

Managing Conflict - Creating Positive Change

Conflict is inevitable - it is a normal aspect of human interaction. Dealing with conflict is one of the hardest things about your job as a manager. The ability to effectively resolve conflict can be the difference between success or failure, job satisfaction or dissatisfaction and a productive team or an apathetic one. This course will help you identify conflict as an opportunity - an opportunity to create positive change.

- Attitude, intention, message
- What to do when...
 - You can't resolve a conflict face-to-face
 - You're confronted with a highly emotional response
 - You're caught in a surprise attack
 - You sense the potential for violence
- Actions to avoid in conflict resolution
- How to mediate and resolve conflict
- Preventive Maintenance
- Conflict Resolution Summary - 10 Things to Remember

Managing In the Trenches

As managers, we don't get to pick and choose the situations we want to deal with. Often times we have to respond quickly to an issue without a lot of planning or assessment. And many times, our sleeves are rolled up right next to our subordinates because we are a working manager. This course will help managers respond to the day to day "fires" and provide tips and techniques to move everyone past the fires to workable solutions.

- Effective Communication - Crucial Conversations
 - Tips For Preventing Miscommunication
- The high maintenance employee
- Managing difficult situations
- Leading vs. Managing
- Overcoming six areas where managers fall short
- Accountability and Balance

Dealing with Change

The only constant is change. There are few leadership responsibilities more stressful or difficult than implementing change. It takes courage to step away from the status quo and do things differently - and get others to do the same. Even "minor changes" can be met with passionate resistance. This course will help you, help others move out of their comfort zones, embrace change and create success within your team.

- Understanding what is changing and why
 - Try to see the bigger picture
 - Perception does matter
- Understanding what isn't changing
- How will the change affect them
- Reasons for resistance
 - Managing people's fear
- Effective communication
 - Share all that is known about the changes, as quickly as the information is available.
- Full and active support and rallying the team
- Employee involvement
- Creating a win-win
 - Celebrating the past and the future

Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others

It's not enough to merely believe in recognition. You also have to behave like you believe in it! Everyone wants to be valued and appreciated for doing good work. As managers, we get busier and busier and often miss opportunities to say "thank you" for the simplest things. Our employees crave it! This course will help you understand why genuine acknowledgement is critical and often keeps people from going elsewhere. You will learn how to put recognition into daily practice.

- Every Moment Matters
- The Seven Essentials of Encouraging the Heart
 - Each Essential
 - Reflecting on...
- The Dipper and the Bucket
- Positivity, Negativity and Productivity
- Bucket Filling Interview Guide
- The Top 10 Excuses for NOT Giving Recognition
- Finding Your Voice

Analyzing Risk in Employment Decisions: Performance-Based Interviewing, Behavioral Interviewing and Selection

The all important hire! Wouldn't it be ideal as a manager to know that we asked the right questions to ensure a good hire? To validate the skills and experience we think a candidate has? To make sure that once a candidate is hired, we do everything we should be doing as a manager to keep them? This course will help you gain experience in interviewing using a valued technique which says that "the best predictor of future behavior is past behavior."

- Hiring in General
 - Why the hiring game is getting harder to win?
- Right Fit/Retention Strategy
- Introduction to Performance-based Interviewing & Behavioral Interviewing
- Preparing for the Interview
- Interviewing and the Law
 - Acceptable to Ask Exercise
- After the Interview

Positive Coaching for Superior Performance

Coaching is an important part of your job! Just like an athletic coach supporting and mentoring his/her athletes, part of your role as a manager is to provide that same level of mentoring and support to your employees. How do we as managers balance that role with that of having difficult conversations that lead to discipline challenges and disciplinary action? This course will walk you through the coaching session all the way through the follow up with your top, average and poor performers. It will focus on how to be the best coach you can be!

- Benefits of coaching
- Qualities of a good coach
- Coach/manager expectations
- Inform, Teach, Guide, Recognize, Motivate, Assist, Empower & Develop
- Common discipline problems and challenges
 - Using progressive discipline
- The coaching session

Generations

Generations are changing the world of work. We as managers need to be able to take 20th century workplaces and 21st century workforces and understand how to best leverage our workplace population. From the experienced, command and control employees to techno-smart, consensus driven and boundary less ones, how can we get these diverse groups of employees to work together as effectively as they can and achieve more... and have fun doing it? This course will focus on how we can bring the generations together to foster great teamwork.

- What are You? How Did We Get This Way?
- Who are the Players
- Understanding Them and Why It's Important
- Why Can't We All Just Get Along
 - Managing Conflict Across Generations
- Generations and Diversity
- Training and Development Across Generations
 - One Size Does Not Fit All
- Older Worker, Younger Bosses
- Working with the Entitlement Mentality

Employee Engagement

There are two kinds of employees - engaged and disengaged. Studies show that only 26% of employees are engaged. Most employees are disengaged (55%) and 19% of employees are actively disengaged. How do you as a leader create and develop engaged employees? Employee engagement is a product of strong leadership. In the midst of managing our day to day responsibilities, we must focus our efforts on developing better leaders. This course will help you tap into the true potential of your team.

- The fundamental need of a great manager is.... a great manager
- Eight key factors that influence employee passion
- Investing in your strengths
- Maximizing your team
 - How you can create a stronger team
- The engagement level of a manager correlates with the attitudes of the team
 - Understanding why people follow
 - How to get them to follow

Leadership Lessons for Supervisors & Leads

As Leads and Supervisors, you are often called upon to respond to problems or issues within your department at your manager's request. For some, this is a new challenge in your job. Getting comfortable with dealing with these issues is the focus of this course. It is designed to provide you with tools for dealing with day to day employee challenges that you are faced with in your role.

- Interpersonal Skills - Effective Communication
- The Art of Positive Coaching
- Motivation - The Not So Secret Ingredient of High Performance
 - Dealing with Employee Relations Issues
- Hiring in General
 - Intro to Behavioral Interviewing
 - The Importance of Orienting a New Employee to Your Team
- Performance Management
 - Looking for What's Going Right and Wrong
- Recognition - Every Moment Matters
 - Positivity, Negativity & Productivity
 - The Philosophy of the Dipper and the Bucket
 - The Importance of Building Culture and Employee Retention

Inspired Leadership - Becoming Better Than the Best

Many of us have been managers a long time, and we often go through the motions of being a manager day in and day out. We sometimes lose sight of the importance and value that a manager role brings to his/her employees. Following your leadership "compass" leads you authentic behaviors that people will want to follow and be a part of. This course allows managers to spend time reflecting on themes and drawing on stories and examples that bring the themes to life.

- Seek to understand ... and truly listen
- Take a journey... and find your soul
- Dream... and create a vision
- Drive change... and lead adaptation
- Wander ... and leave tracks
- Provide direction...and empower others
- Step up ... and have character
- Build team... and engender respect
- Be authentic ... and introspective

Defining Culture in Your Organization

The simplest way to define an organization's culture is "That's the way we do things around here." Organizational culture can be defined as "beliefs and ideas about what kinds of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals." How do you as a manager ensure that you are supporting your organization's culture and teaching your staff to do the same?

- Understanding and sharing organizational values
- Being a part of... and contributing to
- How defining culture contributes to employee retention, organizational productivity, and profit.
- Who are the role models?
- Organizational culture and leadership