

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 e-mail and other technology means that 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

January 10, 2012
8:30 am—4:30 pm



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.

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Analytical Decision Making

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; in a sense, 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
- Learn how to avoid "Decision Traps"
- Discover the decision "Rules of Thumb"
- Explore decision making tools and techniques
- Learn about decision making under uncertainty

February 15, 2012
8:30 am—4:30 pm



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

Dr. Gorman has ten 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.

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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 you need from others in order to adapt to, and lead through, transition
- Learn how to apply tools that you can leverage to increase your Change Leadership capabilities
- Better enable yourself and others in moving effectively through the change processes

March 8, 2012
8:30 am—2:00 pm



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.

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Profiling Your Success Using 360 Degree Feedback for Career Development

March 22 & April 25, 2012
8:30 am—4:30 pm

Professionals today have learned the critical role that effective Marketing and sound Strategic Planning has on the success of a business. In this program you will learn how to apply these same marketing and strategic planning concepts to managing your career and achieving your full potential.

Success now will depend on how well employees can identify and promote their strengths and value to the organization. While many organizations can create an environment for employee development, the strategic career planner is relentless when pursuing their career goals and will invest their own time and energy in their personal and professional development.

By beginning to think of yourself as an entrepreneur with a package of marketable skills, you can essentially start running your career like a business. Successful companies follow certain business principles in order to grow and prosper. Put these same principles to work for you as you position yourself for marketability within your organization.

Strategic Career Management requires planning, preparation, implementing and monitoring career actions in ways that align your goals with the direction and needs of the organization. Participants will gain feedback from a 360 assessment to assist them in putting together a development plan.

This Program will help leaders:

- Assess your unique strengths and contributions to the organization
- Create your personal value proposition
- Learn how to build strategic alliances within and outside the organization
- Receive valuable feedback on your strengths and skills from your Manager, Peers and Direct Reports

Robin Brun is the Business Development Director of the University of Dayton Center for Leadership & Executive Development. Prior to joining the UD CLED team, she held the positions: VP of Consulting Services, Manager of Education & Career Development, Sales Executive, HR Consultant, Corporate Recruiter and Career Transition Consultant.



Robin is known for delivering high impact practical training programs that keep the audience engaged and inspires them to apply the learning to their unique situation. She has delivered programs in the following industries: Health Care, Manufacturing, Non-profit and Financial Services. She is a certified trainer/practitioner in assessments, leadership, coaching and career management.

Robin has earned certification as a Professional in Human Resources (PHR) through the Society for Human Resource Management. She is a past member of The National Speakers Association and the Ohio Speakers Forum. She currently serves on the Board of Junior Achievement and is the Chairperson for Workforce Readiness for Miami Valley Human Resource Association.

Brent Kondritz is the Assistant Director and Program Director of the University of Dayton Center for Leadership & Executive Development. Prior to joining the UD CLED team, 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, coaching 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.

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Finding Your Strengths-Based Leadership

Self-Awareness is one of the most critical attributes of effective leaders. Most of us have been taught that success comes from being well-rounded. However, this is an unrealistic goal and one that leads to mediocre leadership.

According to research conducted by the Gallup organization the most effective leaders invest in their own strengths, as well as those of their team, resulting in a 64% increase in employee engagement.

As a part of this course participants will complete the StrengthsFinder 2.0 assessment and begin to explore how they can leverage their personal strengths to become an effective leader.

This Program will help leaders:

- Define the benefits of focusing on your strengths as a leader
- Describe the difference between a talent theme and a strength
- Explore how your strengths impact how you make decisions
- Utilize your strengths to fulfill the four basic needs of employees
- Understand how to leverage the strengths of a team

March 27, 2012
8:30 am—4:30 pm



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 BA 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.

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Leveraging Leadership for A “More Better” Workplace

Looking for ways to make your organization’s culture a better place to work and play? If your work environment causes you to deal constantly with issues like disengagement, cynicism, sarcasm, negativity, burnout, toxicity, and apathy – and if sometimes you are even experiencing these yourself – this workshop is for you! You know your workplace can feel better, do better, and be better than it is right now. Come learn how you can take yourself and your organization to higher ground! You’ll leave this session with a very clear understanding of what workplace culture is and how to make it better by positively and powerfully influencing it with proven cultural best practices. Some of the principles we will practice include:

- Ground Hog Day – Escape from **Punxsutawney** – learn how to escape the doldrums of everyday sameness and re-awaken your peoples passion for life
- How to Be and Become a more Positively Contagious Co-Worker & Leader because your example is affecting and infecting your world of work
- Why Trust is a Must and how to recover from when there’s been a BUST
- Learn the Secret combination to Effective Communication and how to have a Crucial Conversation
- Explore the power of traditions, the use of stories, more meaningful recognition, inspiring versus requiring, “readership leadership,” and **creating a question-ABLE culture**

This is a no “butts in seats” workshop – be prepared to move, groove, go and grow! Learning is better when learning is fun!

This Program will help leaders:

- Leave with a 52-week plan for improving your culture and workplace, including proven, published, and practical best practices for building culture
- Gain a list of resources to keep energized and focused
- Know exactly what to do at your very next team meeting to motivate and inspire coworkers to get going and get growing!

April 4, 2012
8:30 am–4:30 pm



Kirk Weisler began his own cultural revolution. Believing that “work, any work – all work – matters” he created a new title for himself “Chief Morale Officer” and went to work. Kirk is an expert on creating community, connections and trust in the workplace and the classroom. He travels around the world giving dynamic presentations on the **everyday** things that leaders can do to create outrageously cool cultures for themselves and their people. Yet don't let his hip, informal approach fool you. Kirk's advice isn't based on a trendy management fad du jour, or some wild, unsupported theory – it's proven, practical, real-world guidance built on a solid foundation of experiential data and time-tested principles. Kirk is the author of the New York Times Best Smelling True Story, **"The Dog Poop Initiative"**. Kirk's unique background as a U.S. Army Ranger, his work with at-risk youth, and his experience as a master storyteller and master team builder make him a very fun, engaging, and sought-after speaker. He lives in Atlanta, Georgia with – as he proudly puts it – “My wonderful wife Rebecca and our five remarkable children!”

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Making the Leap Painlessly—From Peer to Boss

April 24, 2012
8:30 am—4:30 pm

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 their leadership and change management styles to ensure the best outcomes as they move into leadership.
- Plan and strategize how to integrate best practices of leadership fundamentals into their daily priorities and behavior

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 BA in Psychology from Chaminade University in Honolulu, Hawaii. Andrea earned an MBA in Total Quality Management from Dowling College, on Long Island, New York. Andrea holds a Ph.D. from Antioch University in Leadership and Change. 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.

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Improving Leadership & Team Effectiveness

This interactive workshop will focus on improving management and team effectiveness utilizing the Myers-Briggs Type Indicator. The four essential components of effective management and teamwork will be reviewed and discussed. Participants will understand their own strengths and blind spots and also those of others. Each participant will receive an in depth report which highlights their style in communication, change and making decisions. Participants will have an opportunity to improve their communications with others, deal with change more effectively, increase their leadership behaviors, and have fun in the process.

April 26, 2012
8:30 am—4:30 pm



This Program will help leaders:

- Review the 4 essential components of effective teamwork and management and how they relate to personality preferences
- Identify the special strengths and pitfalls of each type and the impact of both in the work environment
- Learn how to apply type preferences to improve communication and relationships
- Learn how your personality reacts to change and identify the effective stages of change and transition
- Increase your leadership effectiveness by understanding how your personality style affects your leadership behavior
- Learn your type's strengths and weaknesses in decision making, problem solving, and managing stress

Roger Fortman has been a consultant, trainer and executive coach for the past twenty years, working with organizations across the United States and in Sweden. He provides training and consultation in strategic planning, leadership development, change and culture management, team building, generations, diversity, behavioral interviewing, and conflict and stress management.

Roger is a qualified / certified trainer in Achieve/Global (Zenger Miller), DDI including Targeted Selection, DISC Indra and Myers-Briggs Personality Types. He is also a national executive coach for the National Hospice and Palliative Care Organization. Roger has taught at the University of Dayton and Wright State University.

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Customer Service: Developing Customer Loyalty for Life

May 3, 2012
8:30 am—4:30 pm



For most people, success in providing exceptional customer service depends heavily on how well -- or how poorly -- they handle relationships with their customers, co-workers, and supervisor. Learning how to create customer loyalty by working effectively with others is the objective of this program. You'll learn how to handle difficult customer situations, complaints, and criticism. You'll learn the effective interpersonal skills necessary to let customers know their thoughts and feelings are important to you. You'll be able to build a climate of trust and cooperation in which people will want to do business with you and refer others to your business.

This program will help leaders:

- Understand how to establish productive relationships and work effectively with customers and other employees in order to build customer loyalty
- Practice listening techniques in order to build rapport and trust with others
- Apply the techniques for handling complaints, criticism, and difficult customers (and difficult vendors and co-workers)
- Learn new strategies to increase your repeat and referral business
- Understand the importance of and tips for creating a positive work environment

Patti Hathaway, CSP, The CHANGE AGENT, is one of less than 8% of speakers worldwide to earn the coveted Certified Speaking Professional (CSP) designation from the National Speakers Association for her proven track record of speaking excellence. Patti is the author of *Giving and Receiving Feedback*, which has been translated into five languages and has been used by 400 of the Fortune 500 companies. She is the co-author of *Managing Upward: Strategies for Succeeding with Your Boss* that has been translated into two languages. Her book, *Untying the 'Nots' of Change Before You're Fit to be Tied* is based on surveying over 1,500 people in a wide range of industries. Patti most recently started a book series for banks on developing customer loyalty: *Banking Secrets for Customer Loyalty*. Her books have sold over 100,000 copies worldwide. Patti changes people's perspective through the use of her strong content and compelling personal stories delivered with visuals, humor, and high energy.

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Enabling Others and Fostering Accountability

May 10, 2012
8:30 am—4:30 pm

This program will be a valuable tool for managers and supervisors who are looking for ways to equip others to be able to perform at higher levels, to build more collaborative work environments and to increase the opportunity for better results. Enabling is a key leadership practice, which brings forth individual creativity, commitment, and ownership to an organization. Participants will learn about and become more proficient at enabling others to take action, and creating an environment of accountability through individual work and reflection, small and large group discussions, contemporary video case examples and experiential, hand's on activities.



Steve Coats is one of the leading authorities on the Five Practices of Exemplary Leadership®, Steve has taught, coached and consulted with executives and managers in several countries around the world. Steve 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 Steven Covey's Principle Centered Leadership and a number of client-specific customized programs. Steve has published several articles, as well as co-authoring the book, *There is No Box* (Executive Excellence Publishing, 2007).

Steve understands leadership from the inside out, with experience in both Fortune 100 companies and small upstarts. Steve led a National Account Team at telecommunications giant, AT&T, and also co-founded The Leadership Dimension, Inc.

Steve received an MBA from North Texas University and completed an executive program in technology and innovation at the Wharton School.

This Program will help leaders:

- Gain a better understanding of what enabling is, its importance and challenges
- Be able to better recognize the importance of trust-based relationships and how to build/strengthen them
- Develop options for increasing the performance capabilities of direct reports and colleagues
- Understand conditions of and common culprits of accountability

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May 24, 2012
8:30 am—4:30 pm



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.

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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 their self. 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

June 7, 2012
8:30 am—4:30 pm



Ann Bachmann is partner with Ingle-Bachmann, LLC in Dayton, Ohio. Over the past twenty-seven 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.

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Team Building: Creating A Functional Work Team

June 12, 2012
8:30 am—4:30 pm

Do you struggle with finding the energy to improve your team, the communication and team productivity? Do you feel as though you cannot wrap your arms around your team dynamics?

The program, based on Patrick Lencioni's, *Five Dysfunctions of a Team*, will lead you to recognize the dynamics of trust, accountability, conflict, commitment and attention to detail. This will be accomplished through engaging experiential learning and thought provoking conversations. You will take away new behaviors, new ideas and the wisdom that will enhance your team dynamics!



D. Lynn Watts is a consultant, coach and facilitator with Learn, Lead, Live Inc. An experiential facilitator, Lynn has guided groups from 6 to 500 participants from Fortune 1000 companies and not-for-profits. These include financial and educational institutions, healthcare, manufacturing, technology, and non-profit organizations. Lynn is a creative, results-oriented professional who specializes in leadership and team development, coaching, and diversity and inclusion facilitation. She is known for her ability to support and inspire others. With over fifteen years' experience in sales and sales management, with Microsoft, the IBM Corporation, and others, Ms. Watts' expertise includes experiential facilitation, strategic planning, training, career and life coaching, team development and challenge course facilitation. Clients Ms. Watts has worked with include, Campbell Soup, Capital One, Procter and Gamble, Johns Hopkins Medical Center, Leadership Cincinnati, Abercrombie & Fitch, Convergys, Children's Hospital (Cincinnati and Columbus, OH), YWCA of Greater Cincinnati and a host of others. Lynn earned a Masters in Human Resource Development from Xavier University, BA in Business Administration from the College of Mount St. Joseph, is a certified Career Management Professional (CMP), a certified administrator and interpreter of the Herrmann International Whole Brain (HBDI) thinking and communicating assessment tool and the Harrison Assessment System.

This Program will help leaders:

- Assess how functional or dysfunctional your team is
- Explore how to move from dysfunctional to functional
- Create behavioral goals to achieve and maintain optimal team functioning.

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

June 26, 2012
8:30 am—4:30 pm



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 advisor 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 twenty 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.

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Coaching and Evaluating Performance

Coaching and Evaluating Performance is designed to enhance a leader's management skills and prepare them 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 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 your personality style influences your 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

July 26, 2012
8:30 am—4:30 pm



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 BA 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.

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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 your ability to succeed in challenging situations
- Identify your leadership strengths and areas for improvement
- **Model the Way** by ensuring personal values align with corporate values
- **Inspire a Shared Vision** by contributing to your team's vision of the future
- **Challenge the Process** by exploring and problem-solving opportunities for improvement within your team
- **Enable Others to Act** by understanding your unique value to the team and appreciating the contributions of others
- **Encourage the Heart** by recognizing the value of giving and receiving recognition from peers

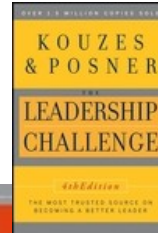
August 30, 2012
8:30 am—4:30 pm



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 degree from 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.



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7 Habits Tools for Managers

The intent of The 7 Habits Tools for Managers is to equip participants with a set of principle-based tools that will serve to improve their ability to get their work done effectively.

We will gain a full scale overview of The 7 Habits; however, our more detailed focus for the purposes of our time together will be on Habits 1, 2, and 4.

Habit 1: Be Proactive

Habit 2: Begin With the End in Mind

Habit 4: Think Win/Win

Come prepared to roll up your sleeves and get deep into practical application of this content.

This Program will help leaders:

- Develop the moral authority to be in a management role by first learning to manage yourself well
- Develop leadership skills promoting team members to have confidence in themselves, enjoy mutual respect as team members, communicate with great impact, and creatively collaborate with others
- Achieve the full engagement of members of your team by treating them as whole people

September 11, 2012
8:30 am—4:30 pm



Tom Hewlett brings an element of practicality to the delivery of FranklinCovey training and consulting to his clients. He is committed to apply the power of the principles he teaches to ground-level issues. He believes you build great organizations by enabling greatness in people. Tom's early career as a public school teacher sparked his interest in training and leadership development. His experience as a teacher, trainer, coach, and facilitator of change has spanned both national and international markets. Tom left Ingalls Shipbuilding, Mississippi's largest private employer, to join FranklinCovey in 1998. While at Ingalls, Tom served as Manager of Management Development. His influence spanned a number of divisions of Litton Industries where he provided training to executives and employees across the US, Canada, and Western Europe. Tom's experience also includes a term as mayor of his municipality. Tom's clients represent both private and public sectors with diverse audiences including university students, faculty and staff, as well as K-12 school districts. He has worked with business owners, boards of directors, and employees at all levels throughout large accounting and manufacturing corporations. He has also worked successfully with small businesses, non-profits, and government. His experience includes one-on-one coaching for executives as well as facilitating classroom instruction.

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Effective Conflict Management: Tools Process, & Skills Practice

September 12, 2012
8:30 am—4:30 pm

Managing conflict effectively can increase efficiency and improve morale. This workshop will review the 5 conflict styles and assess your conflict style by utilizing the Thomas-Kilmann Conflict Mode Instrument. The advantages and pitfalls of each of the styles will be discussed. The 6 sources of the organizational conflict will be reviewed along with steps to resolve them. A list of conflict management suggestions will be discussed to help identify an effective conflict management procedure for your work group. The key steps in resolving conflict will be presented and applied to your work setting. Participants will have an opportunity to practice being a third party facilitator for two individuals experiencing conflict.



Roger Fortman has been a consultant, trainer and executive coach for the past twenty years, working with organizations across the United States and in Sweden. He provides training and consultation in strategic planning, leadership development, change and culture management, team building, generations, diversity, behavioral interviewing, and conflict and stress management.

Roger is a qualified / certified trainer in Achieve/Global (Zenger Miller), DDI including Targeted Selection, DISC Indra and Myers-Briggs Personality Types. He is also a national executive coach for the National Hospice and Palliative Care Organization. Roger has taught at the University of Dayton and Wright State University.

This Program will help leaders:

- Review the 5 styles of handling conflict and when to use them
- Identify your style of dealing with conflict utilizing the Thomas-Kilmann Conflict Mode Instrument and learn your style's advantages and pitfalls
- Review the 6 sources of organizational conflict and steps to address them
- Learn the key steps in resolving conflict
- Discuss conflict management suggestions to improve work group functioning
- Practice being a third party facilitator for people experiencing conflict

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Analytical Decision Making

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; in a sense, 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
- Learn how to avoid "Decision Traps"
- Discover the decision "Rules of Thumb"
- Explore decision making tools and techniques
- Learn about decision making under uncertainty

September 27, 2012
8:30 am—4:30 pm



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

Dr. Gorman has ten 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.

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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 you need from others in order to adapt to, and lead through, transition
- Learn how to apply tools that you can leverage to increase your Change Leadership capabilities
- Better enable yourself and others in moving effectively through the change processes

October 18, 2012
8:30 am—2:00 pm



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.

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across your organization, please contact us at:

