Inspiring Citizenship, Developing Leadership

JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

MAPS

Management Advancement for the Public Service

Seminar Catalog 2016-2017

Stay Ahead, Make Time for Learning

THE OHIO STATE UNIVERSITY

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A LEADER'S VOICE: COMMUNICATION SKILLS TO ACHIEVE RESULTS

Without a good communication process your ability to influence people drops considerably. A key component of leadership is intentional influence. This seminar explores advanced communication strategies which directly affect your effectiveness as a leader. You'll learn how to establish a vision, goals and how to communicate your leadership thinking, to ultimately increase your success.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Become a "conscious communicator"
Develop your leadership communication persona
Build dynamic collaborative partnerships
Create a productive work environment

SEMINAR CONTENT

1. Relationship between communication and leadership
2. Communication skills that foster commitment
3. Coaching conversations
4. Effective assertive communication skills
5. Non-verbal leadership communication skills
6. Messages that promote positive change

ADEPT AT ADAPTING

Change is all around us. It is the most pervasive influence in our world today, and regardless of where you are in your career, adapting is a crucial skill in the workplace. Learn a variety of ideas and practical techniques to improve your ability to adapt to change, and ultimately to embrace change and transition as valued opportunities.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Leverage the challenges and opportunities of transition
Manage during times of limbo and ambiguity
Understand how you experience change
Learn skills to cope and adapt to change

SEMINAR CONTENT

A. Living Well In Limbo
- Discover the opportunities and benefits that change presents
- Manage your response to change

B. The Three Stage Transition Model
- Endings – handling loss and disruption
- Limbo – dealing with ambiguity
- Beginnings – moving forward

C. Change Style Preference
- Assess your preferred style of change

D. Embracing Change
- Learn strategies to successfully embrace change
- Learn to value and nurture your talent for innovation

ATTITUDE AND ACCOUNTABILITY

Creating accountability is the number one personal, managerial and leadership challenge facing individuals and organizations today. While many people recognize the urgent need for accountability, few know how to create or maintain it. Embrace the key lessons of personal accountability – learn how to rise above our circumstances to do what it takes to attain the desired results.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Embrace accountability and awaken your power within
Gain skills in attitude renewal to regain your positive outlook
Hold others accountable for their actions as necessary
Take control of your choices and your life

SEMINAR CONTENT

A. The Accountability Cycle: A Three Stage Process
   - Combining the power of responsibility, empowerment, and accountability
   - Avoiding the "We Syndrome"

B. Journey to Accountability
   - Moving from powerless to powerful
   - Teamwork and the principle of joint accountability

C. Attitude of Accountability
   - Choosing attitudes or mindsets which are critical to our success
   - Restoring our positive outlook through resilience and optimism

BASICS OF PROJECT MANAGEMENT

This seminar is an overview of project management, covering the tools, techniques, and balance between the art and science of managing projects and managing people. Part analytic and technical skills and part people skills, you will gain a better understanding of simple, yet effective, techniques for ensuring that projects meet your goals.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Identify the competencies of a successful project manager
Evaluate current project management practices
Learn techniques for ensuring that projects meet their goals
Determine strategies and areas for personal development

SEMINAR CONTENT

A. General Project Management Terms and Conditions;
B. Project Management as a Discipline
C. Role and responsibility of a project manager
D. Using project management principles in the work environment
E. Building a project work breakdown schedule
F. Developing a project schedule
G. Analyzing project performance
H. Group exercises
I. Planning for success
J. Develop “people” skills
K. How to get team member “buy-in”
L. Authority Audit
M. Delegation

BECOMING A KAIZEN LEADER

The Japanese word for continuous improvement is "Kaizen". This class explores what it takes to go to the "next level" personally and professionally. It provides methods and tools for you to start or continue on your leadership journey and strategies on how to apply the principles to your daily routine; increasing your personal and leadership effectiveness.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Recognize what it takes to go to "the next level"

Understand the physiology of change

Apply techniques to become a continuous improvement leader

SEMINAR CONTENT

A. What is Kaizen?
B. The Donadio Plateau Theory
C. The Change Process Model
D. Defining a "Kaizen Leader"
E. Explore "Kaizen Leadership" Mindset Shifts
F. Accountability/Stimulus-Response Model
G. Leadership Styles – DISC
H. Manager vs Coach
I. Ways to Increase Job Satisfaction

BEING THE BEST BOSS

What does it take to be a Best Boss? This interactive seminar will give you the leadership tools and techniques needed to be a Best Boss. Participants will complete a self-assessment instrument to better understand their leadership style and will learn Best Boss practices, including how to focus their leadership efforts on Smart Work, encouragement of ownership, building employee competence, and connecting people with a purpose.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Identify your areas of leadership strength
Identify the areas which need development
Learn techniques to enhance your leadership ability
Discover ways to recognize and motivate as a leader

SEMINAR CONTENT

A. Determine What it Takes to be a "Best Boss"

B. Identify Ways to Improve Personal Performance

C. Connect People with a Purpose or Cause

D. Encourage Employees to Take Ownership

E. How to Focus Efforts on Smart Work

F. How to Build an Employees' Competence

G. Recognize Achievements

BOLD LEADERSHIP

All leaders face opposition, uncertainty, and change. Those who face this reality in a bold and positive manner increase their chances of leading successfully. Learn how to achieve results through confident and courageous leadership, drawing from and respecting the opinions of others.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Be calm when faced with opposition
Challenge in a healthy, respectful and productive manner.
Deliver difficult messages to staff, peers, superiors, public, etc.

SEMINAR CONTENT

A. Courageous Leadership
- Risks and benefits of being a bold leader
- Dangers of a leader remaining too nice or accommodating
- Barriers to leaders becoming bold

B. Deliver Difficult Messages
- Delegate tasks, make requests and share decisions that may be unpopular
- Give constructive or developmental feedback
- Anticipate reactions and plan ahead for them

C. Discuss, Disagree, Respect and Support
- Challenge others' opinions without offending
- Speak up when ethics, morals, or integrity are at stake
- Stick up for your staff, peers, boss when others attack or criticize them

CHANGE MANAGEMENT FOR LEADERS

A critical realization in change management is that change only takes place when individuals act/behave differently. Thus the key to successful change management relies on leadership understanding the critical components for the effective transition from existing conditions/behaviors to those of the vision for enhanced performance.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand the components of change management

Understand the design process for change implementation

Utilizing change management templates

SEMINAR CONTENT

A. Pre-Work discussion

B. The Impact of the Style of the Leader

C. Basic Tools to Bring About Change

D. Strategic Issue Identification

E. How Accountability Impacts Change

F. Aligning Organizational Culture and Change

G. Process and Procedure for Implementing Change

H. Communication Considerations

I. Change Management Template Review

CHARGE-UP YOUR MOTIVATION

One key to success is the ability to know what your motivators are and how to leverage them for positive outcomes. This seminar will teach you about the Enneagram and how you and others are driven by one of 9 core motivations. Deeper than personality systems which merely describe our behaviors, the Enneagram shows why we exhibit those behaviors, and indicates pathways for personal growth.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Define your motivators
Find strategies to increase your self-motivating behaviors
Learn your Enneagram type and how it impacts your interactions
Find ways to leverage different motivation types

SEMINAR CONTENT

A. Introductions and session objectives
B. Individual self-reflection: What I like about being me
C. Enneagram background and comparison to other personality systems and tools
D. Overview of the Enneagram Triads; similarities and differences
E. Self-learning of types 2, 3, and 4 (search and find activity)
F. Self-learning of types 5, 6, and 7 (popular song and book match-up game)
G. Self-learning of types 8, 9, and 1 (TV personality matching game)
H. Pulling it together (interactive activity consolidating all 9 types)
I. Individual action planning (self-reflection and commitments)
J. Conclusion, link back to “what I like about being me,” and wrap up

CIVILITY, ENGAGEMENT AND PERFORMANCE OPTIMIZATION

Failure to address uncivil behavior increases the likelihood of staff disengagement and leads to an overall decrease in performance. Learn how to recognize and address the factors contributing to incivility and how to positively influence choices for civility. The result will be enhanced employee and organizational success.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Influence of civility and employee engagement

Understand the organizational impact of unattended incivility

Develop a plan for infusing civility into values and culture

SEMINAR CONTENT

A. Define civility and employee engagement

B. Forms of incivility, and how they contributes to disengagement

C. Impact on employee effectiveness

D. Potential challenges/impediments to changing the current culture

E. Fostering a civil and engaged team/workforce.

F. Formulate strategies for on-going maintenance of civility

COACH YOURSELF TO SUCCESS

Career coaching is a highly effective way to further your career. Learning the techniques professional life coaches use to affirm and inspire their clients can better position you for professional success. This interactive workshop teaches you to coach yourself using the important techniques learned. It will challenge the perspectives you hold about yourself, your work, and the opportunities available to you.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Set meaningful goals based on your personal strengths/values
Work around any obstacles to your success
Hold yourself accountable for keeping promises to yourself
Conquer your inner critic and move forward

SEMINAR CONTENT

A. Your Values:
   - Identify personal core values and personal strengths

B. Your Goals:
   - Identify your career vision and align with values and strengths
   - Translate career goals into actionable goals

C. Your Accountability:
   - Personal, Virtual and Network accountability

D. Your Contingencies:
   - Identify potential roadblocks, obstacles, difficulties, problems
   - Plan preventive actions and contingent actions for each

E. Your Affirmation:
   - Identify your own negative, destructive thinking patterns
   - Plan strategies for taming your inner critic and affirming your progress

CONSTRUCT YOUR CREDIBILITY

You have good ideas on how to work better with the public, your colleagues and other agencies. Therefore getting your ideas heard is crucial the success of the agency. Learn innovative ways to effectively present your point of view and persuade others to understand your position on an issue or topic.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Support your point of view and embrace others' point of view
Develop a strategic approach to achieve your objectives
Build interdependent support
Achieve consensus with team members

SEMINAR CONTENT

A. Organizational Alignment Thinking and Establishing Credibility
B. Steps For Building Your Professional Credibility
C. Identifying Sources of Power
D. Developing 18 Characteristics of an Effective Presentation to Convey the Critical Message Points
E. The Art of Identifying and Developing Allies
F. Activity - Are You Assertive or Aggressive?
G. Keys to Achieving Mutual and Respectful Resolution
H. Back to Work Action Plan

CREATIVITY: SHIFTING YOUR MIND, FINDING YOUR POSSIBILITIES

You are creative and have the ability to think beyond your limits. Unlocking your creative abilities can help you to develop both personally and professionally and to better position yourself in today's competitive work environment. Learn when you are most creative, how to harness your creativity, how to simplify complicated concepts, strategies to expand your comfort zone, and fun techniques to keep your mind alert.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand everyone is creative
Determine when you are most creative
Discover techniques for strategic thinking
Practice innovative, problem-solving techniques

SEMINAR CONTENT

A. Perceptions
B. Blocks to Creativity
C. Dimensions of Creativity, Innovation
D. Innovative Problem-Solving
E. Strategic Thinking
F. Mind-Mapping
G. Turning Ideas into Action
H. Taking Risks

DELIVERING CUSTOMER SERVICE WITH STYLE

Customers today have high expectations and demand attention to their needs providing unique challenges for the public service professional. Maximizing your communication skills are vital to improving service, working with clients and building relationships. You will be introduced to four customer behavior styles and techniques to help you improve your service with each style.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Improve your customer/client service communication skills

Learn a six- step process to address customers' needs

Practice and implement your newly learned skills

SEMINAR CONTENT

A. Why Customer Service is Important

B. How to Open and Close a Customer Interaction for Maximum Effectiveness

C. How to Identify the Four Customer Styles (D.I.S.C.)

D. Techniques to adjust your service to each of the four customer styles (D.I.S.C.)

E. Learn a six-step process to handle customers and difficult customers

F. Customer Communication Barriers and How to overcome them

G. The Three Models of Service Behavior

H. What to Do When People Complain

I. Practice and Implement New Skills

DIFFICULT CONVERSATIONS, POSITIVE OUTCOMES

No matter how competent we are at communicating, we all have conversations that cause anxiety and frustration. In these situations it is easy to become defensive, to lose our temper, or to become confrontational. Gain techniques for more productive communication and problem solving, including a step-by-step approach for holding your toughest conversations with less stress and more success.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Focus on outcomes and goals to keep the conversation going
Recognize defensive patterns and how to work around them
Discover techniques which lead to resolution
Reduce the anxiety over difficult conversations

SEMINAR CONTENT

A. Difficult Conversations
   - What is hard to talk about and why
   - The dilemma: to avoid or confront
   - Reasons these conversations are handled poorly

B. Taking a Learning Stance
   - Stop arguing about who's right
   - Why we see the world differently
   - Moving forward – understanding where you are

C. Regaining Your Balance during the Conversation
   - Three skills: active listening, clarifying, summarizing
   - Speak for yourself, address the heart of the matter
   - Problem solving – agreements that move the issue forward

DIFFUSING DIFFICULT BEHAVIORS

A career in public service often puts you in situations where you encounter difficult behaviors and situations. Learn to identify and manage challenging people and situations. Practice the tools and techniques of interpersonal communication to defuse problematic behaviors, and resolve thorny situations.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Recognize challenging behaviors
Identify strategies to manage and neutralize difficult behaviors
Discover your default behaviors when under pressure

SEMINAR CONTENT

A. Identification of Behavior Types

B. Strategies and Tools for Defusing Difficult Behaviors

C. Understanding the Four Primary Interactive Styles

D. Exploration of Tools and Strategies for Effective Communication

E. Practice and Application

F. Next Step/Action Plan

EFFECTIVE DELEGATION

The most successful managers know when to delegate, what to delegate, and how to be an effective delegator. This seminar offers a comprehensive, step-by-step approach to the art of delegation including what should or should not delegate, whom to delegate to, and effective delegation strategies.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Identify your current delegation style
Increase your effectiveness and clarity in delegating
Recognize what should and should not be delegated
Define roles and expectations

SEMINAR CONTENT

A. The Need for Delegation
   - Delegation and its role in the development process
   - Why managers don't or won't delegate

B. Elements of Effective Delegation
   - Importance of adaptability and the importance of standards
   - Importance of follow-up and feedback

C. Making Delegation Work
   - Establishing a maintenance system
   - Overcoming roadblocks, minimizing risk, and maximizing gain
   - Responsibility and accountability

D. Developing Employees
   - Role of delegator and the delegatee
   - Customizing delegation efforts

EMOTIONAL INTELLIGENCE: WHAT MAKES A GOOD LEADER?

IQ and technical skills are important, but the ability to manage one's emotional response or emotional intelligence is essential to successful leadership. Identify the five key competencies associated with emotional intelligence and explore how emotional intelligence operates at work, as well as its relationship between emotional intelligence and effective performance.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand the importance of emotional intelligence for success
Practice the emotional intelligence five key competencies
Enhance your leadership and development skills
Increase your effectiveness and performance

SEMINAR CONTENT

A. The Importance of Emotional Intelligence

B. Self-Awareness

C. Self-Discipline

D. Motivation

E. Empathy

F. Social Skills

FIVE ABSOLUTES FOR BUILDING A HIGH PERFORMANCE WORKPLACE

This seminar is designed for managers who are looking for ways to improve their management performance and the performance of their employees. Topics focus on getting results and improving performance using the Five Absolutes for High Performance. Together, these five absolutes represent the pieces of a puzzle, all of which managers must put together to create a high-performance system capable of getting and sustaining results.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Assess current managerial practices
Develop a comprehensive view of team work
Understand how positive working relationships affect the success of the organization and get results

SEMINAR CONTENT

A. The Rules of the Game
   - Five Absolutes for Getting Results

B. Absolute 1 – Get Everyone on the Same Page
   - Focus on the Purpose of Your Organization

C. Absolute 2 – Prepare for Battle
   - Equip Your Operation with Tools, Talent, and Technology

D. Absolute 3 – Stroke the Fire of Performance
   - Create a Climate for Results

E. Absolute 4 – Build Bridges on the Road to Results
   - Nurture Relationships with People

F. Absolute 5 – Keep the Piano in Tune
   - Practice Continuous Renewal

FROM MANAGER TO COACH: HOW TO POSITIVELY INFLUENCE PERFORMANCE

Developing a successful coaching relationship with employees can build mutual trust and respect and can motivate employees to great success. Good coaches look for ways to leverage strengths and to overcome barriers to improving performance. They know how to bring out the best in their most valuable resource: people. Discover the key concepts and skills needed to coach your employees to optimum work performance.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand the key concepts of employee engagement
Identify individual goals and objectives
Create development plans which balance results and behaviors
Effectively coach with appropriate feedback coach

SEMINAR CONTENT

A. Engaging Employees
   - Define the keys to higher performance
   - Help employees discover and employ their strengths

B. Developing Employees
   - Understanding the value of a personal vision to guide their career
   - The importance of understanding their strengths
   - The power of expectations and goals
   - Motivating people through active involvement in their success
   - Linking personal goals with organizational goals

C. Coaching Employees
   - Balancing support and direction
   - Increasing positive behavior to eliminate negative behavior
   - Achieving respectful conversations which help people grow

FULLY ENGAGED: ACHIEVING WORK/LIFE BALANCE

In our fast paced culture we have more on our To Do lists than ever before. Although we can't expand the number of hours in a day, we can learn how to get more done by better managing and renewing our energy resources. The key is to achieve a work/life balance. Gain the strategies to achieve this balance and to move forward with increased energy and overall life satisfaction.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Balance your personal and professional life
Learn how to manage and renew energy resources
Focus on engaging in every aspect of your life
Learn how to organize your life for optimal satisfaction

SEMINAR CONTENT

A. Balancing Work-Life Responsibilities
   - Achieving balance: making time for all aspects of your life
   - Personal evaluation: examining key areas
   - Working smarter: improving work practices

B. Principles of Self Renewal
   - Key dimensions of self-renewal
   - Energy Makeover: learning strategies to recharge your batteries
   - Replenishing your sources of enthusiasm, focus, passion and purpose
   - Physical: ways to produce more energy
   - Mental: maintaining your focus and concentration
   - Emotional: managing costly and inefficient negative emotions

C. Creating Action Plans
   - Organizationally and individually

INFORMATION LITERACY: USING NEW MEDIA for YOUR ADVANTAGE

Using electronic information and sources is not only a communication skill, it is a literacy issue. Just as schools have embraced information literacy as a 21st century skill for our youth, it is equally important for public officials at all levels of service. Learn how to effectively use and incorporate electronic information in your work setting, including the many types of online sources and communication formats.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand the basic operations/concepts of electronic media
Understand the social, ethical and human issues of new media
Understand technology communication and research tools
Use new media for problem-solving and decision-making

SEMINAR CONTENT

A. Effectively Using a Web Browser and Choosing and Evaluating Search Engines

B. Practice Effective Search Strategies

C. Evaluating Web Sources for Functionality, Authority, Content, and Currency

D. Understanding Collaborative Web 2.0 Tools

E. Understanding Communication Tools and Choosing Wisely: Instant messaging, Lists, Blogs, Wikis, Social Bookmarking, Collaborative Production of Web Documents, and Web Conferencing.

INNOVATIVE LEADERSHIP: NEW APPROACHES FOR THE PUBLIC LEADER

In today's dynamic world, leadership and innovation play a critical role in both individual performance and the long term success of any organization. Innovative Leadership is designed to help you perform the critical self-evaluation needed to refine your leadership skills and to apply new paradigms for optimizing innovation and delivering results.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand the key concepts of Innovative Leadership
Define Your Vision and Values
Understand Your Strengths and Weaknesses
Create Your Innovative Leadership Development Plan

SEMINAR CONTENT

A. Innovative Leadership
   - What is innovative about leadership
   - How do you score on the innovative leader scale

B. Your Personal Vision and Values
   - The value of setting a personal vision to guide your career
   - Aligning your vision with your work

C. Your strengths and opportunities
   - Build on your strengths
   - Understand which weaknesses to correct and which to manage

D. The Leadership Development Plan
   - Define next steps for your growth toward innovative leadership
   - Select a support team for success

INTERPERSONAL COMMUNICATION SKILLS

Organizational attitudes, norms and individual styles constantly affect the quality of your interactions within the workplace. Problem solving, job satisfaction and positive relationships all rely on how well you communicate and relate to colleagues. Assess your individual communication style and learn how to leverage your own style to improve workplace communication and job satisfaction.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Learn communication skills that can catapult your career
Recognize your own communication style
Improve your coaching, communication and listening skills
Examine alternative communication techniques

SEMINAR CONTENT

A. The process of communication
   - Key components of interpersonal communication
   - Overcoming barriers to communication
   - Building relationships and getting results

B. Listening Skills
   - One-way/two-way communication
   - The organizational climate
   - Persuasion and listening

C. Communication and personal style
   - Influence style inventory
   - Assertive and advocating management styles

D. Improving leadership effectiveness
   - Getting your opinions heard and considered by others

INTRODUCTION TO GRANT WRITING AND GRANT RESEARCH

Created for those with little or no grant experience, this introductory seminar combines instruction with practice in writing grant proposals and finding funding sources. Learn about the overall process for writing a grant proposal, review and practice writing the basic elements required in most grant proposals, and investigate the best practices for an online search for funding sources.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand the basic elements of a grant writing proposal
Learn what funding sources expect from a proposal
Learn the online investigation process for funding sources
Learn writing techniques for effective grant writing proposals

SEMINAR CONTENT

A. Process for Writing a Grant Proposal
   - Purpose and reasoning
   - Program planning and evidence gathering
   - Funding sources

B. Basic Elements of a Grant Proposal
   - Statement of need, and objectives
   - Methods and Evaluation

C. Online Search Process for Possible Funding Sources

D. Writing Techniques for Grant Proposals
   - Informational and persuasive writing
   - Positive style
   - Flow and organization
   - Summary of writing skills

KEY FUNDAMENTALS OF MANAGEMENT

Whether you are a current or future manager, this seminar will help you to better understand and put into practice the key fundamentals of successful management. Explore the role and function of the manager, your own management style, effective communication techniques, motivation and leadership, employee performance, and performance review and discipline. Also included is an assessment inventory on coaching.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand the changes when moving to manager
Identify your personal management style
Explore four key roles of a manager and team development
Embrace employee development and delegation

SEMINAR CONTENT

A. Role and Function of the Manager
   - Changing from employee to manager
   - Exploring the principles of management and key managerial skills/styles
   - Effects of a manager's attitudes and values

B. Communications
   - The keys to effective communication
   - Trust/credibility

C. Motivation and Leadership
   - Analyzing employee motivation
   - Motivation and leadership techniques
   - Delegation

D. Employee Performance
   - Determining effective employee performance
   - Using appraisal, review and follow-up

LOSE THE DRAMA:
STRATEGIES FOR PEAK PERFORMANCE

Today's leaders and managers often find themselves wasting precious energy dealing with workplace drama instead of focusing on productive work. Learn how to negotiate and diffuse the drama in your organization and replace it with results.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Take personal responsibility for your happiness and success
Diffuse workplace drama
Negotiate work drama to get more done
Learn positive ways to deal with negativity at work

SEMINAR CONTENT

A. Taking personal responsibility for your success
   - Finding happiness and success regardless of circumstances
   - Coaching others to broaden their perspectives

B. Diffusing Drama
   - The Drama Triangle
   - Three key roles that make groups dysfunctional
   - Stopping workplace drama

C. Growing from feedback, especially if its negative
   - The science and art of receiving feedback well
   - Ways to make feedback constructive

D. Positive ways to deal with negativity at work
   - Handling complaints and gossip
   - Dealing with complaining and negativity

MANAGERIAL WRITING FOR RESULTS

No aspect of a manager's job is more important to success than communication, particularly written communication. Your written documents can make a powerful and potentially permanent statement about you and your organization. This seminar will provide you with techniques to sharpen your writing skills. Topics include the writing process, strategies for revising and editing, and the relationship between writing and effective leadership.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Develop a personal writing process

Learn conventions for email, evaluations, and performance reviews

Refresh your memory about grammar and mechanics

SEMINAR CONTENT

A. The Written Communication Process

B. Effective Business Writing Principles

C. Importance of Reader-based Writing

D. Strategies for Revising and Editing

E. Relationship between Technology and Writing

F. Writing and Effective Leadership

MASTERING A MULTI-GENERATIONAL MINDSET

Generational differences at work affect teamwork, productivity, and effective service. Learn to recognize these differences and to develop strategies which improve generational workplace leadership, communication, and mentoring.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand generational perspectives and personalities
Understand the power of multi-generational synergy
Develop strategies for communicating, leading, and mentoring

SEMINAR CONTENT

1. Discuss the Unique Attributes of Each Generation Has on the Workplace
2. Understand How to Improve Communication Across Generations
3. Collective Experiences of Each Generation and Their Impact
4. Bridging to Define Multi-Generational Core Values
5. Explore Strategies for Leading and Mentoring the Different Generations
6. Leverage Generational Diversity to Find New Solutions

MEDIATION SKILLS

Interested in becoming a more effective problem solver in your work setting? Learning about the mediation process can help. Mediation is a process in which a neutral third-person assists parties in reaching a voluntary agreement. This seminar will introduce you to the seven-stage mediation process, and through interactive exercises will help you to develop the skills necessary to be an effective mediator.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Identify the cause of dispute
Recognize stakeholder's interests and positions
Frame the issues to be addressed
Encourage stakeholders to explore mutually-acceptable solutions

SEMINAR CONTENT

A. Introduction Mediation: Principles and Processes

B. Mediator Skills and Qualities

C. Skills Practice: Identification of Interests

D. Skills Practice: Impartial Listening and Effective Summarization (including identification of interests) When the Disputing Parties are Present

E. Skills Practice: Promoting Self-Determination in Decision Making

F. Reference Model Standards of Conduct for Mediators

MEETINGS THAT WORK

Time is precious and meetings that rob us of valuable time can cause stress and frustration. Discover the secrets of meetings that work. Learn tools that will help you to more effectively engage participants in active roles, increase buy-in and ultimately accomplish organizational goals.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Plan for meeting effectiveness
Define outcomes, scope and follow-up
Get buy-in and active participation

SEMINAR CONTENT

A. Planning the Meeting
   - Meeting objectives
   - Invite stakeholders
   - Set and distribute agenda

B. Meeting in progress
   - Brainstorming and prioritizing
   - Handling difficult participants
   - Getting buy-in and consensus
   - Minutes and notes

C. Meeting the Plan
   - Following the agenda
   - Managing time and disruptions
   - Assigning jobs and follow-up

PLANNING WITH PURPOSE AND VISION

A common expectation of today's leader is the ability to purposefully plan with the goal to uplift and propel an organization forward. Through interactive individual and small group activities this seminar will help you to learn and apply the principles and components of effective strategic planning to set priorities, maximize resources, establish agreement on outcomes and results, and to ultimately achieve your organization's future successes.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand the value of strategic planning
Identify individual contributions to the planning process
Learn the components of the planning cycle
Apply the principles of strategic planning

SEMINAR CONTENT

A. Defining strategic planning

B. Small group selection of their *real world* issue for integration through the balance of the program

C. Change factors e.g. organizational mandates, stakeholder considerations, environmental considerations, identification of strategic issues,

D. The implementation process e.g. managing to desired outcomes, use of the *balanced scorecard,* follow-up / reassessing

E. Use of the *balanced scorecard* in the strategic management process

POSITIVE IMPACT: LEADING FOR PERFORMANCE

Organizational effectiveness is driven by a culture of employee success and leadership effectiveness. Participants define their aptitude and drive necessary to actualize their leadership potential; to positively impact organizational short-term success and generate long-term sustainability.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand the role of leadership within the organization
Recognize the challenges to success and sustainability
Assess personal leadership effectiveness and potential
Develop a strategy for positive impact

SEMINAR CONTENT

A. Effective Leadership
   - Culture and leadership effectiveness
   - Organizational capacity for success
   - Team performance assessment
   - Strengths and/or growth-limiting gaps

B. Personal Competencies
   - Self-awareness and Motivation
   - Risk taking and Selling skills
   - Analytic thinking and strategic planning capacity

C. Making a Difference
   - Defining needs and goals
   - Formulating solutions
   - Getting people on board

PUBLIC INFORMATION LAW

Ohio's public records law sets the rules for what's confidential and what's not. Every government employee should know what records citizens are allowed to see. This seminar thoroughly explains Ohio's Public Records Act including how to provide information to reporters without violating the law and how to effectively communicate your agency's activities in a way that will protect you from lawsuits.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Respond promptly when citizens ask to see government records
Identify which records to keep and which may be legally destroyed
Interact with the news media legally and appropriately
Respond to difficult requests from citizens

SEMINAR CONTENT

A. Ohio's Sunshine Laws
   - The Public Records and Open Meetings Acts

B. Responding to Citizen Requests
   - Your responsibilities as a government employee
   - What must be provided, time constraints, and charging for copies
   - Handling confidential records

C. Personnel Files
   - The right to privacy, does it apply?
   - Employment applications
   - Medical records
   - Security issues

D. Responding to News Media Requests
   - Understanding the media perspective
   - What the law requires

SECRETS TO POWERFUL PRESENTATIONS

Anytime you are called on to communicate, to persuade, to convince, you make a presentation. Are your presentations dynamic? This interactive seminar is for everyone who sells ideas, talks to groups, or delivers information through oral communication. It is designed to start you on your way to becoming organized, confident, and connected with your listener.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Develop your confidence for speaking and presenting
Improve your relationship with listeners
Enhance the receptivity of your message

SEMINAR CONTENT

A. How to Plan What to Say
B. A System to Increase Your Confidence
C. Strategies to Cope with Pre-Speech Jitters
D. Tips for Analyzing Your Audience
E. Dynamic Openings and Closings for Your Presentation
F. Ten Techniques to Establish Rapport with Your Audience
G. The Most Common Speaking Mistakes to Avoid
H. Guidelines in Using Humor
I. Pointers for Handling Questions and Answers
J. Dealing with Difficult People
K. Ways to Evaluate Yourself for Improvement
L. Using Audio-Visuals, Handouts and Group Exercises

SOCIAL MEDIA STRATEGIES FOR PUBLIC SERVICE

For the public sector social networking has the power to re-link a community; as digital communication can be useful in policy making, citizen engagement, and public safety. Leveraging the use of social media platforms, agencies can redevelop close bonds with community stake holders, connecting with them on an individual level.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Learn how a constituency utilizes basic social media platforms

Assess the social media impact on public records and legal doctrine

Leverage social media to inform and engage

SEMINAR CONTENT

A. Social media platform basics
   - Facebook; Twitter; Instagram; YouTube; Pinterest; LinkedIn; Snapchat

B. Developing strategies
   - What's your message?
   - Practice feeds

C. Legal impacts
   - Record retention
   - Defamation
   - Policy; Personal use; Post removal

D. Employing strategies
   - Advance media efforts
   - Citizen engagement

STOCK YOUR TOOLBOX: PRE-SUPERVISORY SKILLS AND PRACTICES

The best employees don't always make the best supervisors, at least not without the proper training. New supervisors can be overwhelmed by the conflicting demands of customers, management, and their co-workers turned subordinates. Today's potential leaders need practical, skill-specific training before being promoted to leadership positions. In this practical and comprehensive seminar, you will acquire the tools needed to make a smooth transition from employee to leader.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Understand the nature of work and how to get it done
Cultivate and employ the strengths of your staff
Encourage people to be their best
Foster healthy working relationships

SEMINAR CONTENT

A. Improve Knowledge and Understanding
   - Guide the work
   - Organize the work
   - Develop staff
   - Manage performance
   - Build and manage relationships

B. Identify Skill Strengths and Weaknesses

C. Learn Which Actions Every Supervisor Should Avoid

D. Understand the Keys to Effective Planning, Prioritizing, and Delegating

E. Build Productive Relationships with Team Members and Other Supervisors

TEAMWORK: MOVING FROM DYSFUNCTION TO HIGH-PERFORMANCE

Is your team functioning to the best of its ability? Getting work done in the 21st century relies on technology and teamwork. The technological component can be designed, updated and supported 24/7; the team element – that is another story! This seminar will help you to analyze team performance, identify effective and ineffective team behaviors, and implement strategies for more productive teamwork.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Enhance team communication
Increase team, efficiency and productivity
Align individual job performance with agency priorities
Increase effectiveness in solving complex problems

SEMINAR CONTENT

A. Characteristics of Highly Productive Teams

B. Benefits of Highly Productive Teams

C. Assessing Team Effectiveness

D. The Importance of Trusting in Teams

E. Building Commitment While Encouraging Debate

F. Effective Problem-solving

G. Relationships and Accountabilities

H. The Role of the leader and Accountabilities

TECHNICAL WRITING: DEFINE, ORGANIZE, DELIVER

Developing an effective process to deliver technical documents is beneficial to you and your organization. As a technical writer, you are responsible for transmitting factual information, but more importantly you shape that information for your particular audience's use. This seminar offers you strategies and hands-on opportunities to develop technical writing that is audience-appropriate and relevant to stakeholders.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Develop a technical writing process
Learn about organization, precise language, and fluent sentences
Define and describe processes and procedures
Produce and deliver usable documents

SEMINAR CONTENT

A. Elements of the technical writing process

B. Relationship between definition and description

C. Audience analysis and strategies for information organization

D. Clear and precise language and well-crafted sentences

E. Organization for a persuasive argument

F. Production of usage documents

G. Readable style and appropriate design

TIME MANAGEMENT SOLUTIONS TO PRODUCTIVITY AND SATISFACTION

Customers are waiting, your employees want a decision, and the boss is on the phone… Time is a precious resource, and managing it well gets great rewards. This seminar gives you a variety of practical tools to overcome time wasters and focuses on the skills needed to improve productivity and increase your overall job satisfaction.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Learn knowledge, skills and abilities to increase your efficiency
Improve relationships with the people who work with you
Develop solutions that work for you
Increase your overall job satisfaction

SEMINAR CONTENT

A. Solutions for Time Wasters
   - Identify: Needs assessment, time inventory and types of time barriers
   - Address: Clutter, telephone calls, and unexpected visitors

B. The Causes and Solutions to Procrastination

C. Using Creativity Techniques for Smarter Solutions

D. Smarter Time Management
   - How to get an extra hour out or your day
   - Focus on results not activities

E. The Donadio Professional Plateau Theory
   - What holds you back from being successful at work
   - The Change Process Model to move forward

F. 10 Ways to Take More Control Over Your Job Satisfaction

WORKING WITH COLLEAGUES AND SUPERIORS: THE ART OF INFLUENCING OTHERS

Workplace relationships are more than the superior subordinate relationship. They involve working with persons from other areas of your own organization as well as employees from outside organizations. Participate in self-assessment and skill-building activities to help you build positive working relationships in a variety of work situations.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Reach consensus and increase collaboration
Fundamentally understand the value of negotiation
Understand and compliment different leadership styles
Explore different types of working relationships

SEMINAR CONTENT

A. Handling Your Relationships with Others
   - Identifying your major work relationships and strategies for improving them
   - The problems involved in working with other sections/departments

B. The Art of Negotiating
   - Why negotiating skills are essential to success
   - Steps in preparing for a negotiation and effective negotiating techniques

C. How to Sell Ideas and Change Within Your Organization
   - Checklist for proposing change and requirements to sell change
   - Essential steps when selling a change to colleagues/superiors

D. Working Effectively With the Boss
   - Analyzing the style of the boss and understanding the viewpoint of the boss
   - Devising ways to capitalize your strengths to work effectively with the boss
   - Guidelines for communicating upwards

WRITING TECHNIQUES FOR IMPROVED COMMUNICATION

Improve the quality and impact of your written communications by using practical communication tips relevant to the workplace. Emphasis is placed on how to increase the readability of the written word and on using punctuation to improve understanding.

THIS SEMINAR IS DESIGNED TO HELP YOU:

Identify the communication priorities
Draft clear and concise communications
Enhance the appearance of your written work
Identify errors in grammar and word usage

SEMINAR CONTENT

A. Overcoming Writer's Block: Ten Suggestions on How to Get Started
B. Devices to Improve Documents You Produce or Edit
C. Punctuation Impact for the Reader and the Writer
D. Type Style Font Considerations
E. The Advantages of a Q & A Format
F. Proofreading Hints
G. Spelling, Grammar and word Usage Tricks and Tools
H. Caution: Troublesome Words
I. Writing Challenging Letters