

## Management Development Series

### Description

The **Management Development Series** offers organizations the opportunity to offer a progressive, integrated management development program to their managers and team leaders. The program can be customized to the specific needs of the organization. By offering the program to intact leadership teams, the series can also serve a secondary goal of creating a more cohesive team with shared language and experiences in the classroom.

### How it Works

The client can pick from a list of existing modules and organize the program in the order that best meets the needs of the organization. Unlike public open-enrollment management development programs, the length and scope of the program is not fixed. Organizations can contract for as little as one session or for an ongoing program that can span a full year. Clients can optionally add one-on-one coaching for the program participants.

### How it is Structured

Each session is 3.5 hours of presentation and facilitated instruction followed by one hour open for individual after class questions and guidance. We recommend at least 2- 4 weeks between sessions. When multiple sessions are scheduled, reading and activity assignments are given to ensure continuity and application of learning.

### Session Topic List

- Leveraging Interpersonal Influence
- Leading Change
- Effective Communication
- Managing Performance
- Building High Performing Teams
- Managing Conflict
- Effective Hiring Practices
- Delegation: Developing Others Through Shared Work
- Decision Making and Problem Solving
- Managing Time and Resources

## Why the *Management Development Series* ...

- You can “pay as you go” or purchase only those sessions you need
- You can customize program offerings with your own unique content as needed
- The program can be customized to be your own internal program, with your logo and brand
- The Series is more effective learning:
  - Content is spread over longer period of time, allowing for reflection and application
  - When multiple sessions are scheduled over time, the program includes application assignments and additional reading between sessions
  - You will build team cohesiveness through shared learning and language
  - Participants will build peer relationships that extend beyond the program itself

## Facilitator

**Alice Waagen**, PhD is president and founder of WORKFORCE LEARNING LLC, a leading provider of learning programs that support business strategies.

Since earning a BS in Art Education from the New York State College at Buffalo, and MS and PhD degrees in Art Education from the Pennsylvania State University, Alice has been providing leadership development and executive coaching for numerous organizations in the Metro DC area. In the past three years, more than 110 leaders from 24 different organizations have graduated from Alice’s unique leadership development workshop series.

Giving back to the community is also important to Alice. She currently serves on the Board of Directors for Habitat for Humanity, Northern VA as well as on the Advisory Board for Marymount University Reston Campus Graduate and Adult Education Programs.

## Management Development Series Workshops

The workshops in this series are designed specifically for the individual in positions of leadership in your organization. They focus on providing the knowledge, skills and abilities needed for interpersonal success for those who manage the work of others.

PROGRAM TITLE	KEY COMPETENCIES
Leveraging Interpersonal Influence	Self Knowledge Emotional Intelligence Self Management Empathy
Leading Change	Change Management Planning Communication Skills
Effective Communication	Communication Skills Planning Listening
Managing Performance	Performance Management Coaching Giving Feedback
Building High Performing Teams	Team Building Managing Relations Collaboration
Managing Conflict	Conflict Management Mediation Problem Solving
Effective Hiring Practices	Interviewing Job Analysis Planning
Delegation: Developing Others Through Shared Work	Delegation Organizing Motivating Others
Decision Making and Problem Solving	Decision Making Problem Solving Analyzing and Assessing
Managing Conflict	Conflict Management Mediation Problem Solving
Managing Time and Resources	Time Management Setting Priorities Goal Setting

## Leveraging Your Interpersonal Influence

Workshop Objectives:

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

- Identify their personal behavioral attributes and how they impact their interpersonal effectiveness
- Accept and respect individual differences in behavior and needs
- Develop management strategies to accommodate differing behavioral styles

Topical Outline:

Section 1:	Overview Introductions Agenda and Workshop Objectives
Section 2:	Understanding Interpersonal Behavior DiSC - Personal Profile System Determining Your Personal Profile
Section 3:	Developing Strategies for Success How Behavior Impact Working Relationships Increasing your Personal Effectiveness Barriers/Enablers to Interpersonal Effectiveness
Section 4:	Summary Commitments to Change Action Plan

This program is uses Inscape Publishing's DiSC Personal Profile Assessment.

## Managing Change

### Workshop Objectives:

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

- Describe the elements of organizational change
- Identify the tools a leader can use to manage and lead a team through such change.
- Create a change plan that leads others through resistance to acceptance
- Identify ways to build resilience in self and others

### Topical Outline:

Section 1:	Overview Introductions Agenda and Workshop Objectives
Section 2:	The Forces Causing Change Internal Forces External Forces
Section 3:	The Change Process The Change Model The Four Phases
Section 4:	Actions for Introducing / Leading Change Moving Through the Model
Section 5:	Understanding Resistance Understanding Loss and Gain
Section 6:	Developing Resilience
Section 7:	Summary Commitments to Change Action Plan

## Effective Communication

- Program Objectives:
- By the end of this workshop, participants will be able to:
- Understand the importance of good communication in effectively managing others
  - Describe the importance of planning to ensure effective communication
  - Identify the both the positive and negative factors affecting good communication
  - Use communication as a way to build collaboration and trust in your work team
  - Develop a planned, systematic way to manage communications

### Topical Outline:

- Section 1: Overview  
Introductions  
Agenda and Workshop Objectives
- Section 23: Communication Process and Purpose  
Why is Communication so Difficult?
- Section 3: Listening – The First Step  
The Listening Behaviors  
Active Listening
- Section 4: Choosing the Right Media  
Media Inventory  
Media Advantages and Disadvantages
- Section 5: Planning: The Six Step Process  
Sample Plan  
Planning Exercise
- Section 6: Collaboration and Trust through Effective Communication  
The Role of Communication in Building Trust
- Section 7: Organizational Communications: Your Communication Audit
- Section 89: Summary  
Commitments to Change  
Action Plan

## Managing Performance

Workshop Objectives:

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

- Identify the components of effective performance management
- Design measurable and meaningful objectives
- Analyze performance and take corrective action
- Give and receive feedback that enhances performance

Topical Outline:

Section 1:	Overview Introductions Agenda and Workshop Objectives
Section 2:	Components of Performance Management Historical Overview
Section 3:	Planning and Objective Setting Top-Down Approach Critiquing Your Objectives
Section 4:	Monitoring and Measuring Designing Performance Metrics
Section 5:	Performance Analysis Four Factors Affecting Performance Solutions to Correct Poor Performance
Section 6:	Giving and Receiving Feedback Maintaining Optimal Motivation Taking Corrective Action
Section 7:	Summary Commitments to Change Action Plan

## Building Effective Teams

Workshop Objectives:

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

- Describe the critical components of successful work teams
- Assess how their team measures to these critical components
- Determine barriers to their work team's effectiveness
- Establish action plans to remove barriers and blockages

Topical Outline:

Section 1:	Overview Introductions Agenda and Workshop Objectives
Section 2:	The Team Effectiveness Model Mission, Planning, Goals Roles Group Processes Inter-group Relations Intra-group Relations
Section 3:	The Team Effectiveness Profile Assessment Analysis Team Strengths, Areas for Improvement
Section 4:	Barriers to Team Effectiveness Brainstorming Problem Solving
Section 5:	Action Plans for Change What When By Whom Measures and Reporting
Section 6:	Summary Commitments to Change Action Plan

This program uses HRDQ's *Team Effectiveness Profile* assessment

## Managing Conflict

Program Objectives:

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

- Understand what *is* and what *is not* interpersonal conflict
- Describe the positive and negative effects of conflict at work
- Assess your personal conflict mode
- Describe how mediation can be used to resolve conflict

Topical Outline:

Section 1:	Overview Introductions Agenda and Workshop Objectives
Section 2:	What is Conflict? Responses to Conflict Fight or Flight? Conflict Escalation
Section 3:	The Thomas-Kilmann Conflict Mode Instrument Understanding the Five Conflict Modes When to Use, When Not to Use
Section 4:	Conflict Practice
Section 5:	Summary Commitments to Change Action Plan

## Effective Hiring Practices

- Program Objectives: By the end of this session, participants will be able to:
- Describe the steps in the hiring process
  - Identify inappropriate or illegal interview questions
  - Describe the three different types in interview questions : informational, behavioral, and situational
  - Develop interview agenda and questions

### Topical Outline:

- Section 1: Overview  
Introductions  
Agenda and Workshop Objectives
- Section 2: The Hiring Process  
Documenting and Sourcing  
The Interview  
Candidate Selection  
Post Hire Procedures
- Section 3: HR and the Hiring Manager: Roles and Responsibilities
- Section 4: Fair Employment Practices  
Why Do We Care?  
Fair Hiring Quiz
- Section 4: Constructing the Effective Interview  
Determining Job Requirements  
Reviewing Resumes  
Interview Questions  
The Behavioral Interview Process  
Post Hire Tasks
- Section 5: Practice  
Interview Practice and Feedback
- Section 6: Summary  
Commitments to Change  
Action Plan

## Delegation: Developing Others through Shared Work

Workshop Objectives: By the end of this session, participants will be able to:

- Describe the importance of delegating and the problems with poor delegation
- Create a total team delegation plan
- Communicate the purpose of every delegated assignment
- Use a multi-level delegation model
- Use delegation as a tool for staff development
- Develop methods to monitor progress and take corrective action

Topical Outline:

Section 1:	Overview Introductions Agenda and Workshop Objectives
Section 2:	Why Delegate? The Importance of Delegation Barriers – What Gets in the Way?
Section 3:	The Delegation Process Team Work Flow/Tasks/Projects (what & how) Estimating Capacity Determining Assignments Determining the 6 levels Guidelines for Delegating Work
Section 4:	Delegation Plan Developing Your Plan Timeline for Monitoring
Section 5:	Managing Performance Performance Planning Process How to Analyze Performance Giving Feedback: Positive and Corrective
Section 6:	Summary Commitments to Change Action Plan

## Decision Making and Problem Solving

Workshop Objectives:

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

- Utilize basic problem solving and decision making skills
- Exercise the principles of creative problem solving
- Choose the appropriate method for reaching good decisions
- Use a specific process to attain consensus in making decisions

Topical Outline:

Section 1:	Overview Introductions Agenda and Workshop Objectives
Section 2:	Problem Solving Defining the Problems Determining Root Causes Brainstorming Solutions
Section 3:	Decision Making Types of Decision Making Consensus Decision Techniques
Section 4:	Summary Commitments to Change Action Plan

## Managing Time and Resources

Workshop Objectives:           By the end of this workshop, participants will be able to:  
Identify their personal attitudes toward managing time  
Describe the importance of goal-driven time management  
Set priorities to better schedule tasks and activities  
Utilize analysis and planning to identify ways to improve on time management

### Topical Outline:

- Section 1:           Overview  
                  Introductions  
                  Agenda and Workshop Objectives
- Section 2:           Assessing Your Attitude  
                  How Much Choice and Control?  
                  Attitude Determines Behavior
- Section 3:           Goals and Objectives  
                  Specifying the End Goal  
                  Assessing for SMART-ness
- Section 4:           Establishing Priorities  
                  Urgent vs. Important  
                  What to do First and Why
- Section 5:           Planning and Scheduling  
                  Time and Resource Estimates  
                  Using Technology to Assist
- Section 6:           Time Inventory  
                  Identifying Time Wasters  
                  Tips for Reducing Time Wasters
- Section 7:           Summary  
                  Commitments to Change  
                  Action Plan