Employee Development Training Guide 2014

Our Training Programs Offer:

Low, mid-level and upper level management mobile training that can be made available at your site; Highly qualified staff; and Florida International University Accredited Certificate Programs that can be used to enhance your education and your organization.
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Metropolitan Center, Training Division Mission Statement

The mission of the Metropolitan Center at Florida International University (FIU) is to promote good governance practices through training programs, technical assistance and applied research to state and local governments.

Workshops and seminars are tailored to meet client’s specific needs and have included such topics as human resources management, performance measurement, public financial management, strategic planning, and organizational design and development. Training is offered on site, at FIU's Biscayne Bay Campus in North Miami, and at the Metropolitan Center, Downtown Miami.

The Metropolitan Center, Training Division at FIU is committed to providing high-quality training program at reasonable cost to state agencies, local government, and non-profit organizations within South Florida.

Training programs may be customized to the specific need of the client and can be conducted on site to provide for added convenience.

The Metropolitan Center, Training Division at FIU also provides open enrollment training programs every semester. Open enrollment programs are restricted to twenty-five people to encourage exchange of ideas amongst participants. Our training staff is well-regarded in the community and consistently receives high scoring evaluations from trainees.

Enhanced organizational effectiveness is a prerequisite of effective management. We offer programs designed to assist in organizational culture and work climate assessment and development services. We also offer programs that assist in the selection and development of your work force.

Part of our mission is to help employees develop their potential and enhance the professional and Leadership skills that support their success and career development. Part of our mission is to help employees develop their potential and enhance the professional and Leadership skills that support their success and career development.

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This six session (four hour sessions) program is a fast-paced interactive course, which explores techniques to achieve professionalism in administrative support staff. The course will cover topics that will help the participants improve their daily work skills, interpersonal skills, and task skills to increase performance and improve productivity while enhancing their self-esteem.

**Session One – Dealing with Change in the Work Environment**
- Manage change in the work environment and explore the dynamics of change
- Identify the four levels of change involved in making various changes in the workplace and in themselves
- Understand the things they want from their job, their boss and their employer
- Apply the seven dynamics of change to improve their ability to handle change
- Understand how the dynamic applies to their job
- Identify how they can apply the strategy to the people they work with and for

**Session Two – Developing Your Self-Esteem**
- Understand what self-esteem is and how it affects your life
- Develop skills to increase your self-esteem
- Identify personal strengths and areas that need strengthening
- Identify the dimensions of personal power, find out which dimensions you already have and which you’ll need to acquire
- Learn how to write affirmations to move yourself forward in life
- Write a mission statement for your life
- Set goals, long and short term
- Create a plan to be able to achieve the goals

**Session Three – Improving Communication Skills**
- Identify the process of communication
- Understand the value of listening effectively
- Identify communication barriers
- Recognize personality types and how to communicate effectively with each type
- Develop effective communication skills in a team environment
Session Four – Business Telephone Etiquette
  • Demonstrate effective telephone techniques and manners in a business situation
  • Demonstrate good listening skills
  • Speak effectively to customers, co-workers, supervisors and vendors, using proper grammar and terminology
  • Handle different customer types such as an overly friendly person, an angry person or a threatening person
  • Communicate effectively with people with accents
  • Develop good customer service skills
  • Practice using the techniques with your specific customer problems

Session Five – Decision Making and Problem Solving
  • Recognize the importance of good decision-making
  • Identify good decision-making techniques
  • Support the team decision
  • Turn the decision into action
  • Find solutions outside of their personal paradigms
  • Develop creative problem solving techniques
  • Identify their own personal strengths and weaknesses in the decision making and problem solving area
  • Set goals for themselves to improve their use of these techniques on the job

Session Six – Time Management and Organizing Your Work
  • Identify key time-management principles
  • Understand how they are currently allocating their time
  • Implement a time management log
  • Organize office space efficiently
  • Comprehend rules for organization
  • Guide to handling mail
  • Identify skills and techniques for overcoming procrastination
  • Develop good time management skills
BUSINESS AND TELEPHONE ETIQUETTE:  
“Behavior in a Business Situation”

Have you ever felt awkward in a business situation because you simply did not know how to respond? Come to this one day (four hour) session to learn more about what is proper and expected of you. In an era when companies are competing on the basis of service, manners are much more than a social nicety; they are a crucial business skill. In fact, good manners are good business. This no-nonsense “manners reference” refreshes readers on everyday etiquette and makes sure they’re on their best behavior. It provides quick guidance on such pertinent and timely topics as: telephone, e-mail, and Internet etiquette, table manners, grooming and business dress, written communications, gift giving, resumes and interviews, making introductions, public speaking, networking, etc.

Class Learning Objectives:
- Learn how to behave in various business situations
- Gain understanding of how you are perceived based upon your behavior
- Learn how to establish proper meeting etiquette
- Tips for positioning people to come prepared to add value to your meeting
- How to balance the contributions of attendees
- Proven methods to lead a meeting to keep it on topic and avoid going over schedule
- Rules of thumb for using the right format and tools for effective decision making
- Ways to work with functionally diverse teams
- Different approaches for leading formal and informal meetings

BUSINESS WRITING:
“Your Written Message: Does it Say what you want it to?”

This four hour workshop will help employees do important work by writing the documents that get you business and keep you in business. By the end of the two-day session the participants will be able to:
- Identify their target audience
- Understand the purpose of their writing
- Write with ease, simplicity, and clarity
- Write in a positive and friendly tone
- Develop effective openings and closings
- Avoid or get rid of writers’ block
- Use the Mind Mapping technique for organizing their ideas
- Understand how to deliver bad news in a good way
- Link ideas with transitional phrases
How do you provide service in difficult situations? Some customers and situations are just harder than others. This four hour workshop will assist you in developing face-to-face and telephone interpersonal skills to manage and prevent conflict with customers. It is designed for managers, supervisors and professionals who wish to understand and apply effective techniques for managing and resolving conflict situations. Participants will learn powerful techniques for dealing with difficult people, emotional situations and disagreements. The interactive format will allow students to gain understanding about how people react in conflict situations, resolution styles and the best strategies to use in different situations.

Some of the key modules that will be covered include:

- Personal Interaction
- Begin a service interaction that demonstrates eagerness to serve so as to set the tone of interactions
- Understanding the customer needs and values behind the conflict
- Be able to recognize and avoid “emotional leakage” and personalizing criticism
- Demonstrate good listening skills and customer focused communication skills
- Effectively handle angry, hostile, or uncooperative customers
- Solve customer problems more effectively
- Work effectively with different personality types
- Increase awareness of causes of anger and hostility
- Learn skills that can transform a confrontation into a positive resolution
- Demonstrate effective telephone techniques and manners in order to manage and prevent conflict
- Interpersonal Conflict Resolution
- Conflict Resolution for groups/organizations
- Mediation – Facilitation
- Role playing/Interaction
This four hour session is designed for all levels of management and staff personnel who work in a diverse environment. The focus of this program is to work towards understanding interdependent relationships and how to value diversity. Defining culture and diversity in the workplace very inclusively, participants explore the roles of perceptions and stereotypes in creating cross-cultural misunderstandings. The session explores aspects of culture that are most important in achieving value-added interactions with diverse co-workers or customers: nonverbal behaviors, communication styles and values. Participants receive information, increase personal awareness, and learn tools to improve interpersonal effectiveness across differences.

Providing Outstanding Service across Cultures in many organizations still provide customer service without understanding and using the knowledge and skills to service multicultural customers. It’s easy to provide good customer service to the ones who speak our language and share our culture, but what about those customers who have a different language and/or culture.

Diversity training in the workplace can help make an organization more competitive and strong. Diversity training stresses the idea of generality to supervisors, workers, suppliers, vendors, and clients. Over the next 15 years, the African-American, Hispanic, and Asian-American ethnic groups will expand at a rate six-fold higher than non-ethnic populations. Many organizations have failed to incorporate diversity into their basic principles or business functions. Diversity training on the front end is beneficial for managers and people within their workplace so they are prepared for dealing with people from different backgrounds. Organizations also need to reexamine policies to ensure adequate job development opportunities for diverse employees. Successful companies will be those that include diversity in their core business practices.

Class Learning Objectives:
• To provide a clear understanding of what diversity is and what it isn't.
• To raise a greater awareness and sensitivity to Diversity issues that goes well beyond the assumed categories.
• To recommend behavioral tools for fostering a more cohesive workplace.
• Understanding that a customer's needs and expectations may vary across cultures
• Understand how multicultural customer service is different to standard customer service
• Adapt a style and approach so that you never provide a one size-fits-all service
We are presently in an era when our customer service initiatives are becoming the breaking symbol of success or failure for our respective agencies. The Metropolitan Center understands this important fact. We are providing this four hour session on "how to master your skills in customer service" to better equip you or your staff in this demanding field.

**By the end of this session, you will be able to:**

- Identify the internal and external customer and recognize and avoid “emotional leakage”
- Begin a service interaction that demonstrates eagerness to serve
- Demonstrate that they value both the internal and external customers
- Demonstrate good listening skills and customer focused communication skills
- Effectively handle different customers, such as the friendly person, the angry person, and the threatening person
- Solve customer problems more effectively
- Identify your part in the service chain and its importance to them, their department, and the organization
- Understand how your position or job function impacts customer satisfaction
- Identify specific customer needs that they and the organization fill
- Work with different personality types
- Take responsibility for your own success
- Increase their awareness of the causes of anger and hostility
- Learn the skills that can transform a confrontation into a positive resolution
- Demonstrate effective telephone techniques and manners in a business situation
Outcome: This three day (six hour sessions) workshop will identify clearly the essentials of delivering good customer service. Certificates of completion offered to all those completing all three sessions.

Objectives:
1. Participants will identify clearly how to personally provide good customer service on a consistent basis
2. Identify the problems and stumbling blocks in delivering good customer service
3. Increase skills in resolving complaints positively and handle conflicts easily
4. Enhance the positive reputation of the city by creating a community that people want to live in, move to and support
5. Reduce the number of customer service complaints in the city and the repetition of the same complaints

Upon completion, participants will be able to answer the following questions:
- What are major obstacles in providing good customer service?
- What are specific problems in serving the citizens/customers in our community?
- How do we resolve complaints positively while giving exemplary customer service?
- What would have to be done to make people desire to move to our community because we deliver excellent service?
- How do we create a positive reputation for delivering good customer service?
- How do we reduce the number of complaints or repetition of the same complaint by influencing the process of how services are delivered?

Day One: My Attitude makes the difference
- How are Customer Care and Self Care related?
- What can I do to take care of myself that will help me to take better care of others?
- Keys to good Customer Service: Like Yourself; Do the right thing; Treat others as you would like to be treated; Be the best you can be.

Day Two: Communication and reducing workplace negativity
- How to successfully handle difficult interactions and avoid using trigger words
- Understanding how to give positive strokes and feedback that wins appreciation and cooperation
• How unspoken attitudes, body language and non-verbal communication can make or break successful delivery of customer service
• Successfully handle complaints, attacks, and resolve conflicts and problems

Day Three: Proactive Service Strategies: Creating the Winning Team
• How do different behavior styles work together as a team?
• Using the 70-20-10 rule and saving my serenity.
• Designing the Customer Service Department of the future and what would it offer. How would it successfully serve the community?
• How can I be pro-active in creating this climate of exceptional quality service in our community

DEALING WITH CHANGE IN YOUR WORK AND YOUR LIFE: “Managing your Personal and Professional Life”

Coping with the stressors of change is an everyday challenge in South Florida. Our population grows daily, with that comes added job responsibilities, stretching of resources, and many changes in the workplace.

Our ability to move with these changes and understand the dynamics of change is the key to becoming a “quick-change-artist” and thriving in our work and our life. Understand what blocks the efforts to administrate change. Learn the essential skills to initiating and carrying out changes big and small that confront you as an employee or supervisor in this four hour class. Learn the skills of shifting paradigms to help employees and supervisors move forward successfully.

Class Learning Objectives:
• Understand the dynamics of change
• Begin the process of personal paradigm shifting
• Identify the four levels of change
• Improve the ability to handle change
• Identify and apply strategies in the workplace
• Accept ambiguity and uncertainty
• Become the pro-active change-agent to effectively help your organization move forward with change
This four hour workshop develops skills to help you effectively deal with deviant, disruptive or negative behavior that may result from an employee’s problems that impact work. Successful interviewing and questioning techniques are stressed. Identifying subordinates’ mistakes, making suggestions, helping employees solve their own problems and guiding them through issues are included.

**Class Learning Objectives:**
- Demonstrate knowledge of the basic principles of the coaching process
- Confront difficult situations with confidence
- List and be able to explain the steps in the coaching process
- Reinforce the behavior and motivation of peak performers
- Distinguish between performance problems that require coaching and those which can be handled by other means
- Turn around disruptive behavior
- Demonstrate knowledge of the principles of counseling
- Determine in any given appropriate situation, when to use coaching techniques and when to use counseling techniques

**Course will cover:**
- What leaders do and why they need to be coaches
- Creating a climate of trust and confidence
- How to be confident in the face of a difficult challenge
- Maintaining trust when you confront poor performance
- Guiding development of a performance improvement plan

The goal of problem solving is to eliminate a problem. The problem solving process involves identifying a problem, gathering information, generating and evaluating options and implementing solutions. This program provides you with the know-how to effectively solve problems.

This interactive seminar is designed to help you build and expand your decision-making, critical thinking and creative problem solving skills. You will cover methods of assessing and resolving problems and understanding the role of inferences and assumption as well as gain confidence in asking the “right questions” and overcoming the stress of making complex decisions.
Class Learning Objectives:

- Recognize the importance of good decision making
- Identify good decision making techniques
- Support the team decision
- Be able to turn the decision into action
- Be able to look for solutions outside of their personal paradigms
- Develop creative problem solving techniques
- Identify their own personal strengths and weaknesses in the decision making and problem solving area
- Set goals for themselves to improve their use of these techniques on the job
- The importance and need for problem solving
- How to analyze a situation
- The process for generating options
- How to select the best option
- How to implement the option

Course will cover:

- Defining terms: critical thinking, problem solving, decision making, creativity and strategic thinking – small group activity
- Creating new ways to ask questions: open questions, closed questions, leading questions, assumption challenges
- Critical thinking: enhance your credibility through management
- Applying different problem solving techniques at work
- Flexing your methods of problem solving
- Enhancing self and interpersonal awareness

Everyone at some point in their life feels as if they have lost control. Work, family and friends demand so much of your time. You barely have a second to sit down, let alone start working toward those goals and ambitions tucked away in a corner of your brain. You might even be thinking, “What goals and ambitions? I haven’t thought about those in years (if ever). I just do not have the time to think about myself.”

Employees who feel good about themselves are typically able to focus better, need less time off and generally get along well with coworkers. Employees with low self-esteem may work slower, make more mistakes and hesitate to put out their best efforts. Though the morale level of your workers is technically not your responsibility, the cost of low self-esteem to your bottom line makes it worthwhile to investigate ways to boost it. This four hour workshop provides tips to increase self-confidence in the workplace.
By the end of this session the participants will be able to:

- Understand what self-esteem is and how it affects their life
- Develop skills to increase their self-esteem
- Identify personal strengths and areas that need strengthening
- Learn how to write affirmations to move them forward in life
- Set goals, long and short term
- Create a plan to be able to achieve the goals

Are your appearance and/or behavior sending the wrong message to co-workers about you? What image would you like to project to your supervisor and your peers? Looking and acting your best makes you feel better and function better. Presenting yourself with confidence and displaying proper office etiquette is essential to your professional development. How you dress, talk, and act can change the way others see you and influence the way you see yourself. Whether you are interacting with internal or external customers, maintaining a high level of professionalism is very important. During this two day part workshop participants will understand that professional etiquette is the way successful employees conduct themselves regardless of their job title.

Part I, participants will learn how to:

- Create and project a highly professional image and choose appropriate casual attire for the office
- Cultivate and contribute to a professional office environment
- Make a great lasting impression internally and externally
- Stay positive and self-motivated every day
- Understand differences in the needs of internal and external customers
- Learn how to create a team atmosphere and work as a team member
- Work effectively with different personality types and work styles
- Learn how to develop effective service-based values, skills and image
- Learn skills that can improve communications focused on service issues
- Demonstrate effective telephone techniques and manners in order to improve image, satisfaction and personal effectiveness

During part two, creating a positive external image begins internally so invest in your employees! This course will train support staff personnel to be more professional, thus more effective on the job. It focuses on the development of self awareness of one’s personal strengths and weakness, understanding of the work environment and cultures, as well as one’s role on the organization.
Part II, participants will learn how to:
- Understand your work environment and role/job skills
- Gain awareness into your career goals
- Assess your personal strengths and weaknesses and how to develop your potential
- Learn how to cope with changing work environments
- Develop your self-esteem and confidence
- Learn how to work as a team member and its importance to your success

PROFESSIONALISM AND ETHICS:
“Values, Integrity, Principles: How These Impact Daily Decisions”

This four hour session is designed to provide opportunities for participants to develop knowledge and individual introspections about legal issues, values, ethics/integrity principles, and how these impact daily decisions and careers. This program fosters discussion about issues as they relate to daily ethical decision-making by examining a series of case studies.

Participants will review applicable ethics ordinances, learn about Florida’s Sunshine Law, public information laws, Whistleblower Act, and conflict of interest ordinances. Participants will be allowed to discuss, evaluate, and solidify their own beliefs and values while learning with reference to others, particularly when two virtues conflict.

The objectives of this course are as follows:
- Analyze parameters of personal value systems
- Encourage self-examination and acceptance of responsibility for choices
- Examination rationalizations, i.e., “Do the ends justify the means?”
- Explore the impact of choices, i.e., “Are the consequences acceptable to me, to the City, or to society?”
- Review guidelines for making ethical decisions
- Sunshine State Laws
This four hour interactive workshop is designed to show employees, supervisors and managers how to recognize, prevent and resolve sexual harassment issues. Participants will learn how to identify unlawful behavior and reduce individual liability. Participants will also be provided with special skills to effectively manage harassment complaints, rebuild productive work relationships and create respectful workplaces. This workshop deals with one of the most explosive and costly personnel issues that all organizations must be prepared to deal with.

Class Learning Objectives:
- Assessing Historical Unwritten Rules about Gender
- Walking on Eggs
- Prevention Techniques
- Hostile Environment
- Who is Liable
- Legal Issues
- Understand concept of “hostile environment”
- Learn “Quid Pro Quo” forms of harassment
- Learn why ignorance is no defense
- Learn strategies and tactics for identification, prevention, and dealing with harassment issues
- Learn City policies and procedures

Upon completion of this course, the participants will be able to:
- Define how sexual harassment harms the victim, the harasser, and the organization
- Recognize that men and women have different fears about sexual harassment
- Discriminate between sexual harassment acts, and those that aren’t
- Define the two major categories of sexual harassment
- Describe common responses to sexual harassment
- List four steps to follow when responding to sexual harassment
- Follow five basic guidelines to avoid harassing behavior
Is your written communication clear and understandable? Whether you write memos, letters, reports, proposals, manuals, performance reviews or personnel reviews, learn how to get rid of jargon and pompous language that muddles your message. This four hour workshop will teach participants how to write clear and concise memos, proposals, reports, etc.

Class Learning Objectives:
- Identify your audience
- Understand the purpose of your writing
- Write with ease, simplicity, and clarity
- Write in a positive and friendly tone
- Develop effective openings and closings
- Use the “mind mapping” technique for organizing ideas
- Understand how to deliver bad news in a good way
- Link ideas with transitional phrases
- Get rid of writers’ block

“Take Control of Your Time...and Your Entire Workday”

By the end of the session, the participants will be able to:
- Learn to prioritize tasks and goals and identify common time wasters and eliminate or better manage them
- See how much time you really control and how time is currently spent
- Using a PDA, planner, etc. to help you manage priorities
- Develop an on-going check of your activities relative to your priorities/goals
- Differentiate between a “Stress Seeker” and a “Type A” personality
- Understand how to deal with the stress at work and at home
- Identify their personality, style (tortoise, hare or thoroughbred)
- Practice stress management techniques and create a stress management plan
- Identify key time management principles
- Write long-term goals, professional/personal
- Identify skills and techniques for overcoming procrastination
- Improve their organizational skills to help make better use of their time
This four hour program is designed for all levels of management and staff personnel who work in a diverse environment. The focus of this program is to work towards understanding Interdependent Relationships and how to value diversity.

The workshop will include the following:
- Factors which impact perception
- How perception impacts productivity, quality of work and relationships
- Expectations and “Self Talk”, what you tell yourself about a person or situation
- Examination of skills necessary for developing and maintaining positive inter-dependent relationships

Is your written communication “technically” correct? This six hour workshop provides an intensive review of grammar, spelling and punctuation. The class will provide clear and concise writing guidelines that will build confidence and skills in composing correspondence.

Class Learning Objectives:
- Use sentence structure, grammar and punctuation correctly
- Write professional memos, letters and business reports
- Use proofreading and editing techniques
- Identify your strengths and weaknesses through a preliminary survey
- Become familiar with the rules of capitalization
- Develop a clearer, more understandable written communication
Moving from a staff level position into a managerial position is a big jump for most people. Many people find that they are unprepared and that they do not have the necessary “soft skills” to manage others. Now you can learn the skills to tackle and solve real-life situations with increased confidence of a pro. You’ll role-play issues such as team dysfunction, mediation, coping and working through “survivor” shock from layoffs, as well as the difficulty when merging with another team or another corporation.

This six hour program will help you gain awareness into your motivation, potential to manage others, and develop your skills over time to enhance your career. It will help you become more resilient and effective during tough times. It gives you the critical tools to work with the most uncomfortable situations. You will increase your chances of turning bad scenarios into more positive outcomes and lead your team with increased effectiveness. Participants will learn to master practical, proven techniques for dealing with uncomfortable, challenging situations, become skilled at trying to avoid potentially litigious situations, write a difficult-to-create performance evaluation, enhance your team-coaching skills, overcome communication barriers to productivity and understand how to supervise while coping with survivor shock.

Class Learning Objectives:
- Gain understanding of the skill and role requirements of managerial positions
- Assess your skills areas and motivation for managerial roles
- Understand the “soft” side of management based on interpersonal and problem solving skills
- Develop a career development plan and how to coach uncooperative employees
- Constructive and destructive conflict and how to capture conflict’s benefits
- Techniques for using conflict to increase cohesion
- The four stages of mediation
- Learn to delegate effectively to reluctant staffers
- Motivate “survivors”: strategies for helping employees overcome organizational and interpersonal obstacles to performance
- How to write helpful, legally-sound performance appraisals
This six day (four hours each session) program is an interactive course that will explore techniques used by frontline supervisors to motivate their employees, increase employee productivity, and help develop the employee’s self-esteem. The course will also help the supervisor learn ways to handle change and understand the need for shifting their paradigms in order to improve their personal and professional effectiveness.

**Session One – Introduction to Supervision**
- Identify the paradigms that keep them from accepting change and being creative leaders
- State the primary responsibilities of supervisors and common problem areas encountered in their daily routines
- Practice the skills of a One Minute Manager

**Session Two – Working Effectively with Your Team**
- Demonstrate the value of team problem solving and decision making
- Define the term synergy and understand how it relates to team decision making
- Define the word “team” and promote the understanding of the supervisor’s role in the team building process
- Identify the elements that make up a team
- Identify the team members roles
- List several characteristics of an effective team
- List the benefits of team decision making and team management
- Promote productivity through team effort

**Session Three – Communication and Listening Skills**
- Identify the process of communication
- Understand the value of listening effectively
- Identify communication barriers
- Recognize personality types and how to communicate effectively with each type
- Develop effective communication skills in a team environment

**Session Four – Motivating Your Team Members**
- Define the following theories of motivation: Theory X-Theory Y, Maslow’s Hierarchy of Needs, Pygmalion Effect, Herzberg’s 2 Factor Theory
- Understand how you as a supervisor communicate your expectations to your people
• List the things that people want from their jobs
• Identify ten ways to kill a persons’ motivation
• Use active listening skills to motivate
• Keep the lines of communication open
• Motivate different people depending on their motivational style

Session Five – Coaching and Counseling
• Demonstrate knowledge of the basic principles of the coaching process
• List and be able to explain the steps in the coaching process
• Distinguish between performance problems that require coaching and those which can be handled by other means
• Demonstrate knowledge of the principles of counseling
• Determine in any given appropriate situation, when to use coaching techniques and when to use counseling techniques

Session Six – Situational Leadership
• Understand the theory and language of Situational Leadership
• Learn how to use the three skills of a Situational Leader: flexibility, diagnosis and contracting
• Understand how to effectively respond to the needs of the people they manage

This four hour seminar is designed to differentiate styles of communication, cultural upbringing and physiological differences between men and women. Miscommunication between genders has been attributed to the majority of gender differences, which plague our work environment. High performance requires communication.

This seminar will also include:
• Differences in the cultural, biological environmental worlds of men and women
• Differences in the communication styles of men and women
• How perception of these differences might affect job performance, teamwork training, requirement and even personal relationships
• Techniques for improving communication between men and women in the work place as well as in the home environment.
This two day (six hours each day) workshop will help employees accomplish the important task of writing the documents that get and keep you in business by overcoming “writer’s block.” Participants will learn to recognize and avoid common mistakes and receive a tool-kit of proven techniques for delivering information powerfully, persuasively and professionally.

This is a hands-on interactive business writing course that will help participants assess their present writing skills, reduce writing time, and develop a more effective business writing style. The two-half day training will help your employees produce better letters, memos, reports and emails in line with accepted professional practices. Bring a sample writing piece for self-evaluation.

**Day one will cover business grammar:** Proper grammar is an essential tool in business communication. Writing is an important part of workplace communication that sets high communication standards for all management, staff, and customers.

**Day two will cover business writing:** Participants will learn techniques for producing clear, effective memorandums and reports are the topics of this course. This workshop is designed to help the participant grasp what they are writing by reading, understanding, remembering and implementing writing tools.

This workshop will help employees do important work by writing the documents that let your business

**By the end of the two-day session the participants will be able to:**
- Gather all your information before you start writing
- Use clear, familiar words and keep most sentences short and simple
- Chose active voice verbs; Avoid passive voice
- Get people into your writing and use a conversational style

**The second day will include the following:**
- Organizing and how to Outsmart the Deadline
- The Finishing Touches of the Pro
- Identify their audience
- Understand the purpose of their writing
- Write with ease, simplicity, and clarity
- Write in a positive and friendly tone
- Develop effective openings and closings
- Get rid of writers’ block
- Use the Mind Mapping technique for organizing their ideas.
• Understand how to deliver bad news in a good way
• Link ideas with transitional phrases
• Know when they are in the presence of a potential problem
• Look things up in the Gregg Reference Manual
• Find the appropriate rule or answer to a grammar or punctuation question
• Identify their strengths and weaknesses through a preliminary survey
• Place the appropriate mark of punctuation at the end of a sentence
• Use appropriately the comma, colon, semicolon and other marks of punctuation
• Be familiar with the rules of capitalization.


COACHING EMPLOYEES TO WORK TO THEIR PEAK PERFORMANCE:

Day-to-day Interaction between a Supervisor and an Employee

Every employee can reach higher levels of performance, including your average and best performers. What they need is a manager who can coach: someone who can routinely observe, assess, and interact in ways that develop and maximize their individual effectiveness. This is four hour seminar will help to raise their potential and level of performance and get the most out of your team.

Class Learning Objectives:
• Keys to effective coaching
• Improve your ability to coach
• How to establish a more positive, energized work environment
• Minimize repeat performance failures
• Close the gaps between current and desired performance and outcomes
• Different coaching approaches for different employees
• Assist and challenge your best performers to greater levels of success
• Using a “plan of action” chart to keep individuals focused on the task at hand
• Integrate coaching seamlessly into daily interaction with your people
COMMUNICATION TECHNIQUES EVERY SUPERVISOR MUST MASTER

Listening for Understanding

Supervisors must develop effective communication skills to enable them to better supervise their employees and to do a better job themselves. Employees look to supervisors to provide them information, listen to their concerns and keep private conversations about performance confidential. This four hour workshop will help supervisors understand they must learn to listen, speak with respect and treat all employees equally in regard to the information they have to share about the workplace to be able to communicate effectively.

Class Learning Objectives:
- How to give clear, precise instructions that can’t be misunderstood
- Steps to providing feedback that results in positive change, rather than anger and defensiveness
- Improving your listening skills - and doubling your effectiveness
- “What to say when...” tips for lessening/preventing verbal attacks
- Strategies for keeping the lines of communications open

Tired of always reacting to difficult situations? Learn techniques that will create an enjoyable working environment. This four hour session will teach participants how to listen objectively to others as well as deal with emotions involved in conflict or disagreements. Learn how to effectively manage problems and the stress they sometimes create. Participants will learn powerful techniques for dealing with difficult people, emotional situations and disagreements. The interactive format will allow students to gain understanding about how people react in conflict situations, resolution styles and the best strategies to use in different situations.

Class Learning Objectives:
- Develop personal interaction skills to diffuse conflict
- Learn interpersonal conflict resolution techniques
- Distinguish between assertive and aggressive behavior
- Learn conflict resolution for group settings
- Learn common mediation techniques
What does it mean to be a “critical thinker”? While problem solving appears to come naturally to some, it can be a learned skill and enhanced through training. Knowing 600 ways to accomplish a task is certainly better than knowing just one. But wait: are you even working toward the right goal? This four hour course teaches techniques for determining whether the right questions are being asked and how to generate multiple answers once you are sure you have asked the right ones.

Class Learning Objectives:
- Understand the thought process and how it can be enhanced
- Learn how to develop your skills of perception and concentration
- Discuss the importance of creative and critical thinking.
- Recognize the difference between left- and right-brain thinking.
- Demonstrate multiple creative-thinking techniques.

DELEGATING FOR RESULTS:
“Do you have trouble entrusting your work with others? Are you frequently putting in overtime? If so, you may be working harder, but not smarter”

This fast-paced, four hour intensive one-day seminar gives you real world practice in delegation strategies that will reduce your stress level, empower your staff and build team performance. Take this opportunity to pinpoint the right task, the right time and the right person to help you maximize productivity for you and your team.

Class Learning Objectives:
- Influence peers and team members to share your responsibilities
- Foster greater team work, cooperation and collaboration through clear delineation of roles and authority
- Empower and motivates staff to handle more difficult assignments
- Exhibit greater competence and confidence in assigning work and responsibilities
- Prevent miscommunication when setting tasks and expectations

Course will cover:
- Communication issues, checkpoints and task-related support
- How to delegate to a group
- How to recognize, reinforce and reward performance
The repercussion of poor delegation on performance
Delegation basics: what to assign, who to select, when to start, how to maintain control and give feedback
How to overcome reluctance, resistance and lack of motivation
Delegating without authority: influencing strategies to persuade peers to take on additional responsibilities

ESSENTIALS OF LEADERSHIP:
Leading Employees through Changes and Shifts with Simplicity in the Workplace

This six hour course integrates two of the most practical concepts available today into a powerful two-day learning experience addressed to supervisors, managers, administrative assistants, project and team leaders, and members of self-directed teams-to anyone who is responsible for influencing the work of others.

Leadership is not a style - it is a set of choices and actions that can be learned. This seminar is designed to challenge and assist everyone striving to improve leadership skills by clarifying both what these skills are and how to use them. In addition to outstanding management skills, leaders bring values and vision to the workplace, creating an atmosphere of energy, excitement, and involvement. This type of leadership is required at all levels of an organization.

Strong and effective leadership is the foundation for creating value within an organization. This seminar will provide managers with a practical roadmap for developing their leadership skills and increasing employee morale and productivity.

Essentials of Leadership consist of a series of brief theory presentations, class discussions, exercises and stimulation through which participants learn how to:

- Describe the nature of effective leadership
- Select an appropriate leadership style
- Understand themselves and others
- Create more successful teams and work groups
- Delegate more successfully

Class Learning Objectives:
- Critical qualities all successful leaders must possess
- Your unique leadership style: Recognize your strength and limitations
- Understanding the crucial differences between managing and leading
- The way to make you employees feel valued by you and the organization
What are listening skills like in your organization? When was the last time you wanted to scream: “Is anyone listening?” Although all of us talk and listen to one another, we may not have the best listening skills or be truly communicating. In a working environment defined by diversity, stress and uncertainty, it is not surprising that misunderstandings abound. Communication is the foundation for all of our personal and professional activities and can enhance our effectiveness and satisfaction. Being an effective communicator takes real skill.

This powerful four hour seminar delivers communication skills essentials that enhances listening skills and communication and encourages productive interactions. Communication skills are the heart of interpersonal skills and the greater your awareness of how it all works, the more effective your communication will be.

Class Learning Objectives
- Develop listening skills and show interest and concern
- Clarify meaning and verify information to minimize misunderstanding and wasting time
- Fine-tune your listening skills to foster positive attitudes by providing effective feedback
- Understand the process of communication and value of listening effectively
- Identify common communication barriers
- Recognize personality types and how to communicate effectively with each
- Develop effective communication skills in a team environment
- Improve your communications to enhance service delivery

Overview: A two day, eight-hour training program, designed to help participants develop an individual awareness of factors which influence perceptions and examine how perceptions influence behavior, when interacting, with others.

Learning Objectives:
- What factors play a role in influencing perceptions
- How to control the negative impact of personal biases and prejudices
- How to get back supportive behaviors during interdependent relationships
- How your behavior influences the behavior of others
- How diverse experiences influence relationships
- How culture influences a persons perceptions and behavior
Content Outline:

- Introductions
- Discussions on types of Interdependent Relationships
- Inter-active Exercise
- Group discussion on results of exercise
- Discussion on how exercise results influence perceptions
- Discussion and lecture on how perceptions influence thoughts and behavior and how behavior influences the behavior you receive from others.
- Group discussion on behavioral choices and “What’s in your best Interest” when involved in interdependent relationships.
- Group discussion on how differences, among humans, can influence the behaviors demonstrated during one-to-one interactions.

Participants Will Examine:

- What factors play a role in influencing perceptions
- How to control the negative impact of personal biases and prejudices
- How to get back supportive behaviors during Interdependent Relationships
- How your behavior influences the behavior of others
- How diverse experiences influence relationships
- Techniques for effective communication in a diverse environment
- How communication styles influence perceptions and behavior

INTERACTION MODEL

Participants assist in developing an interaction model that illustrates how perceptions influence behavior and how behavior affects the thoughts and behavior of others.

OBJECTIVE SUPERVISION

The process of developing employees is a prime responsibility of supervisors. In the diverse work environment of today’s workforce, supervisors are faced with employee responses that charge them as being prejudiced, racist or sexist. This program is designed to assist supervisors in developing skills for minimizing charges levied by employees.

OBJECTIVE DOCUMENTATION

This course helps the student learn how to objectively; develop performance standards, identify problems, and document performance behaviors demonstrated by employees. Participants practice the development of objective documentation skills by watching a short video, and record their perceptions of characters in the video. Each participant is given a handout, which outlines specific guidelines for objective documentation. There is a group discussion of the points on the outline.

JOB DESCRIPTION AND PERFORMANCE STANDARDS

Supervisors will learn how to use job descriptions to help employees understand their job functions. Supervisors will practice the development of objective measurable performance standards, which demonstrates what the job should look like upon
completion. Supervisors learn how to use job descriptions and performance standards to objectively measure the quality and quantity of an employee’s performance.

**PROBLEM IDENTIFICATION**

When performance deficiencies occur, there is a need for identifying what is causing or allowing the deficiencies to exist. This subject area will assist supervisors in developing skills to first identify the symptoms of a problem before determining the problem. This component will help supervisors develop techniques for objectively asking questions to determine, what is allowing or provoking the existence of the identified symptoms.

**PERFORMANCE EVALUATION INTERACTION**

Review and discuss steps and techniques for implementing a successful evaluation meeting with others. Each participant is given a hand out, which defines the interaction steps. Examples of the interaction steps will be discussed and demonstrated by participants.

**FEEDBACK**

Process of providing or furnishing information to employees regarding their progress in meeting or not meeting the performance standards established with the employee. Participants will learn techniques for providing effective feedback to employees.

**USE OF QUESTIONS**

Develop a technique for using questions when interacting with employees. Use of appropriate questions can engage the mind of the subordinate to focus upon their job and the demonstrated results of their work efforts.

**INTERMEDIATE ARCVIEW GIS TRAINING: “Techniques Needed by Planners and Manager”**

This two-day, twelve-hour program will focus on usage of Dade/Broward spatial data in ArcView environment and explore how ArcView GIS integrates geographic information used for policy formulation relevant to planners and managers in local government agencies. Participants will explore basic and advanced ArcView functionality including some of the very useful ArcView extensions, such as Image Analysis, Spatial Analyst, 3D- Analyst, and Network Analyst.

Participants will learn:

- Basic spatial and topological data structures
- Basic understanding of Geo-transformation – map projection
- How to create and edit attribute and spatial data
- Import and export – data conversion among platforms
- Spatial analysis – site analysis, suitability studies
- Data visualization – thematic mapping, density maps, 3D visualization
- Cases employed in this workshop will include:
  - Crime mapping and Demographic/population analysis
  - Suitability studies for new industrial and commercial sites
  - Transit analysis and environmental exposure and hazards to populations groups
This four hour workshop will focus on the basic concepts of proposal writing. From where to locate possible funding sources to the basic structure of a proposal.

This seminar will cover:
- Proposal fundamentals
- Important vocabulary of grant writing
- Where to locate funding sources
- Hints on developing the proposal
- Basic structure of a proposal
- Know when they are in the presence of a potential problem
- Look things up in the Gregg Reference Manual
- Find the appropriate rule or answer to a grammar or punctuation question
- Identify their strengths and weaknesses through a preliminary survey
- Be familiar with the rules of capitalization

Note: Participants are encouraged to bring samples of on-the-job writing to class. These samples can be memos, reports, or letters.

This seminar will cover:
- How to empower yourself and your staff
- What leadership is from the supervisor’s point of view
- How to build credibility and trust
- Analyzing effective listening processes and skills
Delivering information and expertise that help forge solutions to urban problems

- Learning participative leader skills and techniques
- The three steps of the continuous performance appraisal process
- Coaching, mentoring and how to give constructive feedback
- Decision-making tools for effective leadership
- How to apply problem solving techniques to solve actual problems
- Teams vs. work groups: learning to lead and build personal effectiveness

MAKING THE TRANSITION FROM STAFF MEMBER TO SUPERVISOR:
*Effectively and smoothly manage the change in your role*

This seminar covers the nuts and bolts to prepare you to take your first supervisory role, from setting goals for your team to tackling difficult conflicts. With exercise, feedback and practice, you will return with the tool kit to confidently take on any new task with greater ease and improved confidence.

**How You Will Benefit**
- Understand your new role—from their perspective and that of their boss, peers and subordinates
- Establish a new presence and build credibility
- Flex your individual style with ease
- Delegate tasks while remain focus on clear quality standards
- Implement a feedback system that enhances overall communication
- Tailor training to individual employees to improve on performance
- Understand what motivates peers, employees and superiors
- Gain awareness of basic laws and regulations as they apply to performance reviews, including EOE and ADA
- Gain techniques and strategies to manage time and schedule workload

**This seminar will cover:**

**Letting Go of Your Former Role**
- How to manage the change process
- Challenges and pitfalls to avoid
- Expectations from your direct reports, your boss and your former peers

**Defining Your Behavioral Style**
- How to best communicate with bosses, peers or employees with different style preferences
- Adjust personal behavioral styles to build better working relationships

**Setting Goals for Yourself and Others**
- The benefits of delegation
- How to set SMART goals that allow you to measure progress accurately
- Project delegation and the potential barriers
Legal Considerations for Supervisors
- Basic laws governing performance review
- Your obligations as a supervisor

Giving and Receiving Feedback
- Supportive vs. corrective feedback
- Guidelines to improve coaching relationships
- How to receive feedback constructively

Training Your Employees
- Adult learners and learning styles
- Techniques to develop your employees and assess your training resources

How to Motivate Effectively
- Motivational tools to handle workplace issues
- Relate motivation to styles, goal setting and communication preferences

Time Management
- Important vs. urgent: using the prioritizing mode
- How to manage and protect your time

MANAGING WORKPLACE VIOLENCE:
Tips, Tidbits & Tactics: Evading Hostility in the Workplace

Workplace violence has emerged as an important safety and health issue in today’s workplace. One of the most critical components of any agency’s prevention program is training. Training is necessary for employees and supervisors, as well as for the staff in offices that may be involved in responding to an incident of workplace violence.

This four hour workshop will illustrate what all employees should know and how to recognize and report incidents of violent, intimidating, threatening, and disruptive behavior. All employees should have phone numbers for quick reference during a crisis or an emergency. In addition, workplace violence prevention training for employees should include the following topics:

Upon Completion of this course participants will be able to:
- City’s workplace violence policy
- Identify the emerging trends in violence in the workplace
- Define violence in the workplace
- Understand why workplace violence is occurring
- Identify the profile of the potential perpetrator of workplace violence
- Know how to assess a potential threat
• Understand the violence continuum
• Create a plan to minimize problems in pre-, active and post employment
• Resolve hostile situations at work
• Recognize their own “triggers”
• Recognize different forms of hostility
• Defuse anger in themselves and others
• Identify effective conflict resolution techniques
• Identify situations in which each style of conflict resolution would be used
• Peacefully negotiate any conflict
• Implement a six-step intervention model to improve performance of a difficult employee

In addition to the training suggested above for employees, special attention should be paid to general supervisory training. The same approaches that create a healthy, productive workplace can also help prevent potentially violent situations which will be discovered during this four hour workshop.

It is important that supervisory training include basic leadership skills such as setting clear standards, addressing employee problems promptly, and using the probationary period, performance counseling, discipline, and other management tools conscientiously. These interventions can keep difficult situations from turning into major problems. Supervisors do not need to be experts in dealing with violent behavior but need to know which experts to call, and be committed and willing to seek advice and assistance from those experts.

Upon Completion of this course supervisors/managers will be able to:
• Identify with ways to encourage employees to report incidents in which they feel threatened for any reason by anyone inside or outside the organization
• Skills in behaving compassionately and supportively towards employees who report incidents.
• Skills in taking disciplinary actions
• Basic skills in handling crisis situations
• Basic emergency procedures, including who to call and what support resources and services are available
• Appropriate screening of pre-employment references
• Basic skills in conflict resolution
Frequently we tend to use the same motivational interventions for all our employees only to feel frustrated when our good intentions fail to evoke improved performance and productivity. As we know, not all new and glossy motivational tools and devices work for everyone. An informed supervisor needs to become aware of what works for individual team members and how best to customize their approach to help them reach their potential.

This four hour workshop, based on Year 2010 research and findings, focuses on the Sixteen Basic Desires that motivate people to perform to their fullest potential and to experience gratification in their jobs. Engaged in a highly interactive workshop, participants will learn to inspire their subordinates with practical insight, customized strategies and long-term results.

Class Learning Objectives:
- Identify the sixteen basic desires/drives that motivate us at work and shape our behavior and choices.
- Understand how their own “Basic Desire Profile” relates to job function
- Understand what really drives their employees and how best to customize motivational approaches with each subordinate.
- Recognize how these desires affect relationships at work.
- Help employees with succession planning, long-term career guidance, and specific assignments based on their personalized drives and desires.

If you want to move from being a good manager to being a great manager, this seminar will enable you to take away key insights, ideas and planned actions to add value to your organization and move your team forward for heightened success.

Take this opportunity to be proactive. Instead of being buried in your department’s ongoing activities, you will become an innovator, a persuasive player and a champion for strategic change who adds value to your organization, your customers and your stakeholders.

Class Learning Objectives:
- Identify the basic desires/drives that motivate us at work and shape our behavior and choices.
- Understand how your own “Basic Desire Profile” relates to how you function on the job
- Understand what really drives their employees and how best to customize motivational approaches with each subordinate.
- Recognize how these desires affect relationships at work.
Help employees with succession planning, long-term career guidance, and specific assignments based on their personalized drives and desires.

Course will cover:
- Establish a working definition of operational management
- Explore the key attributes of today’s strategic thinkers
- Understand the key components of the strategic model
- Develop a strategic thinker’s approach for your own work environment
- Strategic thinking: moving from a limited context to a broader view
- Create a mission statement defining the operational reality of your work group
- Encourage innovative solutions
- Explore options for influencing others
- Conduct conversations to encourage innovation and risk taking

Have you wondered why some people get what they want and others never seem to do so. Why some people get the best buy at the car dealership, the best pay raise and the best rate at the mortgage broker. Have you ever wondered why some people are able to work in groups and accomplish their goals? That’s because they are great negotiators. This four hour training will help you be a more persuasive speaker and get you want out of life without stepping on the toes of others or being considered an aggressive personality type.

Class Learning Objectives:
- Develop the art of win/win negotiating.
- Understand the techniques that the pros use in negotiating.
- Use pre-negotiation planning.
- Design seating arrangements and choose meeting site to influence the results.
- Sway an opponent with timing and association techniques.
- Identify an opponent’s real but often hidden needs.
- Use questions to control the thrust of a discussion.
- Make concessions without losing.
- Communicate a position clearly and precisely
This four hour workshop is designed to provide additional techniques and skills for supervisory personnel who have responsibility for writing and conducting performance evaluations on employee work performance. The program will cover the following content areas. Throughout the seminar you will learn the most effective methods to modify behavior, improve skills or encourage staff to take on additional responsibilities and continue to succeed. You will also learn practical techniques to set joint objectives, measure them and focus on getting the work of the organization accomplished.

**Class learning objectives:**
- Use the Performance Development Plan as a key tool in the growth and development of your direct reports
- Plan your discussion and get the performance outcome you want
- Gain continuous involvement, commitment and trust from your direct reports
- Become more objective in writing the development plan and delivering the appraisal
- Increase your comfort giving performance evaluations through practice
- Performance development vs. performance appraisal
- Elements of a typical plan and analysis of key benefits for you and your direct report’s
- Critical skills including preparation, active listening, feedback and team agreement
- Why, what and how to communicate with your direct reports
- How to write the year-end review and give performance ratings

**Objective Documentation:** Process of learning how to objectively; develop performance standards, identify problems as well as document performance behaviors demonstrated by employees. **Job Description and Performance Standards:** Supervisors will learn how to use job descriptions to help employees understand their job functions. **Problem Identification:** When performance deficiencies occur, there is a need for identifying what is causing or allowing the deficiencies to exist. The subject area will assist supervisors in developing skills to first identify the symptoms of a problem before determining the problem. **Performance Evaluation Interaction:** Review and discuss steps and techniques for implementing a successful evaluation meeting with others. **Feedback:** Process of providing or furnishing information to employees regarding their progress in meeting or not meeting the performance standards established with the employee.
This two day, eight-hour course is designed to assist individuals who give business presentations to become more successful professionally by teaching them the effective communication skills that are required.

The following topics will be covered in an all-day workshop:
- Preparing mentally and physically for your presentation
- How to project a powerful image
- Strategies for planning and preparing a presentation
- Delivery styles and Using audio-visual aides
- Using statistics, quotations and anecdotes
- How to take charge of your question and answer sessions
- Persuasive techniques and Speaking with power and confidence
- Proper use of gestures and How to use your voice effectively

This four hour seminar is designed to provide opportunities for participants to develop knowledge and individual introspections about legal issues, values, ethics/integrity principles, and how these impact daily decisions and careers. This program fosters discussion about issues as they relate to daily ethical decision-making by examining a series of case studies.

This training session will address ethical issues as they pertain to the workplace setting. Participants will review applicable ethics ordinances, learn about Florida’s Sunshine Law, public information laws, Whistleblower Act, and conflict of interest ordinances.

Class Learning Objectives:
- Analyze parameters of personal value systems and
- Encourage self-examination and acceptance of responsibility for choices
- Examination rationalizations, i.e., “Do the ends justify the means?”
- Explore the impact of choices, i.e., “Are the consequences acceptable to me, to the City, or to society?” (A framework for making ethical decisions in the public arena)
- Review guidelines for making ethical decisions
- Provide information concerning legal and ethical requirements in public service
- Encourage self-examination and acceptance of responsibility for choices
This two-day, twelve hour program is designed to inform public sector administrators and staff about records management and maintenance under the laws of Florida and about new technologies and management systems in the field of records management. The program is composed of four (4) three-hour modules:

**Module I**
Focuses on the basics of records management and maintenance, including public records law in Florida, privacy vs. right-to-know, and records retention and deduction.

**Module II**
Addresses file management and design, and include an historical look at file management, equipment and supplies, information storage, and retrieval systems.

**Module III**
Covers imaging and focuses on the legalities and standards related to Microfilm and optical digitizing, computer retrieval systems, and cost analyses.

**Module IV**
This course will address disaster preparedness, recovery system, and contemporary records management issues including off-site storage, facilities management, and vital records. A one-hour question and answer and session will be included at the end of Module IV.

**SEXUAL HARASSMENT AND DIVERSITY FOR MANAGERS:**
“Creating an Awareness for Managers”

This four hour workshop focuses on sexual harassment issues as they relate to the roles and responsibilities of managers in creating and maintaining a positive work environment.

**Class Learning Objectives:**
- Understand concept of “hostile environment”
- Learn “Quid Pro Quo” forms of harassment
- Learn Why ignorance is no defense
- Learn strategies and tactics for identification, prevention, and dealing with harassment issues
- Learn the policies and procedures
- Learn basic employee counseling and EAP referral; procedures
This six hour seminar is designed to provide both public sector and not-for-profit agencies with a very focused and organized approach to grant-seeking and resource development. It is appropriate for all areas including education, health services, criminal justice, the environment, arts and culture, recreation, etc.

The seminar will also include the following components:

- Matching your Program with the Right granting agency
- Tips for Successful Grant-Seeking
- Public And Private granting agencies-Which is best for your program?
- Using the Internet to find Government & Foundation Funding Sources
- The Importance of Collaboration in Grant-Seeking
- Diversification of Funding
- Matching Fund Requirements
- The Importance of Key Contacts
- Developing your own Grants Management System
- Viewing the proposal through the “Eyes of the granting agency”
- Research on the Internet
- Proposal Development: Components and Strategy
- Organizing your Information
- Outcomes, Services, Supporting Information, Evaluation and Budget Presentation
- Packaging
- Group writing exercise

Stressed out? To those who find that responsibilities far exceed time available, this session will help you understand what causes stress. During this four hour session, emphasis will be placed on evaluating what is most important to your department and organization and how to manage effectively without experiencing constant stress.

Class Learning Objectives:

- Understand what stress is and how it affects you
- Gain awareness of how to use basic stress management techniques
- Learn how to set goals and manage priorities to reduce and improve performance
Still stressed out? New learning takes time to develop into new habits. This two hour follow-up session will provide you with an opportunity to gage your progress in assessing and managing your stress and productivity.

**Class Learning Objectives:**
- Assess your stress levels and coping skills
- Develop improved techniques to manage personal vs. professional sources of stress
- Understand the role and importance of personality type and personal responses to stressful situations
- Learn the importance of developing support systems
- Develop and action for your own personalized stress management program

This four hour training session is designed to help participants develop an individual awareness of factors which influence perceptions and examine how perceptions influence behavior when interacting with people who are different-ethnic, gender, age, culture, race, religion and other differences. Supervising Diversity shows first-line supervisors how to leverage the potential of their diverse workforce.

This training session is intended for personnel in a supervisory position to make decisions in a diverse working environment, to help create a more objective, constructive working atmosphere.

**Class learning objectives:**
- Helps supervisors provide a welcoming climate for new employees
- Provides a framework for resolving conflict between diverse employees
- Creates awareness in supervising and managing of differences
- Looks at effective coaching across differences
- Objectively document performance behavior
- Initiate objectives with face to face interactions
- Objectively identify problems rather than solving symptoms

**Participants will learn to:**
• **Creating a Productive Work Environment**: Establishing the rules, respect, productivity, and supervisor roles.

• **Conflict Resolution**: The role of supervisors in helping diverse employees work together and resolve their conflicts.

• **Coaching and Developing Employees**: Discomfort with an employee who is different from oneself can result in inadequate supervision and failure. It is really the supervisor’s failure when an employee fails in a situation like this.

• **Stereotypes and Assumptions**: The supervisor often needs to judge the abilities of others and make decisions that affect careers. How assumptions based on stereotypes can get in the way of sound judgments and decision-making.

• **Cultural Differences**: attitudes about authority, relationships, competition, communication, motivation and rewards, and self-promotion.

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**SUPERVISORY SKILLS FOR FRONTLINE SUPERVISORS:**

“Acquire the skills to Becoming a Beginning Supervisor”

This two day, eight-hour overview is an interactive course that will explore techniques used by frontline supervisors to motivate their employees, increase employee productivity, and help develop employee self-esteem. This course will also help the supervisor learn ways to handle change and understand the need for shifting their paradigms in order to improve personal and professional effectiveness.

**Part I – Class Learning Objectives:**

• Learn the principles of supervision

• Develop your supervisory role

• Identify the barriers that keep you from accepting change and being a creative leader

• Understand the primary responsibilities of supervisors and common problem areas encountered in their daily routines

• Develop a supportive work climate

• Understand City of Miami culture and policies and procedures pertaining to managers’ roles and responsibilities

**Part II – Class Learning Objectives:**

• Improve your time management

• Learn basic coaching and counseling skills

• Improve communication with all levels of the organization

• Deal with diverse populations more effectively

• Manage change and stress more effectively

• Understand and utilize your leadership styles appropriately
Ever wonder what makes high-performing teams effective? In part, it’s the ability of co-workers to understand their own and other team members’ personalities, and their ability to apply this knowledge to the team’s benefit. When employees understand how personality influences communication and working relationships, they are better able to modify their own behavior to support the team’s efforts and goals.

Successful organizations have learned to channel the energy of individuals into teams. Working collaboratively as a team - sharing vision, knowledge, and responsibility, boosts creativity and productivity and heightens commitment as well. This seven hour seminar provides all team members, both managers and non-managers alike, with the skills and insights to develop effective teams.

Participants will leave with an expanded awareness of the role they can play and the choices they can make to develop effective, collaborative teams. They will be able to: take individual responsibility for providing their team with the input it needs to function effectively, capitalize on the diversity of talents and capacities within their team, attack problems without attacking people and disagree without straining working relationships, create a workplace climate that encourages and supports collaboration and effective teamwork, and experience a renewed excitement about being part of a team.

Participants will be able to:

- Experience how the communication process works
- Begin to develop good listening skills to communicate with staff effectively
- Begin to use more effective communication skills
- Work more effectively with people of different backgrounds, cultures, races & genders
- Ask for support when needed - Recognize when others need to be given support and when they need to be left alone
- Create mutual trust between you and your team members
- Understand the importance trust plays in helping you be a great manager/supervisor
- Recognize the importance of planning to achieve your department/unit goals
- Support the team plan and turn the plan into action
- Look for solutions outside of their personal paradigms
- Transfer team decision-making skills back to the workplace
- Use creative problem solving techniques in the future
- Identify personal strengths and weaknesses in the planning and problem solving area
This four hour course is designed for employees who seek to employ proven strategies that will help them build more control into their professional and private lives.

**By the end of the session, the participants will be able to:**
- Identify key causes of stress in their lives.
- Understand the difference between stress and distress
- Differentiate between a “Stress Seeker” and a “Type A” personality
- Understand how to deal with the stress at work and at home
- Identify their personality, style, tortoise, hare thoroughbred
- Practice stress management techniques
- Create a stress management plan
- Identify key time management principles
- Develop and enhance their skills
- Write long-term goals, both professional and personal
- Understand how they are currently allocating their time
- Implement a time management log
- Identify skills and techniques for overcoming procrastination
- Development good time management skills
- Improve their organizational skills to help make better use of their time
The mission of the Academy is to train senior managers in South Florida in strategic management techniques to improve the quality and performance of public, non-profit and other organizations. The training curriculum is based on Results-Oriented Government developed by the Southern Growth Policies Board and the Southern Consortium of University Public Service Organizations, of which the Metropolitan Center, Training Unit at Florida International University is a member. The Academy has augmented the original curriculum and continues to present cutting edge-technology to our students.

The core program of the Academy consists of seven workshops, each 8-hours long and covering the following subjects:

1. **Creating and Sustaining a Supportive Environment:** Focuses on changing attitudes, work roles, management techniques and organizational structures to support a results-oriented organization.

2. **Development of a Strategic Plan:** Examines this powerful tool for setting priorities and making informed decisions about the future.

3. **Benchmarking Best Practices and Process Analysis:** Structured, cost benefit analysis of existing work processes. Adapts outstanding practices that can produce better results in your own organization.

4. **Developing Performance Measures:** Explains how to measure bottom line performance, the outcomes of service delivery, to help you achieve your goals.

5. **Using Performance Results:** Teaches the true value of performance data to improve decision-making services performance and accountability.

6. **Performance Based Budgeting:** Shows how to integrate performance measurements into planning, allocation decisions and management flexibility in making spending decisions.
7. **Contracting for Performance, Privatization and Managed Competition:**

Reviews contracting for services, privatization options, including managed competition opportunities for employees to help support a results-oriented organization.

Each module generally pairs a top quality university professor and senior local manager from one of the city or county governments of the area or a consultant, seasoned in both the subject matter and professional training as instructors. Each of the seven modules combines concepts, practical applications and hands on work to provide a complete learning experience.

**EXECUTIVE DEVELOPMENT PROGRAM:**

**“Becoming more than a Manager”**

The Executive Leadership Development Program is designed to help upwardly mobile government employees become more effective public managers. Central to becoming a more effective manager is developing the skills and perspective to handle the pressures and obstacles that go along with making decisions in public organizations. The focus of the Program is therefore on sharpening the decision-making and problem-solving ability of participants. By analyzing case studies of decisions made by public managers and drawing lessons from those experiences, students will create their own leadership style. Interested participants should send current vitae and a brief letter of interest, which includes their future career plans, and a description of their last three positions. Early applications are accepted.

**Class Outline:**

The program format will consist of career professionals in the community and academic faculty in roundtable discussions to examine and analyze a variety of problems that are faced by high level public managers. These discussions are followed by an analysis of a **Harvard Case Study** developed for use by state and local government executives. The focus is on lessons learned and the development of a management philosophy and style of governing. This Program is aimed at the mid and upper level career public manager with five or more years of experience in either state or local government who plan to move into higher level executive positions in the near future.
Have you ever been disappointed when a new employee has left your company prematurely? Do some of your recent hires leave you feeling disappointed and frustrated by their poor work habits and attitudes? Are you in a quandary about what to ask during a pre-employment interview? This four hour workshop is designed to help hiring managers at all levels acquire the practical skills, judgment, and competencies to hire the “best fit” employee. It will help you select those prospective employees who have the drive, ambition, staying power, interpersonal versatility, and critical thinking skills to be successful in their positions and to become long term contributors to your team.

Upon completion of this workshop the participants will be able to:
- Identify “red flags” that undermine job success, longevity, and growth.
- Pinpoint the top 7 predictors that determine a “good” hire.
- Know the essential steps in preparing for an effective interview.
- Establish rapport with a prospective candidate.
- Create questions that evoke behavioral information about how a potential employee will perform.
- Determine a candidate’s potential for leadership within the organization.
- Provide appropriate information about the company, its services and policies.
- Know how to conclude a session.
- Know what factors to weigh in making a critical hiring decision.

Primary objective of this training session is to clarify key concepts in performance measurement and to begin building skills and confidence in the development and use of performance measures. Upon completion of the four hour training session participants will be able to:
- Understand the importance of performance measurement.
- Be able to distinguish between the four principal categories of performance measurement.
- Develop an appreciation of the managerial value of various types of measures and an ability to judge the relative value of various sets of measures.
- Understand how performance measures can be incorporated into existing or upgraded management processes.
- Become aware of the principal sources of performance data and likely sources of resistance to performance measurement and strategies for dealing with that resistance.
The world of public management is changing dramatically and challenging the basic concepts of merit and traditional public personnel systems. For example, individual performance appraisals are giving way to team evaluations; step increases in base pay are giving way to one-time bonuses; procedural justice is challenged by the need for managerial flexibility. These changes in human resources management are the result of new political values, organizational dynamics, and technological innovation. This four hour workshop describes the traditional underpinnings of merit systems, how they have been challenged, and what the consequences have been. In addition, it provides a contrasting view of the elected and appointed official’s perspective on personnel issues.

This is a two day; eight-hour course is designed to assist individuals in becoming more successful professionally by teaching them the effective communication skills that are increasingly required in the business world. The following topics will be covered in day one of the workshop:

- Building self-confidence
- Dealing with Nervousness
- Knowing your audience
- Maintaining audience attention
- Using proper protocol
- How to plan, prepare and deliver a speech
- Using audio-visual aids
- Impromptu speaking
- When to use humor
- Vocal variety
- Proper use of gesture

Day two, participants will practice what you have learned conceptually in this interactive session. Note: Employees must take both parts for full benefit and to receive a certificate.
Mission: To define and teach civic responsibilities and related skills to existing and future community leaders.

Vision: Citizens and political leaders, who are skilled and informed, will dialogue and make collaborative decisions that are in the best interest of the community.

While civic responsibility should be everyone’s mission, community leadership is an art that requires certain personal qualities and learned skills.

Class Learning Objectives:
- To promote and enhance quality community participation and leadership.
- To increase the pool of quality political and community leaders.
- To establish high standards for elected public office based on accepted criteria for excellence.
- To educate participants on the powerful skills of facilitation.
- To stimulate discussion and constructive debate as a part of the learning process.

“Bill understood that if you want people to love what they do, they have to understand, and to be able to understand, they have to be taught.”

Workshop for Community Participation and Leadership Skills:
- Do We Really Need “Better Politicians”?
  - This part of the workshop will focus on the indicators of need for better politicians using important issues from each level of government.
- What Are the Qualities We Should Look for in a Politician?
  - Using the guidelines provided in Electing Better Politicians: A Citizen’s Guide, the instructor will highlight the general quality characteristics for all politicians.
- Effective Use of Electing Better Politicians Guidelines.
  - What is the best way to actually use the proposed guidelines in an effort to find and elect better politicians? The instructor will present some ideas for consideration.
Who Will Take the Lead?

- In each community someone will need to take the lead in helping to improve the selection process for candidates and the election process. Who should that be?

**Workshop on Facilitation Skills for Community and Political Leaders:**

**Participants will gain:**

1. Essential norms that encourage effective behavior in groups.
2. Process tools that provide essential structure for meetings.
3. An understanding of group decision-making techniques.
4. Insight into the symptoms and elements of meeting problems.
5. A clear set of do's and don'ts for handling divisive situations.
6. Strategies for dealing with anger and resistance.
7. A checklist of elements for effective meetings.

"Knowledge of the City, Charter, Boundary Charts, History, etc." - The seven session, fourteen hour program is designed to be a two-hour program run once a week for eight weeks. The Metropolitan Center will put together course material for the Academy and provide an opening and closing presenter. A tentative outline for the Academy could be:

**Week One** - What is City Government: A university representative will discuss the differences in governmental authority between federal, state, county, and city. It will also go into the type of government your city has and differences in local models.

**Week Two** - The Manager – Council form of Government. This module should involve the City Manager and at least one Councilperson to discuss their roles in the process.

**Week Three** - How Does the City Run?: The University will provide a moderator. In this module an Assistant City Manager and the Budget Director should participate to explain the process of budgeting and what services are provided.

**Week Four** - Fire and Police Safety: A university moderator and the Police Chief or Department Spokesperson.

**Week Five** - Community Safety: A university moderator and the directors of the departments of Water and Power. Explain what these services are, why this City is unique in having them and why it is important to have them.

**Week Six** - Code Enforcement: A university moderator and the director of the code enforcement agency.

**Week Seven** - Fighting City Hall – Customer Services: A university moderator. Review what was accomplished and graduation.
Delivering information and expertise that help forge solutions to urban problems

This four hour program is designed to develop a familiarity with the principles of accounting. Increase your value to your boss and company especially during challenging economic times when financial acumen is expected at every organizational level. An introduction to the fundamentals of accounting for administrative assistants, secretaries, executive secretary and other administrative professionals, this seminar gives you an understanding of the financial aspects of business to ensure budgets and expenses stay on track.

Class Learning Objectives:
• Understand the fundamentals and the basic principles of accounting
• Learn the concepts of assets, equity and liability
• Learn the concept and method of accounting entries
• Review the balance sheet and a trail balance
• Review the three basic funds

BEGINNING ARCVIEW GIS TRAINING:
“The Required Principles for Planners and Managers”

This four hour program will teach concepts of Geographic Information Systems (GIS) and give you an extensive hand-on introduction to the Arc View interface. It will present the basics of Projects, Views, Themes, Tables and Layouts. The nature of the different forms of data, which can be used in Arc View, will be explained.

Class Learning Objectives:
• Projects and views -- making and displaying your maps
• Themes and tables -- the maze and wonder of Geo-spatial database
• Layouts – publishing your own maps
• Understanding data formats – shape files, coverages, grid, image, etc.
• Geo-coding – transforming location data (addresses) onto existing maps
• Analyzing spatial relationships

Data sets employed in this workshop:
Dade/Broward county census tracts/zip codes
Dade/Broward street network
2010 census of population data
Dade/Broward schools, and other public facilities
Selected business data (addresses)

Note: This training is for those who have no previous experience with Arcview. Knowledge of the Windows or Macintosh environment is required.
Delivering information and expertise that help forge solutions to urban problems

COMPUTER CONCEPTS AND APPLICATIONS I: 
“Fundamentals of Computers”

Whether you are new to the computer, returning for review or just want to gain more 21st century skills, our computer trainings can help.

This four hour workshop will familiarize participants with the PC and Windows, explaining the basic terminology and concepts. Attendees will be able to use Windows effectively and confidently to perform document management. This module will concentrate on the basics of hardware, operating systems and keyboarding skills. The workshop will also include Introduction to Windows operating system, Microsoft, Excel, PowerPoint, Access (beginners, intermediate, and advanced levels).

FINANCIAL MANAGEMENT FOR NON-FINANCIAL EMPLOYEES: 
“Fundamentals of Financial management”

This four hour program is designed to develop a familiarity with the principles of accounting in general and applications in public service. It is composed of seven modules outlining issues related to assets, equity and liability, the role computers in the world of accounting. The program also introduces the Balance sheet and a trial Balance, discusses the three basic funds: Governmental Funds, Proprietary Funds and Fiduciary Funds, reviews upcoming changes in accounting rules, and provides an overview of budget preparations.

INTERMIDATE ACCOUNTING:
“Accounting concepts, critical thinking skills, and techniques involved in the accounting process and the preparation of financial statements”

This four hour class is designed as a follow-up program to allow participants to develop their accounting methodology and interpersonal skills.

Class Learning Objectives:
• Practice applications
• Learn how to apply (Excel) spread sheet applications
Emergency telecommunications operators have the stress of being the first person responding to crisis in people’s lives everyday. But after work, how do you take care of yourself? How do you get out of crisis management and just relax?

This four hour program will help participants improve the quality of your life and work by clearing the stress that is an everyday occurrence in your profession. For supervisors, learn the tools that will help your employees fight fatigue, burn-out and absenteeism on the job. Valuable techniques to eliminate the stress effects after you leave work and may be having difficulty “turning-it-off” for the day.

Class Learning Objectives:
- How to handle the stress after a critical incident.
- Lifestyle changes that will reduce the effects of stress.
- Identify factors contributing to stress.
- Learn techniques to clear the tension mentally, emotionally and physically.

Change is a fact of life, and, while it may be possible to avoid or run away from the changes in our personal lives, a change in the workplace is something to which we must adapt. We are all trying to understand and respond to the changes occurring in our work environment. Co-workers leave, new managers come on board, policies change. Even though you try to respond to these work-related changes in a positive and productive manner, do you sometimes feel overwhelmed and confused? If so, help is on the way in the form of “cheese”!

This four hour program takes you through the steps of change with some help from four amusing and enlightening characters. Together you will search through the “maze” of change to find your new cheese.

You will learn how to:
- Deal successfully with change
- Identify steps to change and the action steps for accepting change
- Minimize stress and increase success

911 OPERATORS: “Hope to Cope with Stress”

ACCEPTING CHANGE: “Embracing Change to Promote Growth”
Walk through today’s most challenging executive communication scenarios, learn the most effective techniques and successfully influence stakeholders to the highest levels during this six hour session. You are already successful as a leader and communicator. Now you must exercise greater influence, solve more difficult problems and drive unprecedented performance improvements.

Class Learning Objectives:
- Discover breakthrough communication techniques for driving business value and becoming a more powerful leader
- Master best practices for influencing peers, managers, subordinates, customers and other stakeholders
- Become more affective at handling your specific challenges, from delivering bad news to increasing team motivation
- Communicate confidently any environment
- Make the most of today’s electronic communications tools
- Deliver powerful messages that are short, simple, strong, credible, tailored to your audience and lead rapidly to actions

Course will cover:
- Successfully communicating in impulsive situations
- Organizing and packaging your message for maximum impact
- Developing the trust, credibility, rapport and relationships you need in order to deliver better-quality results
- Maximizing your effectiveness with electronic communications
- Influencing employees, customers, partners and stakeholders, both internally and externally
- Building consensus, cohesion, buy-in and team commitment
- Controlling all elements of your message: written, verbal, visual and symbolic
- Choosing the best tools and channels for delivering messages
At work, being assertive can make the difference between progress and failure. Many people are not equipped with appropriate communication skills to succeed in the workplace. They often experience failure on the job due to poor communication and unproductive interactions. Poor communication is often blamed for disagreements, errors, and misunderstandings. These situations can be avoided by using specific communication techniques and strategies to make your intentions clear and get a better understanding of other people’s intent.

Learn powerful assertiveness to help you to deal with conflict at all organizational levels... acquire what to handle receiving and giving feedback and address business etiquette when professionalism and assertiveness are required. You will assess your areas of strength and growth in this critical skill. Understand how social styles affect assertiveness and benefit by learning steps for conflict resolution. Overall, enhance your skills for immediate on the job use!

This six hour program will provide you with enough self-confidence to say exactly what you mean and what you want. Participants will learn:

- The definition of assertiveness
- The benefits of using assertive communication in the workplace
- How to identify which type to use or are being used based on verbal and non-verbal behavior(s) – assertive versus aggressive
- How to use the most appropriate assertive communication style to ask and respond to questions or give directives
- Gain essentials of assertiveness
- Practice assertive behaviors through verbal and visual techniques
- Address assertive issues in both your personal life and business life
- Learn the nuances of etiquette and how they relate to assertiveness and self-esteem
- Apply your newly learned skills to relevant, on-the-job situations

Course will cover:

- Differences in behavioral styles-passive, aggressive and assertive
- Identify techniques for ways to improve self-esteem
- Improve communication with different social styles
- Risks and benefits in becoming assertive
- Factors that influence your level of assertiveness
- The role of social styles in assertive communication
- A model for conflict resolution
- Appropriate assertiveness in common workplace situations
- Achieving healthy balance personally and professionally
Here is your opportunity to learn how your behavior style impacts your overall performance as a manager. Step-by-step, you will go from identifying your current styles in order to applying a more effective approach. During this four hour session you'll examine the entire dynamic process using behavior modeling.

**Class Learning Objectives:**
- Improve communication by using assertive-responsive skills
- Acquire a more polished and powerful communication style and let your leadership ability merge
- Tap other people’s resources to get the job done
- Empower yourself and your staff
- Exercise greater influence on others

**Course will cover:**
- How perceptions determine your reactions
- Operating consciously vs. unconsciously
- Guidelines for achieving your objectives through assertive-responsive behavior
- Developing your own self-improvement plan
- Using assertive-responsive techniques to identify what you want and then go for it

Teamwork is an integral part of today’s work environment. In order for a team to be effective, each person on the team must have an understanding of what a team is and how the members of a team can work together to accomplish their goals.

**In this program you will:**
- Identify key personal and organizational benefits of becoming better team players and team leaders
- Identify five strategies for becoming a better team player and for maximizing the team effectiveness
- Recognize how each team player style contributes to a team and can potentially hinder a team
- Identify four distinct team-player styles that guide how team members approach a task and relate to each other
Building lasting relationships is a large portion of being successful in the workplace. Studies have shown that people tend to behave in a series of predictable patterns or styles. In this four hour seminar, you will learn to be more effective in relating with the others when you familiarize yourself with the behavioral styles introduced in this program.

**In this program you will:**
- Complete a behavioral styles assessment to determine your own style
- Recognize how a person’s style influences what they want, need and expect in professional relationships
- Learn how to utilize your behavioral style to better communicate with differing styles
- Begin understanding the styles of those with whom you would like to build effective working relationships

Meetings use up time and personnel, so we need to ensure that they add value and enhance productivity, but how? This three hour workshop outlines elements of successful, productive meetings and pitfalls that can cause them to fall short of expectations. You’ll also discover how to generate more and better participation on the part of all attendees.

**In this program you will:**
- Decide when meetings are necessary and when they are not
- Learn what to do before, during and after a meeting to make it more effective
- Identify the type, goal, and purpose of a meeting and keep it focused
- Learn how to guide your meetings to make them more productive and interesting
- Decide who to invite, for how long, and what information each person should receive before the meeting
CONVERSATIONAL SKILLS WHEN ENGLISH IS A SECOND LANGUAGE:
“Get the language skills you need to succeed in today’s working Environment”

When English is a second language, simply learning how to write business documents is not enough. The challenge is knowing how to express ideas directly and clearly in any business conversation… with confidence. This twenty hour comprehensive seminar will improve your conversation skills on all levels through interactive discussions and case studies.

Class Learning Objectives:
- Speak accurately and fluently about everyday topics
- Be able to express yourself in a way that will increase self-confidence in speaking to upper management and colleagues on a daily basis
- Recognize what some conversational pitfalls are and how to avoid them
- Develop skills to recognize different styles and guidelines in conversations
- Gain the ability to become assertive and focus on the issues addressed
- Increase knowledge of body language and nonverbal communication

Course will cover:
- Styles and approaches to conversation among different cultures
- Plan the goal and best approach before engaging in a formal dialogue
- Understand what others want when they require information from you about your work
- Understand the impressions you give during professional discussions
- Develop your own confident and flexible speaking style

By relying solely on established processes and procedures, you could be missing opportunities to increase productivity and may overlook more effective solutions. This program helps you tap into your own creativity to find innovative solutions for thinking “outside the box”.

The key to unleashing higher levels of productivity is to create an environment where people love to do their jobs. What does a motivational workplace look like? Participate in this three hour program and find out!

You will:
- Learn to inspire creativity and innovation in yourself and others
- Develop techniques to come up with creative and imaginative ideas

CREATING A MOTIVATIONAL WORKPLACE:
“Promote an Inspired Work Environment for Your Staff”
• Use creativity & innovation to invent options for better problem solving and
decision making
• Make creative leaps and look at problems from different perspectives
• Understand that while you cannot motivate others, you can create and
environment in which they feel motivated
• Discover how to blast de-motivating behaviors
• Practice what you learn

DEVELOPING PERSONAL LEADERSHIP:
“Getting things Done When You are Not in Charge”

This four hour program is designed to teach you the strategy of getting things done
when you are not in a position of authority. Leadership is not only for people in
management roles- it is for everyone, no matter what his or her role or position.
Many times employees feel that because they are not in a position of authority they
cannot get things done. Everyone has the ability to be a leader, but not many people
take the time to develop their leadership skills.

However, employees can lead and get things done from wherever they are in the
organization.

In this program you will:
• What getting things done when you're not in charge means
• The principles of getting things done when you're not in charge
• Developing a personal action plan

DYNAMICS OF DIVERSITY:
“Changing World, Changing Work”

Uniformity is largely a thing of the past. In today’s multi-facet workforce, a lack of
diversity awareness or sensitivity can stifle creativity and growth as well as
generate a variety of serious ramifications for you, your department, and the
University. In order to understand the complexity and breadth of workplace
diversity issues, we must understand how our backgrounds and experiences heavily
influence our personal values and attitudes, and that these can significantly affect
how we communicate and interact in the workplace.

This four hour program “Dynamics of Diversity” helps to heighten your awareness
regarding diversity issues by providing a safe setting that promotes positive
interaction and encourages your active participation. It is based on proven
principles of change that will set the stage for new insight that create a better work
environment for everyone, rather than encourage conformity to expected
behavioral norms.
This program will help you:
- Define Diversity
- Explore and understand the dimensions/dynamics of Diversity
- Identify common barriers to embracing Diversity
- Remove common barriers associated with Diversity
- Understand the advantages embracing the value of Diversity

One of the greatest discoveries of our times is that human beings can change themselves by changing their attitudes. The success of life at home, school, and work largely depends on how we perceive ourselves in relation to our physical and social environment. Our attitude toward ourselves and others governs our feelings and actions. This four hour seminar is designed to help participants focus on the development of strong positive attitudes about themselves and others with specific emphasis in the areas of communication skills, attitude awareness, human relations, and the integration of goals and self-management.

Class Learning Objectives:
- Understand how attitudes about themselves and the world around them can either limit their achievement or set them free to realize their full potential
- Learn to communicate more effectively with other people in an understanding manner
- Identify new ways to develop a positive mental attitude toward themselves and others along with a greater respect for individual differences
- Examine the concept of personal responsibility in the area of attitude that will enhance professional image, influence, and growth
- Expand their ability to set realistic short and long range goals with regard to their personal and professional lives

Course will cover:
Participants will leave the program with an increased awareness of the impact of attitudes and their power over us, realize how unnecessary barriers to performance can slip away; learn how productivity is free to increase, and gain insights into ways personal satisfaction can become deeper and more lasting. They will understand how “by changing the inner attitudes of their minds, they can change the outer aspects of their lives.” (William James, Harvard psychologist)
Session 1 – The Attitude Advantage: Communications

- The Dynamics of Attitudes
  How thoughts held in the mind become an attitude and eventually will be brought into reality understanding your own attitudes, removing attitude roadblocks that hold you back, creating a positive self-concept.

- Effective Communications
  How attitudes affect communications; recognizing communication problems, crutches, challenges, and frustrations of communication; how different listening approaches impact rapport, control, and trust.

- Managing Your Mind
  How to manage your metal and emotional resources; ways to react positively to any situation; maintaining self-control; how to use affirmations and reprogram your attitudes; turning weakness into strengths; how to eliminate self-imposed roadblocks; ways to expand your inner resources and manage your mental forces.

Session 2 – The Attitude Advantage: Human Relations

- Understanding Others
  How your attitudes affect the way you treat others; the ingredients of honest and effective human relationships; ways of handling human relations problems.

- Personality Styles
  Understanding your own personality; personal needs inventory; expanding zones of people tolerance/enjoying others; knowing and giving others what they need and want.

- Attitudes and Aptitudes
  How thoughts can energize and change an individual’s capabilities; personal values inventory; determining what others think of you; the limiting effect of negative assumptions; getting your ideas across to others; handling human relations challenges.

Session 3 – The Attitude Advantage: Personal and Professional Potential

- Motivating Yourself and Others
  How to motivate yourself; how beliefs affect your energy and drive; personal responsibility and your work; building new attitudes towards work; positive affirmations and self-images.

- Integrating Goals with Self-Management
  How goals affect your happiness, success, and fulfillment; setting goals, goal affirmations and visualizations; attitudes toward time; the use of time for growth and accomplishment through self-management; expanding your consciousness of life; determining your purpose through good self-management.
The productive leader knows how to best utilize the skills and abilities of his/her staff in order to achieve desired results and improve time management. During this three hour session, learn how successful delegation can help to accomplish these goals.

In this program you will:
- Learn the importance and need for delegation
- Understand the basic steps for effective delegation
- Identify situations when delegating is appropriate and when not to delegate
- Develop techniques to effectively overcome delegation barriers

Most of us think we are good listeners, yet we probably listen at no more than a quarter of our capacity. An important ingredient of effective communication is the ability to listen. Sometimes we fail to hear what is being said, because we are not actually listening. There is a real distinction between merely hearing the words and really listening for the message. This two hour course will help participants understand when we listen effectively, the message becomes clear and we understand what the other person is communicating.

In this program you will:
- Understand the Process of Listening
- Be able to identify the barriers and bridges to effective listening
- Have techniques to improve your listening skills
This six session seminar equips you with proven supervisory techniques that you can put into action. Plus the tools savvy supervisors use to plan, organize, communicate and monitor effectively in every situation. Don’t miss this opportunity to examine your daily responsibilities outside of the office, in the company of your peers.

The course will also help the supervisor learn ways to handle change and understand the need for shifting their paradigms in order to improve their personal and professional effectiveness.

Class Learning Objectives:
- What your boss, employees, peers and senior management expect from you in your supervisory role
- Define the empowered workplace
- Define qualities of supervision in an empowered workplace
- To explain what motivates individual behavior

Course will cover:

Session One – Introduction to Supervision
- Identify the paradigms that keep them from accepting change and being creative leaders
- State the primary responsibilities of supervisors and common problem areas encountered in their daily routines
- Practice the skills of a One Minute Manager

Session Two – Working Effectively with Your Team
- Demonstrate the value of team problem solving and decision making
- Define the term synergy and understand how it relates to team decision making
- Define the word “team” and promote the understanding of the supervisor’s role in the team building process
- Identify the elements that make up a team
- Identify the team members roles
- List several characteristics of an effective team
- List the benefits of team decision making and team management
- Promote productivity through team effort
Session Three – Communication and Listening Skills
- Identify the process of communication
- Understand the value of listening effectively
- Identify communication barriers
- Recognize personality types and how to communicate effectively with each type
- Develop effective communication skills in a team environment

Session Four – Motivating Your Team Members
- Define the following theories of motivation: Theory X-Theory Y, Maslow’s Hierarchy of Needs, Pygmalion Effect, Herzberg’s 2 Factor Theory
- Understand how you as a supervisor communicate your expectations to your people
- List the things that people want from their jobs
- Identify ten ways to kill a person’s motivation
- Use active listening skills to motivate
- Keep the lines of communication open
- Motivate different people depending on their motivational style

Session Five – Coaching and Counseling
- Demonstrate knowledge of the basic principles of the coaching process
- List and be able to explain the steps in the coaching process
- Distinguish between performance problems that require coaching and those which can be handled by other means
- Demonstrate knowledge of the principles of counseling
- Determine in any given appropriate situation, when to use coaching techniques and when to use counseling techniques

Session Six – Situational Leadership
- Understand the theory and language of Situational Leadership
- Learn how to use the three skills of a Situational Leader: flexibility, diagnosis and contracting
- Understand how to effectively respond to the needs of the people they manage
Now you can learn the skills to tackle and solve real-life situations with increased confidence of a pro. You'll role-play issues such as team dysfunction, mediation, coping and working through “survivor” shock from layoffs, as well as the difficulty when merging with another team or another corporation.

This three hour seminar helps you become more resilient and effective during tough times. It gives you the critical tools to work with the most uncomfortable situations. You will increase your chances of turning bad scenarios into more positive outcomes and lead your team with increased effectiveness.

You will learn:
- When meaningful facilitation of conflict should be used
- The five different styles people use to approach conflict
- Communication techniques that assist with conflict resolution
- By practicing techniques in role-playing situations

Here’s an overview of strategic planning for those not directly involved in the planning process, but who want to understand the impact of strategy on their work and their organization’s success. Throughout this four hour workshop, participants will gain a perspective and vocabulary to help you actively and constructively support your firm’s strategic direction.

Class Learning Objectives:
- Understand what strategy and strategic planning mean to an organization
- Learn key concepts and the language used by those involved in strategic planning
- Discover various approaches companies use to develop strategy
- Find out how strategy moves from concept through implementation to realization
- Recognize techniques companies use to assess their current and future environments
- Identify specific ways you can contribute to your organization’s strategic success

Course will cover…..What strategy and strategic planning really mean:
- How strategy creates value for customers and stakeholders
• How companies develop strategy: seven strategic planning processes
• The strategic planning process in action: five stages of a classic approach
• Assessing the environments
• Three Ds of strategy: discussion, decision, development
• Implementing strategy: how strategy cascades through the organization

“GIVING RECOGNITION AND INTERPERSONAL FEEDBACK: “The Importance of Commendation”

Successful leaders have learned how to acknowledge the efforts and results of their team in meaningful and appropriate ways. In this two hour workshop, participants will learn how to give recognition and encourage employees to take positive risks and inspires initiative, motivation, and performance.

The ability to maintain solid, productive relationships is vital in today’s organization, and giving and receiving interpersonal feedback among peers is a basic skill in building these types of relationships. By being open to feedback, you allow yourself to strengthen your interpersonal techniques and increase your personal effectiveness, especially when a change in behavior is desired.

You will:
• Understand what “interpersonal feedback” is
• Identify the benefits of giving and receiving effective interpersonal feedback
• Learn a model for structuring your interpersonal feedback
• Examine the impact of recognition on individual and team success
• Identify reasons why people are reluctant to give recognition
• Discover what should be recognized and what should not
• Develop creative and cost effective ways to recognize your team
INTERVIEWING SKILLS FOR MANAGERS AND SUPERVISORS

“Reduce turnover, improve productivity and consistently hire top performers!”

From planning an effective interview, to complying with employment law, to clearly assessing each candidate’s past performances in terms of future success...in just one day (eight hour session) you will learn how to make every recruitment interview you hold as productive, focused and successful as possible.

Class Learning Objectives:
- Know what interview questions are both legal and effective
- Elicit spontaneous, truthful responses
- Recognize answers that predict performance problems
- Obtain a complete picture of an applicant’s strengths and weaknesses
- Reduce turnover by objectively matching each candidate’s competencies to your job opening
- Prevent costly discrimination-based lawsuits
- Hire people who best fit your organization’s needs

Course will cover:
- How to get the most out a completed application or resume and identify “red flags”
- Set the stage for the interview
- Prepare interview questions in advance
- The ABCs of federal employment law” what questions are both legal and effective
- Components of a behavior based interview
- How to balance talk with listening
- Establish rapport with your applicant
- Word questions to get applicants to open up and reveal their positive and negative work characteristics
- Evaluate verbal and nonverbal responses
- Determine which applicant represents fit for the job, the department and the organization
Delivering information and expertise that help forge solutions to urban problems

Stepping up into a leadership role presents several challenges for new leaders. This is a strong introductory four hour program in which you assess and improve your skills quickly. Learn the fundamental attributes of successful leaders by exploring a variety of leadership theories and approaches.

In this program you will:

- Examine 21st century leadership trends
- Explore leadership traits as well as leadership pitfalls
- Evaluate your current levels of leadership competencies
- Outline a plan of action for your ongoing leadership development

Making the Transition from Staff Member to Supervisor

Effectively and smoothly manage the change in your role and your responsibilities!

This one day, seven hour seminar will prepare your for a complete change of responsibilities and help you plan for the challenges ahead. You’ll come away with a better understanding of what your boss, peers, staff and company expect from you. The invaluable set of tools in this seminar will prepare you to assume that all important first supervisory role with greater confidence and success.

Moving from a staff level position into a managerial position is a big jump for most people. Many people find that they are unprepared and that they do not have the necessary “soft skills” to manage others. This program will help you gain awareness into your motivation, potential to manage others, and develop your skills over time to enhance your career.

Class Learning Objectives:

- Understand your new role, from your perspective and that of your boss, peers and subordinates
- Establish credibility
- Gain techniques and strategies to manage your time and schedule your workload
- Tailor training to the needs of your employees
- Gain awareness of basic laws and regulations as they apply to performance reviews, including EOE
- Flex your individual style with ease
- Know what motivates your employees
Course will cover:
- Gain understanding of the skill and role requirements of managerial positions
- Assess your skills areas and motivation for managerial roles
- Understand the “soft” side of management based on interpersonal and problem solving skills
- Develop a career development plan

If you want to move from being a good manager to being a great manager, this seminar will enable you to take away key insights, ideas and planned actions to add value to your organization and move your team forward for heightened success.

Take this opportunity to be proactive in this four hour seminar. Instead of being buried in your department’s ongoing activities, you will become an innovator, a persuasive player and a champion for strategic change who adds value to your organization, your customers and your stakeholders.

Class Learning Objectives:
- Identify the basic desires/drives that motivate us at work and shape our behavior and choices.
- Understand how your own “Basic Desire Profile” relates to how you function on the job.
- Understand what really drives their employees and how best to customize motivational approaches with each subordinate.
- Recognize how these desires affect relationships at work.
- Help employees with succession planning, long-term career guidance, and specific assignments based on their personalized drives and desires.

Course will cover:
- Establish a working definition of operational management
- Explore the key attributes of today’s strategic thinkers
- Understand the key components of the strategic model
- Develop a strategic thinker’s approach for your own work environment
- Strategic thinking: moving from a limited context to a broader view
- Create a mission statement defining the operational reality of your work group
- Encourage innovative solutions
- Explore options for influencing others
- Conduct conversations to encourage innovation and risk taking
Anything you’ll ever want in life is presently owned or controlled by somebody else. Thus, to acquire things, you will probably need to negotiate; to exchange something you have with someone for something you want. If you know how to negotiate successfully, you can structure an exchange so that the other people get what they want and you get what you want. In this four hour program you will learn about some of the predictable reactions and maneuvers to the negotiating process.

In this program you will:

- Understand when it is appropriate to negotiate
- Prepare for negotiation before it begins
- Focus on win/win negotiation
- Identify and respond to common tactics
- Maintain the relationship but resolve the issue
- Understand our BATNA (Best Alternative To a Negotiated Agreement)
- Move beyond positions to your interests

The number one management blockbuster book is now a dynamic one-day (seven hour) seminar. Practice and apply one-minute goal setting, praising and reprimand/redirection in everyday business situations.

One-minute goal-setting. One-minute praising. One-minute reprimand and redirection. Make every minute count! You definitely do not have time for mistakes, substandard work or waste.

Take this opportunity to turn these secrets of management success into real-world skills you can practice and apply in everyday business situations.

Class Learning Objectives:

- Manage people, time and resources more effectively
- Reward employee accomplishments and motivate them to repeat winning behaviors
- Effectively measures performance to help people stay on track and reach their potential
- Provide effective redirection for all employees
- Create an environment in which people succeed
**Will cover:**

- Why managers need process support: benefits of doing it right the first time
- Success factors: vision, values, goal and priority setting
- One-minute reprimand and redirection when necessary
- Attributes of an effective manager
- Why SMART goals are crucial to a manager’s success
- Why recognizing good work is key to developing people
- Characteristics of meaningful and effective praising
- Putting it all together: participation in the *One Minute Manager Game*

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**“PLANNING AND MANAGING ORGANIZATIONAL CHANGE: “Turn Change into a Positive Force”**

Change is inevitable. But when changes are made, many employees lack the broader knowledge of why new systems and structures are necessary. As a result, frontline managers and human resources professionals must partner together and help organizations lead and manage change. In this four hour workshop, you will learn how to work with key stakeholders in ways that build support and ensure positive outcomes for your bottom line.

**Class Learning Objectives:**

- Manage change in the work environment and explore the dynamics of change
- Identify the four levels of change involved in making various changes in the workplace and in themselves
- Understand the things they want from their job, their boss, and their employer
- Learn how to apply the seven dynamics of change to improve their ability to handle change
- Understand how the dynamics apply to their job
- Look to identify how they can apply the strategy to the people they work with and for

**Course Will Cover:**

- What is change management?
- Learn to deal with the impact of change
- The role of communication in moving from fear to commitment
- Create a change management plan
- The six-step change management process and key activities
- How to lead change initiatives and ensure success
- Typical impact of change on key human resources systems
- How to assess the results achieved and impact on change
- Individual work on personal change management opportunity
In this six-hour seminar, you’ll cover everything from defining scope and gathering requirements to planning and budgeting to utilizing scheduling and control tools. Plus, you’ll get hands-on practice, exercise and real-world examples. You’ll return to work with all the help you need to get your projects and your career off the ground and running.

**Class Learning Objectives:**
- Leveraging organizational resources to better manage complex projects
- Set practical goals for your projects goals you can achieve regardless of “hindrances”
- Achieve cost-effective results
- Save time and energy by “building in flexibility” rather than “putting out fires”
- Better motivate and lead people to successful completion of projects
- Cope with budget and time constraints
- To better manage the time components of projects thereby allowing for optimal project schedule development and control
- Delegate in a fair and practical way within the project team
- Build your credibility with top management

**Course will cover:**
- Defining scope in terms of business, technical, operational objectives
- Project metrics
- Project risk manager
- The central role of effective communications
- The project manager as motivator and problem solver
- The structure, functions, format and conventions of a logic network
- Creating realistic and achievable estimates
- Gantt chart, network diagram or spreadsheet?
- Resource utilization and milestone plans
- Five sources of change to project scope
- How to conduct a net impact assessment
Making the wrong hiring decision means throwing away substantial investment of time and money on recruitment, training and benefits. This six hour fundamental seminar is your ticket to make the right hiring decisions and contribute more to your company’s bottom line.

Class Learning Objectives:
- Attract talent through innovative recruitment sources
- Learn how to effectively use telephone screening and other methods to filter out the wrong applicants
- Practice interviewing techniques to refine and develop your skills as an interviewer
- Understand how to ask the right questions to find out the information you need to know
- Avoid interview “traps”, EEO and affirmative action

Course will cover:
- Recruitment challenges and trends
- Analyze job specification before the interview
- Lay the foundation for the interview
- Review legal obligations in hiring
- Keep records that protect your position and your company
- Handle the face-to-face interaction from start to finish
- Pre-employment and employment testing
- Make the selection, testing/references/other considerations

If you're seeking to drive passion back into your organization, to reawaken the energy, self-reliance and drive that will take your managers and your company to the head of the pack, this is the workshop for you.

Using the Situational Leadership II model developed by Ken Blanchard in this six hour program, you will be able to apply the most effective leadership style in any situation.

Class Learning Objectives:
- Ability to consciously select a leadership style appropriate for a situation
• Learn how to use the four basic leadership styles: directing, coaching, supporting, delegating
• Understand the concept of situational leadership and be able to identify, define and use the three skills of a situational leader: flexibility, diagnosis, partnering/contracting for leadership style
• Communication skills and a common language to effectively influence employee behavior
• Effectively cover tough performance issues in an unemotional way
• Increase respect for and honoring of differences

Course will cover:
• Overview of the purposes of Situational Leadership II
• Explore the importance of flexibility and compliance
• Understand there is “no best style” and why leadership depends on specific situation

“STAYING LEGAL: EMPLOYMENT LAW BASICS
“Don’t let the courtroom be your classroom”

This four hour session is for supervisors, team leaders, human resources staff, and those responsible for ensuring compliance within the organization.

This seminar will help you to:
• Hire the right person the right way
• Handle employee complaints
• Correct deficient performance
• Investigate conduct issues
• Adapt a model for addressing problem situations
• Use the Employee Assistance Program as a management tool
This two day course covers everything from defining external and internal influences on strategy to ensuring alignment during implementation. If you are leading, facilitating or participating in strategy formation, this is an opportunity you cannot afford to miss! It provides an introduction to the principles and practices of strategic planning. Conducted interactively, it leads participants in the step-by-step creation of a strategic plan. Designed to provide a planning framework, the course is valuable to both those involved in developing strategy and those called upon to deploy strategy in action.

Class Learning Objectives:
- Develop an understanding of a Strategic Planning Model
- Understand the importance of a mission statement to a strategic planning endeavor / learn to successfully craft a mission statement and gain commitment to the same
- Integration of ideas and data into the strategic planning process
- Gain an appreciation for the dynamics of implementation of strategic plans
- Transform mission statements into reality: Once it is written, what else needs to happen?
- Learn how to recognize organizational barriers to planning
- Understand your role in your firm’s planning process
- Effectively sell your strategic plan to senior management
- Master a sure-fire implementation process that focuses on alignment, accountability, action plan requirements and performance management

Course will cover:
- Defining Mission and Vision for strategy
- Understanding Customer and Stakeholder Requirements and the Environment and Technology
- Assessing Strategic Capabilities, Strategic Risks, and Developing Strategic Measures
- Planning and Empowering Strategic Action (Linking Strategy and Action Planning)
- Communicating, Supporting and Measuring Strategic Action
- Cycles of Planning and Tracking Long Term Results
- Internal and external influences on strategy
- Strategic planning and implementation tools
- Environment industry forces analyses and assessment tools
- Changing your strategic landscape/Strategic risk and points of control
- Importance/Performance matrix and application
- Value chain analysis, activity systems and Key elements for an implementation plan
This seminar is designed specifically for professional, who are nonnative English speakers. In just three sessions, you’ll improve your ability to write in English and enhance your reading and verbal comprehension as well. Writing clearly and correctly in the language of business is critical to your success!

Class Learning Objectives:
- Convey ideas and information with clarity and precision in memos, letters, reports and other business correspondence
- Replace outdated business language with modern terms
- Use the appropriate style and tone for your correspondence
- Proofread and edit with greater ease
- Absorb lessons quickly with custom-designed instruction materials
- Enhance your productivity, job performance and self-confidence

Course will cover:
- Learn proven techniques for writing effectively in English
- Ensure readability using proven techniques for successful proofreading and editing
- Review guidelines for standard English grammar, word usage, punctuation, capitalization and verb tenses
- Uses pronouns, adjectives, prepositions and articles correctly
- Commonly confused words and terms, such as between and among

Most laws that affect your daily life are not made in Washington, D.C. but in state capitals: state houses and agency offices. To protect and advance your interests, you must be able to effectively lobby each. Therefore, a successful state government affairs program must have two arms - legislative advocacy and regulatory agency advocacy.

The legislature for its part can do almost anything it wants. It can enrich you or impoverish you; it can prevent or permit your actions and those of anyone else.

While the legislature can be as arbitrary and capricious as it wants to be, it cannot implement laws - that role belongs exclusively to regulatory agencies.

Regulatory agencies make the legislature’s statutes work. They also implement their
own agendas through agency rulemaking, enforcement, and administration. While an agency must stay within strict substantive and procedural bounds, it may give you what the legislature would not; or, an agency can take away what the legislature gave to you.

Two different advocacy arenas require two advocacy skills sets and two complementary seminars: How to Successfully Lobby State Legislatures and How to Successfully Lobby State Regulatory Agencies.

The seminar is entertaining, interesting, and empowering. Especially, during the "mock negotiation" and “3 minute in the hallway lobbying a lawmaker” exercises, it is just plain fun. 95 per cent of those attending rank the seminar a 9 or 10, on a scale of 1-10.

**Who should attend:**
Government Affairs Managers, Association Legislative Committees, Association Executives, Consumers of Lobbying Services, Novices, Public Interest Activists, Professional Lobbyists, Vice Presidents and Boards of Directors, Academics, Lawmakers and Legislative Staff, and State and National Organizations

**Presenter/Facilitator:**
Robert L. Guyer, Esq. founded ETL and serves as its President. Previously, Mr. Guyer served as Legislative Counsel and Assistant Director, State Government Affairs for Ralston Purina Company, Manager of Legislative Affairs for Gates Energy Products, Inc., a division of Gates Rubber Company, and held a similar position at Energizer Power Systems, a division of Eveready Battery Company, Inc. He was Director of Legislative and Regulatory Affairs for the 501 (c)(4) Rechargeable Battery Recycling Corporation. He has lobbied successfully for agency rules and or legislation in Canada, numerous states, Washington, D.C., and internationally. Other legislative and executive agency lobbying experience was gained over 13 years in the electric utility industry, in consulting, and as an executive agency enforcement officer. Mr. Guyer was a Visiting Professor at Florida State University where he designed and taught the graduate course POS 5698-2 Lobbying. He holds degrees in law, civil engineering, and political science from the University of Florida and is admitted to the practice of law in Florida.
What is a Certificate of Completion?
Certifications speak volumes on your resume. They offer third-party, objective proof that you have mastered a specific professional field of study and are ready to hit the ground running productively for your employer. A Certificate of Achievement or Participation and Continuing Education Units (CEUs, available at additional cost) will be awarded upon the successful completion of certificate courses/programs. In certificates where multiple courses are offered, you may take individual courses or work toward the total program.

Continuing Education Units (CEUs)
CEUs are a nationally recognized system for providing students with a permanent, official record of participation in significant credit-free learning experiences. To learn more about getting CEUs for appropriate seminars and non-credit career development programs, call or email the contact person or department listed for each program.

Customized Training
We provide customized training when and where you want it!

Our training is always interactive, up-beat and hands on, because people retain more when participating than merely listening. Learners practice with real work examples to make them comfortable using the skills and techniques they are learning in real life situations.

Whether you are a team member charged with supervising front-line employees or an executive in a leadership role, The Metropolitan Center can design a custom training program to address your organization’s specific needs and interests and bring it on-site. Training can be based on an offering from the Metropolitan Center catalog or be a completely customized program.
Ann Storck Center
Camillus House of South Florida
Centro Campesino
City of Coral Gables
City of Coral Springs
City of Dania Beach
City of Doral
City of Hialeah
City of Homestead
City of Key West
City of Lauderhill
City of Miami
City of Miami Police Department
City of Miramar
City of Opa-Locka
City of Oakland Park
City of Pembroke Pines
US Department of Housing & Urban Development
City of Sweetwater
City of Tamarac
Greater Miami Convention and Visitors Bureau
Miami-Dade County Housing Agency
Miami-Dade County Transit
Miami-Dade County Water & Sewer
Juvenile Assessment Center
Local Initiatives Support Corporation
The Law Offices of the Public Defender Eleventh Judicial Circuit of Florida
The Village of Miami Shores
The Village of Pinecrest
Town of Cutler Bay
Town of Palmetto Bay

Conferences –
Women’s Executive Retreat
Florida Personnel Public Association (FPPA)
National Forum for Black Public Administration
Civil Rights Conference
Florida Women in Government
Dewey Knight for Public Services Conference
Martin Luther King, Jr. Breakfast
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