

# Effective Conflict Management: Tools, Process, & Skills Practice

September 14, 2011  
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 facilitator, consultant and trainer for the past nineteen years developing and implementing human resource training in the United States and in Sweden. He has worked with many organizations, boards and executive teams in strategic planning, culture change, leadership development, improving team performance, executive coaching and conflict resolution. He provides team building, diversity training, self-directed team development, role clarification, Myers-Briggs personality training, conflict management, change management and stress management. He has presented at many national organization conferences and state conferences. He has presented at the American Management Association's Annual Human Resource Conference on "Improving Leadership Performance: High Expectations, High Feedback, High Results". He has published an article for a trade association's InTouch magazine, "Improving Organizational Morale".

## 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

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# Going from Peer to Supervisor: The Nuts N' Bolts of Supervision

September 20, 2011  
8:30 am—4:30 pm

Transitioning from peer to leader can be one of the most difficult tasks that a manager can face early in their career. One day you are working on a project with a peer and the next day you are giving them direction. There are many things that can cause this transition to be very difficult or manageable in nature.

Participants will investigate ways to discover the essentials of an effective manager. Tools and methods provide the structure needed to design systems/patterns of workplace business behavior that clarifies expectations, provides efficient communication and offers outlets for creativity and evaluative processes.

Participants will polish their strengths as a supervisor and learn to guide and direct the success of their former peers through paired activities, group discussions and self-assessment.

## This Program will help leaders:

- Identify essential components of management
- Develop a system for establishing a mentoring process
- Add value to your professionalism by developing your management philosophy
- Operate as an effective change agent
- Design evaluative processes that can be measured
- Transition effectively from peer to supervisor



**Patricia Borne** is a communications consultant and executive principal with CEO Resources, Inc. Her presentation style incorporates interactive self-discovery dialogue and realistic examples.

Her professional background includes 20+ years of management and training facilitation targeting teambuilding, organizational development, management intervention, diversity, career planning, conflict resolution, executive coaching, and improved communication processes.

Borne is the author of the communication guidebook, *Speak No Evil*. Borne is an international trainer/executive coach for U. S. corporations in England and Austria; and presents at national, regional, state and local conferences. Borne's expertise includes one-on-one consulting for improving presentation skills as well as transitional and management seminars.

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# Coaching Skills for Supervisors

September 21, 2011

8:30 am—4:30 pm

This program is designed to teach leaders and managers the key behaviors and skills necessary to coach employees to success in the fast paced workplace of the future. At the end of the day, participants will leave with a toolkit of instruments and ideas to help make feedback effective. This full day program consists of a combination of video, leader presentations, group interaction, and individual exercises.



## This Program will help leaders:

- Provide direct reports with regular guidance when they need it
- Give direct reports a greater feeling of being "in the loop"
- Build your own credibility with the people you supervise
- Increase the quality of your day-to-day interaction with direct reports
- Make responsive coaching the centerpiece of your supervisory relationships
- Enable more responsible delegation by building in regular review and revision
- Link performance evaluation directly with concrete actions steps
- Reinforce the importance of viewing staff development as a priority activity for supervisors

**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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# Assertiveness Skills: Communicating with Impact

September 27, 2011  
8:30 am—4:30 pm

Assertiveness does not come naturally to many people. However, assertive behaviors can be learned. Professionals who learn to project their thoughts and ideas with an assertive communication style, command respect from others and are able to get things done. Studies have shown that assertive professionals who ask for what they want are rewarded and recognized more often.

## This Program will help leaders:

- Identify your preference for one of four personal influence styles
- Learn how to respond to aggressive, passive, and assertive communicators
- Understand how individual styles may hamper interpersonal communication
- Recognize the importance of assertive nonverbal behaviors
- Be able to listen assertively
- Analyze risks in being assertive
- Identify areas of strength and areas for improvement

**Filomena Nelson** is an executive coach and organizational consultant who has over 20 years of experience in coaching, training, organizational development and education. Her work spans a broad range of projects that include a key role in the development of a full service corporate training function. She has worked extensively with individuals and teams in both corporate and nonprofit organizations to build skills and to improve bottom line effectiveness. Her passion and humor create a stimulating learning environment. Filomena's client list includes the American Modern Insurance Company, Association of Legal Administrators, Beginning Steps to Independence, Inc., CareSource, Cincinnati Children's Hospital Medical Center, COMAIR, General Cable, GRE Insurance Group, JBM Envelope, Kroger Food Company, Liberty International Insurance – Marine Division, Miami University, Reflections on Learning, Park University, Paycor, Inc, University of New Orleans, and WMXH. Filomena's expertise includes presenting highly motivational and customized programs that help organizations meet their strategic needs. She has a Master's degree in Education from the University of Arkansas with postgraduate work in Instructional System Design from Old Dominion University.

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# Dealing with the Damaging Effects of Workplace Gossip

October 4, 2011  
8:30 am—12:30 pm

The Participants will be encouraged to explore and acknowledge the damage that can be done by gossip and to make use of practical step-by-step methods for dealing with it in a constructive manner.



## This Program will help leaders:

- Approach incidences in which gossip is concerned
- Deal with the incident in a professional and constructive manner
- Keep their team members happy and functioning as one
- Plan how to integrate the learned objectives into their own daily practice

**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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# Navigating Difficult Conversations

October 11, 2011  
8:30 am—4:30 pm

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 Killman Instrument as well as techniques to increase their personal effectiveness.



**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

## 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

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# Leadership Essentials: Managing Energy for Top Performance

October 25, 2011  
8:30 am—4:30 pm

Corporate America is facing an energy crisis. Crushing workloads, a 24/7 economy, and ever increasing expectations require that leaders skillfully access high energy levels whenever and wherever the work experience demands it. Effectively managing energy requires training like an elite Corporate Athlete®. To increase capacity for performing under pressure, leaders must train strategically to improve their ability to expend and recover energy more efficiently and effectively. This program will help you outline a plan to manage your energy, increase your productivity, and maximize performance in the areas of your life where it matters most.



**Lisa Beutel** is the Program Director for the Emerging Leader and Executive Development programs at the Center for Leadership & Executive Development. Lisa came to the University of Dayton in the role of sports marketing manager, and after a two-year stint at a marketing and advertising firm, joined the CLED team in 2001. She is certified in a number of leadership assessment instruments, including the Myers Briggs Type Instrument, Mentoring Style Indicator, Personnel Decisions International executive assessments, and the Lominger Architect Suite assessments; and is certified by the Human Performance Institute as a facilitator of The Power of Full Engagement program. She received a B.A. from North Carolina State University, an M.A. from the University of Akron, and is currently a Ph.D. candidate in Educational Leadership at the University of Dayton.

## This Program will help leaders:

- Maximize performance and increase productivity in all aspects of business and personal life
- Acquire the comprehensive energy management skills required to make energy investments in any area of life that really matters
- Balance energy expenditure with intermittent energy renewal by utilizing nutrition and movement strategies

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# Coaching & Evaluating Performance

October 26, 2011  
8:30 am—4:30 pm

Coaching & 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 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** 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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# Stress Management: Renewal and Coping Skills for Leaders During Times of Change

November 2, 2011  
8:30 am—4:30 pm

In this time of rapid change and uncertainty, renewal is ever more important yet more difficult to accomplish. This workshop offers the leader an opportunity to assess his or her well being and learn ways to be renewed. The key stressors for leaders and managers will be reviewed with tips to better manage stress. A holistic experience of well-being that honors the body, mind, heart and spirit will be presented and discussed. Many coping techniques will be reviewed with applications for your work. Assessment tools, resources for self-care, handouts, humor, music, and interactive activities will be included. Come to relax, to learn, and have fun.



**Roger Fortman** has been a facilitator, consultant and trainer for the past nineteen years developing and implementing human resource training in the United States and in Sweden. He has worked with many organizations, boards and executive teams in strategic planning, culture change, leadership development, improving team performance, executive coaching and conflict resolution. He provides team building, diversity training, self-directed team development, role clarification, Myers-Briggs personality training, conflict management, change management and stress management. He has presented at many national organization conferences and state conferences. He has presented at the American Management Association's Annual Human Resource Conference on "Improving Leadership Performance: High Expectations, High Feedback, High Results". He has published an article for a trade association's InTouch magazine, "Improving Organizational Morale".

## This Program will help leaders:

- Identify the key stressors for leaders and managers and tips to manage stress
- Assess your own well-being and coping skills
- Review five coping techniques and ways to incorporate them in your work
- Review selections of readings and music for healing and relaxation

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# Time Management: Making Time Work for You Instead of Against You

November 8, 2011  
8:30 am—4:30 pm

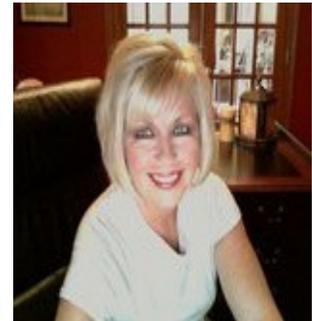
If you had one more hour in the day, what would you do with it? Most people answer they might spend that hour doing something for their self. Since we are controlled by the events that occur within the course of a day, how we manage our time is how we manage our life.

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



**Renee' Collins-Vogler** has more than twenty years experience in the fields of organizational effectiveness and human resource development. She serves as an organizational consultant, facilitator, presenter, career development and team development coach. Renee utilizes creative and unique approaches to design, develop, and/or facilitate training programs.

Renee' holds a Master's Degree in Executive Human Resources Development from Xavier University, and a Bachelor's Degree in Education from the University of Kentucky.

Her background includes experience as an Organizational Effectiveness and Performance Improvement Manager in the distribution and integrated supply industry with corporate strategic planning responsibilities. Her creative training ideas and articles have also been published in *Creative Training Techniques*, the book "More Games Trainers Play" and *Seven Habits Magazine*.

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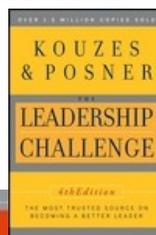
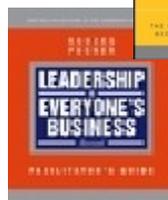
# Leadership Is Everyone's Business

December 6, 2011  
8:30 am—4:30 pm

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.



**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.

## 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
- **Model the Way** by ensuring personal values align with corporate values
- **Inspire a Shared Vision** by contributing to their team's vision of the future
- **Challenge the Process** by exploring and problem-solving opportunities for improvement within their team
- **Enable Others to Act** by understanding their 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

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# Communication Skills for Leaders

January 10, 2012  
8:30 am—4:30 pm

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.



**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.

## 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 conquering 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

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# Analytical Decision Making

February 15, 2012  
8:30 am—4:30 pm

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



**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

March 8, 2012  
8:30 am—2:00 pm

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** 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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