

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

# FORTIFY THE FRONT LINE.

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. Composed 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.
- Receive personalized feedback and individual coaching and mentoring throughout the program.
- Access to local and regional experts and top University of Dayton faculty.
- Network with other supervisors, managers and front-line professionals.

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

# JANUARY 2015 PROGRAM CALENDAR

Date	Course	Instructor
1/14	<b>Orientation: Leadership Essentials - Understanding Self and Team Development</b>	Brent Kondritz University of Dayton
1/29	<b>Mentor Training</b>	Brent Kondritz University of Dayton
2/12	<b>Going From Peer to Supervisor</b>	Marcia Venus Venus Leadership
3/5	<b>Communication Skills for Leaders</b>	Nicky Adams University of Dayton
3/25	<b>Time Management &amp; Personal Productivity</b>	Lori Tingle Performance Essentials

Date	Course	Instructor
4/9	<b>Navigating Difficult Conversations</b>	Michele Wilson
4/28	<b>Coaching and Evaluating Performance</b>	Matt Becker Authentic Excellence
5/7	<b>Effective Decision-Making</b>	Bob Jewell Omega Leadership Group
6/2	<b>Leading Change at the First Level</b>	Rod Goelz Conner Partners
6/23	<b>Leadership is Everyone's Business</b>	Steve Coats International Leadership Associates

## 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 courses must be completed in order to receive the certificate.

■ PDI Ninth House executive competencies addressed  
■ in the UDCL 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
1/14	Orientation: Leadership Essentials – Understanding Self and Team Development	■	■	■		■	■	■	■	■	■				
1/29	Mentor Training	■	■	■			■	■	■	■	■	■	■		
2/12	Going From Peer to Supervisor	■	■	■	■	■	■	■	■	■	■	■	■	■	
3/5	Communication Skills for Leaders	■					■	■		■	■				
3/25	Time Management & Personal Productivity	■	■	■	■	■	■	■				■	■	■	
4/9	Navigating Difficult Conversations	■	■	■			■	■	■	■	■	■	■		
4/28	Coaching and Evaluating Performance	■	■	■			■	■	■	■	■				
5/7	Effective Decision-Making	■	■	■		■	■	■		■	■				■
6/2	Leading Change at the First Level	■	■	■		■	■	■		■	■				■
6/23	Leadership is Everyone's Business	■	■	■	■	■	■	■	■	■	■				

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**JANUARY 14, 2015**

**8:30 A.M. – 4:30 P.M.**

## ORIENTATION: LEADERSHIP ESSENTIALS – UNDERSTANDING SELF AND 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.

### Brent Kondritz

*Brent Kondritz is the assistant director and program manager of the University of Dayton Center for Leadership. Prior to joining UD, 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.*

## THIS PROGRAM WILL HELP LEADERS:

- Identify the strengths, impacts, and opportunities of different leadership styles
- Develop a plan to work with others whose styles are different from your own.
- Implement tactics to accelerate teams into performing at a higher level than they would as individual contributors.

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**JANUARY 29, 2015**

**8:30 A.M. – 12:00 P.M.**

## 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.

### Brent Kondritz

*Brent Kondritz is the assistant director and program manager of the University of Dayton Center for Leadership. Prior to joining UD, 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.*

## THIS PROGRAM WILL HELP LEADERS:

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



## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**FEBRUARY 12, 2015**  
**8:30 A.M.—4:30 P.M.**

### THIS PROGRAM WILL HELP LEADERS:

- Do a gap analysis on your supervisory and change management styles.
- Plan how to use supervisory best practices and explore how to “re-engineer” relationships as you transition to supervisor.
- Discuss the legal implications of being a supervisor.

## GOING FROM PEER TO SUPERVISOR

This high-energy, interactive workshop 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.

### Marcia Venus

*Dr. Marcia Venus is well known as an organizational consultant and executive coach. Her expertise and broad organizational experience provide for the unique and challenging needs of top executives as well as individuals at all levels. In consulting with client companies, Venus has designed and developed programs and services to support leadership development and organizational growth in areas such as organizational culture, team building, employee recommitment, leading change initiatives, new executive assimilation, organizational politics and other organizational solutions.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**MARCH 5, 2015**  
**8:30 A.M.—4:30 P.M.**

### THIS PROGRAM WILL HELP LEADERS:

- Gain tips to establish goodwill and motivate audience action.
- Learn how to organize content strategically for optimal audience engagement.
- Increase your presentation confidence through audience analysis and preparation.

## 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.

### Nicky Adams

*Nicky Adams teaches professional communication courses for students across the curriculum and administrative staff at the University of Dayton. She also coordinates the English department’s writing internship program to allow students to experience the functions and effects of their writing within the professional workplace.*

*In addition to her role at UD, Adams conducts training sessions for area organizations and businesses on various communication topics through her LLC, Workplace Communication Consulting.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**MARCH 25, 2015**  
**8:30 A.M.—4:30 P.M.**

# TIME MANAGEMENT & PERSONAL PRODUCTIVITY

As leaders advance in the organization, one of the things they quickly realize is the way they manage their time is in direct correlation with how successfully they, along with their team, will perform. While this is easier said than done, many times individuals that have performed at a high level struggle in transitioning to an advanced position in which they must delegate tasks, prioritize critical initiatives and effectively manage relationships.

Learning how to invest your time wisely is a critical skill in the workplace, but it is one which we do not spend a great deal of time trying to learn or master. How you do it, when you do it and why you do it can play a big role in how effective you are as a leader. This program will answer those questions and give you tactics that can be applied when you return to your organization. Participants will be exposed to some valuable tools that will help create an immediate impact in time management and personal productivity.

### Lori Tingle

*Lori Tingle is a results-oriented coach and facilitator specializing in skill development such as communication, building relationships, conflict resolution, organization and personal productivity. She has more than 15 years of training experience to go along with three years of coaching experience.*

## THIS PROGRAM WILL HELP LEADERS:

- Plan your work using goal-setting and scheduling techniques.
- Use proper delegation techniques while avoiding common pitfalls.
- Build successful relationships without allowing others to put too many demands on your schedule.

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**APRIL 9, 2015**  
**8:30 A.M.—4:30 P.M.**

# 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 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.

### Michele Wilson

*Change execution expert, Michele Wilson has been working with employees, management and executives for more than 15 years to help individuals and organizations bring their best to their professional and personal lives. Michele teaches and consults in the areas of change management, executive coaching, conflict resolution, performance and talent management. Her role as internal consultant with the Premier Health System has given her a broad range of experience in healthcare and business management. Michele lives in Dayton with her husband and three children.*

## THIS PROGRAM WILL HELP LEADERS:

- Learn what brain research tells us about how you think and the implications for successfully managing difficult conversations.
- Identify your preferred conflict resolution style, its implications and alternative strategies.
- Analyze a difficult situation and be prepared to employ new behaviors for successful resolution.

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**APRIL 28, 2015**  
**8:30 A.M.—4:30 P.M.**

### THIS PROGRAM WILL HELP LEADERS:

- Describe how your personality style influences your coaching style.
- Use an analysis tool to identify the root cause of the performance issue.
- Demonstrate the first step of the coaching conversation.

## COACHING AND EVALUATING PERFORMANCE

Coaching and 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 correct performance issues. Participants will also explore the performance review process and how to conduct performance appraisals.

### **Matt Becker**

*J. Matthew Becker is the owner of Authentic Excellence LLC, a leadership and career coaching business. He is a professional certified coach (PCC) through the International Coach Federation and has a master's degree in human resource development from Xavier University. He has been working in the field of HRD for over a decade in both the private and public sectors, with specialties in leadership development, interpersonal skills development, coaching, mentoring and team building.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**May 7, 2015**  
**8:30 A.M.—4:30 P.M.**

### THIS PROGRAM WILL HELP LEADERS:

- Learn four distinct styles of decision-making and when to apply them.
- Learn to apply a proven six-step decision-making model.
- Understand various tools that will aid in decision-making.

## EFFECTIVE DECISION-MAKING

When was the last time you or your team sat down and evaluated the lessons learned from either a great decision or a bad decision? Managers, employees and teams are constantly making and implementing decisions, but few examine the process and assess the quality of their decisions. In today's business environment, the impact of a poorly made decision can be costly. On the other hand, a great decision can produce results that will move an organization forward. This one-day seminar gives participants the process and tools for making effective decisions.

This seminar utilizes group exercises, movie clips, real-world examples and a team case study to help participants analyze and improve their decision-making skills.

### **Bob Jewell**

*Bob Jewell is the founder and CEO of the Omega Leadership Group. He has more than 25 years of experience at the executive level as a practicing manager, coach and leader. His responsibilities have included engineering, operations and business development. Jewell's extensive real-world experiences, combined with his strong communication, facilitation and presentations skills, create a dynamic and enjoyable learning environment.*

*Jewell holds a degree in engineering from The Ohio State University. His work in the areas of leadership development, project management, employee engagement and strategic planning has earned him the respect of clients such as Kroger, Toyota, General Electric, FedEx and Mercy Health (formerly Catholic Health Partners).*



## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**JUN 2, 2015**  
**8:30 A.M.—4:30 P.M.**

### THIS PROGRAM WILL HELP LEADERS:

- Identify what your direct reports need from you to effectively adapt to change.
- Understand what we need from others to adapt, and lead through, transition.
- Learn how to apply tools that to increase your change leadership capabilities.

## 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 what you will do differently to increase your capabilities at personally adapting to and leading others through major change.

### Rod Goelz

*Rod Goelz is a senior consultant 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.*

## SUPERVISORY LEADERSHIP CERTIFICATE PROGRAM

**JUNE 23, 2015**  
**8:30 A.M.—4:30 P.M.**

### THIS PROGRAM WILL HELP LEADERS:

- Recognize how leadership is key to your ability to succeed in challenging situations.
- Identify your leadership strengths and areas for improvement.
- Understand and implement the five practices of exemplary leaders.

## 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. In this program 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 Leadership on the job.

### Steve Coats

*Steve Coats is one of the leading authorities on the Five Practices of Exemplary Leadership, and he has taught, coached and consulted with executives and managers in several countries around the world. Coats focuses his work on leadership and team development, personal growth, change and business strategy. He also has extensive development experience with renowned programs such as Stephen Covey's principle-centered leadership and a number of client-specific customized programs. Coats has published several articles, as well as co-authoring the book There is No Box (Executive Excellence Publishing, 2007, 2011). Coats received an MBA from the University North Texas and completed an executive program in technology and innovation at the Wharton School.*