



SUPERVISORY LEADERSHIP CERTIFICATE

JANUARY 2018 CALENDAR

DATE	COURSE
1/18	Orientation: Understanding Leadership and Team Development
1/31	Mentor Training
2/8	Going from Peer to Supervisor
2/21	Communication Skills for Leaders
3/20	Time Management and Personal Productivity
4/10	Navigating Difficult Conversations
4/26	Coaching and Evaluating Performance
5/17	Effective Decision Making
6/7	Leading Change at the First Level
6/21	Leadership is Everyone's Business

JULY 2018 CALENDAR

DATE	COURSE
7/24	Orientation: Understanding Leadership and Team Development
8/7	Mentor Training
8/28	Going from Peer to Supervisor
9/11	Communication Skills for Leaders
9/25	Time Management and Personal Productivity
10/10	Navigating Difficult Conversations
10/24	Coaching and Evaluating Performance
11/8	Effective Decision Making
11/27	Leading Change at the First Level
12/5	Leadership is Everyone's Business

APRIL 2018 CALENDAR

DATE	COURSE
4/17	Orientation: Understanding Leadership and Team Development
4/18	Mentor Training
5/8	Going from Peer to Supervisor
5/9	Communication Skills for Leaders
7/10	Time Management and Personal Productivity
7/11	Navigating Difficult Conversations
8/15	Coaching and Evaluating Performance
8/16	Effective Decision Making
9/19	Leading Change at the First Level
9/20	Leadership is Everyone's Business

SEPTEMBER 2018 CALENDAR

DATE	COURSE
9/27	Orientation: Understanding Leadership and Team Development
10/9	Mentor Training
10/16	Going from Peer to Supervisor
11/6	Communication Skills for Leaders
11/27	Time Management and Personal Productivity
12/11	Navigating Difficult Conversations
1/24	Coaching and Evaluating Performance
2/6	Effective Decision Making
2/20	Leading Change at the First Level
3/7	Leadership is Everyone's Business



EVERY LEADER HAS A UNIQUE PATH. LET US BE YOUR GUIDE.

COMPETENCIES & COURSES	
FACTOR I: THOUGHT	Manages Complexity - Effective Decision Making
	Decision Quality - Effective Decision Making
FACTOR II: RESULTS	Resourcefulness - Going From Peer to Supervisor
	Directs Work - Coaching and Evaluating Performance - Going From Peer to Supervisor
	Plans & Aligns - Effective Decision Making - Time Management and Personal Productivity
	Optimizes Work Processes - Time Management and Personal Productivity
	Drives Results - Effective Decision Making
FACTOR III: PEOPLE	Collaborates - Coaching and Evaluating Performance - Effective Decision Making - Leadership is Everyone's Business
	Manages Conflict - Navigating Difficult Conversations
	Interpersonal Savvy - Communication Skills for Leaders - Mentor Training
	Develops Talent - Coaching and Evaluating Performance
	Builds Effective Teams - Orientation: Understanding Leadership and Team Development
	Communicates Effectively - Coaching and Evaluating Performance - Communication Skills for Leaders - Orientation: Understanding Leadership and Team Development - Navigating Difficult Conversations

Identify the competency or skills you are looking to develop from the table below and find the programs that will address that skill. Program dates and descriptions are listed in detail throughout this book.

COMPETENCIES & COURSES	
FACTOR III: PEOPLE	Builds Networks - Mentor Training
	Drives Engagement - Leadership is Everyone's Business - Mentor Training - Orientation: Understanding Leadership and Team Development
	Persuades - Communication Skills for Leaders
	Drives Vision & Purpose - Leadership is Everyone's Business
FACTOR IV: SELF	Courage - Leadership is Everyone's Business - Leading Change at the First Level
	Instills Trust - Leadership is Everyone's Business
	Demonstrates Self-Awareness - Mentor Training - Orientation: Understanding Leadership and Team Development
	Self-Development - Going From Peer to Supervisor - Orientation: Understanding Leadership and Team Development - Mentor Training - Navigating Difficult Conversations - Time Management and Personal Productivity
	Manages Ambiguity - Leading Change at the First level - Time Management and Personal Productivity
	Nimble Learning - Leading Change at the First Level
	Being Resilient - Leading Change at the First Level
	Situational Adaptability - Leading Change at the First Level - Navigating Difficult Conversations

Competencies Not Addressed in the Supervisory Leadership Programs Include: Action Oriented, Attracts Top Talent, Balances Stakeholders, Business Insight, Cultivates Innovation, Customer Focus, Ensures Accountability, Financial Acumen, Global Perspective, Organizational Savvy, Strategic Mindset, Tech Savvy and Values Differences



Orientation: Understanding Leadership and Team Development

JAN. 18 | APRIL 17 | JULY 24 | SEPT. 27
8:30 A.M.–4:30 P.M.

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. 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.

Competencies Addressed: Builds Effective Teams, Communicates Effectively, Demonstrates Self-Awareness, Drives Engagement, Self-Development

This program will help leaders:

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

Mentor Training

JAN. 31 | APRIL 18 | AUG. 7 | OCT. 9
8:30 A.M.–12:00 P.M.

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 first level leader’s development.

Competencies Addressed: Builds Networks, Demonstrates Self-Awareness, Drives Engagement, Interpersonal Savvy, Self-Development

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.
- Recognize the difference between formal and informal mentoring.

Going from Peer to Supervisor

FEB. 8 | MAY 8 | AUG. 28 | OCT. 16
8:30 A.M.–4:30 P.M.

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.

Competencies Addressed: Directs Work, Resourcefulness, Self-Development

This program will help leaders:

- Understand the issues and challenges of transitioning into a supervisory role.
- Address how to handle some of the common challenges presented to new supervisors.
- Become equipped to manage self and team through transition.

Communication Skills for Leaders

FEB. 21 | MAY 9 | SEPT. 11 | NOV. 6
8:30 A.M.–4:30 P.M.

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.

Competencies Addressed: Communicates Effectively, Interpersonal Savvy, Persuades

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.



Time Management and Personal Productivity

MARCH 20 | JULY 10 | SEPT. 25 | NOV. 27
8:30 A.M.–4:30 P.M.

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. 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. 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.

Competencies Addressed: Manages Ambiguity, Optimizes Work Processes, Plans & Aligns, Self-Development

This program will help leaders:

- Establish and schedule priorities.
- Navigate common productivity obstacles.
- Engage others productively.

Navigating Difficult Conversations

APRIL 10 | JULY 11 | OCT. 10 | DEC. 11
8:30 A.M.–4:30 P.M.

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.

Competencies Addressed: Communicates Effectively, Manages Conflict, Self-Development, Situational Adaptability

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.

Coaching & Evaluating Performance

APRIL 26 | AUG. 15 | OCT. 24 | JAN. 24, 2019
8:30 A.M.–4:30 P.M.

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

Competencies Addressed: Collaborates, Communicates Effectively, Develops Talent, Directs Work

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.

Effective Decision Making

MAY 17 | AUG. 16 | NOV. 8 | FEB. 6, 2019
8:30 A.M.–4:30 P.M.

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 program gives participants a process and tools for making effective decisions. This program utilizes group exercises, movie clips, real-world examples and a team case study to help participants analyze and improve their decision making skills.

Competencies Addressed: Collaborates, Decision Quality, Drives Results, Manages Complexity, Plans & Aligns

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.



Leading Change at the First Level

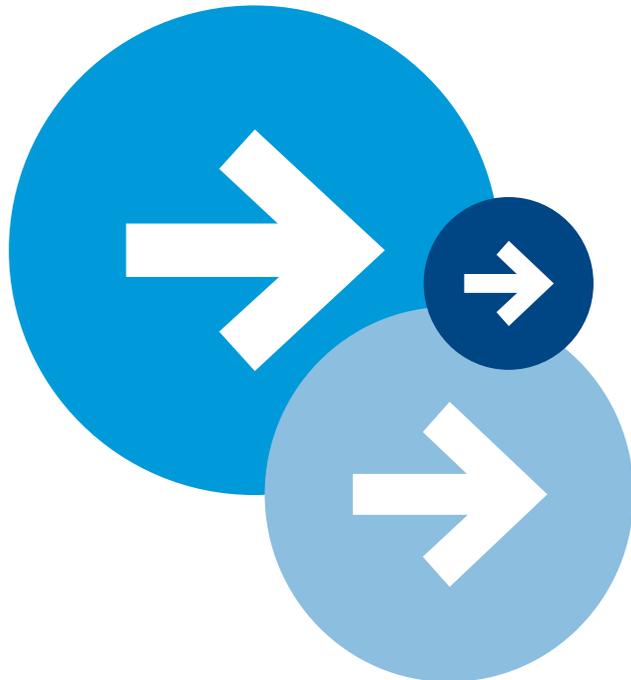
JUNE 7 | SEPT. 19 | NOV. 27 | FEB. 20, 2019
8:30 A.M.–4:30 P.M.

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. 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.

Competencies Addressed: Being Resilient, Courage, Manages Ambiguity, Nimble Learning, Situational Adaptability

This program will help leaders:

- Differentiate between change and transition.
- Employ Bridges Transition Model and the Change Curve to anticipate personal responses to change.
- Apply the 4-Step Change Process and Gilbert’s Behavioral Engineering Model to proactively manage change and transition.



Leadership is Everyone’s Business

JUNE 21 | SEPT. 20 | DEC. 5 | MARCH 7, 2019
8:30 A.M.–4:30 P.M.

Today’s—and tomorrow’s—most successful organizations 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. 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.

Competencies Addressed: Collaborates, Courage, Drives Engagement, Drives Vision & Purpose, Instills Trust

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 leadership.

PROGRAM COSTS: COMPLETE CERTIFICATE: \$4,300
PARTNERS: \$4,000

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