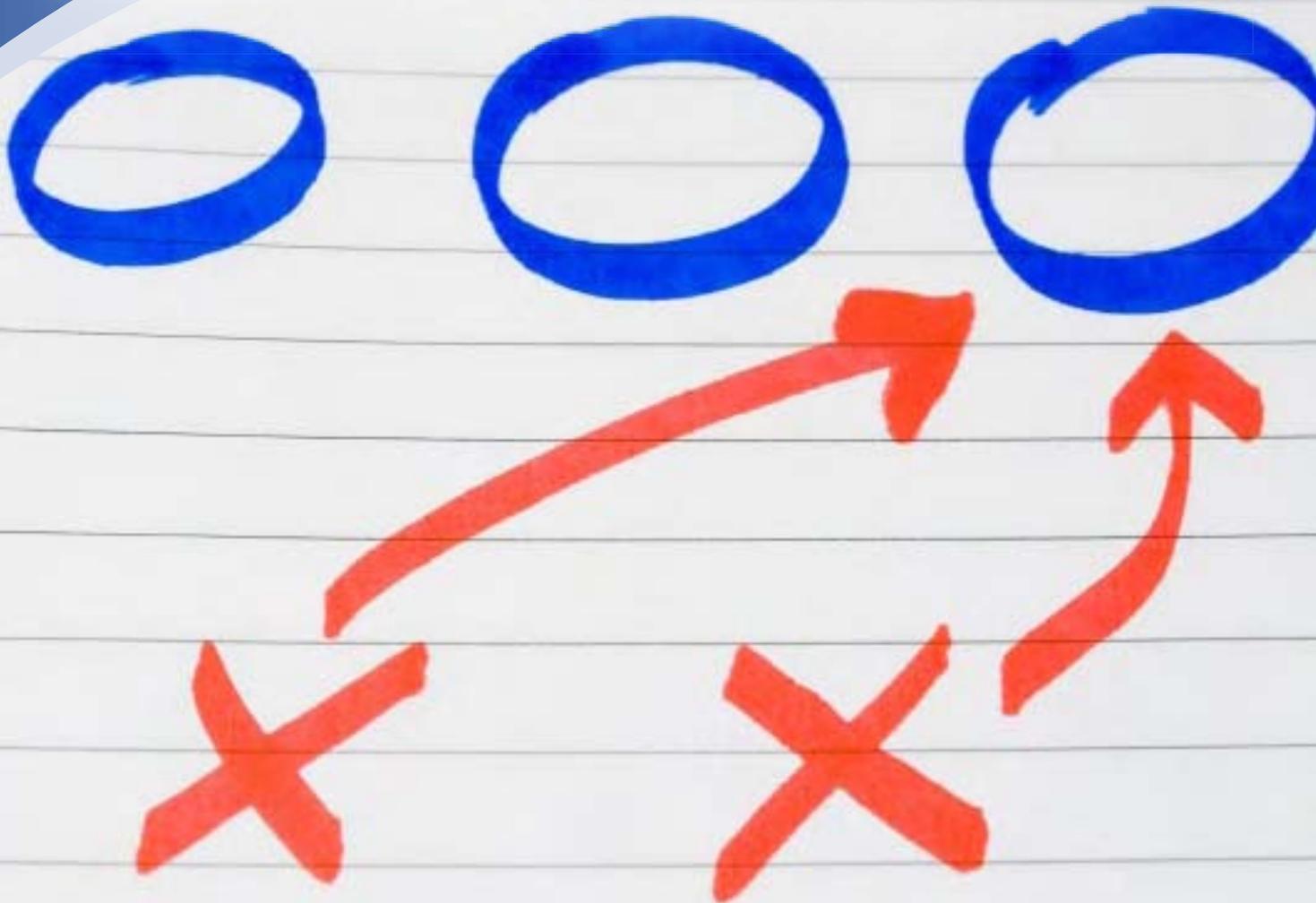
## Valuing Diversity 59

---

Try Walking in My Shoes: Respecting Diversity	60
Connecting the Difference to Make a Change	60
Cultural Diversity and Communication	60
Human Diversity	61
Everyone Brings Something to the Table	61
The Eye of the Storm: Managing Discord, Create Accord	61
Managing a Diverse Workforce	62
Creating Multi-Generational Harmony in the Workplace	62
Valuing Cultural Diversity	62
One Goal, Different Voices	63
Let's Dialogue About Diversity	63



# Coaching & Counseling



## ADULT CPR/FIRST AID

All Employees  
3.5 hours (.32 CEUs)

### Description:

Adult CPR and First Aid. Topics include, breathing and cardiac emergencies, respiratory or cardiac problems, sudden illness and injury.

### Objectives:

At the end of this course, participants will be able to:

- Demonstrate basic life saving skills
- Demonstrate the proper method to render first aid procedures for the treatment of wounds.

## THE ART OF DELEGATION

All Employees  
3.5 hours (.32 CEUs)

### Description:

This program is designed to teach participants the eight steps that enable supervisors and managers to delegate effectively. Participants will assess their attitudes and current practices as delegators and, through experiential activities, explore how to communicate effectively.

### Objectives:

At the end of the course, participants will be able to:

- Apply eight steps that enable supervisors and managers to delegate effectively
- Demonstrate how to communicate effectively with peers and subordinates
- Explain the benefits of delegating tasks to subordinates

## BUILDING TRUST

All Employees  
3.5 hours (.32 CEUs)

### Description:

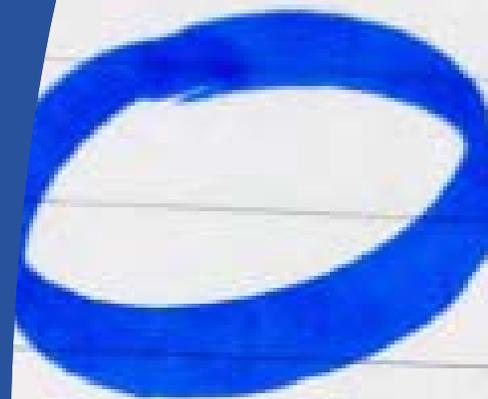
Along with technology and innovation, trust is one of the most powerful forces driving business today. The course is designed to examine the principles of trustworthiness and trust, and the process of building trust.

### Objectives:

At the end of the course, participants will:

- Define trust
- Explain the importance of trust in the workplace
- Explain why we distrust
- Explain the advantages of trusting others
- Explain why we should challenge our assumptions of trustworthiness

*Continued on next page*



# THE COURAGE TO COACH

All Employees  
3.5 hours (.32 CEUs)

## Description:

Managing the performance of others can be one of the most difficult tasks for anyone in a leadership role. Often times supervisors and managers are promoted into their positions based on experience, education and technical competencies, yet are often ill-equipped to handle the challenges of managing others. This session will present a systematic process to reinforce the productive behavior of employees while redirecting unacceptable behavior without de-motivating the employee.

## Objectives:

At the end of this course, participants will be able to:

- Explain the four-step process to evaluate an employee's behavior to determine the most effective method to manage their performance.
- Demonstrate the three-step method to coach and reinforce the productive behavior of their employees.
- Apply a six-step process to counsel and redirect unacceptable employee behavior.
- Demonstrate how to effectively defuse four common defensive communication styles.

# DELEGATION: GETTING THE WORK DONE

All Employees  
3.5 hours (.32 CEUs)

## Description:

This course will present strategies that supervisors can use to get the work done right by the right person. Participants will learn step-by-step strategies to assist them in delegating work and learning how to let go.

## Objectives

By the end of this workshop, participants will be able to:

- Define delegation
- Explain the importance of delegation
- Explain what factors to consider when delegating task
- Demonstrate appropriate styles of delegation
- Describe what we can delegate

# LEADERSHIP STYLES

All Employees  
3.5 hours (.32 CEUs)

## Description:

There are a number of ways of exploring leadership style. If leaders can successfully understand their natural style of leadership, and explore how that style might be changed to fit different circumstances and different people, then their leadership is much more effective. Knowing their strengths and abilities, and leaving other parts of their leadership to others is another vital element of being a great leader.

## Objectives:

At the end of the training participants will be able to:

- Describe personal leadership styles & characteristics
- Define primary qualities needed by leaders
- Develop an understanding of the leader-follower relationship
- Explain the benefits of acceptance of different approaches to leadership
- Describe leadership approaches to organizational needs
- List the strengths in shared leadership



# LEADERSHIP SKILLS FOR SUPERVISORS

All Employees

16 hours (This class is presented over two consecutive days in 8 hour sessions — 1.40 CEUs)

## Description:

Participants will learn how to perform the supervisory roles to facilitate growth and continuous improvement. They will also learn to hold performance discussions that will result in changed behavior and enhanced productivity.

## Objectives:

At the end of the course, participants will be able to:

- Define leadership and its importance to supervisors
- List 10 characteristics of great leaders
- Describe practices common to successful leaders
- Identify their personal leadership style
- Explain the value of organizational communication
- Identify the four stages of team development
- Explain the supervisors role in the team

## THE LEADERSHIP COURSE, “LEADERSHIP: DO YOU HAVE WHAT IT TAKES?”

All Employees

3.5 hours (.32 CEUs)

## Description:

Provides an overview of leadership theories and practices but will focus more specifically on one model, Situational Leadership. Borrowing liberally from a variety of practices and research based studies; the course is designed to assist managers and non-managers as well as other persons already in leadership positions to further their abilities to lead others to get extraordinary things done.

## Objectives:

At the end of the training participants will be able to:

- Explain the multiple approaches to a leadership
- List three theories of leadership
- Define/describe leadership style and the dimensions of leadership style
- Match leadership style with appropriate situation

## MANAGERIAL FITNESS: ON THE CUTTING-EDGE WITHOUT BEING CUT

All Employees

3.5 hours (.32 CEUs)

## Description:

The objective of this seminar is to develop contingent managerial leadership skills (tools) from a behavioral complexity perspective

Objectives:

At the end of the training participants will be able to:

- Explain the transition from supervisor to manager
- List four successful practices used in managerial leadership
- Describe current managerial techniques, with special emphasis on working with people



# SITUATIONAL MANAGEMENT

All Employees  
3.5 hours (.32 CEUs)

## Description:

Good managers believe that treating everyone fairly is the right thing to do. However, treating everyone the same may be the wrong thing to do. Join us in exploring leadership styles and skills that are the best in class. We will journey through three important phases:

- Assessment: What is your Style? Directing, Coaching, Supporting, Delegating
- Effective Leadership Styles: How effective are you? Strengths/Weaknesses
- Applying Skills: How to use the appropriate style with your employees for the best results.
- Understanding why nothing is so unequal as the equal treatment of unequal is the focus of this simple and practical approach to managing and motivating people.
- Learn to become a flexible leader through applying effective skills with the right people in a fun and energetic atmosphere.

## Objectives:

At the end of the course, participants will be able to:

- List the four leadership styles
- Describe your personal leadership style
- List the advantages of each leadership style
- Demonstrate how to utilize each leadership style

# TAKING INITIATIVE – HOW TO BE MORE OF A LEADER

All Employees  
3.5 hours (.32 CEUs)

## Description

This program, developed specifically for administrative support staff and others who do not have the title leader or manager, is designed to broaden participants' understanding what leadership is and to raise their awareness of how they can take the lead in their own jobs.

## Objectives:

At the end of the course, participants will be able to:

- Explain the benefit in taking initiative as a leader
- Identify three tasks they can do to show leadership in their current role

# RISING UP TO LEAD

All Employees  
3.5 hours (.32 CEUs)

## Description

Leadership is the ability to get a diverse group of people working together enthusiastically towards a common goal. Do you have the skills you need to be a 21st Century Leader?

## Objectives:

At the end of the course, participants will be able to:

- Describe the challenge facing all leaders
- Formulate the value in embracing change
- Explain how to adapt intelligently and, prepare strategically to serve the needs of the team.





# Communicating Effectively



## ALPHABET STEW

All Employees  
3.5 hours (.32 CEUs)

### Description:

This course is designed for employees who have completed Writing in the Workplace, Level 1 or who write often in the workplace. The workshop is designed to raise one's level of professional writing by providing instruction in key skills

### Objectives:

At the end of the session, the participant will be able to:

- List five Abbreviations
- Define Acronyms
- Explain When and what to capitalize in a sentence

## ASSERTIVE COMMUNICATION

All Employees  
3.5 hours (.32 CEUs)

### Description:

As a leader, few skills are as important to your success as your ability to deal with all types of people and situations in a confident, calm, self-assured manner. Assertive communication is imperative to earning the respect and cooperation of those around you.

### Objectives:

By the end of this workshop, participants will be able to:

- State your opinions and ideas positively and powerfully
- Demonstrate how to exercise your authority without coming across as pushy
- Describe how to deliver news you know your people don't want to hear
- List tips for dealing with people who try to circumvent your authority
- Explain what to do when you're negotiating with someone who won't budge on an issue

## BUILDING RELATIONSHIPS

All Employees  
3.5 hours (.32 CEUs)

### Description:

In today's society, interactions with others at your job are constant. This course is designed for employees to learn how to distinguish between behavior styles and how to interact with co-workers.

### Objectives:

- At the end of the course participants will be able to:
- Identify his/her behavior style
- Describe how to interact with individuals with other behavior styles
- Explain specific listening skills
- Explain the impact of non-verbal communication
- List the advantages of working as a team



# CLIENT CENTERED CUSTOMER SERVICE

All Employees  
3.5 hours (.32 CEUs)

## Description:

In our customer-oriented society, service is the key to success. Learn the tips to serve the public in a professional and efficient manner.

## Objectives:

At the end of the course participants will be able to:

- Describe techniques to effectively serve the public in a professional and efficient manner
- Explain ways to handle different personalities in person and on the phone
- List techniques to stay motivated and to provide quality service
- Formulate new methods to service your internal and external customer needs
- Describe ways to coach and mentor others in positive customer service skills

# COMMUNICATIONS

All Employees  
3.5 hours (.32 CEUs)

## Description:

Our communication often times gets tangled up with barriers and environmental conditions. This course will explore the barriers and environmental conditions that impede communication, and will help participants learn to communicate better within different settings.

## Objectives:

At the end of the course participants will be able to:

- Assess their awareness and style of communication
- Analyze the dynamics of interpersonal communication
- Identify barriers that cause problems
- Design clear, concise, targeted messages
- Demonstrate effective communication skills

# COMMUNICATION JUNGLE: ADJUSTING YOUR STYLE FOR BETTER COMMUNICATION

All Employees  
3.5 hours (.32 CEUs)

## Description:

Make Communication Pay Off. Stop wasting time because of misunderstandings. Avoid errors due to faulty or incomplete information. This course help you make sure others get your message across.

## Objectives:

At the end of the course participants will be able to:

- Recognize and identify other people's preferred ways of communicating by what they do, say, write, and ask
- Translate and adjust their requests, proposals, and presentations to match other people's preferred ways of communicating
- Explain and address the key questions uppermost in other people's minds that must be answered to win their support



# CAPITAL ISSUES: CAPITALIZATION AND USE OF NUMBERS

All Employees  
3.5 hours (.32 CEUs)

## Description:

This course is designed for employees who write often in the workplace. The workshop is designed to raise one's level of professional writing by providing instruction in key skills

## Objectives:

At the end of the session, the participant will be able to:

- Apply the rules of capitalize
- Identify words that should/should not be capitalized in a sentence

# CONFUSING WORD PAIRS

All Employees  
3.5 hours (.32 CEUs)

## Description:

There are words that people tend to use interchangeably although they have different meanings. Some of these word-pairs are confusing because they look alike; others are confusing because they are often misused.

## Objectives:

At the end of the course, participants will be able to:

- List commonly confused words.
- Identify the proper usage of commonly confused words

# DEALING WITH THE ANGRY PUBLIC

All Employees  
3.5 hours (.32 CEUs)

## Description:

Learn how to defuse verbal aggression and emerge with positive results. Learn to use techniques to resolve conflict, to manage situations and to control your anger as well as the anger of others.

## Objectives:

At the end of the course, participants will be able to:

- Explain how to defuse verbal aggression and gain positive results.
- Analyze conflicts professionally and productively
- State techniques to defuse verbal aggression
- Demonstrate how to ask and answer questions that lead to positive outcomes.
- List effective ways to maintain self-control with antagonistic and aggressive behavior
- Explain ways to disagree tactfully and effectively and to protect yourself emotionally



## DID I SAY THAT?

All Employees  
3.5 hours (.32 CEUs)

### Description:

Understanding personality styles and the most effective ways to communicate with each style will help to improve relationships and clear up communication barriers.

### Objectives:

At the end of the course participants will be able to:

- Explain how personality style and communication work hand in hand
- Discuss how to develop a style based on your employees
- List ways to improve your personal speaking style

## GRAMMAR RULES

All Employees  
3.5 hours (.32 CEUs)

### Description:

This workshop is designed to raise one's level of professional writing by providing instruction in key grammar skills.

### Objectives:

At the end of the course, participants will be able to:

- Recognize the elements of a complete sentence
- Discriminate between fragments and complete sentences
- Write complete sentences

## HOW TO FACILITATE MEETINGS

All Employees  
3.5 hours (.32 CEUs)

### Description:

In this course, participants will learn how to plan, organize, facilitate and conduct productive meetings, including steps for preparation of a meeting, developing an agenda, encouraging participation, handling counterproductive behaviors, and planning action for follow-up

### Objectives:

At the end of the course, participants will be able to:

- Identify steps to plan, facilitate and conduct meetings to maximize participation and achieve desired outcomes
- Explain the differences between task and interpersonal issues in a group
- Develop an action plan for using effective meeting practices
- Operate as the facilitator for the group, to effectively coach that group to a successful end
- Apply feedback for improving his or her facilitation skills
- Create a plan for his or her further development as a facilitator



## PUBLIC SPEAKING I

All Employees  
3.5 hours (.32 CEUs)

### Description:

This course is designed to assist participants with enhanced listening skills for improvement in the overall communication process.

### Objectives:

At the end of the course participants will be able to:

- Identify the benefits and behaviors of effective listening
- Identify the effects of active listening
- Identify nonverbal messages when communicating and listening
- Apply feedback to improve speaking skills

## PUBLIC SPEAKING II

All Employees  
3.5 hours (.32 CEUs)

### Description:

It doesn't matter what you do for a living, the ability to make totally stunning, captivating and above all clear presentations will always add great value to your life and career.

You have probably, at one time or another, seen a really masterful presenter, and said to yourself, "Gee, I wish I could do that!" Perhaps even worse, you said, "I'll never be able to do that!"

### Objectives:

At the end of the session, the participant will learn how to:

- Demonstrate skills that show the presenter as calm, centered and balanced
- Design your presentation so that it creates the best results with everyone in the audience, regardless of how they learn
- Create and maintain rapport with audiences of any size, rapidly and without effort
- Judge your audience's state of mind from moment to moment and adjust your presentation, as needed.
- Apply high impact gestures that trigger automatic responses in your audience

## PUBLIC SPEAKING III

All Employees  
3.5 hours (.32 CEUs)

### Description:

It is the simple goal of this course to improve you as a speaker. This can be accomplished through frequent speaking opportunities coupled with immediate feedback. This course will do that. Know that this is NOT a basic course. You are expected to have already mastered the basics of public speaking. In addition, you should have experience making presentation.

### Objectives:

At the end of the session, the participant will learn how to:

- Present powerful presentations to diverse audiences
- Use high impact gestures that trigger automatic responses in your audience
- Apply feedback to ensure continuous improvement in speaking



## PUNCTUATION IS LIKE MUSIC: GET THE BEAT

All Employees

3.5 hours sessions (.32 CEUs)

### Description:

This workshop is designed to raise one's level of professional writing by providing instruction in key punctuation skills.

### Objectives:

At the end of the session, the participant will be able to:

- Recognize eight punctuation marks and explain how they are used
- Demonstrate their knowledge by completing class assignments with 80 percent accuracy

## PROOFREADING: GETTING IT JUST RIGHT

All Employees

3.5 hours (.32 CEUs)

### Description:

This workshop is designed to raise one's level of professional writing by providing instruction in proofreading skills.

### Objectives:

At the end of the course, participants will be able to:

- Recognize 10 common proofreading errors and explain how they should be corrected
- Apply proofreading technique when reviewing memo's letters and other office documents

## SPEAKING WITH CONFIDENCE AND PURPOSE

All Employees

3.5 hours (.32 CEUs)

### Description:

It is the simple goal of this course to improve you as a speaker. This can be accomplished through frequent speaking opportunities coupled with immediate feedback. This course will provide you with skills that will enhance your presentation ability

### Objectives:

At the end of the session, the participant will learn be able to:

- Demonstrate presentations techniques
- Apply high impact gestures that trigger automatic responses in your audience
- Apply feedback to ensure continuous improvement in speaking



# USING COMMUNICATION TO MANAGE INTERPERSONAL RELATIONSHIPS

All Employees  
3.5 hours (.32 CEUs)

## Description:

A critical component of high performance and getting work done is managing relationships. Studies have shown that when it comes to being promoted the ability to manage effective relationships can even take precedence over job knowledge. In essence, relationships are key and the key to effective relationships is communication. Skills taught in this workshop are applicable at work and one's personal life.

## Objectives:

At the end of the session, the participant will be able to:

- Explain the Communication Model - the fundamentals of effective communication
- Create a positive first impression and establish productive relationships
- Identify verbal and non-verbal messages that enhance communication effectiveness
- Practice how to deal with angry or upset team members in a constructive manner
- Demonstrate how to decline a request while maintaining a positive relationship
- Identify productive approaches and reactions in interpersonal relationships

# WRITING IN THE WORKPLACE

All Employees  
16 hours (This class is presented over two consecutive days in 8 hour sessions — 1.40 CEUs)

## Description:

This is an interactive workshop offering instruction and practice in the six steps of the writing process: pre-writing, drafting, peer review, revision, editing, and publishing. Participants use their own work assignments as the content. Participants' own writing (submitted online before the workshop) is returned to the individual participants, with comments on errors and needed corrections. Participants receive and give guided feedback on in-class writing as well as receive instructor feedback on the writing. Participants receive a manual of all instructional materials.

## Objectives:

Participants will be able to use the following skills by the end of the workshop:

- Apply a 6-step process when writing.
- (Plan, Write, Peer Review, Revise, Edit, and Publish)
- Design writing to match purpose, audience, and intended outcomes
- Write an organized paragraph and multi-paragraph assignments
- Apply the principles of correspondence
- Apply active voice and passive voice appropriately
- Apply precise verbs
- Apply effective transitions
- Delete "empty" words from writing
- Apply parallel structure
- Combine ideas in alternative sentence patterns
- Utilize tables, charts, and graphics to enhance writing



# EFFECTIVE LISTENING

All Employees  
3.5 hours (.32 CEUs)

## Description:

This course is designed to assist participants with enhanced listening skills for improvement in the overall communication process.

## Objectives:

At the end of the course participants will be able to:

- Identify the benefits and behaviors of effective listening
- Identify the effectiveness of active listening
- Identify nonverbal messages when communicating and listening
- Describe how to effectively give and receive feedback

# WRITING AGENDA REPORTS

All Employees  
3.5 hours (.32 CEUs)

## Description:

Writing agenda reports is a developmental process with logical steps that can be learned easily. When you learn to write clearly, you improve the impact and overall professionalism of your document.

## Objectives:

At the end of the course participants will be able to:

- Write clear, understandable, well-organized agendas
- Apply reader-centered wording
- Write for readers with varying expertise
- Write summaries and present results and recommendations

# SPEAKING IMPROVEMENT SEMINAR

All Employees  
3.5 hours (.32 CEUs)

## Description:

90% of our daily communications is verbal, yet most people never had a lesson on effective oral communications.

## Objectives:

At the end of the course participants will be able to:

- Demonstrate how to articulate and project your voice
- Demonstrate positive body language
- Identify how to avoid feeling awkward before a small group
- Demonstrate how to speak confidently from your opening words onwards
- Explain how to use your voice and gestures when presenting
- Formulate a plan to deal with difficult situations in the work place
- Utilize personal constructive feedback to improve your technique quickly and easily



# PROACTIVE LISTENING

All Employees  
3.5 hours (.32 CEUs)

## Description:

Intense competition and rapid changes are dramatically expanding our need for information. Proactive Listening helps meet this need. Course participants increase their ability to build and maintain strong relationships and, consequently, achieve greater success. The course provides strategies and skill development on a variety of verbal and non-verbal techniques -- we can all improve our communication skills by listening more proactively.

The workshop stresses the importance of attentive body language, encouraging the other person to speak, and finally to verify that the information was received accurately. We will use two of Stephen Covey's 7 Habits of Highly Effective People to underscore these points. Habit #1: "Be Proactive." Habit #5: "Seek First to understand . . . Then to be understood."

## Objectives:

At the end of the course participants will be able to:

- Define proactive listening
- Demonstrate rapport while listening to another person
- Apply techniques that encourage another person to continue with their story

# TALK TO ME

All Employees  
3.5 hours (.32 CEUs)

## Description:

Do you find yourself tongue-tied and feeling awkward when you have to talk to others? This is the course you have been waiting for!

## Objectives:

At the end of the course participants will be able to:

- Apply tools that control those nerves
- Demonstrate how to articulate and project your voice
- Develop a presentation that is logical
- List five techniques to make your message memorable

# TIGHTER, BRIGHTER WRITING

All Employees  
3.5 hours (.32 CEUs)

## Description:

Even with the multitude of communication options available to businesses today, the need for effective writing skills refuses to go out of style. If anything, the present fast-paced climate has only intensified the need to be able to write with clarity and effectiveness for a variety of situations.

## Objectives:

At the end of the course participants will be able to:

- Use a mathematical formula to determine the readability of their writing.
- Apply quantitative strategies to make their writing more concise and precise.
- Use graphic techniques to improve the readability of documents that they write.



# GRAMMAR GUIDELINES FOR GOOD WRITING

ALL EMPLOYEES

3.5 hours (.32 CEUs)

## Description:

This Interactive workshop focuses on correcting the most common grammatical mistakes. (Recommended pre-requisite: Tighter, Brighter Writing workshop)

## Objectives:

In this course, participants will:

- Review the grammar they slept through in the eighth grade.
- Learn to use basic grammar skills to write more concisely and precisely.
- Learn to use punctuation correctly -- specifically commas, semicolons, hyphens and dashes.

# THE PROOF IS IN THE EDITING

ALL EMPLOYEES

3.5 hours (.32 CEUs)

## Description:

This interactive workshop teaches confident writers how to be precise proofreaders and effective editors. (Recommended pre-requisites: Tighter, Brighter Writing and Grammar Guidelines for Good Writing.

## Objectives:

In this course, participants will:

- Learn to perform the roles of an effective editor.
- Learn to use the Six Cs of copy editing.
- Learn to coach writers to write POWERfully.

*End of Section*



FRESHEN YOUR INTELLECT

Be A Better



# Influence & Negotiation



## DEVELOPING YOUR NEGOTIATION SKILLS

All Employees  
3.5 hours (.32 CEUs)

### Description:

This course introduces the participant to a variety communication styles that will allow them to create win-win situations all the way around.

### Objectives:

At the end of the session, the participant will be able to:

- Identify their personal communication style
- Apply tools learned in the class to handle conflict and create win-win situations

## MEDIATION SKILLS

All Employees  
3.5 hours (.32 CEUs)

### Description:

This course provides participants with basic medication skills that can be used to help resolve issues that may arise in the workplace or away from the office

### Objectives:

At the end of the course, participants will be able to:

- Describe group dynamics and how to deal with them
- Demonstrate open discussion and structured facilitation techniques
- Apply the skills learned in class

## SEEING GOOD AT WORK

All Employees  
3.5 hours (.32 CEUs)

### Description:

There is a basic principle that says what you look for you will find. We can create a better experience for ourselves at work by expanding our ability to look for good. Sounds simple, but it is not necessarily an easy thing to accomplish in the midst of personality conflicts, deadlines and miscommunications.

### Objectives:

At the end of the course, participants will be able to:

- Objectively question your reactions to workplace situations
- Identify techniques to “Watch Your Mouth”
- Identify skills that avoid making assumptions on limited information
- List five skills for improving your listening for “seeing good at work”



# NEGOTIATION AND INFLUENCE: GETTING TO YES

All Employees  
3.5 hours (.32 CEUs)

## Description:

Whether you're closing a million-dollar deal or solving a disagreement with a fellow worker or resolving a customer issue, follow five easy steps to become a better negotiator. This workshop uses the five-step strategy of "principled negotiation" from Ury and Fisher's best-seller "Getting to Yes".

This highly interactive workshop gives participants time to discover their own and others style of negotiating, time to learn and practice new strategies as well as receive feed back to build confidence.

## Objectives:

At the end of the is course, participants will be able to:

- Identify the real interests: yours and theirs
- Use a principled strategy with independent standards
- Apply skills to handle difficult situations and people
- Create win-win solutions

# HOW TO NEGOTIATE YOUR WAY TO SUCCESS

All Employees  
3.5 hours (.32 CEUs)

## Description

Negotiation, even the word can cause stress in the minds of some people. In business, the fear of negotiating, and negotiating well, can be the death knoll of the business. Even worse, when negotiating against the perception of a larger entity, one that has greater resources, some people will forgo the attempt to negotiate, for fear of losing business.

## Objectives

At the end of this course, participants will be able to:

- Describe how to prepare for negotiation sessions
- Explain the psychology behind the fear of negotiating
- List the value of being able to read body language when negotiating
- Describe the role emotions play in a negotiation
- Demonstrate the number-one way to guarantee you get more out of every negotiation session
- Explain tactics and strategies that help move to successful negotiation outcomes
- Describe the optimum time to test an offer
- Explain what to do when you hear 'no' in order to see 'maybe'
- Demonstrate the 'right' way to compromise
- Explain how to close the negotiation and be sure the deal stays together



# SUCCESSFUL TECHNIQUES FOR GETTING YOUR IDEAS ACROSS

All Employees  
3.5 hours (.32 CEUs)

## Description:

Influence and Negotiation may be viewed as two separate but related concepts. Both skills are essential to any leader's success. Whatever your place in the organization, extending your influence is the key to establishing mutually acceptable goals. Differing viewpoints must be reconciled without sacrificing the diversity of ideas or damaging interpersonal relationships. Increasing personal influence and developing effective negotiation skills will help staff members attain "win-win" decisions.

## Objectives:

At the end of the course, participants will be able to:

- Describe the dynamics of how to reach mutually acceptable agreements while retaining positive relationships.
- Identify the difference between positions and interests.
- List tactics for identifying interests and moving beyond positional arguments.
- Demonstrate how to be "hard on the problem but soft on the people."

# KEEP THE FLAME BURNING

All Employees  
3.5 hours (.32 CEUs)

## Description:

Improving employee motivation and morale is the easiest method of improving organizational productivity and cut down employee turnovers. Participants will be able to understand the impact and role of employee motivation as well as being introduced to strategies that can "keep the flame burning."

## Objectives:

At the end of the course, participants will be able to:

- Describe the indispensable role leaders play in improving employee morale
- Explain the difference between internal motivation and external motivation, and how each impacts employee morale
- Create a personalized plan for improving employee morale

# GETTING RESULTS AND THINKING STRATEGICALLY

All Employees  
3.5 hours (.32 CEUs)

## Description:

In today's global approach to business, getting results and strategic planning are essential to effective management. To function effectively in a modern, planned operation, every manager must have a practical understanding of how the planning process works. This session will address some of the strategies you may use to get the results you want, as well as how you may think and plan more strategically.

## Objectives:

At the end of the course, participants will be able to:

- Design a planning system to fit the unique characteristics of themselves and their department
- Identify ways to develop clear objectives and,
- Identify what human behavior factors that jeopardize planning and how to overcome them.



# UNDERSTANDING YOURSELF- UNDERSTANDING OTHERS

All Employees  
3.5 hours (.32 CEUs)

## **Description:**

Looking for a class that will transform the quality of your communication skills and your relationships, at work and at home? This is the class for you! The most widely used personality inventory in the world; the MBTI® instrument provides an accurate picture of a person's personality type.

## **Objectives:**

At the end of the course, participants will learn be able to:

- Identify their personality type
- List the characteristics associate with their type
- Explain the difference between Extraversion–Introversion
- Explain the difference between Sensing–Intuition
- Explain the difference between Thinking–Feeling
- Explain the difference between Judging–Perceiving

*End of Section*





# Managing Change



Change is coming.

## MANAGING CHANGE

All Employees  
3.5 hours (.32 CEUs)

### Description:

In times of change and uncertainty, it is important to know critical skills to lead people through a changing environment. This valuable course offers insight into why people react to change in different ways.

### Objectives:

At the end of the course, participants will be able to:

- Explain the drivers of change
- List three basic dynamics of change
- Explain how to implement the change process.

## ORGANIZATIONAL AGILITY

All Employees  
3.5 hours (.32 CEUs)

### Description:

Management is full of surprises. This course is designed to assist supervisors in planning for and dealing with chaos. Participants will learn strategies to improve their departments and work teams, streamline workloads, and develop leaders at all levels within the organization.

### Objectives:

At the end of the course, participants will be able to:

- Identify planning strategies
- Identify and understand requirements of team work
- Identify techniques for streamlining workloads
- Identify strategies to develop leaders in your organization.

## ORGANIZATIONAL CULTURE

All Employees  
3.5 hours (.32 CEUs)

### Description:

Organizations and even departments or divisions within them have a certain feel or culture. It's "the way we do things around here" that distinguishes them from other organizations. This course acquaints leaders with the five basic elements that make up an organization's culture, what affects culture, how it is shaped, and how they can mold and strengthen culture.

### Objectives:

At the end of the session, the participant will be able to:

- Identify the five basic elements that make up an organization's culture,
- Describe what affects culture,
- Explain how it is shaped, and how they can mold and strengthen culture.



Change in

# STRESS MANAGEMENT

All Employees  
3.5 hours (.32 CEUs)

## Description:

A little stress can be a good thing—but a lot of stress for long periods of time can be deadly. Why can some stress be good, and some stress be bad? This course will provide you with criteria to establish and maintain a healthy balance of stress.

## Objectives:

At the end of the course, participants will be able to:

- Identify stress.
- Identify the causes of stress.
- Develop a method for releasing stress.
- Develop a process to prevent stress.

# WHO MOVED MY CHEESE?

All Employees  
3.5 hours (.32 CEUs)

## Description:

This seminar is based on the best-selling motivational book *Who Moved My Cheese?* Participants are coached to think about what role they can play in managing and leading change in their own organization, rather than resisting or avoiding change. There are three key questions they will have to answer:

- Are you ready for change?
- Do you embrace change?
- Do you struggle with change?

## Objectives:

At this program's conclusion, participants should be able to:

- Explain the value in accepting change
- List reasons why people resist changes.
- Demonstrate how to positively handle those who resist change.
- Describe how you will handle change in the future.

# LAUGHTER IS THE BEST MEDICINE

All Employees  
3.5 hours (.32 CEUs)

## Description:

This presentation provides sound advice on how to take control of your life, and how to find opportunities to laugh to reduce stress. This workshop is designed for you to de-stress, relax, and hopefully change your perspective on work and your life!

## Objectives:

At the end of the course participants will be able to:

- Explain why we laugh
- Demonstrate how to Control laughter
- Describe what Laughter looks like
- Make yourself laugh
- Explain Laughter and emotional cleansing

*End of Section*





# Performance Management



# HOW AM I DOING? COACHING EMPLOYEES TO MAXIMUM PERFORMANCE

All Employees  
3.5 hours (.32 CEUs)

## Description:

This course will present strategies that supervisors can use to conduct an effective coaching meeting with the employee.

## Objectives

By the end of this workshop, participants will be able to:

- Describe how to set the tone and purpose of the coaching/counseling meeting
- Explain how to give and receive feedback
- Develop skill in evaluating the effect of the coaching meeting on future performance

# INTERVIEWING SKILLS FOR OBTAINING THE RIGHT INFORMATION

All Employees  
3.5 hours (.32 CEUs)

## Description:

Informational interviewing is a process of obtaining important information from other people. Built on practices employed by good journalist, informational interviewing is a powerful method of finding out what's really going on. Journalist, however, are not the only people engaged in informational interviewing. Every day, whether for fifteen minutes on the telephone or three hours in someone's place of business, professionals from various lines of work are conducting informational interviews to explore new careers, to assess customer needs, to learn about best practices, or to pursue a wide variety of other interest. This program focuses on the skills needed to practice effective informational interviewing. Regardless of participants' backgrounds and experience, the program will offer participants the information needed to organize, manage, and apply their learning in practical and creative ways.

## Objectives:

By the end of this workshop, participants will be able to:

- Describe the benefits of good interviewing skills
- Identify the organizational and interpersonal skills of good interviewers
- Develop an awareness of how to conduct an effective interview and to realize when an effective interview has occurred
- Demonstrate and test their learning prior to on-the-job application
- Discuss methods that inspire confidence and that engender enthusiasm for and enjoyment of informational interviewing

# HOW TO BE A PROFESSIONAL IN THE NEW MILLENNIUM

All Employees  
3.5 hours (.32 CEUs)

## Description:

The objective of this seminar series is to provide Business Development, Negotiation, and Organizational skills enhancement at all levels.

## Objectives:

By the end of this workshop, participants will be able to:

- Apply the power of negotiation: It's not necessarily what you say but WHEN you say it!
- State the importance of contact management



# WRITING PERFORMANCE MANAGEMENT STANDARDS

All Employees  
2 hours (.20 CEUs)

## Description:

In this course, supervisors will learn how to develop and practice preparing well-written standards.

## Objectives:

At the end of this course, participants will be able to:

- Prepare well-written performance standards

# PERFORMANCE MANAGEMENT PROCESS: END OF YEAR REVIEW

All Employees  
2 hours (.20 CEUs)

## Description:

This training will assist supervisors with preparation for The Performance Management Process: End Of The Year Review.

## Objectives:

At the end of this course, participants will:

- State and review expectations for conducting an end of the year summary review for employees
- Explain and review rating scale and definitions
- Practice completing Summary Review Form
- Discuss questions and issues participants bring to class

# FRAUD AWARENESS

All Employees  
2 hours (.20 CEUs)

## Description:

The training will assist participants in recognizing and resolving ethical issues they may face during their employment with the City. It also outlines concrete actions any person can take to create an ethical work environment for employees.

## Objectives:

At the end of this course, participants will be able to:

- Recognize ethical issues and problems in the workplace
- Improve participants' abilities to analyze & resolve ethical dilemmas more effectively
- Identify factors that contribute to an ethical workplace and how employees can contribute to developing & promoting these factors



# WORKPLACE INVESTIGATION AND EEO COMPLIANCE

All Employees  
3.5 hours (.32 CEUs)

## Description:

The course addresses written policies to prevent discrimination & harassment & serves to train all employees to recognize and to refrain from illegal discrimination and harassment.

## Objectives:

At the end of the is course, participants will be able to:

- Understand the legal environment of the workplace
- Effectively document employee performance
- Conduct a prompt, thorough and complete EEO Investigation
- Attract and retain the best qualified employee
- Diminish legal exposure
- Facilitate a work environment where everyone works at their optimal level of performance

# HEALTH AND SAFETY & WORKPLACE VIOLENCE

All Employees  
3 hours (.25 CEUs)

## Description:

This class will provide an overview of the City's Safety-related policies, including the "Violence in the Workplace" and the "Criminal History" policies. By being familiar with and following these policies, as well as department-specific safety protocols, supervisors can help to create and maintain a safe workplace for their employees.

## Objectives:

At the end of the course, participants will be able to:

- Explain their responsibilities and the responsibilities of their employees regarding compliance with the City Safety Program
- Recognize and address violations of the City's Criminal History/Violence in the Workplace policies and/or potential workplace violence issues
- Explain safety policies and know where to access information on safety policies
- Demonstrate safety training and use safety record keeping requirements

# ETHICS IN THE WORKPLACE

All Employees  
2 hours (.20 CEUs)

## Description:

The training will assist participants in recognizing and resolving ethical issues they may face during their employment with the City. It also outlines concrete actions any person can take to create an ethical work environment for employees.

## Objectives:

At the end of this course, participants will be able to:

- Recognize ethical issues and problems in the workplace
- Interpret participants' abilities to analyze & resolve ethical dilemmas more effectively
- Identify factors that contribute to an ethical workplace and how employees can contribute to developing & promoting these factors



# ANTI-HARASSMENT POLICY

All Employees  
2 hours (.20 CEUs)

## Description:

The course addresses written policies to prevent discrimination & harassment & serves to train all employees to recognize and to refrain from illegal discrimination and harassment.

Objectives: At the end of the is course, participants will be able to:

- Define what harassment is and is NOT
- Explain the City's policy on Anti-harassment
- Recognize legal liabilities and defenses
- Explain management concerns regarding Anti-harassment
- Describe strategies for preventing harassment
- Identify procedures for addressing harassment complaints
- Explain management & employees' responsibilities in harassment investigations & corrective action.

# THE WAY WE DO WHAT WE DO: WORKPLACE ETHICS

All Employees  
3.5 hours (.32 CEUs)

## Description

This program is designed to give participants a sense of appreciation for the complex, interrelated sets of issues that are the fabric of any organization and the choice process continually involved in balancing personal, organizational, and societal goals.

## Objectives:

At the end of the course, participants will be able to:

- Examine how values affect ethical judgments, learn three models of ethics,
- Use a four-step process when analyzing ethical dilemmas,
- Practice how to question and evaluate the ethical decisions people and organizations make
- Explain the value of the organizations code of ethics.

# BUSINESS ETHICS TODAY

All Employees  
3.5 hours (.32 CEUs)

## Description:

Honesty, integrity and good will are needed ingredients for today's business organizations.

## Objectives:

At the end of the course, participants will be able to:

- Explain the importance of ethics in business
- Use your learned skills with confidence in reaching ethical decision.



# TURN AROUND EMPLOYEE BEHAVIOR

All Employees  
3.5 hours (.32 CEUs)

## Description:

Participants will learn how to coach and counsel their employees and techniques to turn around difficult employee behavior for the better employee productivity.

## Objectives:

At the end of the course, participants will be able to:

- Recognize ways to act in negative situations when employee problems are brewing
- Coach and counsel employees in positive ways
- State criticism and feedback without defensive reactions

# ENTHUSIASM-ZAP THE NEGATIVE FORCES

All Employees  
3.5 hours (.32 CEUs)

## Description:

Negativity in the workplace is powerful and contagious and affects the morale and productivity of the organization. This class provides you with techniques to keep this from happening in your office.

## Objectives:

At the end of the course, participants will be able to:

- Utilize techniques to minimize negative thinking
- Demonstrate how to zap the negative forces in your attitude
- Apply seven tips to minimize negativity in the workplace

# HOW TO ANALYZE AND ALLEVIATE EMPLOYEE PERFORMANCE PROBLEMS

All Employees  
3.5 hours (.32 CEUs)

## Description:

This course is designed for supervisors/managers, who on a daily basis, have to respond to and handle employee performance problems that result from a variety of reasons. Participants will discuss common reasons for employee non-performance, and will identify and discuss strategies to overcome non-performance. They will learn what steps to take as “preventative management”. They will also learn the basics of the coaching process, and will resolve a performance issue using the Mager-Pipe Performance Problem Analysis Model.

## Objectives:

At the end of the course, participants will be able to:

- Discuss common reasons for employee non-performance
- Identify strategies to overcome non-performance
- Identify steps for preventative management
- Resolve performance issues using the Problem Analyses Model



# THE FUNDAMENTALS OF EXCELLENCE

All Employees  
3.5 hours (.32 CEUs)

## Description:

The focus of this course is on strategies to improve individual effectiveness and efficiency by learning results-management techniques, plus examining ways to utilize strengths and eliminate weaknesses through professional development activities.

## Objectives:

At the end of the course, participants will be able to:

- Develop a thorough understanding of the critical elements, which create total professionalism
- Develop professional success strategies to gain control over these elements in their personal and professional lives.

# CHARACTER FIRST FOR SUPERVISORS

All Employees  
3.5 hours (.32 CEUs)

## Description:

Character First examines 49 character traits that are closely linked to our organizational values and decision-making process. This class is the second level of ethics.

## Objectives:

At the end of this course, participants will be able to

- Explain why character matters in the workplace
- List the 49 characters discussed in the course
- Describe how to hire for Character
- Implement character-based correction techniques, When Correction is required
- Apply key character qualities in effective correction

# CHARACTER FIRST FOR EMPLOYEES

ALL Employees  
2 hours (.20 CEUs)

## Description:

Character First examines 49 character traits that are closely linked to our organizational values and decision-making process. This class is the second level of ethics.

## Objectives:

At the end of this course, participants will be able to:

- Explain why character matters in the workplace
- List the 49 characters discussed in the course
- Describe the link between our Code of Ethics and Character First
- Explain the link between our Organizational values and Character First



# CHARACTER FIRST II - LEADING WITH CHARACTER

All Employees  
2 hours (.20 CEUs)

## Description:

Character First II examines 49 character traits that are closely linked to our organizational values and decision-making process. Leading with character. Good character or a lack of character impacts individual lives and the organization as a whole. This class focuses on making the connection between lasting achievement and good character. This class is the third level of ethics.

## Objectives:

At the end of this course, participants will be able to:

- Recognize the impact character leadership has on the organization and the employees
- Demonstrate how to make an appeal to authorities
- List the five character qualities recognized as important in effective leadership
- Describe why understanding leadership perspective is important to the organization

*End of Section*

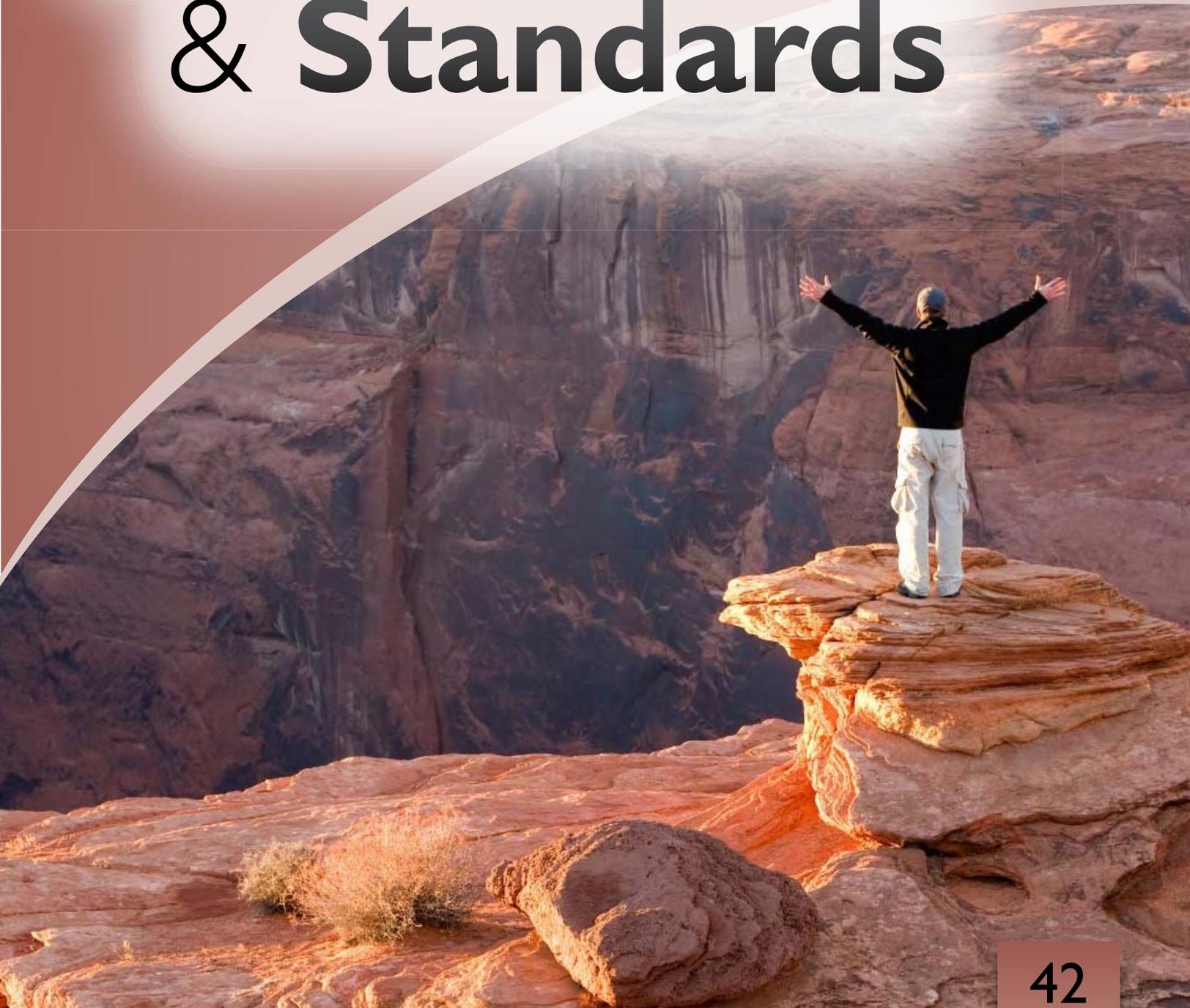


FRESHEN YOUR INTELLECT

Be A Better



# Setting Goals & Standards



# HOW TO BALANCE PRIORITIES AND MANAGE MULTIPLE PROJECTS

All Employees  
3.5 Hours (.32 CEUs)

## Description:

The course will assist participant with the development of specific strategies for overcoming those time wasting activities. There will be discussion on the benefits of effective time management. Participants will learn how to plan effectively and they will learn the basics of project management. Finally, participants will develop a personal action plan to help them begin managing their time more effectively.

## Objectives:

With completion of this course, participants will be able to:

- Identify time wasters
- Develop strategies to overcome time wasters
- Discuss the benefits of effective management
- Develop an effective time management plan

# THE TIME OF YOUR LIFE

All Employees  
3.5 hours (.32 CEUs)

## Description:

This course is designed to increase awareness of your attitude towards time.

## Objectives:

At the end of the course, participants will be able to:

- Assess personal “clutter styles”
- Identify procrastination patterns
- Develop a time management plan by setting priorities and developing action steps

# SOARING TO NEW HEIGHTS

All Employees  
3.5 hours (.32 CEUs)

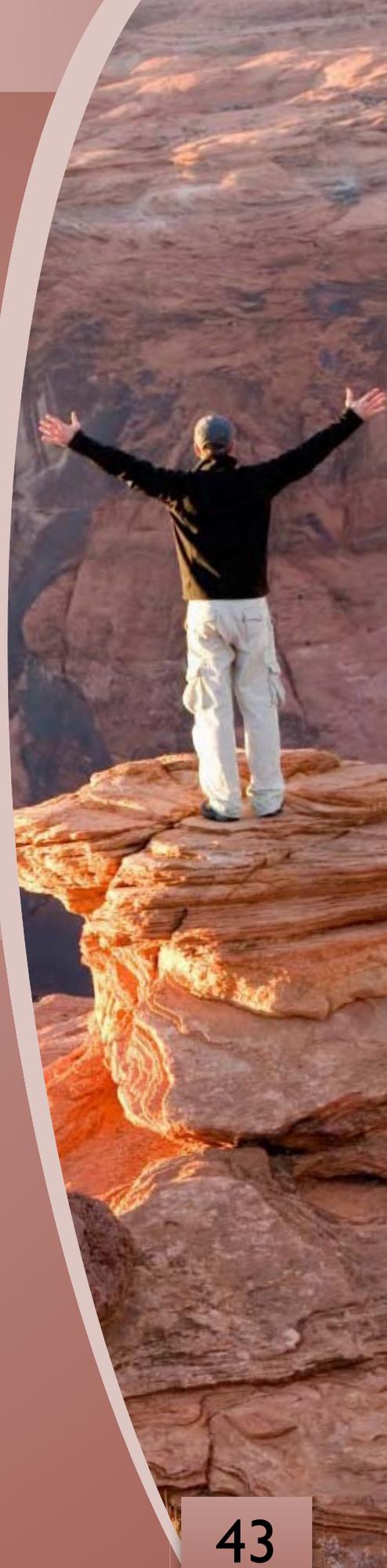
## Description:

Through exercise and self examination participants are urged to start clearing out and getting rid of the outer wrappings that keep us chained to a level below that which we know we can function.

## Objectives:

At the end of the course, participants will be able to:

- Identify new skills and abilities to go to the next level of achievement



# ORGANIZATIONAL SKILLS

All Employees  
3.5 hours (.32 CEUs)

## Description:

A disorganized approach to work and life can leave a person wondering at the end of the day what has been accomplished. The key to improving personal productivity is effective organization. This course will help you learn how to gain control for your time and tasks.

## Objectives:

At the end of the course, participants will be able to:

- Apply time management strategies effectively
- Identify the Planning Process steps to help reorganize their lives
- Apply skills to prioritize work better

# START SMART FOR IMPROVED PERFORMANCE

All Employees  
3.5 hours (.32 CEUs)

## Description:

Setting realistic but challenging goals is essential to success in life, as well as the basis for effective performance management. This program will improve the organization's ability to set meaningful goals that help drive and measure performance. This program is extremely powerful, because it enhances the individual's ability to clarify expectations for themselves and others. Skill in goal setting is applicable to many of the core values and is essential to negotiation, performance management, effective communication, conflict management and decision-making.

## Objectives:

At the end of the session, the participant will be able to:

- Identify the five basic elements that make up an organization's culture
- Describe what affects culture
- Explain how it is shaped, and how they can mold and strengthen culture

# GETTING IT ALL DONE

All Employees  
3.5 hours (.32 CEUs)

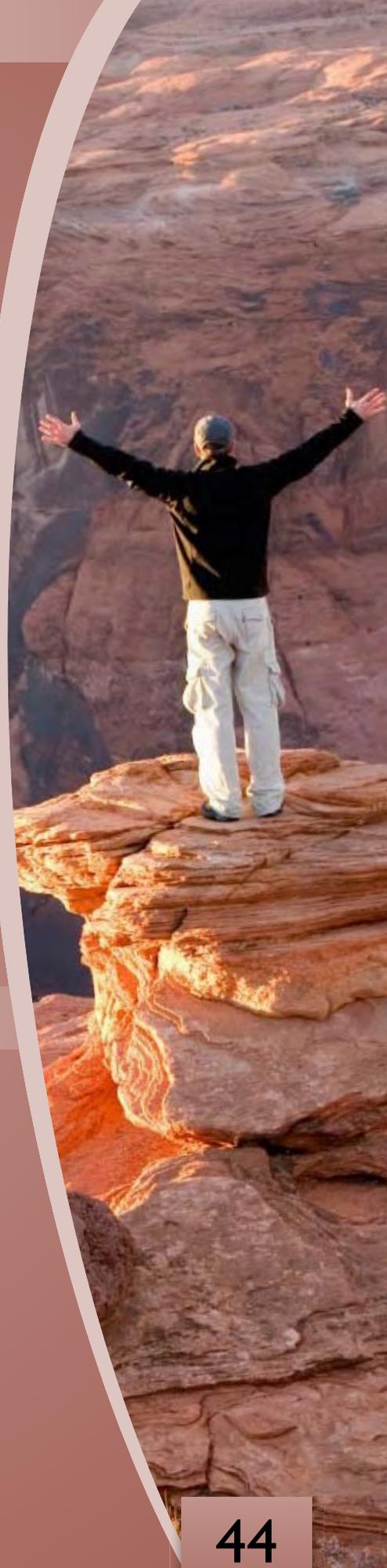
## Description:

Making effective use of one's time is essential for employee and organization success. This course will teach managers, supervisors and other staff how to use their time, talent and energies more effectively, how to eliminate unexpected interruptions, how to conquer procrastination, and how to maneuver one's way through mounds of paperwork

## Objectives:

At the end of the course, participants will be able to:

- Identify how they use their time
- List common time wasters and avoid them
- Identify time savers
- Apply time management tools and techniques
- Develop an action plan



# HAVE IT YOUR WAY

All Employees  
3.5 hours (.32 CEUs)

## Description:

This course provides managers with tools to analyze the level of satisfaction for critical areas of work-life success, to set in motion goals to achieve more balance, and to initiate a life-career planning document designed to provide a personal framework for meeting professional development goals.

## Objectives

By the end of this workshop, participants will be able to:

- Complete professionally rewarding work - "Labor of Love"
- Identify the joy of health and wellness in mind and body
- Apply more effective communication skills in building positive relationships
- Describe and understand "Your Meaning for Life"
- Identify task that will help in Achieve FINANCIAL FITNESS

# TEAMWORK FOR SUCCESS

All Employees  
3.5 hours (.32 CEUs)

## Description:

Teamwork is a powerful process with a proven approach. This interactive and experiential course is designed to develop and hone the skills, knowledge, and behaviors practiced by successful teams.

## Objectives:

At the end of this course, intact teams will be able to:

- Demonstrate skills of teamwork in a variety of settings
- Acquire enhanced effectiveness in communicating and interacting
- Make quality decisions by incorporating input from team members
- Use constructive conflict for the betterment of the team
- Develop a team culture that encourages risk taking and innovative thinking

# THE ESSENTIALS IN PROJECT MANAGEMENT

All Employees  
3.5 hours (.32 CEUs)

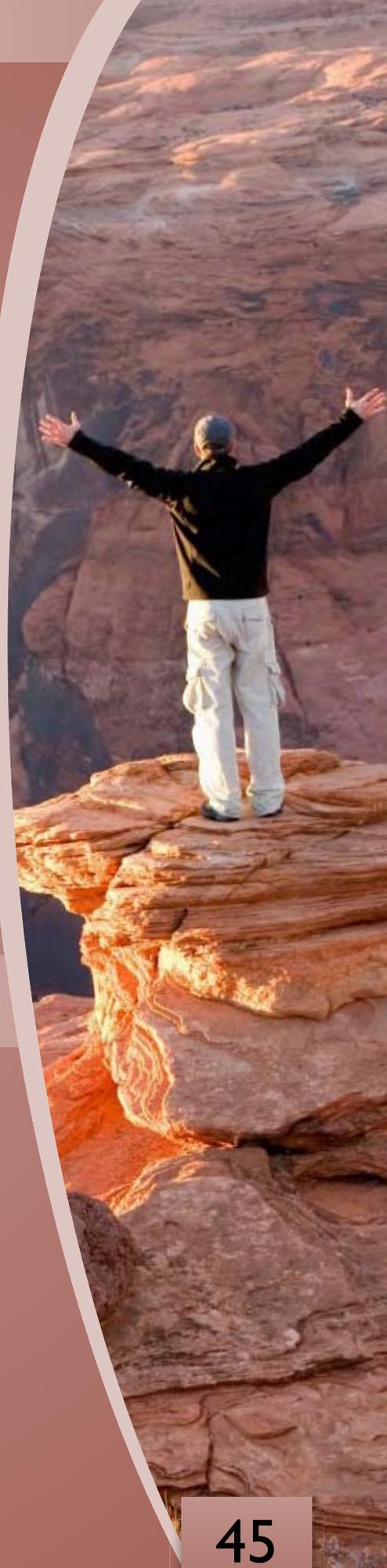
## Description:

This course is designed to provide managers and supervisors with the skills needed to coordinate people and resources so that things happen within projected timeframes or earlier. It will teach you how to operationally implement new initiatives and identify measures to determine project success. Participants will learn strategies to set better goals and then achieve them, assure consensus, handle conflicts, and speed projects through to completion.

## Objectives:

At the end of the is course, participants will be able to:

- Operationally implement new initiatives
- Identify measures to determine projects success
- Apply strategies to achieve goals
- Demonstrate conflict resolution techniques



# THUNDERBOLT THINKING

All Employees  
3.5 hours (.32 CEUs)

## Description:

These extraordinary times call for extraordinary solutions, for challenging assumptions and thinking out of the box. These powerful critical thinking skills courses help you unleash the power of your thinking potential. You'll gain the critical thinking skills you need to become a more effective problem solver, decision maker, communicator and manager. By learning how to expand your critical thinking skills, you'll be able to think strategically, see the big picture and consider all sides of an issue-everything you need to do to become a better problem solver and decision maker.

## Objectives:

At the end of the course, participants will be able to:

- Apply creative thinking methods to generate ideas and solutions
- Identify existing problems and reframe them into opportunities for growth
- Formulate new techniques for securing enthusiasm for new initiatives
- Design an environment that encourages out-of-the box thinking
- Apply innovation techniques to improve systems, products and processes
- Expand positive morale, group performance and collaboration

# STRATEGIC PLANNING FOR ACTION ORIENTED PEOPLE

All Employees  
3.5 hours (.32 CEUs)

## Description:

This program is designed so that the participants learn to use tools that break down a problem into manageable components; to develop specific skills that planners use in reaching successful outcomes; to create an internal barometer to determine if planning is "on course" or "off target"; and to become aware of and open to seeking a accepting verbal feedback concerning their planning efforts.

## Objectives:

At the end of the course, participants will be able to:

- Apply tools that break down a problem into manageable components
- Develop an internal barometer to determine if planning is "on course" or "off target"
- Implement verbal feedback concerning their planning efforts

# WINNING WITH YOUR TEAM

All Employees  
3.5 hours (.32 CEUs)

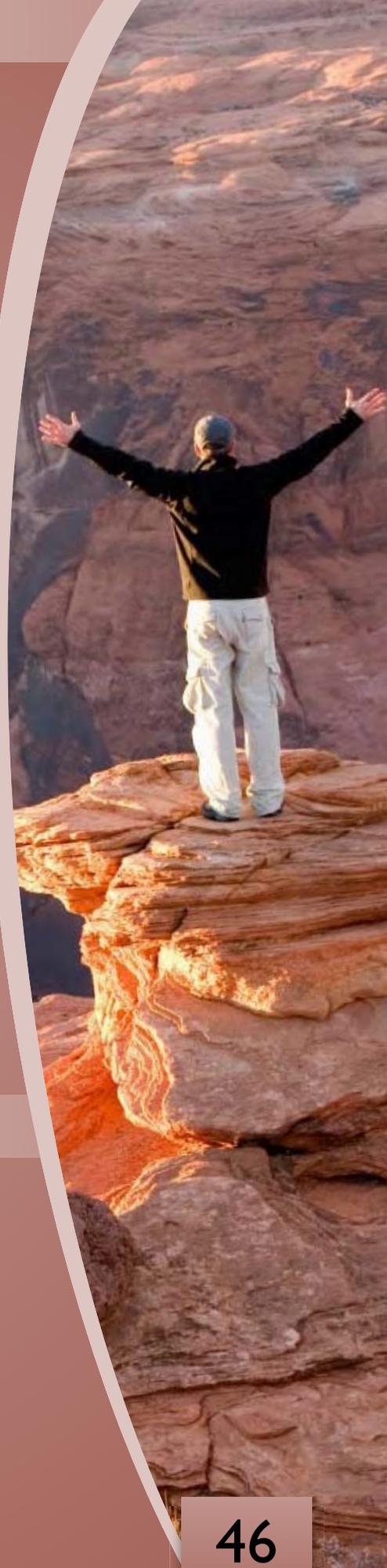
## Description:

A team that achieves excellence is one who always clarifies its guidelines on winning at the front door. They agree on goals, objectives, level of participation, and attendance.

## Objectives:

At the end of this workshop, participants will be able to:

- Develop strategies for the organizations to win through effective communication, leadership, trust, and team building
- Utilize case studies to discuss real life situations of the many challenges that occur as teams pursue their goals



# IN IT TO WIN IT: EIGHT CHARACTERISTICS OF A WINNING TEAM

All Employees  
3.5 hours (.32 CEUs)

## Description:

Great teams know what they are playing for. The goal is always clear from top to bottom. This interactive and dynamic is unique in that it uses sports teams as its format to show the value of Together Everyone Achieves More Successfully.

## Objectives:

At the end of this workshop, participants will be able to:

- Identify your role on the team
- Develop techniques to play together
- Develop techniques to win

## PLANNING FOR SUCCESS

All Employees  
3.5 hours (.32 CEUs)

## Description:

Today's work environment requires that individuals take control of their lives and their careers. Yet many do not take the time to examine where they are and where they want to go. This course assists participants to understand the process of professional and development and the components and strategies they can use to develop themselves. At the end of this workshop, participants will be able to:

## Objectives:

At the end of this workshop, participants will be able to:

- Explain the role of personal power and professional image
- Analyze their perceptions of themselves and their profession
- Describe the impact of self-esteem on their development
- Apply the tools presented in the course to take care of their careers
- Explain the impact of the right attitude on their career
- Identify the elements of good work ethics

## GOING FOR THE GOAL

All Employees  
3.5 hours (.32 CEUs)

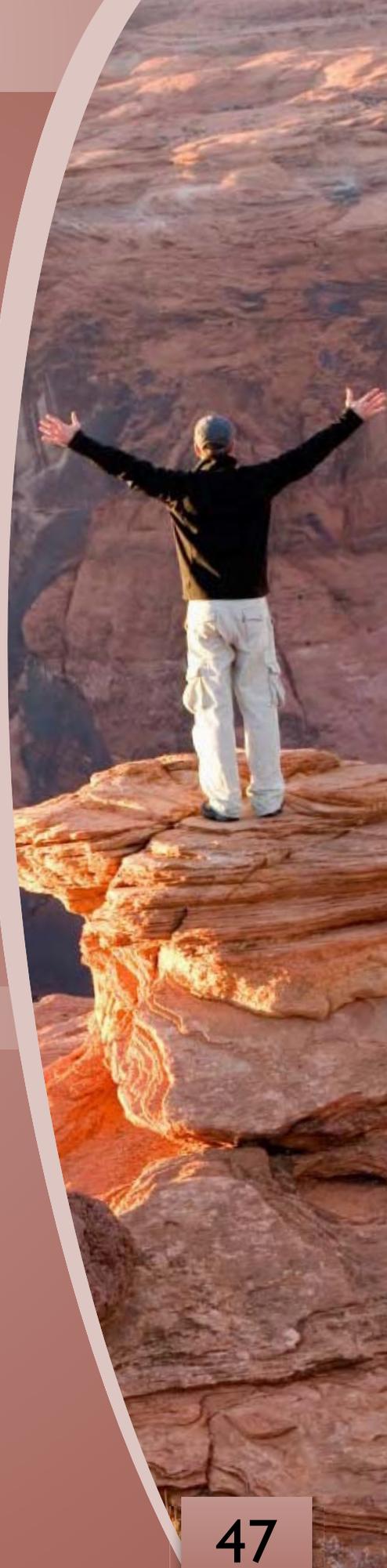
## Description:

It's goal setting with an attitude! What are you planning for? What dreams lie dormant? How can you align your personal and family goals? So often we are afraid to move forward with our goals because of not clearly identifying what it is we want and how to take the first step.

## Objectives:

At the end of this workshop, participants will be able to:

- Identify their personal values and understand how behavior is motivated by our value system
- Develop a road map for achieving their goals
- Identify obstacles and develop an action plan to overcome these obstacles



# SMART GOALS – STEPS TO SUCCESS

All Employees

3.5 hours (.32 CEUs)

## Description:

Once you have planned your project, turn your attention to developing several goals that will enable you to be successful. The workshop uses tools and techniques focused on the acronym SMART. Definition and instruction for goal setting:

S – specific, M – measurable, A – attainable, R – realistic, T - time-based

Key to becoming a successful professional is an understanding of the power of goals to focus improvement efforts.

## Objectives:

At the end of the course participants will be able to:

- Describe the characteristics of and rationale for SMART goals
- Develop SMART goals
- Identify, link and align SMART goals to improvement efforts
- Explain the broader definition of SMART to support your success in both your business and personal life

# TIME MANAGEMENT

All Employees

3.5 hours (.32 CEUs)

## Description:

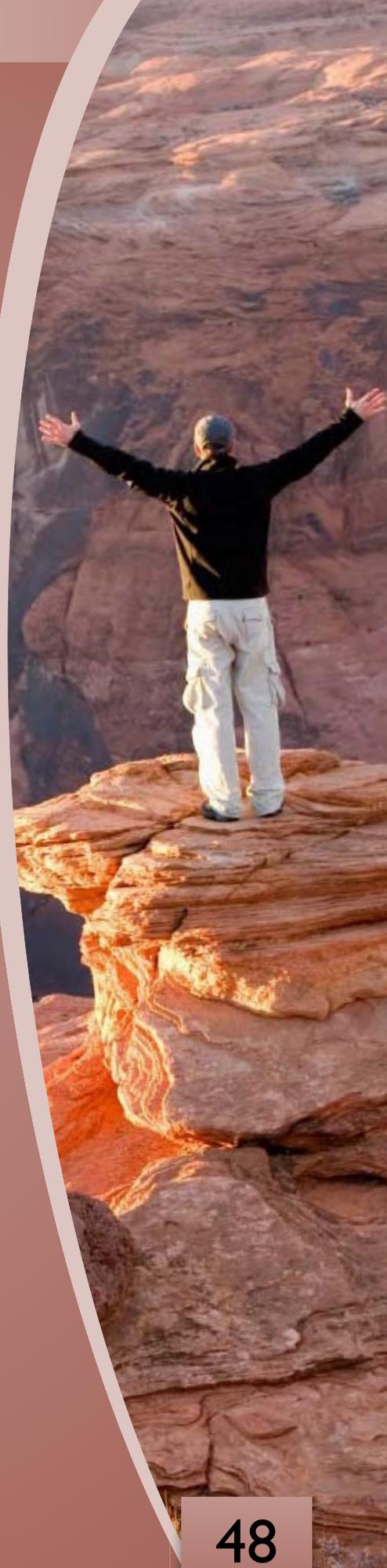
By using Time Management skills participants can learn to increase their effectiveness and reduce stress. We all have the same 24 hours -- how we use the time we have makes all the difference. Take time to learn to manage your allotment of time. Workshop attendees will receive a planner.

## Objectives:

At the end of the course participants will be able to:

- Determine which of the things you do are important, and which can be dropped
- Apply your time in the most effective way possible
- Identify and control the distractions that waste your time and break your flow
- Design a time management schedule that meets your needs

*End of Section*





# Managing Conflict



## CONFLICT RESOLUTION I

All Employees  
3.5 hours (.32 CEUs)

### Description:

This course deals with how you can successfully bring conflict to a state of resolution and how to sharpen your negotiation skills and problem solving skills.

### Objectives:

At the end of the course, participants will be able to:

- Describe the basic concepts of conflict resolution
- Identify conflict resolution strategies
- Apply effective negotiation techniques and problem-solving skills to create win/win solutions.

## CONFLICT RESOLUTION II

All Employees  
3.5 hours (.32 CEUs)

### Description:

This course introduces the participant to his or her personal conflict resolution behavior through completion and analysis of the Thomas-Kilmann Conflict Mode Instrument. Through case studies and group exercises, participants will learn to use their own styles and modify them with elements of other, lesser-used behaviors, to successfully negotiate difficult situations. This class is appropriate for all managers, front-line employees, middle managers and anyone else who has taken the prerequisite training.

### Objectives:

At the end of the session, the participant will be able to:

- Identify their personal conflict resolution style and learn its strengths and drawbacks
- Demonstrate the advantages and disadvantages of lesser-used conflict resolution styles and identify when to use those styles
- Demonstrate their personal style to successfully negotiate a conflict resolution

## CONFLICT RESOLUTION III

All Employees  
3.5 hours (.32 CEUs)

### Description:

This highly interactive course allows the participant to use his or her personal conflict resolution behavior through completion and analysis of the Thomas-Kilmann Conflict Mode Instrument. Through case studies and group exercises, participants will apply their own styles and modify them with elements of other, lesser-used behaviors, to successfully negotiate difficult situations. This class is appropriate for all managers, front-line employees, middle managers and anyone else who has taken the prerequisite training.

### Objectives:

At the end of the session, the participant will be able to:

- Apply their personal conflict resolution style and learn its strengths and drawbacks
- Design strategies that utilize their conflict styles
- Demonstrate their personal style to successfully negotiate a conflict



# COPING WITH DIFFICULT SITUATIONS AND PEOPLE

All Employees  
3.5 hours (.32 CEUs)

## Description:

Dealing with difficult people and difficult situations are par for the course when managing and supervising people. This course is designed to help supervisors to identify negative, non-productive behaviors that negatively affects others and brings moral down. It is also designed to assist supervisors in identifying steps for determining the root of the problem and work with employees to take corrective actions for resolution.

## Objectives:

At the end of the course, participants will be able to:

- Apply strategies to handle difficult and dysfunctional behavior in groups
- Utilize progressive discipline process to remedy chronically difficult behavior
- Apply conflict-management skills and techniques
- Identify effective communication styles

# EMOTIONAL INTELLIGENCE: MANAGING YOUR WORK MIND AND MOOD

All Employees  
3.5 hours (.32 CEUs)

## Description:

Participants will learn how to gain greater self-control in emotionally charged situations and how to enhance their professional image and strengthen working relationships.

## Objectives:

At the end of the course, participants will be able to:

- Define and describe emotional intelligence (EI)
- Identify the individual and organizational benefits of emotional intelligence
- Assess your own EI strengths and weaknesses
- Name five core competencies needed for EI
- Identify which emotional competencies you want to develop in order to meet your personal and career challenges
- Apply strategies for putting EI to use
- Describe how to promote EI in others
- Write personal EI development plan

# FACING THE TIGER

All Employees  
3.5 hours (.32 CEUs)

## Description

This course teaches techniques that can be used to handle conflict in both the work environment and the participants' personal life. A video presentation introduces the concept of addressing the conflicts that are small (called "pinches"). Exercises are customized to provide participants with an opportunity to role-play conflicts that can happen in specific work environments.

## Objectives:

At the end of the is course, participants will be able to:

- Apply strategies to minimize conflict
- Demonstrate conflict resolution techniques



# PRODUCTIVE GROUPS SKILLS THAT MAKE A DIFFERENCE

All Employees  
3.5 hours (.32 CEUs)

## Description:

This program is designed to help participants to become aware of their unproductive behaviors that diminish group productivity. Participants develop communication skills that can help a group to move forward; learn techniques to facilitate a group through a task; examine ways to prevent and to resolve disagreements and conflicts; apply strategies for building group consensus; and become keener observers of group process.

## Objectives:

At the end of the course, participants will be able to:

- Apply communication skills that can help a group to move forward
- Utilize techniques to facilitate a group through a task
- Examine ways to prevent and to resolve disagreements and conflicts
- Apply strategies for building group consensus

# MAXIMIZING TEAM PERFORMANCE

All Employees  
3.5 hours (.32 CEUs)

## Description:

Conflict is an inevitable part of people management. In fact, conflict can be a valuable source of creativity and improved decision-making when managers understand how to manage it effectively. Conflict is not always bad, but it must be practically managed in order to produce positive results and employee satisfaction.

## Objectives:

At the end of the course, participants will be able to:

- Explain various ways to address conflict and the positives and negatives of each approach
- Describe the P4 model that empowers staff to escalate issues and concerns
- List the step-by-step conflict intervention approach and practice having a conflict intervention meeting
- Identify areas and potential areas of conflict with in their work team and develop a plan to address them

# MEDIATION SKILLS

All Employees  
3.5 hours (.32 CEUs)

## Description:

This course provides participants with basic medication skills that can be used to help resolve issues that may arise in the workplace or away from the office.

## Objectives:

At the end of the course, participants will be able to:

- Describe their understanding of group dynamics and how to deal with them
- Demonstrate open discussion and structured facilitation techniques



## TEAM BUILDING

All Employees

3.5 hours (.32 CEUs)

### Description:

A team is a group of people who are jointly responsible for achieving a shared goal. If one member fails then it can hinder the achievement of the collective goal. Even if the team members accomplish their individual roles but they don't work synergistically, then they may not meet their potential or achieve as much as they could. This workshop helps your team members communicate more effectively; it also addresses common causes of friction and stress within your group.

### Objectives:

At the end of the course participants will be able to:

- Explain the benefits of collaborative behaviors
- List the benefits of team building while achieving personal goals
- Describe how to decrease stress and unproductive clashes between dissimilar personality types

## THE GENTLE ART OF VERBAL SELF-DEFENSE

All Employees

3.5 hours (.32 CEUs)

### Descriptions:

Whether at home or at work, we constantly face subtle verbal attacks that have the power to undermine our careers, our relationships, and even our self-esteem. Based on the best selling book, *The Gentle Art of Verbal Self-Defense*, by psycho linguist Suzette Haden Elgin, you will learn the secrets behind winning verbal battles without losing one's cool.

At the end of this course, participants will be able to:

- Demonstrate how to avoid the dangerous traps of semantics,
- Distinguish between innocent and willful misunderstandings
- Read body language and use it as a powerful communication tool,
- Describe how to put an end to the treacherous verbal games people play.

*End of Section*





# Problem Solving & Decision Making



# SEEING IS BELIEVING

All Employees  
3.5 hours (.32 CEUs)

## Description:

In order to be an effective leader, a manager must think and act strategically by holistically analyzing opportunities (that may not be immediately evident) and problems in order to anticipate and plan for reactions. This course assists managers in focusing their energies on activities that will have significant impact on the organization and on the positive development of others.

## Objectives

By the end of this workshop, participants will be able to:

- Expand their understanding of strategic thinking and its relationship to successful leadership
- Identify non-traditional problem-solving techniques to create advanced reasoning skills
- Explain the benefits of developing higher levels of logic
- Identifying the physical network of logical thinking

# NOW YOU'RE A SUPERVISOR

All Employees  
3.5 hours (.32 CEUs)

## Description:

Participants will have a better understanding of their new role as a supervisor, avoid potential litigation for the City and develop credibility as a supervisor.

## Objectives:

At the end of the training participants will:

- Describe the role of the supervisor
- Identify their leadership styles
- Describe the transition from employee to supervisor
- Identify time-savers and time-wasters
- Explain the benefits of applying motivational techniques.

# HOW TO SOLVE PROBLEMS & MAKE GOOD DECISIONS AT WORK

All Employees  
3.5 hours (.32 CEUs)

## Description:

In this course, participants will identify different categories of problems at work and what are common characteristics of those problems. They will discuss how most work related decisions are currently made. They will also discuss effective communication practices, including listening skills. Finally, they will identify and learn the problem solving process and how to apply it, and they will learn how to use various decision-making tools (i.e., multi-voting, criteria decision matrix, etc.).

## Objectives:

At the end of the training participants will:

- Identify different categories and common characteristics of problems
- Identify strategies for making decisions
- Identify effective communication practices and listening skills
- Identify and use various decision-making tools.



# HOW TO ANALYZE AND ALLEVIATE EMPLOYEE PERFORMANCE PROBLEMS

All Employees  
3.5 hours (.32 CEUs)

## Description:

This course is designed for supervisors/managers, who on a daily basis, have to respond to and handle employee performance problems that result from a variety of reasons. Participants will discuss common reasons for employee non-performance, and will identify and discuss strategies to overcome non-performance. They will learn what steps to take as “preventative management”. They will also learn the basics of the coaching process, and will resolve a performance issue using the Mager-Pipe Performance Problem Analysis Model.

## Objectives:

At the end of the course, participants will be able to:

- Discuss common reasons for employee non-performance
- Identify strategies to overcome non-performance
- Identify steps for preventative management
- Use the Mager-Pipe performance Problem Analyses Model

# SEVEN STEPS TO BETTER DECISION MAKING

All Employees  
3.5 hours (.32 CEUs)

## Description:

While leaders are challenged to solve problems on a daily basis, the most effective leaders do not believe the burden lies solely on their shoulders. Highly skilled leaders know that most innovative solutions occur at unexpected points and have learned to seek input from others in order to develop the best solutions. Therefore, leaders who are effective problems solvers need two sets of skills. They need to be skillful facilitator who can work with others to extract best ideas, and they need to have effective technique to structure conversation. This course provides a structured problem-solving model that helps ensure a well-thought out decision.

## Objectives:

At the end of the course participants will be able to:

- Understand the impact of their own decision-making style on a team’s ability to successfully solve problems
- Explain a structured 7-step problem solving process
- Explain basic facilitation skills

# CREATIVE PROBLEM SOLVING

All Employees  
3.5 hours (.32 CEUs)

## Description:

This program is designed to enable participants to learn and apply concepts and techniques related to an integrated approach to creative problem solving. It focuses on individual problem solving and group problem solving.

Objectives:

At the end of the session, the participant will be able to:

- Discuss the advantages and disadvantages to creative problem solving
- Describe concepts and techniques related to an integrated approach to creative problem solving



# EVERYTHING BEGINS WITH ME

All Employees  
3.5 hours (.32 CEUs)

## Description:

We can all do more, be more, and have more. Yet so many people are not doing and achieving what they would like to. Lack of productivity, violence in the home, drug addiction can all be linked to self-image – what we think about ourselves. More importantly our self-image comes from the conditioning of our environment and the life scripts we all develop from early childhood. This program deals directly with the issues of self-image and how one can nurture and develop a positive and healthy self-esteem.

## Objectives:

At the end of the session, the participant will be able to:

- Identify the self-talk or life scripts, which have influenced their behavior
- Develop strategies to reverse the negative stereotypes they hold about themselves
- Identify their values and understand how their value system impacts their behavior
- Identify their career strengths and career derailers
- Develop strategies to focus on their strengths
- List techniques to turn your derailers into strengths

# LEADING FROM THE GROUND UP

All Employees  
3.5 hours (.32 CEUs)

## Description:

Good leadership involves responsibility to the welfare of the entire group. That means that sometimes people will get angry at your actions and decisions. This is a fact of life if you are doing the right thing and acting in the best interest of the group. Trying to get everyone to like you will only lead to frustration and mediocrity. You will receive specific tools to help you lead from the front and move your organization and people forward.

## Objectives:

At the end of the session, the participant will be able to:

- Describe how to visualize your organization's mission and how to communicate the vision
- Explain how to lead with character
- List way to celebrate what you want to see more of in the workplace



# TOGETHER EVERYONE ACHIEVES MORE: BUILDING A WINNING TEAM

All Employees  
3.5 hours (.32 CEUs)

## **Description:**

A team is a group of people who are jointly responsible for achieving a shared goal. If one member fails then it can hinder the achievement of the collective goal. Even if the team members accomplish their individual roles but they don't work synergistically, then they may not meet their potential or achieve as much as they could. This workshop helps your team members communicate more effectively; it also addresses common causes of friction and stress within your group.

## **Objectives:**

At the end of the session, the participant will be able to:

- Describe collaborative behaviors
- List ways to decrease stress and unproductive clashes between dissimilar personality types, and
- Explain how to include people with experience at all levels and experiences to shape solutions and improvements

*End of Section*



FRESHEN YOUR INTELLECT

Be A Better



# Valuing Diversity



## TRY WALKING IN MY SHOES: RESPECTING DIVERSITY

All Employees  
3.5 hours (.32 CEUs)

### Description

Valuing diversity is a critical component of the City's organizational values. This session will focus on the "heart" of what makes a cultural productive work place.

### Objectives:

By the end of this workshop, participants will be able to:

- Describe their personal and professional perspectives in a way that elicits respect
- Recognize, respect and acknowledge others perspectives, whether common or different
- Formulate safe, honest dialogues that build understanding and acceptance
- Create a climate where you work on the problems and with the people

## CONNECTING THE DIFFERENCE TO MAKE A CHANGE

All Employees  
3.5 hours (.32 CEUs)

### Description:

Today's workforce is more and more diverse. Moreover, research clearly shows that diverse perspectives and talents, when blended and leveraged, can achieve outstanding results. When individuals and teams are aware of diversity and its value, performance and job satisfaction can be enhanced. As Lou Gerstner, former CEO of IBM observed. "I came to see, in my time at IBM, that culture isn't just one aspect of the game – it is the game. In the end, an organization is nothing more than the collective capacity of its people to create value."

### Objectives:

By the end of this workshop, participants will be able to:

- Define workplace diversity using a diversity wheel model
- Describe the key milestones of workplace diversity in the United States
- Describe the concept of "world view" and four elements required to leverage diversity
- Describe the difference between "message intended" and "message received"

## CULTURAL DIVERSITY AND COMMUNICATION

All Employees  
3.5 hours (.32 CEUs)

### Description

This course offers a cultural perspective on communication skills with a linking framework of communicating, living and working together in harmony.

### Objectives:

By the end of this workshop, participants will be able to:

- Describe the changing dynamics of our workforce and society.
- Explain the uniqueness of individuals in dealing with different genders and cultures
- Develop strategies and techniques for effective cross-cultural communications



# HUMAN DIVERSITY

All Employees  
3.5 hours (.32 CEUs)

## Description:

This course looks at the many different complex personalities of the human race. Ever wonder why people see things differently? This eye-opening course defines human diversity and human environments that play an important role in how people may perceive goals and interpersonal interactions within an organization.

## Objectives:

At the end of the course, participants will be able to:

- Describe their feelings and opinions regarding human diversity
- Demonstrate how to interact more effectively with people of diverse backgrounds
- List ways to overcome barriers caused by differences

# EVERYONE BRINGS SOMETHING TO THE TABLE

All Employees  
3.5 hours (.32 CEUs)

## Description

This program is designed for all employees. Participants discover their differences beyond generalizations and stereotypes, and their commonalities; the participants are taken on a voyage of self-discovery to uncover their biases.

## Objectives:

At the end of the course, participants will be able to:

- Explain the impact of bias, discrimination and prejudice
- Discuss their personal experiences bias, prejudice and discrimination issues

# THE EYE OF THE STORM: MANAGE DISCORD, CREATE ACCORD

All Employees  
3.5 hours (.32 CEUs)

## Description

Valuing diversity is a critical component of the City's organizational values. This session will focus on the "heart" of what makes A cultural productive work place.

## Objectives:

By the end of this workshop, participants will be able to:

- Discuss their personal and professional perspectives in a way that elicits respect
- Recognize, respect and acknowledge others perspectives, whether common or different
- List ways to create a climate where you work on the problems in a respectful manner



# MANAGING A DIVERSE WORKFORCE

All Employees  
3.5 hours (.32 CEUs)

## Description:

This program is designed for managers and supervisors in organizations of any size and any racial or ethnic mix. Participants will develop a personal understanding of diversity issues and will learn critical skills required to effectively manage and motivate a diverse workforce.

## Objectives:

At the end of the course, participants will be able to:

- Apply a personal understanding of diversity issues
- Utilize critical skills required to effectively manage and motivate a diverse workforce

# CREATING MULTI GENERATIONAL HARMONY IN THE WORKPLACE

All Employees  
3.5 hours (.32 CEUs)

## Description:

This training will help break down barriers to productivity, provide information on how to best coach each generational group, and how to recognize the work ethics of each employee.

## Objectives:

At the end of the course, participants will be able to:

- Identify the characteristics associated with the Veteran Generation, the Baby Boomers, Generation “X” and Generation “Y”
- Explain the importance of communicating across multi generational lines
- Describe effective ways to motivate each generation

# VALUING CULTURAL DIVERSITY

All Employees  
3.5 hours (.32 CEUs)

## Description:

This interactive, participatory course will engage participants in understanding the importance of valuing cultural differences; closely examine their own values and how those values affect communications, barriers to effective communication and relationships in the workplace.

## Objectives:

At the end of the course participants will be able to:

- Define cultural diversity and recognize how it affects the workplace
- Describe how interaction occurs within and across cultural groups
- Apply communication skills to facilitate communication with people from diverse groups



# ONE GOAL, DIFFERENT VOICES

*All Employees*

*3.5 hours (.32 CEUs)*

## **Description:**

This program can well be described as one of the foundation courses for all other courses. Diversity is not just about race.

## **Objectives:**

At the end of the course participants will be able to:

- Discuss way to harness our differences
- Develop a better understanding our differences
- Recognize the value in unleash tremendous positive energy

# LET'S DIALOGUE ABOUT DIVERSITY

*All Employees*

*3.5 hours (.32 CEUs)*

## **Description:**

Diversity is not white male bashing, it is bigger than race and ethnicity; in fact it is only a small portion.

## **Objectives:**

At the end of the course participants will be able to:

- Identify the changing face of the 21st Century Workforce
- Recognize the Primary Dimensions of Diversity
- List the Secondary Dimensions of Diversity and
- Describe the levels of attitudes that affect our views on diversity

*End of Section*





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