MANAGEMENT and LEADERSHIP CERTIFICATE PROGRAM

This five-module series is designed to help participants develop and sharpen skills that relate to leading in today's workplace environment. It is appropriate for new or emerging leaders or existing workplace leaders, managers, and supervisors who have not previously been exposed to leadership training.

Throughout the series, each module will provide specific learning objectives and will be delivered by a subject matter expert who will utilize a combination of pre-session prep work, lecture, experiential learning activities and exercises, and real-world applications.

Course materials will be provided and will include assessments, activities, and other learning enhancement components to help each participant individualize their learning experience.

The five, four-hour modules are:

1. The Role of the Supervisor and Effective Communication/Listening

2. Understanding what Motivates Employees and Change Management

3. Coaching, Feedback, and Performance Management

4. Navigating a Multigenerational and Diverse Workforce

5. Resolving Conflict and Reaching Agreement

Sharpening management skills and your leadership presence are valuable for navigating today's workforce. This series will help you prepare and improve your role as a leader.

Note: A 30-minute lunch break is included as part of this program.

THE ROLE OF THE SUPERVISOR and
EFFECTIVE COMMUNICATION/LISTENING

This module is designed to help participants develop a deeper understanding of what it means to lead in a modern workplace environment. Today's leader must have good supervisory and managerial skills that enable them to communicate with, listen to, and engage the team.

The session begins with an exploration of leadership qualities, the role of leaders and, and the leadership connection to culture and mission.

The key to a leader's and the organization's effectiveness is communication. Workplace communications are vital to developing successful relationships and job performance of all employees. Poor communication habits can lead to lower employee engagement that may result in reduced productivity, quality, service and increased safety concerns. This course is designed to help employees communicate more effectively as team members, supervisors, and managers. Developing a better understanding of communication and listening skills helps workplace leaders build rapport, and credibility.

LEARNING OBJECTIVES:

- Identify the role of leaders and how the role differs from front line leaders to upper management

- Identify effective vs. derailing leader behaviors

- Examine the aspects of communication relationships and perceptions

- Identify constructive communication techniques and how to build communications: from understanding to action

- Identify the barriers to effective listening and the negative impact on trust and performance

- Discover how to use active listening to clarify understanding, build trust and improve performance

UNDERSTANDING WHAT MOTIVATES EMPLOYEES and CHANGE MANAGEMENT

Participants will explore creating an atmosphere that improves engagement and motivation and some of the key principles behind working with change as a supervisor.

LEARNING OBJECTIVES:

- Identify the sources of motivation

- Review and write "Willing Action Statements" to tap into the employee's "WIIFM"

- Identify the phases of change

- Explore why changes fail

- Identify the characteristics of successful change

- Increase awareness of the human side of managing change and how to lead employees through the emotional response to change

- Leading change – even when you may not agree with the change

COACHING and PERFORMANCE MANAGEMENT

As a leader, you play a significant part in developing your team and the success of each individual contributor. Coaching your employees to improve low performance or coaching strong performers to higher levels of performance and development are critical leader competencies for the success of your department and the organization.

This module will identify how to set clear and quantifiable objectives and how to provide constructive feedback to assist and hold employees accountable for their development.

LEARNING OBJECTIVES:

- Review the development continuum and the steps for successful performance

- Review the anatomy of writing SMART goals and apply this step-by-step procedure to develop your real-world performance and developmental goals

- Identify 7 steps to conduct an effective constructive feedback session to achieve results

- Assess employee's readiness level and apply an appropriate leadership style

- Practice applying coaching and performance management approaches learned to facilitate performance improvement

NAVIGATING A MULTIGENERATIONAL and DIVERSE WORKFORCE

Navigating generations and diverse populations in the workplace are hot topics. It is no surprise since we have five generations that are active in our workforce today; and we have individuals with a variety of race, religion, gender identity, and other characteristics that influence their views on work, and their needs from their leaders. It's common to focus on differences but what will really change your ability to navigate is a focus on commonalities to achieve inclusion in the workplace.

This module will explore the framework of generational characteristics as well as Diversity, Equity, and Inclusion (DEI) concepts. The content will help participants connect with the leadership traits and skills required to realize the value and opportunities that come from the spectrum of diversity.

LEARNING OBJECTIVES:

- Examine current issues of Diversity, Equity, and Inclusion in the workplace

- Explore the concepts of unconscious bias, privilege, and cultural competence, including self-assessment around these ideas

- Review generational definitions and the framework of five generations as they relate to the work environment

- Connect communication and motivation strategies from prior modules to the actions leaders can take to engage and lead a diverse workforce

COMMONWEALTH UNIVERSITY OF PA

RESOLVING CONFLICT AND REACHING AGREEMENT

Conflict exists in all groups, cultures, and organizations. Conflict typically presents itself in a negative fashion but properly managed, it may be healthy and even beneficial. This module helps participants gain a better understanding of conflict, why it exists, and how to manage it. Ideal for all members of any organization, it will focus on effective resolution methods that make conflict management attainable for any group or organization.

LEARNING OBJECTIVES:

- Define conflict and the impact in the workplace

- Review effective models and approaches for resolving conflict

- Identify your conflict resolution style(s) through completion of a self-assessment

- Explore the victim to accountable continuum and the importance of taking personal accountability for resolving conflict

- Identify how to handle your emotions/anger during conflict resolution

- Apply conflict resolution techniques to real world participant scenarios to achieve positive outcomes