

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

# FORTIFY THE FRONTLINE.

Strong leadership shouldn't be confined to the top. The ability to engage, manage and inspire is just as critical to organizations as it is to furthering your career as a front-line supervisor or manager.

The Supervisory Leadership Certificate program is ideal for those who would benefit from a complete evaluation and assessment of their abilities paired with intensive training and leadership development. Comprised of 10 days of workshops that can be taken over a six-month period, attendees are immersed in a comprehensive curriculum designed to uncover their strengths and identify areas that need to be bolstered.

Those enrolled in this program also receive the benefit of formal coaching and mentoring. Throughout the program, these individuals offer personal guidance and engagement and serve as an invaluable resource in your professional development. They will monitor your progress. Push you when you need to be pushed. And support you every step of the way.

You will have the knowledge, tools and confidence to be the type of bold leader ready to adapt to today's challenges.



## THE BENEFITS

- Develop critical supervisory skills including: transitioning from peer to supervisor, navigating difficult conversations, coaching and evaluating feedback, communications, time management and many others.
- Access to local and regional experts, and top University of Dayton faculty.
- Network with other supervisors, managers and front line professionals.
- Receive personalized feedback and individual coaching and mentoring throughout the program.

**SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM**

**2013 PROGRAM CALENDAR**

<b>Date</b>	<b>Course</b>	<b>Instructor</b>
3/20	<b>Orientation: Leadership Essentials – Understanding Self &amp; Team Development</b>	Brent Kondritz University of Dayton
4/11	<b>(AM) Mentor Training</b>	Brent Kondritz University of Dayton
4/23	<b>Going from Peer to Supervisor</b>	Andrea Zavakos Brower Human Resources Consulting
5/14	<b>Communication Skills for Leaders</b>	Nicky Adams University of Dayton
6/11	<b>Time Management</b>	Ann Bachmann Ingle-Bachmann, LLC
6/20	<b>Navigating Difficult Conversations</b>	Deb Graham ACT Strategic
7/24	<b>Coaching and Evaluating Performance</b>	Matt Becker Authentic Excellence, LLC
8/13	<b>Leadership is Everyone's Business</b>	Steve Houchin International Leadership Associates

<b>Date</b>	<b>Course</b>	<b>Instructor</b>
9/10	<b>Decision Making and Problem Solving</b>	Michael F. Gorman University of Dayton
9/26	<b>Leading Change at the First Level</b>	Rod Goelz Conner Partners
9/26	<b>Leadership Authenticity: 10 Truths About Leadership</b>	Peter Luongo Retired CEO of The Berry Company

Find detailed program descriptions at [leadership.udayton.edu](http://leadership.udayton.edu)

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

# PROGRAMS BUILT FOR YOUR NEEDS.

Our Supervisory Leadership Certificate Program is a comprehensive development program presented over a six-month period, where you'll benefit from intensive and interactive training in a variety of areas. All of these programs must be completed in order to receive the certificate.

■ PDI ninth House executive competencies addressed  
■ in the Center's programs

SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM		PERSONAL LEADERSHIP		THOUGHT LEADERSHIP			PEOPLE LEADERSHIP					RESULTS LEADERSHIP			
Date	Course	Demonstrate Credibility	Readily Adapt	Analyze Issues and Solve Problems	Understand Strategies	Identify Improvements	Solicit Support	Encourage Commitment	Select and Develop	Communicate Effectively	Relate Well to Others	Establish Plans	Execute Effectively	Show Initiative	Seek Customer Satisfaction
3/20	Orientation: Leadership Essentials – Understanding Self & Team Development														
4/23	Mentor Training														
4/11	Going from Peer to Supervisor														
5/7	Communication Skills for Leaders														
6/11	Time Management														
6/20	Navigating Difficult Conversations														
7/24	Coaching and Evaluating Performance														
8/13	Leadership is Everyone's Business														
9/10	Decision Making and Problem Solving														
9/26	Leading Change at the First Level														
9/26	Leadership Authenticity: 10 Truths About Leadership														

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**MARCH 20, 2013**  
**8:30 AM–4:30 PM**

**COMPLETE CERTIFICATE \$3,995**

# ORIENTATION: LEADERSHIP ESSENTIALS – UNDERSTANDING SELF & TEAM DEVELOPMENT

Leading yourself and others starts with you. In this high energy and educational program, you will be taking part in a DISC self-assessment, group discussions and activities that will help you in identifying the foundation of your leadership DNA. Like any DNA, you won't be able to change it; however, you will learn how you can use it to be the best leader you can be.

As organizations tend to do more with less, the power and performance of the team will likely play a larger role than ever before in the overall success of the organization. Leading and managing a team takes more knowledge and skill today than it ever has in the past. Therefore, your ability to lead your team will in turn lead your organization into the future! You will also identify the stages of team development and assess where your team is currently operating – as well as learn how to accelerate your team's performance in the future.

## THIS PROGRAM WILL HELP LEADERS:

- Identify and understand yourself and your leadership preference.
- Quickly identify the strengths and opportunities of different leadership styles and the impact those differences may have on others.
- Develop a plan to work with others whose styles and preferences are different from your own.
- Understand and identify the stages of team development and assess where your team is currently operating.
- Identify common pitfalls that occur in team relationships and how to have the "difficult conversation" to move beyond pitfalls.
- Understand the importance of communication and how it impacts the overall direction of the team.
- Implement tactics to accelerate teams into performing at a higher level than they would as individual contributors.



**Brent Kondritz**

*Brent Kondritz is the Assistant Director and Program Manager of the University of Dayton Center for Leadership & Executive Development. Prior to joining the University of Dayton Center for Leadership team in 2010, he held the following positions: corporate trainer, manager of training and development, senior HR manager, director of sales and operations, and director of strategy within Sprint, BellSouth/AT&T and The Berry Company. He is also a certified trainer/practitioner in assessments, leadership and lean practices.*

*Kondritz received his B.S. in marketing and minor in psychology from Eastern Illinois University and his MBA from the University of Nebraska at Kearney.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**APRIL 11, 2013**  
**8:30 AM–11:30 AM**

**COMPLETE CERTIFICATE \$3,995**

## MENTOR TRAINING

This session offers critical training for both First-Level Leaders and mentors to help start the mentoring relationship on the right track. First-Level Leaders and their mentors attend this session together and leave with a better understanding of what formal mentoring truly entails. Using a unique process that identifies and leverages preferred styles of mentoring, we help you clearly define your unique mentoring relationship. First-Level Leaders and mentors collaboratively outline the expectations and guidelines for how to best work together during the next six months to foster the development.

## THIS PROGRAM WILL HELP LEADERS:

- Recognize the differences between formal and informal mentoring.
- Understand and practice four different styles of mentoring and their uses.
- Assess your preferred mentoring styles and the styles of your partner.
- Identify a clear plan of action and objectives to achieve during your time together.



**Brent Kondritz**

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## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

APRIL 23, 2013  
8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$3,995

# GOING FROM PEER TO SUPERVISOR

Dr. Andy Zavakos will facilitate this high-energy, interactive workshop that guides participants through the transformation from individual contributor to leader. Through small group exercises, group discussion and role playing, we will explore the strategies, behaviors and critical interactions that help assure an easier transition through this essential rite of passage for those who want to advance into management.

## THIS PROGRAM WILL HELP LEADERS:

- Analyze and debate the need for and function of "relationship re-engineering" as it relates to the transition to supervision.
- Assess, compare and perform gap analysis vis-à-vis your leadership and change management styles to ensure the best outcomes as you move into leadership.
- Plan and strategize how to integrate best practices of leadership fundamentals into your daily priorities and behavior.



**Andrea Zavakos**

*Andrea Zavakos brings more than 20 years of human resources experience, a results-oriented style and a strong focus on understanding and respecting individual perspectives to her clients. "My focus is on helping companies create the work environment, behaviors and processes that will yield the right business results," says Andrea. "I am an easy-going person but very action-oriented and focused on finding solid solutions that positively impact an organization and its people." Her extensive travels have exposed her to different cultures and viewpoints, which serve her well in her role as Director of Brower Human Resources Consulting.*

*Andrea earned her B.A. in psychology from Chaminade University in Honolulu, Hawaii, an MBA in total quality management from Dowling College, on Long Island, New York, and a Ph.D. in leadership and change from Antioch University. She is certified by the Human Resource Certification Institute as both a Global and Senior Professional in HR. Also, Andrea is an Executive Coach, having completing training through the College of Executive Coaching in Santa Barbara, CA. She returned to the Dayton region in 1992 and served in leadership positions for both small and large corporations before joining Brower HR Consulting in 2002.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**MAY 14, 2013**  
**8:30 AM–4:30 PM**

**COMPLETE CERTIFICATE \$3,995**

# COMMUNICATION SKILLS FOR LEADERS

In today's workplace, we are communicating more rapidly, more often and with greater numbers of people than ever before. The prominence of email and other technology means our writing and thinking skills are showcased on a daily basis. Employees at all levels need to be able to communicate ideas effectively to customers, vendors, co-workers and management.

Our overall work performance may even be assessed by how effectively and professionally we communicate with both internal and external audiences. Expressing yourself clearly and maintaining positive relationships with others are critical to career and organizational success. The goal of this session is to improve overall communication skills.

## THIS PROGRAM WILL HELP LEADERS:

- Improve communication skills in routine written messages and presentations.
- Identify current workplace trends that affect business communication.
- Understand the benefits and limitations of written communication.
- Gain tips for establishing goodwill with readers.
- Learn structure and formatting considerations for different types of messages.
- Acquire graphic techniques for optimizing skim value.
- Learn how to conquer stage fright when presenting to an audience.
- Understand how to establish purpose and audience.
- Be able to organize presentation content strategically.
- Build rapport with audience members during presentations.



**Nicky Adams**

*Nicky Adams is a full-time University of Dayton faculty member, teaching primarily professional communication courses such as Business Communication and Report & Proposal Writing. She also coordinates the English department's Writing Internship Program.*

*In addition to teaching, Nicky conducts training sessions for area businesses on various communication topics. For five years, Nicky directed Wright State University's Writing Center, where she maintained a Writer's Hotline for the campus and the local business community.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**JUNE 11, 2013**  
**8:30 AM–4:30 PM**

**COMPLETE CERTIFICATE \$3,995**

# TIME MANAGEMENT

If you had one more hour in the day, what would you do with it? Most people answer they might spend that hour doing something for themselves. Since we are controlled by the events that occur within the course of a day, how we manage our time is how we manage our life.

This Time Management program teaches you how to effectively and efficiently manage your time to work in tandem with any product or planner you are currently utilizing. This additional found time is priceless!

The interactive and powerful Time Management workshop experience will help you transform your personal goals into productive daily actions. This program is enhanced with a variety of assessments, activities and group discussion.

## THIS PROGRAM WILL HELP LEADERS:

- Understand the events that control how we spend our time.
- Learn three keys to productivity.
- Define and prioritize what is important.
- Plan what to do and do what was planned.
- Identify the big time wasters and eliminate them from your day.
- Attain personal alignment to achieve what you want in life, both personally and professionally.



**Ann Bachmann**

*Ann Bachmann is partner with Ingle-Bachmann, LLC in Dayton, Ohio. Over the past 27 years, Ann has developed and delivered specialized training programs for more than 12,000 participants. As a successful management consultant, Ann's client base encompasses a diverse range of small owner-operated companies, mid-size and Fortune 500 corporations throughout the United States and Europe. The industries she deals with are widely diverse and include printing, tool and die, manufacturing, healthcare, engineering, insurance, education and municipal government. She has been a contributing editor for the texts Supervision and Techniques of Customer Counseling, which have been used by the Institute of Financial Education. She has held the president's position with the Florida Committee for Training and Development, the Institute of Financial Education and the Western Ohio Chapter of the American Society of Training and Development, and is a frequent speaker at ASTD and SHRM and other professional conferences. Currently she sits on the advisory board, for the Dayton Mediation Center. Ann holds a B.A. and a M.Ed. from Florida Technological University and the University of Central Florida.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**JUNE 20, 2013**  
**8:30 AM–4:30 PM**

**COMPLETE CERTIFICATE \$3,995**

# NAVIGATING DIFFICULT CONVERSATIONS

The cost of unresolved conflict is enormous. Productivity loss, employee turnover, an erosion of trust, lost time due to physical symptoms and communication breakdowns are just a few of the many consequences of managing conflict and communication challenges poorly.

This interactive workshop helps participants to build strong communication and conflict resolution skills. Participants will be introduced to tools such as the Thomas-Kilmann Conflict Mode Instrument as well as techniques to increase their personal effectiveness.

## THIS PROGRAM WILL HELP LEADERS:

- Understand how your brain functions impact your ability to handle difficult situations.
- Learn how to make it safe for others to have difficult conversations with you.
- Improve your ability to have difficult conversations with positive outcomes.
- Analyze a real-work situation and determine strategies for resolution.
- Identify your preferred conflict resolution style and its implications.
- Learn to reduce conflict and help others work together more effectively.
- Increase your knowledge of how others respond to you.



**Deb Graham**

*Deb Graham is Managing Owner of ACT Strategic, a consulting business specializing in helping leaders solve business problems and accelerate strategic change. Deb is a trusted adviser to leaders in various industries, both domestic and international.*

*Deb began her career in the quality management field managing and delivering training in Statistical Process Control and Deming Quality Management philosophies. Using this background she facilitated numerous cross-functional process movements.*

*Over the past 20 years, Deb has done extensive work on initiatives such as the creation of a new business unit, the closure of a facility, acquisition integration, strategic planning, global leadership development and cultural transformation.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**JULY 24, 2013**

**8:30 AM–4:30 PM**

**Complete Certificate \$3,995**

# COACHING & EVALUATING PERFORMANCE

Coaching & Evaluating Performance is designed to enhance a leader's management skills and prepare him or her for the changing demands of today's workforce. Shifting from a directive or "telling" style to a coaching approach is essential in today's workplace. A manager's ability to provide regular coaching is critical to ensuring that individuals, and the team, reach their peak performance.

This session will introduce participants to concepts and skills that can be used to provide coaching to either develop the skills of staff members or to correct performance issues. Participants will also explore the performance review process and how to conduct performance appraisals.

This program will have you role-play and skill practice by evaluating performance in groups so you can return to work and apply immediately. You will also work with a coaching flow tool to support your development.

## THIS PROGRAM WILL HELP LEADERS:

- Identify why it is difficult to deal with an employee's non-performance.
- Describe how their personality style influences their coaching style.
- Identify the critical factors to consider when coaching someone who has a different style.
- Explain why employees don't do what they are supposed to do.
- Use an analysis tool to identify the root cause of the performance issue.
- Demonstrate the first three steps to the coaching conversation.
- Understand the performance review process.



**Matt Becker**

*Matt Becker is the owner of Authentic Excellence, LLC, a career and life coaching business and is an Associate Certified Coach through the International Coaching Federation. He has 10 years of experience in the field of Human Resource Development working in both the private and public sector, with a specialty in leadership development, interpersonal skills development, coaching, mentoring and team building.*

*Matt has a B.A. in political science from John Carroll University and a M.Ed. from Xavier University. As a coach, Matt is passionate about helping clients clarify their values and natural strengths in order to design a fulfilling career and/or life. His ability to listen intently, ask powerful questions and see the possibilities others may not have thought of are what make him a successful coach.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**AUGUST 13, 2013**  
**8:30 AM–4:30 PM**

**COMPLETE CERTIFICATE \$3,995**

# LEADERSHIP IS EVERYONE'S BUSINESS

Today's – and tomorrow's – most successful companies are creatively adapting to unceasing change and uncertainty by encouraging leadership at every level of the organization. The new competitive requirements – quality, innovation, customer responsiveness and flexibility – demand an organization filled with people taking the lead in improving processes, collaborating on products and responding appropriately to ever-changing markets. Managers, while struggling to get better results with fewer people and resources, are realizing that full participation is not "good;" it is critical.

Only the concerted and enthusiastic efforts of everyone will give us the edge we need. This is the challenge addressed by "Leadership is Everyone's Business." This program is based on the award-winning book *The Leadership Challenge* and the acclaimed management workshop based on its research.

Participants discover how they have shown leadership in the past to meet business and personal challenges, allowing them to gain the confidence and skill to increase their use of the Five Practices of Exemplary Leaders on the job. Your eyes will be opened by the group discussions and activities that take place in this program.

## THIS PROGRAM WILL HELP LEADERS:

- Recognize how leadership is key to their ability to succeed in challenging situations.
- Identify their leadership strengths and areas for improvement.
- Understand and implement the five practices of exemplary leaders on the job: model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart.



**Steve Houchin**

*Steve Houchin is passionate about helping individuals and teams discover the power of leadership. A dynamic, engaging facilitator, he works to develop leadership in senior executives, mid-level managers and front line supervisors.*

*At the Kroger Company for 18 years, he held various positions including the role of divisional human resources director, in which he was a key member of the executive team responsible for the P&L success of 90 retail stores, warehouse and transportation fleet. Steve also served as Kroger's corporate director of management education and development.*

*Steve earned a Bachelor of Science from The Ohio State University and completed graduate studies at Central Michigan University. His love for teaching and modeling leadership behaviors inspires participants to grow personally and professionally and impact the success of their organizations.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

SEPTEMBER 10, 2013

8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$3,995

# DECISION MAKING AND PROBLEM SOLVING

All of us make decisions every day: Some big, some little. Sometimes we make the right decision, and sometimes it turns out all wrong.

This program isn't going to tell you the "answer" to the tough questions so many of us face. Rather, this workshop is about how to make good decisions and to evaluate the decision-making process. Because we make decisions every day and these decisions literally alter the course of our lives, there might be no more important subject!

Through various group discussions and exercises, you will be able to apply techniques in order to assist you in making better decisions that impact you, your department and organization.

## THIS PROGRAM WILL HELP LEADERS:

- Understand the decision-making process.
- Explore decision making tools and techniques.
- Learn how to avoid "Decision Traps".
- Learn about decision making under uncertainty.
- Discover the decision "Rules of Thumb".



**Michael F. Gorman**

*Michael F. Gorman is an Associate Professor at the University of Dayton in the Department of MIS, OM and DSC.*

*Dr. Gorman has 10 years of experience in the rail industry at BNSF Railway and regularly consults for both shippers and carriers in transportation and logistics issues. Dr. Gorman's work has been published in Manufacturing and Services Operations Management, Annals of OR, Interfaces, Applied Economics, and Transportation Quarterly, among others.*

*He was a finalist in INFORMS' Daniel Wagner Competition for Applied Research in 2005. He is a referee for numerous peer-reviewed journals. Mike has five years of service in INFORMS Rail Applications Special interest group, including Chair.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

SEPTEMBER 26, 2013

8:30 AM–2:00 PM

COMPLETE CERTIFICATE \$3,995

# LEADING CHANGE AT THE FIRST LEVEL

It is common knowledge that dealing with major change, while remaining productive, is difficult. Now you not only have to deal effectively with change yourself – you are now in a leadership position, and others are looking to you to help them with change.

Leading major change is not the same as leading day-to-day operations. Within the swirl of major change, what does your team need from you? What does it mean to be in a "sustaining" change leadership role? What do you need from your boss, your peers and yourself in order to perform in this role?

In this program, we will explore the patterns that differentiate great change leaders, focusing on the complicated role of the front-line leader who must follow and lead simultaneously. Through a series of application exercises, you will consider, and document, what you will do differently to increase your capabilities at personally adapting to – and leading others through – major change.

## THIS PROGRAM WILL HELP LEADERS:

- Explore the human dynamics of change – why major change is so hard for people.
- Understand what being in a leadership position means from a major change perspective.
- Identify what your direct reports need from you in order to effectively adapt to change.
- Understand what we need from others in order to adapt to, and lead through, transition.
- Learn how to apply tools that we can leverage to increase our Change Leadership capabilities.
- Better enable self and others in moving effectively through the change processes.



**Rod Goelz**

*Rod Goelz is a Senior Executive with Conner Partners, a leading Change Execution firm. He has facilitated change execution across a wide range of clients from the Fortune 50 to local governments.*

*He has a track record of driving results while also transferring capability thus helping clients successfully navigate immediate strategic change and leaving them better equipped for future change execution.*

*Rod mixes humor and high energy with over twenty years of experience and a strong application focus to create a powerful, high value leadership development experience.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

SEPTEMBER 26, 2013

2:30 PM–4:30 PM

COMPLETE CERTIFICATE \$3,995

# LEADERSHIP AUTHENTICITY: 10 TRUTHS ABOUT LEADERSHIP

Company leaders can cite hundreds of reasons why they aren't successful, from a weak economy to stiff competition. Everyone has an excuse.

This program gives you answers. Developed by Peter Luongo, former CEO of The Berry Company, this program presents a behavior-driven model for high performance that focuses on hiring great people, a commitment to support them, well-defined expectations, effective feedback and acceptance of total accountability for individual performance.

He shares his insights and experiences as a true leader, as well as his "10 Truths" that provide solutions to problems leaders face every day.

## THIS PROGRAM WILL HELP LEADERS:

- Create a powerful organization that is capable of top performance.
- Embrace accountability for individual performance without fear.
- Understand the role of a leader, as told from the perspective of a former CEO.



**Peter Luongo**

*Peter Luongo retired as President and CEO of The Berry Company in August 2003. His career at The Berry Company spanned more than 33 years. During his last nine years with the company, Peter was instrumental in guiding Berry through a period of record sales growth, numerous contract acquisitions, and the perpetuation of the nearly 100-year-old company as an industry leader and "a great place to work."*

*Since retirement, Peter has dedicated himself to sharing this unique approach with audiences all over the world. His powerful message transcends business transformation, emerging technology, product innovation, corporate vision statements and strategic imperatives. Peter shares with his audience how his behavior-driven model not only ensures long-term growth but also creates an environment where employees feel valued, respected and part of something special.*