UNIVERSITY OF CENTRAL FLORIDA
The John Scott Dailey Florida Institute of Government

2015-2016 Catalog of Services
Consulting Services
Learning & Development Workshops

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Consulting & Technical Assistance Services

Did you know that in addition to offering Training & Development Workshops the UCF Institute of Government also offers consulting services?

Technical Assistance Services:

- Charter review
- Advisory Board Training
- Community Visioning/Strategic planning
- Meeting facilitation services
- Citizen Surveys
- Records management plans
- IT plans
- Tree inventories
- Process Improvement
- Performance Measurement & Benchmarking
- Conference Planning & Coordination

HR, OD & Talent Management Services:

- HR Compliance Audits
- Developing or revising employee policy manuals, procedures, & managers’ handbooks
- Updating job descriptions
- Designing hiring procedures, including recruitment, interviewing & selection
- Developing performance appraisal systems
- Establishing performance coaching & improvement systems
- Investigating employee complaints & grievances
- Mediation & interventions between supervisors & staff
- Employee Morale/Climate Surveys
- Conducting Exit Interviews
- Succession Planning
- Leadership Assessments
- Team Assessments
- Leadership Coaching
- Competency Modeling
- Career Pathing
- Organization Development
- Change Management Strategies
- Facilitating Strategic Planning Sessions: Mission, Vision, Goals, Values
- Assisting with Culture Changes
- Reorganizations
- Outplacement Services: Resumes, Interviewing, Networking, Job Search Strategies
- Compensation Analysis & Benchmarking
- Designing Onboarding Programs
- Designing Recognition & Reward Systems
- Integrating Talent Management Processes
- Wellness Program Design

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About the IOG

The John Scott Dailey Florida Institute of Government (IOG) at the University of Central Florida is one of five university affiliates of the statewide institute. The IOG mission is to provide training and technical assistance to local governments, state agencies, and non-profit organizations.

The Institute of Government is housed at UCF’s Research Park and is administered in the UCF College of Community Innovation and Education. The UCF IOG has served Central Florida government and non-profit agencies since 1982, and has been directed by Marilyn Crotty since 1990.

Services offered to government and non-profit agencies include:

Training & Development Workshops

Technical Assistance Projects

Conference Planning & Speaking

Organization Development

HR Consulting

The performance impact of IOG programs include:

✓ Performance improvement
✓ Increased efficiency/productivity
✓ Increased customer satisfaction
✓ Increased effectiveness
✓ Improved culture
✓ Improved morale
✓ Increased employee retention
✓ Greater commitment to the organization
✓ Improved citizen engagement
✓ Overall cost savings
Top 10 Reasons to Hire the UCF Institute of Government:

1. We come to your location.
2. Reduced rates for government and non-profit agencies.
3. High quality, experienced facilitators who focus on interactive learning.
4. Experienced consultants who understand government, non-profit, and business trends.
5. Most workshops offer Continuing Education Units (CEU’s).
6. We customize our programs to meet your specific needs.
7. We can quickly create a new workshop to fit your needs.
8. Direct affiliation with the University of Central Florida, the 2nd largest university in the US.
9. 30+ years of reliable service to government and non-profit agencies across Florida.
10. We’re both results-oriented and FUN!
About Your Facilitators

Workshop facilitators for the UCF Florida Institute of Government come from all areas of government, as well as the business and academic community. Facilitators are required to:

A) be Subject Matter Experts for the topic
B) demonstrate an engaging adult learning style in providing high-quality, interactive learning & development programs
C) maintain outstanding workshop evaluations and client satisfaction

Many of our facilitators/consultants have advanced degrees, certifications, and 20+ years experience. We would be happy to provide a specific facilitator bio or resume for the programs(s) you are interested in.

What participants say…

“Great practical application...instructor was very articulate & didn't mind having fun.” –Seminole County

"The best part was the open participation and activities." –City of Orlando

"Absolute joy to be in this class--activities and trainer's comic relief kept my attention" –Orange County Convention Center

"Very professional, instructive, and interesting" –City of Cape Canaveral

“I was not looking forward to a Presentation Skills class, however, after participating, I am thankful that I had the opportunity.” –St. Johns River Water Management District

"Excellent class. I believe it would be extremely beneficial for all employees.” –Volusia County

"Trainer did a great job of making a dull subject (Business Writing) fun!” –Orange County

"Really enjoyed the interaction in groups for the strategic planning session.” –City of Altamonte Springs

“This was a great learning experience.” –City of Deltona
Administrative Assistant Certificate Series: The Indispensable Assistant

This certificate series of eight workshops concentrates on practical “how-to” information that you can immediately translate into more productive work attitudes and procedures. Emphasizing a Can-Do attitude, each of the sessions focuses on helping you develop specific skills to become the indispensable assistant.

Session 1 – Professional Attitudes: Understanding Yourself and Others
- Take the Myers-Briggs Type Indicator (MBTI) to learn your own type preference…and the other 15!
- Using your understanding of your preferences, and small group exercises, to strengthen your teamwork with boss and peers; ability to understand and be understood by others; and ability to solve problems

Session 2 – Personal Effectiveness: Managing Oneself
- We cannot change others, we can only change ourselves
- Picking your attitude: make it positive!
- Choosing your responses: proactive vs. reactive
- Improving self-image

Session 3 – Interpersonal Effectiveness: Communicating With Others
- Speaking & active listening to minimize miscommunication
- Verbal and Nonverbal Clues
- Assertiveness: appropriate responses to office situations

Session 4 – Work Management Skills
- Managing multiple priorities & structuring your day for improved effectiveness
- Organizing your work space & controlling the paper tiger
- Managing time: urgent v. not urgent? Important v. not important?

Session 5 – Grammar Brush-Up
- Review of grammar basics
- Hundreds of good grammar helpful hints (for Bob and I or for Bob and me?)
- Practical punctuation (men’s or mens’ room?) & usual usage (lie or lay down?)

Session 6 – Business Writing: Made (Almost) Painless
- Review editing techniques to get to the core of the message
- Sentence structure & punctuation rules (commas, apostrophes, semi-colons)
- Five principles of better writing

Session 7 – Editing & Proofreading: Catching & Correcting Errors
- Never trust Spell Check! If you type tot he instead of to the, it’s an error Spell Check won’t catch
- Learn specific proofing & visual training tips to help you see mistakes
- Spelling/punctuation brush-up to help you recognize mistakes

Session 8 – Telephone Techniques & Front Counter Skills
- Your greeting impacts your organization’s image, so learn to make a great first impression
- Learn tips to address the caller properly, hold and transfer calls, and put the caller at ease
- Identify how to take more accurate messages
- Call management tips: save time by headlining and closing calls & keeping a telephone log

NOTE: The series can be customized to fit your needs with other modules from this catalog. Call us to discuss your Administrative Assistant needs!

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Advisory Board and Committee Effectiveness

Most local governments appoint hundreds of citizens to advisory boards and committees that deal with a variety of issues. Whether it is on planning and zoning, parks and recreation, libraries, transportation, or senior citizens, etc., these boards provide a vital service to the community. In order to make the boards and committees truly effective, it takes the support of the elected officials and staff; a commitment from the members of the boards; and knowledge about how citizen boards and committees should function.

This four-hour workshop:
- reviews the roles and responsibilities of board members
- identifies when boards and committees are appropriate
- offers insight into the selection of advisory board members
- discusses productive relationships between boards, staff, and elected officials
- highlights important techniques for managing meetings
- describes how group roles affect the dynamics of every group

The session is highly interactive and encourages participants to share their ideas and practice new skills.
Assertiveness Skills

The ability to work assertively with other people is a human relations skill vital to both supervisors and employees. Assertive people are valuable assets in every office because they have a clear, productive understanding of where the rights and responsibilities of both themselves and of others begin and end. They know how to use their human relations expertise to relate to the public and their coworkers assertively, not passively or aggressively. Because they get things done pleasantly and efficiently, assertive people ruffle few feathers and accomplish much work.

This workshop will show you how to use your assertiveness skills appropriately. You will learn to:

- recognize the difference between passive, aggressive and assertive behavior
- practice assertiveness behaviors through visual and verbal techniques
- state reasonable limits and expectations
- know when (and how) to say "no"
- solicit and use feedback effectively
- communicate honestly without misunderstandings or hurt feelings
- enhance your self image and self confidence
- handle criticism and workplace conflict
- increase your ability to get the job done quickly and effectively
Building Influential Relationships: Would You Want You as a Friend?

You have no doubt noticed that most successful people are also likeable people. Relationship building is key to any occupation; it's a fact that people will elect, support, and gravitate toward those who convey positive, constructive traits. These are individuals who usually do more listening than talking; can be introverts as well as extraverts; and know that trust is a key factor in any relationship. You will gain not only insight into your skill sets, but also practical, clear strategies for increasing your communication talent.

Learner Objectives:

- Identify the 8 rules of likeability
- Assess personal communication/interpersonal style
- Recognize and handle customer and co-worker concerns and objections
- Practice the art of conversation and trust building
Bullying Awareness & Civility in the Workplace

There has been an ever-increasing amount of national attention focusing on the issue of bullying and incivility in the workplace. While bullying may not always be detected easily, it leads to employee dissatisfaction, reduced productivity and frequent absences. Organizations must learn how to quickly deal with issues associated with bullying so that escalation into employee illnesses, depression, and possibly violence, are less likely to happen.

Learner Objectives:

- Identify types and examples of bullying, incivility and harassment
- Recognize steps for effectively handling a “bully”
- Evaluate public sector-specific case studies
- Participate in skills practices using targeted communication skills
- Discuss necessary organizational policies and procedures
Business Etiquette

Do you ever feel insecure at a business lunch or after-hours function? Do you know how to properly introduce people? When you go to a conference meal, do you know which table settings are yours? Which way to pass the bread?

People often equate good manners with competence in business, and poor manners with incompetence. Some of the highlights of this workshop include:

- Dining Do's and Don'ts
- Five Safe Conversation Starters
- International Protocol
- How to Properly Introduce People
- And more!

Nothing builds your image faster than the ability to handle colleagues, clients, and superiors with tact and style. Learn basic rules of Business Etiquette and boost your overall confidence and success.

NOTE: This workshop can be facilitated during a lunch meeting to practice hands-on dining etiquette.
Career Development: Climbing the Career Ladder

Ready for a promotion within your organization? Looking for that next step in your career? This workshop (facilitated in two four-hour sessions) will help all levels of employees identify talents, create a career plan and design a quality marketing package.

This workshop benefits the employee and helps him/her identify internal career tracks, AND benefits the organization by improving employee satisfaction and retention.

Participants will:
- Identify ways to maximize your current job to prepare for the promotion you want
- Identify your natural talents and career preferences by taking the Myers-Briggs Type Indicator
- Revise/create your WINNING cover letter and resume using proven strategies & recommendations
- Learn the typical hiring process
- Practice networking skills
- Practice behavioral interviewing techniques and frequently asked interview questions
- Learn how to dress for success, and what to bring to the interview
- Discover how & when to follow-up to enhance your first impression
- Create your own Individual Development Plan for growing your skills
- Build your personal brand

NOTE: This program can also be tailored for Outplacement needs.
Change Management: You Blinked! Harnessing the Speed of Change

Change is an ever-present fact in all organizations today. In most instances, change has become a focal point due to its unprecedented speed and scope. Oftentimes managers and employees experience disorientation, even chaos, when old strategies “just don’t work anymore.” This seminar will provide the tools and techniques that will enhance your ability to make change less threatening. You’ll learn ways to maintain productivity, morale and high levels of communication during stressful times whether you manage others or need to better manage yourself. Come prepared to actively participate in this hands-on session.

Learner Objectives:

- Examine your own attitude about change, both personally and within the organization
- Explore ways to reduce resistance in your department
- Identify strategies for promoting optimism and resilience
- Recognize Dr. John Kotter’s 8-step approach for organizational change management
- Discover innovative ways to maintain high levels of communication and productivity
- Develop a personal action plan for handling change in the workplace
Coaching & Counseling Techniques

Good supervisors and managers encourage the personal and professional growth of their employees through successful mentoring which offers employees both the encouragement and the corrections they need to succeed. This workshop explores one of the most difficult segments of the performance management process - the coaching and counseling role of the effective supervisor -- and gives you specific, concrete ways to incorporate coaching and counseling segments into your current performance management cycle on a daily, quarterly, and yearly basis.

You will learn how to:

- document performance (including the critical incident report, the quarterly improvement plan, and on-the-spot feedback)
- diffuse anger (using the two-step method to handle anger in peer and supervisory situations)
- discuss unsatisfactory performance with an employee (including strategies that work and effective sample phrases he or she will/can hear)
- modify aggressive behavior (including seven steps a supervisor can take to change an employee's aggressive behavior)
Communication Skills

Did you know that up to 50% of workplace error can be attributed to poor communication? It is no wonder that as our communication skills improve, our jobs become less stressful and more satisfying. Just what is effective communication? Why is it that we can talk and hear but not necessarily communicate?

This workshop can help improve true communication as you:

- Assess your listening strengths and weaknesses
- Consider how environment, timing, and listening barriers impact communication
- Learn the four tools for Active Listening
- Evaluate why the “grapevine” is sometimes useful
- Practice clarifying your message
- Determine which communication styles are appropriate for different situations
- And more!

This workshop includes active participation and hands-on learning. We don’t just talk about communication, we work to make it happen!
Telling people something that they don’t want to hear, something that is going to cost them more money, or something that they are not permitted to do, is never easy. But, for many of us, getting compliance from the public is a big part of what we must accomplish as part of our jobs. Is there anything we can do to make this task easier? The good news is that the answer is yes.

This workshop will focus on certain skills that will facilitate the delivery of “bad news”. These skills will help us maintain a professional, empathetic stance, while carrying out our job responsibilities. These skills are also the best way to ensure that we don’t, through our behavior and choice of words, make the situation worse. We will explore how our attitudes contribute greatly to the situation, and how controlling our own “boiling point” reduces the chance of an “over-heated”, unprofessional exchange. As we become more skilled at attaining compliance, the public’s respect for the organization and its employees will increase, and the organization’s compliance goals will continue to be met, and our jobs will become less stressful.
Conflict Management & Resolution

Any time two people see a situation from different points of view, there is the chance that conflict may follow. Conflict can be healthy for an organization as it allows for a variety of opinions and ideas; however, it needs to be managed in such a way that nobody truly loses. There are tried-and-true strategies for managing and resolving disagreement and conflict that lead to consensus building and effective decision-making, creating a more productive workplace. Employees at every level can transform inevitable workplace conflicts into opportunities for innovation, understanding, and job satisfaction.

In this workshop, you will:
- Recognize the reasons why conflict arises in the workplace
- Assess your Conflict Resolution Style using the Thomas Kilmann Conflict Mode Instrument (TKI) and learn how to adapt when necessary
- Assess conflict situations & the conflict styles of others
- Learn how to find out what others really want
- Discover step-by-step process for finding win/win solutions
- Practice communication skills leading to consensus building and healthy decision-making

This course will help you discover how conflict, properly handled, can promote change, unity, and cooperation in your organization.

Special Note: We also offer conflict intervention services whereby we carefully diagnose and work with a particular group or department needing assistance within the organization.
The Courageous Follower

Leaders cannot exist without followers. Every great leader selects and develops great, courageous followers. At last there is a book to balance the hundreds of management books on leadership, which gives followers the insights and tools necessary to partner effectively with their leaders. It is a handbook that readers can refer to repeatedly when confronted with the challenges of supporting and, at times, challenging a leader.

In his book, The Courageous Follower, business consultant Ira Chaleff points out that following is often viewed negatively, as weakness or failure to excel. Using the concepts from the book, this workshop will show that a courageous follower can actually be an enormous asset to a leader.

This workshop will explore the dynamic relationship between leaders and followers. Most of us are leaders in some situations and followers in others, yet we fail to fully use our power to make the relationship a truly synergistic one. Powerful followers supporting powerful leaders can move an organization to increased productivity and improved morale.

Courageous followership is based on the courage to be right, the courage to be wrong, and the courage to be different from each other. In this workshop you will learn to:

- Understand your own power and how and when to use it
- Appreciate the value of leaders and understand the forces that enhance or detract from their effectiveness
- Understand the concept of shared leadership
- Practice the five dimensions of followership...the courage to assume responsibility; the courage to serve; the courage to challenge; the courage to participate in transformation; and the courage to leave

Courageous followers can improve the relationship with their leader for the benefit of themselves, the leader, and the organization.
Creativity At Work

"We can't be creative, this is the Government". Right?? Wrong!

Using hands-on activities, participants will discover that we are ALL creative and creativity belongs in the workplace. Break out of limited patterns of thinking and behaving by unleashing your creative potential! Solve office problems NOT by throwing more money at them (which the leaner government budgets cannot afford to do) but by unlocking the (free) creativity which everyone has!

This workshop will teach you to use and develop specific strategies to encourage innovation in your organization; such as, always finding a second right answer to every problem. You will take both organizational- and self-assessments to identify the creativity quotients that exist both in your workplace and your mindset. You will also:

- Learn about the myths of creativity
- Think about the “secret rules” that destroy creativity
- Consider what fertilizes creative ideas and solutions
- Learn techniques to enhance your organizational creativity

The skills learned in this workshop will help you do more with less -- easier -- faster -- and cheaper -- like magic!! And you'll have fun in the process. We promise.
Cultural Awareness

On a daily basis, most of us meet or work with people who differ from us in culture, race, language, gender, physical ability, sexual orientation, religion, or socio-economic status.

Understanding and valuing this diversity can lead to increased creativity, innovation, and productivity—enriching both your life and your workplace. This workshop will give you insight into your own ways of thinking and the approaches of others—in the process you will gain communication skills that have wide application in the changing work world. These are essential skills to be effective and productive in today’s workplace!
Customer Service: Curbside Skills
for Police, Fire & Code Enforcement Departments

Every single “curb-side interaction” is really a customer service interaction that will result in negative or positive public relations. During this workshop designed for police, fire and code enforcement departments, participants will explore how attitude affects curbside/customer service and identify the communication skills that underlie positive public relations.

I. Defining Service Levels & Reasons for Gaps
   a. Defining best or worst behaviors
   b. Eliminating
      1) Fear
      2) Bias
      3) Prejudice
      4) Power needs

II. Improving Curbside Customer Service
   a. Building our Professional Box
   b. Our power base
   c. Self-awareness and self-control
   d. Focusing on, not stuffing, the irritation

III. Transactional Analysis
   a. Techniques to keep us where we need to be
   b. Role Play Exercises specific to police, fire and code enforcement scenarios
Award Winning Customer Service

Even though the customer is not “always right,” they are our customers, and the challenge is to find ways to answer their questions and solve their problems. Excellent customer service means meeting and exceeding expectations in such a way that your organization is seen as “easy to do business with.” This high-energy program provides experiential activities focused on clear, practical strategies designed with government entities in mind. You’ll leave with a renewed effort to work with all types of citizens — even those who can be difficult.

Every single “people interaction” that happens at work is really a customer service interaction! Each day every office must deliver excellent, effective service to two kinds of customers: external (citizens, suppliers, peers in other government offices) and internal (co-workers, boss, employees in other departments). Before, however, an organization can give good service to its “external” customers (its public), that organization must first give good service to “internal” customers (its employees).

Learner Objectives:

• Identify the main elements to create customer satisfaction in the public sector
• Explore verbal and non-verbal techniques to make you shine
• Recognize words and phrases that focus on positive problem solving
• Develop a strategy for taming upset and angry customers
• Learn ways to get citizen/customer compliance when necessary
• Practice effective telephone and email customer service skills
Dealing With Difficult People

Before you get your dander up, let someone get your goat, blow your stack, or tell someone else where (s)he should go, let us tell YOU where to come: to the workshop Dealing With Angry People, or "How To Keep Your Cool."

This workshop follows a three part plan:

1. VIEWING OURSELVES
   • How we react to anger
   • What makes us tick
   • What we need and want
   • Increasing our tolerance by using the H.A.L.T. questions

2. VIEWING OTHERS
   • Hierarchy of needs
   • What others want
   • Hearing between the lines

3. STEP BY STEP PLAN FOR DIFFUSING ANGER
   • Evaluating the situation to pick the best anger diffusing approach.
   • When and Why to use each method
   • Situational Practice using the methods

This class is designed to enhance the skills of those already versed in basic customer service skills. (i.e. internal vs. external customers, telephone attitudes, perceptions of customer service, etc.)
Decision Making

The ability to make good decisions in a timely way is critical for effective managers in government. There are many different styles of decision making. The styles are based on use of information and focus on alternatives. All can be used to make good decisions, but it is important to understand the value of each style and to learn to vary your style as needed.

In this workshop you will:

• Understand your own decision making style
• Know how to identify, understand, and work with other styles
• Match your style to the needs of the situation
• Explore a continuum of team decision making, from autocratic to consensus
• Receive guidelines for the effective and appropriate use of consensus decision making
• Discover the attitudes and behaviors necessary for decision making

Insight into the dynamics of the decision making process and environment should be invaluable for managers at almost every level. Knowledge of your own style, combined with an understanding of how others make decisions will enable you to work more effectively in any organization.
Delegating with Buy-In

Good delegation saves you time, develops your people, grooms a successor, and motivates. Poor delegation will cause you frustration, demotivates, confuses the employee, and fails to achieve the task or purpose itself. Reduce your stress level, empower your team, accomplish more, and build morale through proven delegation techniques.

You will learn how to:

- avoid common mistakes in delegating
- clearly define roles and expectations
- assign projects, who to select, and when to give feedback
- communicate for gaining buy-in
- overcome resistance and build motivation for the delegated tasks
- create accountability
- follow-up without micromanaging
- recognize optimum performance
- use delegation to develop employees, build morale and motivate your team
DiSC Personality Types

The most effective people are those who know themselves, recognize the demands of the situation and adapt strategies to meet those needs. Have fun discovering more about yourself and others!

The DiSC Personality Profile workshop can help you:
- Identify your predominant behavioral style
- Understand how your behavioral style is perceived by others
- Discover and capitalize on your strengths
- Understand better what motivates you
- Improve your understanding & interpretation of other’s behavioral styles
- Respond clearly to the communication needs of others
- Develop strategies to enhance the quality of your relationships with others

Don’t miss this workshop…you’ll gain insight about your own behaviors, as well as the value of integrating with others who have different strengths. DiSCover the DiSC.
Diversity of Age:

Optimizing Workplace Generations (Traditionalists through Millennials)

Multigenerational workplaces are common with the older generations remaining actively employed for much longer. Exploding the stereotypes and finding common ground is essential for creating a collegial environment in which everyone can make a significant contribution. This seminar models the atmosphere for intergenerational communication and problem solving, and focuses on readiness for the workplace of the future.

**Workshop Objectives:**

- Discover how generational attitudes and values influence the workplace and lead to differences
- Create an environment that motivates each generation for better results and increased loyalty
- Identify strategies for handling and reducing team conflict and misunderstanding
- Develop opportunities for cross-generational conversations
- Recognize how generational differences will impact the workplace of the future
- Learn 10 strategies for leveraging age diversity on your team
Diversity & Inclusion in the Workplace

The workplace is truly a melting pot of cultures, races, genders, preferences, etc. Knowing how to work with a diverse workforce and diverse customer base is no longer optional: it is a necessity. Diversity isn't just politically correct, and it's not just legally sound -- it's also good business!

The organizations that recognize the value of a diverse workforce, and implement ways to manage it effectively, have realized significant benefits, including increased productivity, reduced turnover and absenteeism. Different points of view lead to better decisions for the entire group, and having a diverse workforce is one way to achieve this. Organizations that address their diversity issues enhance the development of services that better meet the needs of today's internal and external customers.

This program is designed to help participants understand how words and actions in today's diverse workplace affect people, productivity, and ultimately an organization's bottom line. Participants will also become aware of their biases and learn how these biases affect others and the workplace environment. Using experiential activities, participants will learn tools useful in valuing diversity and appreciating the various differences found in the workplace.

Course Outline:

- **Understanding Diversity**
  - What Diversity Means
  - Today's Demographics
  - How Differences Affect Perceptions

- **The Danger of Stereotypes**
  - What They Are and Why They Are a Problem
  - Language that Promotes More Flexible & Inclusive Thinking
  - Learn the OUCH Technique for Inclusive Communication

- **Valuing Diversity**
  - Appreciating Differences
  - Recognizing Our Individual Differences
  - Increasing Collaboration & Minimizing Conflict
Diversity: Managing Diversity to Build Multicultural Work Teams

"Managing diversity is the process of creating and maintaining an environment that enables all participants to contribute to their full potential in pursuit of organizational objectives." -- R. Roosevelt Thomas, Jr., D.B.A.

Today's workplace is changing dramatically. Supervisors and managers need new skills to understand, deal with, and maximize this changing workforce so that employees are free to contribute to their full potential.

Course Outline:
1. Creating a Culture that Embraces Diversity
   a. Understanding of cultural differences
   b. Optimizing the value of individual differences
2. Building High Performing Work Teams
3. Policies & Approaches that Encourage a Diverse Workforce
4. Current Laws and Responsibilities
Email Etiquette

How can you increase the odds that the email you send will not only be READ but will also give you the RESPONSE you need? What should be considered when your email is a public document? When should email NOT be used? During this workshop you will learn:

- "Netiquette"
- Ideal format to be read and understood
- How to remember to include attachments
- Tips for writing effective long messages
- How to deliver bad news
- The Curse of Surprises
- Flaming: What it is and how to avoid it
- Emoticons: What they are and when to use them
- When email won't work
- Considerations due to the Sunshine Laws
Emerging Leaders: You Don’t Need a Title to be a Leader

Based on Mark Sanborn’s book, You Don’t Need a Title to be a Leader, this workshop shows how each of us can be a leader in our daily lives and make a positive difference, whatever our title or position.

This workshop focuses on the six skills all leaders use to create results:

1. Self-Mastery: Before you can reasonably expect to lead others you must first master yourself
2. Focus: Genuine Leaders have a clear agenda and a sense of priority
3. Power with People: Using influence so you won't need “power over people”
4. Persuasive Communication: Genuine leaders communicate to be understood by their audience
5. Implementation & Execution: There is one irrefutable test of a leader, it is the results he or she produces.
6. Giving: The purpose of leadership is to serve those who follow us.

This is an excellent workshop for new leaders and high-potential employees aspiring to leadership positions.
Emotional Intelligence:

Using EQ to Expand Positive Influence

Being successful in the workplace is an intricate combination of knowledge, technical competence, and interpersonal skills. Emotional intelligence talent is the necessary ingredient for reducing personality conflicts, complaining and misunderstandings in your workplace. You’ll learn techniques to keep yourself in tune to understand how you affect others and their productivity using principles from Dr. Daniel Goleman’s research and book, *Emotional Intelligence*. Emotional intelligence is often called EI or EQ.

Have you ever wondered why, despite equal intellectual capacity, training, or experience, some people excel while others lag behind?

Studies found EQ is more important than IQ in predicting success. The reason? The brain is a “box of emotions”, and the average person has 456 emotional experiences each day. Humans are more driven by emotions than logic. Successful people know how to manage these emotions in a healthy, constructive way.

**OPTION A: Individual EQ Appraisal**

Based on Dr. Daniel Goleman’s New York Times best-selling books *Emotional Intelligence* and *Working with Emotional Intelligence*, this workshop will give you the insight you need to apply the 5 competencies in the workplace (Self-Awareness; Self-Regulation; Self-Motivation; Social Awareness & Social Skills).

During this interactive workshop, you will:

- Assess your level of Emotional Intelligence
- Recognize key elements of self-awareness, and why it is important to success
- Develop and practice essential social skills for workplace application
- Learn 10 specific ways to improve your level of Emotional Intelligence
- Apply the science behind an optimistic mental attitude
- Harness critical strategies for emotional control in sensitive situations
- Discover your ability to create options to problem solving departmental issues

**OPTION B: EQ Team Appraisal**

Groups of people working together have an emotional intelligence (EQ) just like an individual. A group’s EQ impacts how decisions are made, how members relate to one another, and how work gets done. In addition to the Option A individual assessment/workshop, Option B offers:

- up to 26 team members can take an online assessment about the tendencies of the group as a whole
- team EQ report that sizes the team up—delivering a team emotional intelligence score
- 6 month e-learning program based upon the team’s unique profile
- goal tracking system where team members set mutual goals and share progress and strategies for improvement
- team members learn specific behaviors they should be doing more or less of as a group
- your team will learn how their scores size up in comparison to hundreds of other teams
- 2 additional hours of workshop facilitation to discuss strategies for using the team EQ report
Empowerment: Antidotes To Bureaucracy

This workshop explores the role of the manager in shaping an environment where all members of the organization feel responsible for creating a workplace they personally believe in. During this workshop you will:

- examine the differences between bureaucratic and entrepreneurial structures
- understand the pressures which cause many to be cautious, safe, and compliant
- identify gaps in service-delivery to citizens and customers
- develop solutions to streamline processes and increase efficiency

All of us have a choice between maintenance and greatness; between caution and courage; and between dependency and autonomy. At the same time, creative balance is important, as is knowing when to play it safe. Where on the scale do you and your employees fit?

Because so many governmental employees are used to "politics as usual", manipulative tactics may be the rule in your jurisdiction. In this session, you will practice authentic techniques which encourage responsibility, self-expression, and commitment.

Finally, you will learn how to build support within your organization using critical skills for gaining agreement and trust.
Ethics

Every day, you and your staff, as public employees face situations in which your personal and professional ethics are tested. The ethical dilemmas facing you or your department vary in degree of intensity. No matter the dilemma, every time you and your staff make a decision in these situations an ethical or unethical pattern of decision-making is established. This workshop will provide hands-on activities and experiences that will strengthen your "ethical muscle," enabling you to consistently choose the ethical solution to the situations facing you.

During this workshop, you will:

- Discover your ethical profile via an ethics assessment
- Discover how ethical your decisions are using specific government case studies
- Identify the rationalizations that allow for unethical behavior
- Minimize leadership actions that lead to unethical organizational behaviors
- Learn the most important questions to ask yourself when faced with any ethical dilemma
- Identify ways to ensure that ethical solutions are an important component to every situation facing your staff

The insight you gain from this workshop will provide you with a real "workout" and strengthen your "ethical muscle".
Goal Setting for Individuals: Dream It, Do It

Do you ever look at successful people and wonder… how do they do it?

The answer lies within their goals.

This interactive workshop will provide you with practical skills to establish and reach your goals at work and at home. Join us to learn:

- the value of knowing what you want
- how to brainstorm with creativity & confidence
- how to use the SMART technique for goal achievement
- the value of recording your goals
- the importance of prioritizing and how to do it

This workshop is perfect for the individual goal setter, as well as for supervisors who want the opportunity to help employees manage goal achievement, set goals to meet deadlines, and identify strategic goals for the future.
Grammar Brush-Up

Grammar problems getting your goat? Punctuation problems plaguing your patience? Usage problems upping your ulcers? Don't despair: help is here! Come to Grammar Brush-Up, a workshop in which there is only one stupid question -- and that is any question you have about grammar but do NOT ask! This fast-paced review of the basics promises you hundreds of helpful hints on good grammar, practical punctuation, and usual usage.

Participants will:
- Produce clear and concise sentences
- Practice subject/verb agreement
- Understand the most commonly misused words in business writing
- Examine common homonyms that trip up our writing skills
- Take on the challenge of affect & effect, it's & its, between & among, fewer & less, lie & lay and many more!

Then we tackle those tricky punctuation problems:
- The four most common comma rules
- Using numbers and dates in writing
- Using quotation marks correctly
- Knowing when to underline, italicize, and add an S.
- Discover how punctuation changes when using quotation marks

Participants will come away from this class with more than just greater knowledge—they'll also have some great handouts for style sheets! Lots of class discussion and question-and-answer periods allow you to get specific explanations on subjects of your choice.
Grant Writing

Is funding for your organization drying up? Has your vital project succumbed to the latest belt-tightening? Designed to assist public sector and non-profit organizations identify, understand, and successfully compete for alternative sources of financial support.

This course will:
1. define and identify the three major types of grants
2. identify sources of possible funding
3. give an overview of the typical grant award process
4. explain proposal review and project selection procedures
5. delineate the three phrases of proposal preparation
6. examine how to structure the proposal by identifying the standard components
7. provide a detailed explanation of the following parts: Title Page, Introduction, Statement of Need, Program Objectives, Methods, Management Plan, Evaluation, Continuation Plan, Budget, Appendix, and Abstract.

This workshop is FULL of concrete, specific, helpful information.
Group Dynamics

Are you ever the chair a meeting? If not, do you attend regular meetings at work? If you answered "yes" to either question, a knowledge of "group dynamics" -- the how and the why people tend to behave in certain ways when they are members of any work group -- will make you a more valuable and effective member of any work group, as either chairperson or participant. Because human beings are social animals who tend to do many tasks in groups, knowing as much as possible about how groups function can help you make the groups you work in even more productive.

This workshop focuses on how the "people mechanics" operate in every task-oriented group, from a small committee to a large department.

Here you will:

- identify the three categories of roles and the specific kinds of group dynamics
- experience how the roles group members decide to play determine how successful -- or unsuccessful! -- the group is in getting its tasks done
- learn how to identify common hidden agendas
- explore and discuss the advantages of shared group leadership

Group dynamics operate constantly in every group: make them work for you!
Habits Of Highly Effective People

Stephen R. Covey's best-selling book The 7 Habits of Highly Effective People is the basis for this workshop. The book outlines a step-by-step pathway to creating workplaces that not only respect the individual and his or her capabilities, but also empowers people to reach their potential in their jobs and personal lives.

This workshop explores the need for substantial paradigm shifts in the way business is done, and identifies the principle-centered leadership Covey describes in his book. You will learn:

- the difference between proactive and reactive behavior, empowering you with choices on how to respond to stimulus
- how to be most productive by utilizing techniques such as a personal mission statement
- the value and how-to's of managing priorities
- the concept of win-win leadership and conflict management
- the power of effective listening skills
- principle of synergy, clarifying the notion that no one can do it alone
- how to stay current in your field of work (and life!)

This workshop identifies the habits along with discussion and experiential activities for each habit. The principles are developed so that each participant can incorporate these habits into his or her work world immediately.
Harassment Awareness & Prevention: What It Is and What to Do About It

Recent court cases, including those of the U.S. Supreme Court, have helped refine the legal aspects of harassment, making it imperative for organizations to educate, reeducate and adopt an absolute 'no tolerance' policy. The Supreme Court has indicated that having a harassment policy is not enough; it must also be clearly communicated and understood.

Everyone loses when harassment occurs. It lowers morale and productivity, and it can result in costly, time-consuming lawsuits. The key is to eliminate harassment before it starts. Eliminating harassment begins with employee education and training. Every employee in your organization—from an entry-level worker to the highest-ranking manager—must be able to identify what may be considered harassment.

This workshop provides participants with clear and understandable definitions for such terms as Title VII, zero tolerance, hostile work environment, third party harassment, and reasonable person standard. In addition, this course is designed with considerable emphasis on sensitizing individuals to the nuances of harassment on the job. By using various scenarios and case studies, participants are able to identify behaviors that may be considered harassment by the courts.

Key Learning Points:
- What is considered harassment
- Why "I was just kidding" is not a defense
- Title VII and the protected classes (we review those categories quite explicitly with examples, and we would include any other categories your policy names)
- Strong emphasis on non-retaliation and Zero Tolerance, using examples of situations that highlight the seriousness and resolve of this policy
- How to stop unwanted behaviors to ensure that it never reaches the level of a pattern
- The issue of work-related being 24/7, not when an employee walks off property
- Reinforce important terms relating to Harassment law and policy

A strong policy, training, and education of all personnel are crucial to protecting the organization and its employees.
Harassment Prevention: The Supervisor’s & Manager’s Responsibilities

Interventions and Receiving Complaints

The harassment policy of most organizations encourages recipients of unwelcome behavior to inform the harasser, his/her supervisor, or another person in management, and/or their human resources department of the unwanted behavior. However, few organizations provide its supervisors and managers with the skills that can help them handle these complaints. And, because an organization or agency is represented by and held liable for the actions of its supervisors and managers, employers can be liable when their management personnel do not intervene and stop behavior that may be considered harassment even when no employee has complained.

This workshop addresses both of these issues; how to intervene before an employee complains, and how to respond appropriately when an employee complains. By using case studies, role-plays, and an instructional video, supervisors and managers will learn how to:

**Intervene**

Initially intervene when you see subtle harassment occurring, even when there is no complaint.

- Talk with employees who behave in a way that is against agency policy
- Avoid mistakes when intervening
- Handle situations in a way that strengthens team morale

**Handle Complaints**

Respond *initially* to an alleged recipient's complaint.

- Ask appropriate questions during the interview
- Respond to the alleged recipient’s concerns
- Apply the organization’s complaint procedures to the situation
- Effectively close the interview
- Assist resource personnel in resolving the harassment complaint
- Understand what retaliation looks like and the importance of preventing it in any form

This workshop provides information and practical “how-to” tools for supervisors and managers in meeting their responsibilities to respond appropriately to harassment complaints as identified in the organization’s policies and procedures. Creating a culture of respect and eliminating harassment from the workplace has huge benefits to everyone.
High Performing Teams Using the FIRO-B Assessment

The most effective people are those who know themselves, recognize the demands of the situation, and adapt strategies to meet those needs. This workshop will help in building this effectiveness. Based on principles of group dynamics, team development, and systems theory, the FIRO-B was the most popular personality preference assessment in the world until the 1980s, when the Myers-Briggs Type Indicator eclipsed it. The FIRO-B is especially helpful in improving team dynamics.

The FIRO-B workshop can help you:
- Identify your interpersonal behavioral styles, and how your behaviors are perceived by others
- Discover and capitalize on your strengths
- Understand what motivates you
- Improve your understanding & interpretation of other’s behavioral styles
- Respond clearly to the communication needs of others
- Develop strategies to enhance the quality of your relationships
- Improve collaboration and team performance

Being a cooperative and contributing member of the group, is critical for career success. Your behavioral style can help you—provided you understand and master it. Participants will leave this workshop with self-awareness, and new tools for success.

Learning Objectives for this Workshop:
1. Assess your interpersonal preferences, strengths, and blind spots.
2. Compare your interpersonal needs to others to discover where there are opportunities for misunderstanding, resistance, and conflict, and what to do to improve communication.
3. Improve your collaboration, communication, decision-making and leadership skills.
4. Practice role plays to improve communication and team effectiveness.
Influence and the Art of Negotiation

Influencing others without intimidation is a critical skill for any supervisor/manager. In this course you’ll learn about common negotiation strategies among successful people and how they are used for positive results. Persuasion techniques allow you to use psychological research to make your message more credible and understandable. To be successful the message must be based on true principles and conveyed with the appropriate intentions. Based on research by Robert Cialdini, Ph.D. and, Dan and Chip Heath.

Learner Objectives:

• Identify key components of language to influence and negotiate
• Understand how to listen acutely for what the other person wants
• Recognize and practice the use of stories that persuade
• Develop skills in the art and science of Neurolinguistic Programming (NLP)
Innovative Thinking & Organizational Problem Solving:
Discover Your Inner Genius

One of the most prized characteristics in today’s workplace is innovative problem solving—more specifically the ability to find new solutions to long-time problems. This action-packed seminar is designed to give you a boost to maintain a high level of productivity when “fuzzy thinking” occasionally creeps in. You will learn a step-by-step model that takes you from choosing which issues and concerns to tackle to reaching an effective decision for improving processes in your department or organization.

Learner Objectives:

• Laser in on the most favorable issues for problem solving
• Self-assess your creativity quotient and problem solving style
• Rehearse metaphorical thinking and analogies for expanding your thinking
• Practice advanced methods for generating practical ideas
• Reach relevant decisions and formulate a blueprint for action
Interpersonal Communication Certificate Series

This 16-hour series of four workshops focuses on developing interpersonal relations and verbal communication skills. Offering practical "how-to" information and interactive practice activities, you can immediately improve your understanding of, and communication with, co-workers and customers.

Session 1 – Professional Attitudes: Understanding Yourself and Others (4 hours)
- Take the Myers-Briggs Type Indicator (MBTI) to learn your own type preference…and the other 15!
- Using your understanding of your preferences, and small group exercises, to strengthen your:
  A. Teamwork with boss and peers
  B. Ability to understand and be understood by others
  C. Ability to solve problems as a team

Session 2 – Personal Effectiveness: Managing Oneself (4 hours)
- We cannot change others, we can only change ourselves
- Picking your attitude: make it positive!
- Choosing your responses: proactive vs. reactive
- Improving self-image

Session 3 – Communication Skills (4 hours)
- Assess your communication strengths and weaknesses
- Consider how environment, timing, and other barriers impact communication
- Learn techniques for making clear statements
- Evaluate how the “grapevine” can be useful
- Determine which communication styles are appropriate for different situations

Session 4 – Listening: The Underdeveloped Skill (4 hours)
- The difference between hearing and listening
- How we rate as listeners (self-assessment)
- How to “listen to” and interpret body language
- Keys and techniques to engage active listening skills

NOTE: The certificate series can be customized to fit your needs with other modules from this catalog. Call us to discuss your Interpersonal Series goals!
Interpersonal Effectiveness: Communicating With Others

This workshop concentrates on practical “how to” information that you can immediately translate into more productive work attitudes and procedures. Emphasizing a can-do attitude, the course focuses on the following to help you develop specific skills for job success:

- Speaking - so that others can hear you
- Listening - so that you will hear others
- Verbal and Nonverbal - how messages are sent
- Transactional Analysis - understanding appropriate responses
- Assertiveness - communicate honestly without misunderstanding
Interviewing & Hiring: 
Find the Right Person the First Time - Secrets of Behavioral Interviewing

Turnover is one of the most costly concerns that organizations face. It pays to take the time up front to design an effective behavioral interview process, rather than quickly bringing someone on board because the person "looked or sounded good". Research confirms that skilled interviewers can reduce hiring mistakes, turnover and marginal performances by 50%. You'll learn a 3-step formula for designing both behavioral and situational interview questions that separate the smooth talkers from the ones with solid experience.

The key is to understand that interviewing is a process, not an event. Success depends as much on what happens before and after the interview as what happens during the interview.

In this workshop you will:
- Gain an overview of the hiring process and your role in it
- Consider how job descriptions impact interviewing
- Identify 3 critical types of interview questions: ability, motivation, manageability
- Recognize the key dimensions of behavioral and situational interviewing
- Develop excellent interview questions
- Practice simulated interviews using the behavioral interviewing technique
- Learn the "no-no's" and questions to avoid
- Formulate the questions that best serve your needs while following applicable laws and regulations
- Receive 100+ sample questions to use for your interviews
- Learn the criteria to consider when evaluating applicants

With a hands-on approach, much of the class time is devoted to practicing and processing the skills discussed.
Leadership Assessments

Did you know if you Google "leadership self awareness" you'll see 12 Million results!?! Why so many? Self-awareness is the key component to a leader's success, or demise!

The Institute of Government offers a suite of leadership tools to enhance self-awareness by measuring leadership effectiveness from multiple perspectives. These tools are based on industry assessments that have been proven valid and reliable, and are administered by experienced facilitators who are certified/qualified to administer.

Assessments help leaders understand how their behaviors may impact their effectiveness. These tools provide a comprehensive picture of leadership, detailed and integrated feedback about individuals' strengths and developmental opportunities on a range of leadership facets.

The assessments can be incorporated into workshops with insightful and fun individual and team-based activities, and/or into individual leadership coaching sessions with Individual Development Plans. Whether you're developing new leaders, building a succession plan for executives, or helping leaders become more effective in their current roles, we will design a cost-effective and customized assessment process to achieve your leadership development goals.

Assessment tools include:

- **DiSC:** A personal assessment tool used to improve teamwork, leadership and communication.
- **EQ: Emotional Intelligence Quotient:** Assesses the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence is the best predictor of leadership success. EQ can be learned and strengthened with this assessment.
- **FIRO-B:** Based on principles of group dynamics, team development, and systems theory, the FIRO-B was the most popular personality preference assessment in the world until the 1980s, when the Myers-Briggs Type Indicator eclipsed it. The FIRO-B is especially helpful in improving team dynamics.
- **LPI Leadership 360:** Based on The Five Practices of Exemplary Leadership model by Jim Kouzes and Barry Posner, the 360-degree assessment illuminates both the effectiveness of your leadership and the level of commitment, engagement, and satisfaction of those that follow.
- **Myers Briggs Type Indicator (MBTI):** Provides a framework for building better relationships, driving change, harnessing innovation, and achieving excellence. Used by 89 of Fortune 100 companies to maximize individual and team effectiveness from entry to executive levels.
- **StrengthsFinder:** Strengths are the unique combination of talents, knowledge, and skills that every person possesses. People use these innate traits and abilities in their daily lives to complete their work, to relate with others, and to achieve their goals. People who use their strengths every day are six times more likely to be engaged on the job. Teams that focus on their strengths are 12.5% more productive.
- **TKI Conflict Resolution:** Assesses an individual’s approach to handling conflict, and how it impacts personal, group, and organizational dynamics.

CONTACT US: 407-882-3960 or iog@ucf.edu
The Leadership Challenge

The Leadership Challenge is a research-based leadership development program, based on the award-winning book, The Leadership Challenge, by James Kouzes and Barry Posner. The workshop includes the 360 degree assessment, a three (3) day workshop with experiential leadership-building activities, and includes an additional option for each participant to receive three one-on-one leadership coaching sessions.

Participants experience and apply The Five Practices of Exemplary Leadership® through cases, workbook exercises, group problem-solving tasks, and optional outdoor action learning.

Upon completing the workshop, participants will be able to:

- Identify the frequency of their personal leadership behaviors—as measured by the Leadership Practices Inventory (online 360 assessment)
- Clarify and communicate their fundamental values and beliefs
- Set the example for others by aligning their actions with shared values
- Express their image of the future
- Inspire others to share a common vision
- Search for opportunities to change and improve
- Experiment with innovative ideas and learn from accompanying mistakes
- Build collaboration, teamwork, and trust
- Strengthen the ability of others to excel
- Recognize the accomplishments of others
- Apply the lessons learned in the workshop to a current organizational challenge
Leadership for Executives

Today's environment not only demands leadership—it rewards it!

Successful leaders are those individuals who can step into a difficult situation and make a noticeable difference. Improve your leadership skills, making you the leader others want to follow.

Leadership is not hierarchical, top-down, or based on positional power and authority. Although effective managers must practice good leadership skills, and effective leaders must possess managerial skills, leadership is not the same as management. Leadership is a strategic tool that empowers people to work together to achieve significant gains.

This seminar focuses on the key characteristics and qualities of strategic leadership. Using a personal leadership inventory, participants will assess their strengths in leadership competencies. Each report has many examples of how to boost competencies in each area. This seminar builds on your existing leadership skills and it identifies how to be a proactive, strategic leader.

What you will learn:
- Executive leadership roles and styles that influence people and drive results
- The executive’s role in energizing people and teams into action
- The executive’s role in creating high performing teams
- The executive’s role in leading strategic change

How you will benefit:
- Identify the five characteristics of effective leaders and the common career de-railers
- Create high performing teams, departments and organizations
- Build a culture that promotes trust, integrity and high performance
- Harness the power of emotional intelligence
- Increase your ability to influence others
- Develop an executive leadership style that flexes to the person and situation
- Grow with an individual leadership development plan
- Clearly communicate mission, vision, values and goals
- Be successful as coach, mentor, and motivator
Leadership Laws

Have you ever wondered why:
- Henry Ford nearly sent his own company into bankruptcy (Law of Empowerment)
- Everything rises and falls on leadership (Law of the Lid)
- Princess Diana was loved by millions while her husband could not persuade people (Law of Influence)
- Jimmy Carter was elected and then not re-elected as President because of this law (Law of Timing)

Find these answers and more--while applying the concepts to real-world case studies and interactive discussion and learning activities.

This interactive series is based on John Maxwell's book & motivational video series, The 21 Irrefutable Laws of Leadership. Apply the laws and people will follow you. Violate or ignore them and you will not be able to effectively lead others.

Soar beyond the mundane. You can become a better leader. You can help your team members become better leaders. The result is more motivated, better equipped, more productive, and more efficient players within your organization.

Developing leaders is the main component for long-term success and growth in business today. Only with capable leadership do organizations achieve their potential. John C. Maxwell understands the need for strong capable leaders. The Laws of Leadership workshop will help train you and your team on how to become better, more productive leaders. Participants will discover the 21 laws that make leadership work successfully, and learn valuable techniques that will help you to improve your ability in each competency.

NOTE: This workshop is designed for two 8-hour days of interactive learning based on the book & motivational video, The 21 Irrefutable Laws of Leadership. It can also be facilitated in a series that incorporates other leadership topics and tools (see multiple options on following page, Leadership Series)
Leadership Certificate Series

This leadership certificate series is designed for the unique needs of middle and senior managers, to help agencies with their succession planning. Agencies will choose three to six 8-hour days of interactive learning based on the best-selling leadership books. Most agencies prefer to offer this series as an on-going leadership development program, meeting once monthly. Participants will learn strategies from the best-selling books, and will apply them to government-based case studies, projects, and active learning exercises (during the training, and on-the-job). In addition to active learning, this series incorporates individual reflection, peer-to-peer coaching, and an Individual Development Plan for on-going development. This series is highly customizable, and offers multiple options, tailored to your senior leadership needs:

**OPTION A:**
Agencies may choose from these best-selling leadership books, and create a custom series of three to six 8-hour days:
- Leading Change
- 7 Habits of Highly Effective People
- The Speed of Trust
- Drive
- 21 Laws of Leadership
- The Leadership Challenge (with assessment)
- Emotional Intelligence (with assessment)
- Myers-Briggs Type Indicator (with assessment)

**OPTION B:**
Add to Option A three 1-hour phone sessions of leadership coaching with the facilitator, at specified times, to identify leadership strengths, areas for development, and action plan(s).

**OPTION C:**
Add a 360 Degree Feedback process for leaders (anonymous process in which participants evaluate themselves on a set of criteria, and managers, peers and direct reports evaluates the participant). Participants receive a gap analysis report of how they perceive themselves and how others perceive them. Feedback is delivered and action plan(s) generated during two 1-hour phone sessions of leadership coaching with the facilitator.

**NOTE:** A leadership certificate series can be customized with other leadership books of your choice. Call to inquire about your specific needs.
Leadership Lessons from Mr. Potato Head

Mr. Potato Head...a world-class personality whose recognition grew from a simple children’s toy to an entertainment star and a cultural icon. With Central Florida’s ongoing growth and dynamic work environments, organizations need leaders with the skills that capitalize on individual strengths, while upholding the goals of the organization.

Through FUN, interactive, and creative exercises with Mr. Potato Head, this workshop will help develop and enhance leadership skills such as:

- Active listening
- Giving clear, concise communication
- Using creativity in problem solving
- Creating a vision
- Management By Walking Around (MBWA)
- And more!

Participants will be able to take a leadership assessment during this workshop and leave with their very own Mr. Potato Head. This is a fun leadership program, and is perfect as a stand-alone workshop or with a team building retreat.
Leadership Tips from Monday Morning Leadership:  
Mentoring Sessions You Can’t Afford to Miss

This workshop is based upon the book Monday Morning Leadership, by David Cottrell. The story begins with a man who's struggling as a manager. His operation isn't performing well. His boss isn't happy. He's not happy. He doesn't have time to be with his family or to do what he likes to do. It looks like his career has peaked…and his job may be in jeopardy. What to do?

If that sounds familiar, almost everyone has had that experience who has taken on a management role. However, in this story, the man, Jeff, decides to do something about it. He contacts an old friend, who has had a very successful business career. The friend agrees to meet with (and mentor) Jeff for eight weeks on Monday mornings.

In this workshop, you will learn the same leadership lessons that Jeff’s mentor shared with him:

1. Accept total responsibility for results without excuses, and think like a leader rather than a manager or follower.
2. Be sure everyone knows what the main thing is that they have to accomplish, and keep their faith in you as a leader.
3. Get closer to your people and help your top performers improve.
4. Act with integrity and prepare for how to handle problems before they occur.
5. Improve the team you have by only hiring high performers.
6. Manage your time carefully by looking for ways to save minutes wherever you can and by being more effective at whatever you do.
7. Encourage, recognize and respect your people.
8. Advance your learning by reading, being open to trying new things, listening, helping others, setting goals and always being professional and positive.

You already knew most of those points, didn’t you? Knowing what to do and knowing how to do it are two different things. This workshop, full of specific how-to exercises, will embed the learning into your mind in powerful ways. Don't miss this workshop, as it provides a clear roadmap for becoming a better manager.
Leadership Skills Development

Are you a manager or a leader? There's a BIG difference. In this workshop you'll learn how important that difference is—and what it takes to become a leader who makes things happen. Although promotions often involve pay increases, many people find they regret becoming leaders before they were ready. It's hard to cross the line from staff to management when you first become a manager or supervisor. It's even more difficult when your promotion makes you the boss of your former peers. Whether you are deciding to accept a promotion, have just become a manager, or just want to know more about what supervision is really like, this workshop will give you tools you need to make the right decision for you!

Leaders are made, not born! This is particularly important information for anyone in a leadership position. Study after study proves that the skills possessed by leaders in business, government, and industry can be learned and duplicated by anyone willing to take the time to understand and act on that which constitutes effective leadership in an organization.

Now there are no excuses for not becoming a model leader in your organization. This seminar reveals practices common to successful leaders and offers practical advice on how you can learn to:

- assess your strengths and weaknesses as a leader
- find and create opportunities for personal and organizational excellence
- inspire and motivate others toward a common purpose
- develop your leadership skills and abilities
Leading Change

“People do NOT resist change, people resist BEING changed!”

Forget the notion of keeping up with change - organizations are awash in it. In these times when unrelenting change is becoming the norm, leaders have no choice but to adapt and help others to adapt...and quickly!

Constant transition has created a more emotional dynamic in organizations. Uncertainty can trigger all kinds of behavioral and emotional reactions from leaders and the people who are affected by the decisions of leadership.

Based on the book, Leading Change, by Harvard Business School professor, John Kotter, this workshop offers a practical approach to an organized means of leading, not managing, change. You'll learn the eight-stage process with useful examples and case studies that show how to go about implementing change strategies. Based on research and experience with numerous organizations, Kotter's advice gets directly at reasons that organizations fail to change...reasons that concern primarily the leader and the leader's implementation strategy.

The eight steps to leading effective change that we'll discover in this workshop are:

1. Establishing a Sense of Urgency
2. Creating the Guiding Coalition
3. Developing a Vision and Strategy
4. Communicating the Change Vision
5. Empowering Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains and Producing More Change
8. Anchoring New Approaches in the Culture

The Leading Change workshop is a useful management tool for supervisors, middle and senior executives faced with the daunting task of leading effective change initiatives.
Listening: The Undeveloped Skill
“Talking About Listening Sounds Like an Oxymoron”

“Yes Dear.” “Sure, sure.” “Uh huh”.

Listening is by far the most undeveloped, misused communication skill. Although managers and other workers spend as much as 45% of their communication time listening, it is often done so poorly that the time is unfortunately wasted. Misunderstood directions, assumptions, and faulty decisions are frequently caused because most of us have never learned how to listen well.

As we laugh at ourselves we will also learn:
- The difference between hearing and listening
- What constitutes active listening
- How we rate as listeners (self-assessment)
- Which listening barriers get in our way
- How to “listen to” and interpret body language
- Keys and techniques to improve our listening habits
- How to minimize miscommunication

Most importantly, participants will learn and practice steps to master the art of listening. This information will assist in preventing the misunderstandings and costly mistakes that result from poor listening skills in the workplace.

The class is fun as we demonstrate how poorly we all listen, yet everyone comes away with insights into improving our listening skills!
Management: Beyond The Basics
Exploring the New Management Applications

This twelve-hour course is designed for supervisors and managers who have completed a basic supervisory management course and want to expand their knowledge to some of the current concepts in management theory. Three 4-hour modules will highlight:

SESSION I
- Assessment of personal management style with focus on personal strengths and weaknesses
- The manager's role in facilitating a vision for the future
- Understanding empowerment and how to build effective teams

SESSION II
- Successful negotiation techniques for dealing with conflict
- Intervention skills for handling difficult employees
- Negotiating skills most effective for resolving complex issues

SESSION III
- Understanding decision-making styles and how to shift styles to match the situation
- Techniques for helping employees deal with organizational change
Manager’s Motivation Tool Kit: Bringing Out the Best in Others

The role of supervisor has changed from autocratic to one that is more facilitative and collaborative. If you are like most supervisors and managers you are now asked to deal with higher-level decision making, therefore needing to delegate an ever-increasing number of tasks to staff. This seminar will help you provide more opportunities for growth and learning for your employees while ensuring the necessary productivity.

**Learner Objectives:**

- Identify the steps to performance management
- Recognize the five roles of coaching
- Create a workplace environment of clear expectations
- Develop a personal action plan for motivating others
- Practice a simulated coaching/feedback session
The Manager's Role In Customer Service

Tired of hearing complaints from the citizenry -- or from other departments -- about the quality of service your office provides? Then this workshop is for you, and it is an excellent one for your management team to take together.

Government is a service business. As a manager or employee of a city, county, state, or government agency, you are by definition a "public servant," whose primary responsibility therefore is to give -- or see that your employees give -- good service to your customers.

Only your organization's commitment to and practice of organizational values which demand good treatment of "internal customers" (your employees) can free your organization to give "external customers" (your citizens) the best possible kind of quality customer service. Excellent customer service begins when the top management of your organization realizes that the public is NOT an interruption to the job: the public IS the job, and then structures your organization to empower your employees to practice this belief as they conduct your business every day.

This workshop outlines the commitment and steps needed from an organization's upper management to establish a customer service philosophy that A) demands good treatment of internal customers (employees), and B) thereby frees and empowers employees to give the best possible quality customer service to external customers (citizens).

As a participant, you will:
- Identify the steps needed from an organization's upper management to establish a customer service philosophy
- Examine performance standards for all levels of employees
- Explore systems to process and resolve successfully citizen complaints
- Learn the elements of an effective service request system, including follow-up and evaluation

Good customer service flows from the top down if management commits its organization to define, value, and deliver excellence.
Media Relations

An absolute MUST for anyone in government who has contact with the media, this workshop will teach you how to put your best foot forward instead of in your mouth!

- Do you know how to give a "quotable quote"?
- Can you use the technique of "bridging" to answer the question you want to answer instead of the question the reporter asks you?
- Has your office developed a Media Relations Plan which spells out the goals and image you want to project to the public and identifies the spokesperson or spokespersons authorized to talk with the media?
- In short, do you manage the media -- or do they manage you?

To help you develop and design your own Media Relations Plan, during this workshop you will learn how to:

1. Develop a media strategy
   - Identifying the differences among the media (Print vs. Radio vs. Television)
   - Discovering the best techniques to use with your local media (how to help them help you)
   - Tailoring your news for maximum coverage (limits, deadlines and quotable quotes)

2. Give effective interviews that build credibility
   - Projecting your best image (how to manage dress, body language, and settings)
   - Controlling an interview (how to use specific techniques to get your points across)
   - Avoiding interview "traps" (how to turn tough questions to your advantage)

3. Improve your media skills
   a. Problem-solving difficult media situations
   b. Answering demanding questions in role plays
   c. Practicing giving spontaneous interviews
Meeting Facilitation Skills: Save a Meeting, Save Your Sanity!

Meetings are the lifeblood in the workplace. Instead of guesswork or winging it, learn results-oriented skills to boost the productivity and success of your meetings. You will practice meeting roles, questioning techniques and specialized communication skills that will be instantly useful. In this hands-on workshop you will participate in a meeting simulation using real-world examples from your workplace, assess your facilitation style, explore practical strategies for decision making, and develop proficiency in 12 communication skills which are the cornerstone for productive meetings. You will leave with renewed confidence that meetings and problem-solving sessions can be time efficient and useful.

Learner Objectives:

• Differentiate between the role of meeting facilitator and supervisor/manager
• Assess facilitation skills and style
• Identify effective meeting roles: facilitator, recorder, team leader
• Develop effective action-oriented agendas
• Rehearse 5 types of productive questions
• Participate in a simulation team meeting and practice 12 specific communication skills
Meeting Management: Making Meetings Work

Make the meetings that you chair ones that people want to attend! Compiled into one workshop full of practical tips, guidelines, sample outlines, and role plays, here is all you ever wanted to know about organizing and running an effective meeting.

This workshop will highlight strategies and skills such as:
1. Deciding whether to meet or NOT meet (with effective alternatives)
2. Identifying the key characteristics of effective meetings
3. Planning the meeting:
   a. Objective: identifying what the meeting must do
   b. Agenda: developing, writing, and using it
   c. Seating Arrangement: making it most productive
4. Running the meeting:
   a. Chairperson’s role: options that work best
   b. Discussion: structuring and guiding it
5. Understanding the participants:
   a. Hidden Agenda: how it functions -- or disrupts
   b. Group Dynamics: identifying what “role” each participant is playing in the group
6. Post-meeting follow-up essentials

This seminar can provide immediate return on investment with the time saved and efficiency improvement!
Microsoft Office Computer Courses*

*The client must provide computers/laptops with relevant software for these courses. The IOG provides a qualified facilitator, but does not provide the technology.

**Introduction to Word**
Participants will discuss word processing basics. Topics include:
- Navigating the Word environment
- Opening and navigating a document
- Inserting and deleting text
- Creating, saving, and closing documents
- Selecting text
- Formatting characters and paragraphs
- Producing lists
- Customizing and using tabs
- Creating tables
- Formatting a page including headers and footers
- Previewing a document and printing

**Intermediate Word**
Participants in this Intermediate Word course will expand upon basic word processing skills by addressing these topics:
- Performing cut, copy, and paste
- Using the format painter
- Using styles
- Creating section breaks
- Performing a spellcheck
- Inserting images and graphics
- Creating WordArt, Shapes, and SmartArt
- Produce columns

**Advanced Word**
Participants taking the Advanced Word course will embark upon some of the more challenging features of MS Word. Topics include:
- Performing document tracking
- Comparing documents
- Protecting documents
- Performing a Mail Merge
- Producing forms
- Creating templates
- Saving in alternative file formats
- Customizing the MS Word environment
Microsoft Office Courses (continued)*
*The client must provide computers/laptops with relevant software for these courses. The IOG provides a qualified facilitator, but does not provide the technology.

Introduction to Excel
Provides participants with an introduction to the functionality of a spreadsheet environment, including:
• Screen navigation
• Cell entry and edits
• Simple formulas and copying formulas
• Functions
• Relative vs. absolute cell references
• Cell formatting
• Simple charts and formatting charts

Intermediate Excel
Participants in the Intermediate Excel course will be exposed to the below topics:
• Review screen components, cell entries, calculations, and formatting
• Utilize special and custom number formats
• Implement advanced functions including IF, PMT, and FV
• Sort Lists and filter data
• Create multiple worksheet and workbook formulas
• Outline data and use subtotals

Advanced Excel
Participants in the Advanced Excel course will expand upon those skills acquired in the Introduction and Intermediate Excel courses. Topics include:
• Naming and using cell ranges
• Adding and printing comments
• Freezing panes
• Comparing data
• Creating, modifying, and updating pivot tables
• Performing pivot table calculations and produce pivot charts
• Tracing and displaying formulas
• Recording, playing, and deleting macros
• Protecting cells, worksheets, and workbooks
• Customizing the Quick Access toolbar
• Utilizing the AutoCorrect feature
• Using and customizing an Autofill list
Microsoft Office Courses (continued)*

*The client must provide computers/laptops with relevant software for these courses. The IOG provides a qualified facilitator, but does not provide the technology.

PowerPoint Level 1
Participants in the PowerPoint level 1 course will plan and create a presentation using the following features:
• Navigating the PowerPoint environment
• Creating new slides
• Adding text and bullets to a slide
• Formatting text and bullets
• Applying design themes
• Exploring the PowerPoint view options
• Inserting and modifying shapes
• Aligning and grouping objects
• Inserting imagery and graphics and applying effects to them
• Creating and formatting a chart
• Setting up an organization chart
• Producing WordArt and SmartArt
• Performing Spell Check
• Exploring various printing options

PowerPoint Level 2
Participants in the PowerPoint Level 2 course will expand upon skills presented in PowerPoint Level 1.
• Working with Notes Pages
• Viewing the Master Slide
• Slide headers & footers
• Recording narration
• Playing audio
• Inserting video
• Designing with actions and hyperlinks
• Implementing slide transitions and animations

Introduction to Access
Participants in the introduction to Access course will learn about basic database terminology and features including:
• Identifying Access objects
• Exploring and navigating a database
• Opening, navigating, and closing objects
• Creating and entering data into a table
• Assigning a primary key
• Creating relationships between tables
• Performing queries
• Adding fields to queries
• Sorting and filtering query data
• Implementing AD/OR criteria to queries
• Calculating totals in a query
• Concatenating data
• Using the Wizards to produce forms and reports

Intermediate Access
Participants will build upon the basic Access skills acquired from the Introduction course. This course primarily focuses on designing and customizing forms and reports.
Microsoft Office Courses (continued)*
*The client must provide computers/laptops with relevant software for these courses. The IOG provides a qualified facilitator, but does not provide the technology.

**OneNote**
The participants will become acquainted with the purpose of the OneNote application. Topics covered include:

- Exploring the OneNote environment
- Creating Notebooks, Sections, and Pages
- Writing notes using the keyboard
- Inserting pictures
- Screen clipping
- Creating hyperlinks
- Producing hand written notes
- Converting handwritten notes to text
- Recording and playing an audio note
- Creating a table
- Utilizing spell check, tagging, and organizational features
- Searching notes and distributing/sharing notes

**Prezi (Non-Microsoft Course)**
Prezi is an online alternative presentation program. Participants in this course will learn about these topics:

- Planning a Prezi
- Storyboarding
- Accessing Prezi online
- Creating a blank Prezi
- Navigating the Prezi environment
- Adding text, images and frames
- Creating paths
- Adding animation
- Packaging a Prezi to be portable
- Printing handouts
- Importing PowerPoint files into Prezi
Minute Taking in the Sunshine

Taking minutes is a difficult task, at best. This workshop is stuffed with tips, hints, and shortcuts that make that hard job easier and that help recorders find the answers to questions like these about the taking of council, board, and workshop minutes.

- What details of the Sunshine Laws apply to my job?
- What parts of the eight pages of notes do I really need in these minutes?
- Should minutes include the Committee's discussions, or just the actions?
- What does the law require that I include in minutes?

Please bring to class samples of the minute and agenda formats you use to share and self-edit.
Motivation: Driving Excellence

You’ve heard the old adage, “You can lead a horse to water, but you can't make him drink”. Can you really motivate your employees to do their best work? Or must people motivate themselves? What do your employees really want from their jobs? Is "more money" ever an effective motivator? In these times of limited resources and escalating demands, how can better management -- not necessarily more money -- produce more highly motivated employees? Does "empowering" employees motivate them? If so, how? This workshop promises answers to these questions!

During this workshop you will:

- Review leading theories of motivation, including Maslow's Hierarchy of Needs and compare to the research from Dan Pink's best-selling book, Drive
- Learn practical applications of these theories and develop strategies for implementing them
- Take an inventory to discover what motivates YOU to do your best work
- Gain 100+ ways to pay your employees the kind of attention that leads to motivation
- Learn tips to create an atmosphere of self-motivation in your workplace

This workshop challenges you as a supervisor or manager to create a climate in which your employees will motivate themselves. Knowing what supervisors can, should, and shouldn't do to encourage employees to produce their best work will save you lots of time, money, and aggravation!
The Myers-Briggs Type Indicator (MBTI)

Are you irritated by a teammate who doesn’t focus on the facts but prefers to talk about the big picture? How about the workmate who plays it by ear instead of planning out each detail? Why does Person X always wait until the last minute on projects? Wouldn’t it be nice to know just what makes people tick? There’s no crystal ball, but the MBTI is a well researched instrument for helping us understand ourselves and others. The Myers-Briggs Type Indicator (MBTI, for short) is a paper-and-pencil questionnaire with no wrong answers! It helps us understand how we prefer to:

- Direct our focus and process information
- Take in information
- Make decisions based on that information
- Organize the way we work

Organizations use the MBTI for:

- Teambuilding and improving teamwork
- Communicating more effectively with supervisors, peers and employees
- Solving organizational and personal problems
- Assisting in career and professional development
- Understanding and adapting to differences in management style
- Resolving conflicts
- Leadership development and coaching

After identifying your preferences, strengths, motivations, and potential areas for growth during this highly interactive workshop, you will also learn to:

1. Better understand yourself and people with whom you work
2. Become more effective as you interact with your boss, peers, and customers
3. Improve your communication skills as you
4. Increase your ability to solve organizational problems as a member of your office team
5. Value the unique strengths each person contributes

This fun and insightful workshop, filled with interactive group exercises, is great for individual self-awareness, and even better for teams to learn to better understand each other!
Negativity: How to Keep Positive in an Imperfect World

Has stress taken a toll on your laughter output?

Fight mental mildew! Negativity in self and co-workers is a killer of spirit and an energy zapper. While there is no magic formula, there are fun ways to focus on the positive. Negative mindsets can destroy morale and demoralize an office . . . or a life. Learn specific techniques to keep others (and, most important, you, yourself) from raining on your own parade. Positive thinking starts at home!

This workshop explores the sources of negative attitudes and outlines a proactive approach for changing them by gaining the freedom to choose positive responses to whatever situations work or life deals you. You will learn:

- Methods for adjusting your own attitude
- Strategies for maintaining a positive attitude
- Options for dealing with others’ negative attitudes
- Ways to pursue happiness
- How to insulate yourself from negativity
- How to “play your winners”
Negotiation Skills

Whether in business or at home, we negotiate everyday. Negotiation is a basic means of getting what you want from others. Some of us have a way of reaching agreements that are satisfying and long-lasting for all concerned. Others seem to negotiate in a way that damages relationships and produces flawed agreements.

This workshop is designed to identify two different styles of negotiating; one that works and one that doesn't. A thorough explanation of how to put the effective style into practice is developed using real life examples/case studies. Besides what to say and when to say it, we will focus on tactics to use when problems arise in the negotiation process. Throughout this training, we will use everyday situations from your experiences making for a more meaningful "hands-on" session, learning how to move through any situation more effectively.

I. Positional vs. Principled Negotiation
   a) What Works, What Doesn't and Why
   b) Comparisons

II. Changing the Game: Principled Negotiation
   a) Position vs. Interests
   b) Separate the People from the Problem
   c) Handling Perception Problems
   d) Handling Emotions

III. Communicating for Results
   a) Strategies
   b) Questions to Uncover Positions

IV. The "What Ifs"
   a) Tips and Techniques
   b) Knowing When to Fold
   c) Naming the Games

V. Role Plays and Scenarios
Networking Skills: How to Work a Room

You’ve heard the saying “It’s not what you know, it’s WHO you know”. Networking is an important skill for the workplace. You have to network at community meetings, conferences, training sessions and business lunches. Do you know how to really maximize these opportunities to build relationships?

During this workshop, you will:
• Identify the stages of networking
• Learn tips about “How to work a room”
• Develop your 30 second commercial
• Practice safe conversation starters
• Identify questions to help lead to new contacts
• Formulate a personal action plan for developing your networking skills
Office Etiquette

Good manners are important in the workplace for the same reason good manners are important anywhere: Good manners demonstrate that you possess self-control, that you are civilized, and that you care about and are capable of respecting others. Imagine a company culture based on civility!

Etiquette and good manners set out the "grammar" of social interaction. Grammar helps you get your words and sentences in the right order so that people can understand what you are saying. It helps others understand the content of what you mean without having to worry about the form. The same is true of etiquette. Etiquette helps you get your behavior in expected order so that others can focus on the content of what you’re saying, rather than on the form of your behavior. In that sense, good etiquette, like good grammar, becomes invisible.

During this workshop you will:
• Learn the unspoken rules of office etiquette
• Identify proper attire for the office, events and conferences
• Understand how to meet, greet and introduce office visitors
• Discover gender etiquette tips
• Learn how to identify international protocols
• Practice conversation starters and tools to build rapport
• Build your professional brand
The One-Minute Manager

Kenneth Blanchard and Spencer Johnson wrote The One-Minute Manager to share what they learned in their studies of the behavioral sciences and how people work best with other people. Based on that book, this exciting workshop explains the practical techniques which form the quickest way for people managers and supervisors to increase the productivity, job satisfaction, and personal prosperity of themselves and those they manage. (A plus: this theory works in parent-child relationships, too!)

In this interactive workshop, you will:

- Learn the three secrets of being a "one-minute manager":
  - The First Secret: One-Minute Goals
  - The Second Secret: One-Minute Praisings
  - The Third Secret: One-Minute Reprimands

- Learn why One-Minute Goals, One-Minute Praisings, and One-Minute Reprimands work

- Practice the specific techniques of:
  - How to set One-Minute Goals
  - How and when to give One-Minute Praisings
  - How to administer One-Minute Reprimands

You will enjoy the wisdom of Blanchard and Johnson, as you appreciate the eight people-management truths that guide their insight:

1. "People who feel good about themselves produce good results."
2. "Help people reach their full potential: catch them doing something right."
3. "The best minute I spend (as a manager) is the one I invest in people."
4. "Everyone is a potential winner. Some people are disguised as losers. Don't let their appearances fool you."
5. "Take a minute: look at your goals. Look at your performance. See if your behavior matches your goals."
6. "We are not just our behavior; we are the person managing our behavior."
7. "Goals begin behaviors: consequences maintain behaviors."
8. "Share it with others."
Organization Skills: Getting Organized

Are there piles of paperwork on your desk? Can't find that report that you know you filed? Have you ever lost a sticky note with that important “to do” or citizen phone number? The Getting Organized workshop is for you! Join us to learn how to tame the paper tiger!

In this workshop you will:

- develop ways to organize your work area for improved efficiency
- learn where to begin the organizing process
- discover how to create organization systems (and still be able to find documents the next day!)
- learn when less is more
- practice the art of paper purging
- gain specific tips for organizing bookshelves, desk drawers, equipment, file cabinets, tops of workspaces, and more!
- discover 10 technology apps and resources to increase efficiency
Parliamentary Procedure

If your job requires that you have a strong knowledge of parliamentary procedure or write minutes of any meetings, you don't want to miss this workshop that covers the basics of parliamentary procedure.

Part One reviews the principles of parliamentary law and procedure.
Part Two explains the essentials of meetings, including:

- presentation of motions
- types of motions and use of each
- debate and voting procedures
- committee reports
- minutes
- quorums
- preparation of agendas (and when to use consent agendas)
- presiding at meetings
- procedures for handling questions
- adjournment.
Performance Management: A Year-Round Process

Do you hate to do Performance Appraisals?

Does “dread” become your middle name whenever you must conduct them?

Does your preparation consist of buying two bottles of aspirin and some Maalox?

Do you wish you could rate everyone the same to avoid problems?

If so, you will want to attend this workshop! What you’ll learn here will turn old problems into new chances for positive, productive experiences with those you supervise. No matter what your present performance management system is, this workshop will show you how to supplement and improve it by incorporating specific techniques. You’ll learn how to:

- use the nine steps of effective performance management, a year-round process in which the actual, sit-down end-of-the-year Performance Appraisal session is only one (and NOT the main) part

- give all your employees a level playing field by using job descriptions, performance standards, evaluation forms, and procedures manuals to clarify the evaluation “rules” before the game begins

- schedule and conduct effective yearly Performance Appraisals and quarterly Performance Reviews

- make sound coaching and counseling techniques part of your daily supervision

- document performance so that the appraisal is faster and based on specific examples

- use the simple sample forms this workshop provides to streamline and supplement your existing evaluation system

- deliver the performance appraisal feedback during an in-class practice coaching session

For those who supervise, this workshop is a must for your tool-kit!
Performance Measurement Workshop

This workshop provides awareness and understanding of the role of performance measurement in public organizations. It provides specific examples and shows participants how to design their own measures. This workshop can be adapted to meet clients’ specific requirements and applications. The length of the workshop is usually three to four hours, depending on requirements and class size.

This workshop covers the following topics:

1. What is performance measurement?
2. Why do performance measurement?
3. Distinguishing outputs from outcomes.
4. Productivity and other performance measures.
5. Examples of basic performance measures in practice.
6. How to make performance measurement happen in your organization or work unit.
7. Practical issues in data collection, analysis and reporting.
8. Lessons learned: Where things stand today in other organizations.

The performance measurement workshop is designed to be interactive and draws on participants’ experiences. Customized activities and applications are based on the group’s needs.
Is the daily task of balancing all the roles you play difficult? Do you wish you had a magic wand to make working with others easier? Has stress taken a toll on your once-positive outlook? There is hope!

While there is no magic formula, there are fun ways to learn how to manage the challenges of our fast-paced world. Unfortunately, we cannot change others, but can learn to change the way we react or respond to others! This workshop is dedicated to improving your personal effectiveness so you can better handle the many hats you wear!

- Discover ways to insulate yourself from negativity!
- Learn to choose your attitude: and make it positive!
- Select your responses: proactive vs. reactive
- Improve your self-image
- Which is larger, your Circle of Influence or your Circle of Concern?
- Learn ways to manage stress!
- …and much more!
Planning for Managers: The Flying Dart

Acting without planning can create unnecessary time and money costs, derail organizational objectives, demoralize staff. You don’t want to build a boat in your basement and discover you can’t get it out the basement door. To get that boat built where you can get it launched and on its way, you’ll want to add planning to your tool kit of management skills.

In this workshop, participants will learn:

- the advantages and disadvantages of planning vs. gut feel
- the decision-making process
- the difference between planning and strategic planning
- how to get buy-in from plan stakeholders
- how to create implementation plans that increase accountability
- how to monitor the progress of the plan and make mid-course corrections
Power Communication

Your project was perfect, but someone else got the glory. Your quick action avoided disaster, but no one ever recognized your efforts. Your idea was brilliant; but everyone ignored it until your coworker voiced it, too. Why? Certain people communicate better than others. One definition of power is the ability to influence others, to have your way, and to be listened to. How you communicate creates power by enabling you to gain influence in your role, the responsibility to make decisions, and to earn promotion. You keep that power by talking in ways that increase and support, not undercut, your influence.

Want to increase your effectiveness in working with both coworkers and employees in your office? The skills of power communication, both verbal and non-verbal, that you will learn in this workshop will help you project your competence and capabilities so that others will hear and value your contributions.

In this workshop you will:
1. Identify powerful, powerless, and over-powering communication styles
2. Identify habits which drain power in speech and writing
3. Identify the elements of power communication
4. Learn your "power-talk quotient" by taking and scoring a self-assessment to identify specific personal areas to work on
5. Become aware of positive control of voice pitch, volume, rate, and articulation
6. Identify and learn how to avoid such self-defeating speech habits as apologizing unnecessarily, using "I take it back", and putting yourself down
7. Practice the "sounds of success," learning to eliminate words that de-emphasize and to reframe questions for greater power
8. Apply power communication to work situations

This workshop proves that both what you say and how you say it is important!
Presentation Skills: Present Like a Pro!

Every time you face a group, you put your credibility and reputation on the line. Because your presentations are critical to you and your organization, we offer an intensive, interactive training program in presentation skills (with 3 workshop options) for employees at all organizational levels. Nothing improves your visibility like the ability to make presentations like a "pro".

How you deliver your message is just as important as developing relevant content for your audience. Learn how to impact your audience and be a powerful presenter. This program offers a practical approach to delivering a presentation that is effective, memorable, and gets the job done, because a communicator is only considered successful when it is impossible for the audience to misunderstand the message.

The UCF IOG offers three different workshop options to meet the specific needs of your employees.

Option A:
A 4-hour workshop for up to 25 participants highlighting the fundamentals of presentations skills including how to:
- Develop and organize content
- Present technical material to non-technical audiences
- Be clear and concise
- Use body language, voice, and diction effectively
- Add interest with stories, activities and visual aids
- Handle public speaking jitters
- Incorporate agency requirements and standards
- Develop skill through “mini,” in-class exercises

Other topics include:
- Get Those Butterflies to Give You Wings
- Dealing with Presentation Disasters
- Preparation: The Key to a Relaxed, Effective Presentation
- Secrets of a Dynamic Speaker
- Handling Trying Participants

Option B: Includes Option A plus:
A 4-hour follow-up workshop limited to 8-12 participants each to include:
- Each participant making a short, job-related presentation
- Each presentation videotaped and given to each participant for post-workshop reference and review
- Constructive feedback and coaching from the instructor
- Constructive feedback from peer participants
- Summary and review of key concepts and skills presented

Option C: Includes Option A and B plus:
- One-on-one coaching from the instructor on pre-arranged dates by appointment
- Coaching includes content feedback, rehearsals, and targeted presenter feedback
- Coaching is ideal to gain the competitive edge for those participants who will be doing numerous presentations and/or those participants who will be doing high-profile presentations (conferences, fund raising, etc.)
Pre-Supervisory Skills: Emerging Leaders

It’s hard to cross the line from staff to management when you first become a manager or supervisor. It’s even more difficult when your promotion makes you the boss of your former peers.

Whether you are deciding to accept a promotion or have recently received one, this workshop will give you tools you need to make a successful transition in your switch from employee to supervisor. Through the use of discussion groups, case studies and role plays, you will gain insight into your new role.

During this workshop you will . . .

- Identify the role of a supervisor
- Examine attitudes and myths about supervision
- Define qualities that make a good supervisor
- Identify techniques for handling the challenges of the transition from employee to supervisor
- Identify the skills each level of management requires
- Determine what people want most from their jobs (motivation theories)
- Learn to apply the basics of situational leadership to enhance your team’s performance
- Analyze case studies and role plays of typical supervisory situations
Professional Development Certificate Series

This 32-hour certificate series of eight workshops promotes career development, succession planning and growth within the organization. Each of the sessions focuses on helping develop specific skills for job success and professional development.

Session 1 – Professional Attitudes: Understanding Yourself and Others (4 hours)
- Take the Myers-Briggs Type Indicator (MBTI) to learn your own type preference…and the other 15 types
- Use your understanding of your preferences, and small group exercises, to strengthen your teamwork with boss and peers; ability to understand and be understood by others; and ability to solve problems

Session 2 – Career Development: Climbing the Career Ladder (4 hours)
- Learn strategies to maximize your current job to prepare for the internal promotion you want
- Identify your natural talents and career preferences using the MBTI
- Gain proven resume, interviewing and networking strategies

Session 3 – Goal Setting for Individuals: Dream It, Do It (4 hours)
- Gain practical skills to establish and reach your goals at work and at home
- Learn the value of knowing what you want and recording your goals
- Apply the SMART technique for goal achievement
- Identify the importance and how-to’s of prioritizing

Session 4 – Interpersonal Effectiveness: Communicating With Others (4 hours)
- Speak so that others can hear you
- Listen so that you will hear others
- Identify verbal and nonverbal Clues: how messages are sent
- Practice Assertiveness: appropriate responses to office situations

Session 5 – Business Writing: Made (Almost) Painless (6 hours)
- Review editing techniques to get to the core of the message
- Learn sentence structure & punctuation rules (commas, apostrophes, semi-colons)
- Review letter & memo format
- Gain five principles of better writing

Session 6 – Time Management Skills (4 hours)
- Manage multiple priorities & structure your day for improved effectiveness
- Analyze habits to determine your usual pattern of time use – and what is sabotaging your productivity
- Manage your time: what is: urgent/not urgent? important/not important?
- Learn how to take control of interruptions

Session 7 – Business Etiquette (2 hours)
- Identify dining do’s and don'ts & how to properly introduce people
- Practice five safe conversation starters & International protocol
- Build your image with the ability to handle colleagues, clients, and superiors with tact and style

Session 8 – Pre-Supervisory Skills (4 hours)
- Identify the role & qualities of effective leaders, and the skills each level of management requires
- Examine attitudes and myths about leadership
- Learn to apply the basics of self-leadership
Project Management Made Easy

Project management is an approach to organizing and managing work based on a set of well-defined methods, such as benchmarking a process, using tools to conduct project research, other tools to measure results, impact evaluation, and scheduling people and tasks. When used effectively, these methods and skills can significantly enhance the chances for successful project completion. This program is hands-on using real world examples from participants.

Learner Objectives:

• Define the fundamentals of project management: planning, implementing, monitoring, and completing
• Identify and apply essential tools for effective project management
• Create an accountability action plan for an objective or task
• Develop a work breakdown structure using the Gantt chart
• Identify critical success factors and techniques for monitoring progress
• Learn how to perform your role as a project team manager
Proofreading Essentials: You’ve Worked Too Hard to Hear “Oops!”

**BULLETIN: SPELL CHECK isn't perfect!**

If you mistakenly type "tot he" instead of "to the," and trust the almighty Spell Check to find and fix your error, your a dead duck! (Spell Check won't catch this one, either: as you have already -- NOT all ready -- noticed, the second your in the previous sentence should be you're.)

Do you write your own letters, emails and reports? Do you check or edit work for others? It's time to take matters back into your own hands to make writing as error-free as you can. This course will help you improve all writing by teaching systematically the skills that will help you proofread accurately and efficiently.

You'll learn:

- Visual perception techniques to enable you to see mistakes
- Grammar/spelling/punctuation brush-up tips that will enable you to recognize mistakes
- To select the proofreading technique most appropriate to the material
- To apply standard rules when abbreviating, compounding, and using numbers
- To identify which reference to use when a question occurs in proofreading

More than just a “quick look” system, you will learn step by step processes and practice each skill along the way.

**BONUS:** Did you know the average American reads at a sixth grade level? Unfortunately, government is not known for simplified instructions! As a capstone to our writing program, participants are taught how to determine the grade level of writing they create for others. Participants are asked to bring in a letter, report, newsletter, or other writing to give hands on experience on how to write to be understood!
Recruiting & Hiring Secrets:
The Manager’s Role in Sourcing, Selecting and Keeping Good Employees

If your recruiting and hiring efforts aren't getting you the best people, it may be time to evaluate what you're doing. This program explores the whole recruiting and hiring process, including:

- What skills do you need to hire and why?
- How do you create a hiring process that works?
- Where (and how) do you find the best candidates?
- Are you up-to-date with recruiting via social media?
- What interview questions get you the most useful answers?
- How do you help new employees start off on the right foot?
Relationship Building: Getting Along at Work

This workshop defines and explores professionalism and takes a look at how we interact and work together. Through scenarios and group activities we’ll highlight topics such as:

- consideration for each other
- practicing the golden & platinum rule
- interpersonal communication
- the role of perceptions and assumptions in human interactions
- using emotional intelligence on the job
- customer service to co-workers

Participants will learn how to be more skillful in their communication with co-workers so that the working environment is friendly, supportive, and cooperative.
Situational Leadership

Remember the best boss you ever had? What did he or she do to motivate you to give your best performance? How did he or she create the magic that made you want to excel and to give more than 100%?

Chances are your boss managed you according to the principles of situational leadership, Hersey and Blanchard’s theory which teaches that a good leader selects – from among four leadership styles – just the right mixture of directions and support a follower needs to accomplish any particular job. This mix of directions and support must change from situation to situation, task to task, depending on the follower’s maturity level for doing the job at hand.

A good leader knows how to assess a follower’s job maturity level for each job (“job maturity level” is the employee’s particular combination of willingness and ability to do a particular job successfully). The employee’s job maturity level determines which leadership style to use.

When a good leader provides the right kind of leadership, the employee will bloom and grow – just as you did under your “best boss,” who gave you the right amount of directions and encouragement when you needed them and the freedom to work independently when you did not. In return, you gave your best boss your very best effort because, in every situation, that boss gave you the kind of leadership you needed to succeed! Success builds successes.

This workshop is full of role-plays and hands-on exercises illustrating how to be a situational leader in real work situations. It provides managers and supervisors effective tools to lead and motivate others to do their best possible jobs – especially in public service, where factors other than big raises are the major motivators of outstanding performance.
Social Media for Government

Now that Facebook is over ten years old, it's safe to say social media is here to stay. Not only is social media ideal for government agencies to share news and special reports, it's an interactive, real-time platform that facilitates collaboration, efficiency, transparency, and citizen engagement. However, getting started on social media can be overwhelming.

In this workshop, you will gain social media management tools including:

- An overview of the major social media platforms such as LinkedIn, Facebook, Twitter, YouTube, Google Plus, Instagram, Pinterest, and Foursquare
- Best practices for social media in government: what to share, when, and where
- How to use social media platforms to educate and inform constituents and promote citizen engagement
- Operational FAQ’s such as what to include in a good social media policy, security and privacy tools, and handling negative posts

A basic understanding of common social media platforms is helpful, but not required, for this workshop. Checklists and reference sheets will be provided.

**Who is this workshop designed for?**
The program is designed for anyone who will be posting social media updates on behalf of the agency: Public Information Officers (PIO’s), communications staff, city and county administrators, CIO’s, department directors, and elected officials.
Speaking with Confidence & Credibility

Being perceived as a leader has everything to do with face-to-face contact with our superiors, colleagues, subordinates, customers and the public. Every week there are dozens of times you are expected to convey vital information and decisions to others. This practical seminar will provide time-tested strategies for confidently expressing your thoughts and ideas, even when called upon at the last minute. Each participant will practice several on-your-feet techniques.

Bring a topic, and a few supporting facts, to develop into a powerful, short presentation with feedback. Due to the high participation factor, class size is limited to 20 people.

Learner Objectives:

- Understand the 5 C’s — clarity, confidence, credibility, control, creativity
- Manage vital non-verbal techniques — voice, stance, gestures
- Handle questions using methods such as bridging and boomeranging
- Use of appropriate anecdotes and humor
- Integrate the most-up-to-date skills from Improv™ theater — & overcome anxiety
Strategic Leadership: Moving from Operational to Strategic Thinking

Do you want to take the step from being a good manager to a visionary leader? Managers often become bogged down in the day-to-day operations and forget to look ahead at the horizon. However, government is changing, and leaders are expected to better anticipate, and better plan for, these changes.

During this workshop, you will learn to become a data-based innovator, an influencer and a change agent. Participants will:

- Identify the distinction between operational and strategic leadership
- Understand the role of data based decision making
- Identify how and where to identify trends and benchmark data
- Explore key components of the strategic model
- Perform a SWOT & PESTLE analysis for your department or organization
- Identify long-term plans and strategic priority issues to meet future demands
- Shift from a limited perspective to a broader, strategic thinking mindset
- Practice communication, influence and persuasion skills for gaining support and buy-in
- Add value to your organization, your citizens and your stakeholders
Strategic Planning for Supervisors & Managers

All organizations can profit by plotting their course for the future. Strategic planning is an important process that should be used in most governmental agencies. The success of a strategic planning session depends largely on the skill of the facilitator. Knowing how to guide the process, while encouraging full participation, takes training and understanding. This course will describe the components of strategic planning and provide the necessary tools for you to facilitate a successful strategic planning effort.

This intensive hands-on workshop will assist decision makers in projecting for the next 2 - 5 years in such areas as: services, products, facilities, staffing, innovations, and budgeting. You will leave this session with draft vision and mission statements, workable goals and a process for completing short-term objectives and action steps. All forms and documents used in the seminar can be taken back to the workplace to share with your team.

Learner Objectives:

- Identify the benefits of strategic and long-range planning
- Assess personal values that drive the planning process
- Project organizational goals and objectives for the near future
- Forecast environmental trends
- Draft vision and mission statements
- Perform a gap analysis of current practices and desired practices
- Set goals and objectives & implementation strategies
- Ensure personal objectivity
- Practice planning tools such as the Fishbone, Force-Field Analysis, and Multi-voting

If you are ready to take your department or organization to the next level, this Strategic Planning workshop will equip you with the knowledge and tools to achieve success!

NOTE: Not enough time to train leaders how to do Strategic Planning? Call us, we have experienced facilitators who can plan & facilitate your Strategic Planning session(s).
StrengthsFinder: Now Discover Your Strengths

Have you heard of the strengths revolution? The Gallup organization interviewed millions of employees in the workplace about employee engagement. Their research indicates that you, your team, and your organization will get farther faster when you focus on what you do well vs. what you don’t. Focus on your strengths, not your weaknesses.

Before the workshop, participants complete a 20-minute online StrengthsFinder assessment. The workshop facilitator reviews them and customizes the material.

The individual assessment reports provide participants with detailed information on their top 5 strengths and how they can continue to build upon them. In this workshop, participants learn about individual and group strengths while having fun at the same time. When you identify your talents and build them into strengths, it is easier to become a more engaged, high-performing team member.

In addition to individual development, this workshop can also be modified to create an excellent team-building retreat with team-based application activities.
Stress Management

All stressed out at work? Have you been burning your candle at both ends (trying to get all the work done with fewer resources) for so long that "Burnout" has become your middle name? Want to recharge your batteries before getting to the end of your rope? Don't despair -- HELP is here! Become your most productive and effective self by managing and minimizing the impact of the stresses impacting you daily in the workplace. This workshop shows you how to chill out, not stress out!

During this workshop you will:
- Identify the many sources of stress (some may surprise you!)
- Define the signs, symptoms and types of stress
- Take, score, and interpret a Burnout-Potential Instrument and a Life-Event Instrument to determine your degree of stress vulnerability
- Learn a proven strategy -- the Goal Alternative System -- to alleviate stresses caused by frustration and eight tested techniques to alleviate stresses caused by overload
- Identify specific ways to avoid burnout
- Design your personal Contract for Change

Guarantee your effectiveness at work by taking control of your stress instead of letting your stress take control of you!
Succession Planning for HR & Talent Leaders

Is your organization prepared for the future? Do you anticipate retirement of long-term employees and senior management? Do you have systems in place to capture the knowledge these key employees possess? Do you know the competencies required to do the job well? Have you developed “bench strength” to ensure new leaders are ready for a successful transition?

This workshop is designed for HR, Talent & Learning Managers who will be creating and implementing succession plans. By the end of the workshop, you will:

- Identify the difference between Replacement Planning and Succession Planning
- Apply talent management tools to gain buy-in and organizational alignment
- Identify 10 key action steps for a proper Succession Planning process
- Design succession planning initiatives that are sustainable
- Identify and target key positions and their competencies
- Create individual development plans for high potential performers and others
- Gain valuable checklists, worksheets and templates that can improve your productivity and be immediately implemented within your organization
- Become empowered to lead this change
Supervising Off-Site Employees: What’s Going On Over There?

How can you be sure that what’s actually happening in your remote locations is consistent with organizational objectives, policies, and procedures? Rather than deciding that if you can’t see it, it isn’t happening, you can use your management skills to best advantage.

This course helps you identify key tools and success factors for remote management:
- putting the right people in place
- communicating expectations and monitoring effectiveness
- establishing trust
- building a team that can work well on its own and still remembering its obligation to communicate with home base
- using technology effectively
- paying attention to engagement and morale
Supervisory Skills Certificate Series

You are already a pro at the technical side of your job, so why does supervising the team take so much effort? The definition of supervision is "getting things done through other people", so you will learn strategies to improve your skills in the human relations/people management side of leadership!

This is a 32-hour certificate series meeting for four full-day sessions (typically scheduled once per month). This program is highly interactive, with individual assessments, reflection activities, group breakout sessions, role plays, case studies, current events and experiential activities. Relevant for both new and experienced supervisors, this is designed to offer a comprehensive overview of 8 core supervision competencies:

1) Managing Personalities at Work with the Myers-Briggs Type Indicator
   - Identify your MBTI type, strengths and unique gifts
   - Better understand and appreciate those who differ from you
   - Learn MBTI communication and leadership strategies to improve team performance

2) The Leader’s Role
   - Identify the diverse roles of a leader
   - Understand the management vs. leadership models
   - Analyze 5 challenges faced by new supervisors & strategies for dealing with these challenges

3) Employment Law 101
   - Learn the "alphabet soup" of Employment Laws
   - Understand the supervisor’s role and how to act legally and responsibly

4) Interviewing Skills
   - Understand the benefits of "behavioral interviewing" to hire the right employees
   - Review guidelines for writing good interview questions
   - Learn steps for conducting an effective interview

5) Communication & Coaching
   - Learn the art of active listening and non-verbal communication
   - Learn the 4-step coaching model
   - Practice & apply coaching & communication concepts in real-world scenarios

6) Performance Appraisals
   - Gain a working knowledge of the appraisal program for your organization
   - Identify strategies in implementing effective performance appraisals, and on-going strategies for managing performance year-round

7) Time Management
   - Evaluate your use of time & focus on your priorities
   - Identify strategies to plan for effective use of time
   - Increase your effectiveness, minimize distractions and reduce stress

8) Team Building
   - Understand a work team’s 5 developmental stages & needs
   - Practice strategies for improving teamwork
   - Learn conflict management techniques & beneficial team behaviors

NOTE: The certificate series can be customized to fit your needs with other modules from this catalog. Call us to discuss your Supervisory Series goals!
Supervisory Skills Series – Advanced Certificate

Do your experienced supervisors want to polish their skills? Have they have the opportunity to practice and refine their supervisory skills through training in advanced techniques of supervision? This is an advanced supervisory certificate series meeting for two to four sessions of six hours each. You can create your own certificate series by choosing two, three or four of the session topics below, to meet the needs of your organization.

Interactive class discussions and activities encourage participants to share their management situations and expertise, as well as learn more in depth management techniques that enhance their management effectiveness.

Session 1 – Motivation & Situational Leadership (6 hours)
- Understanding what really motivates your employees
- Learning what supervisors can, should, and shouldn't do to encourage employees to produce their best work
- Matching your supervisory style to your employee's job maturity level: the why and the how?

Session 2 – Communication & Conflict Management Skills (6 hours)
- Learning the art of active listening and non-verbal communication
- Getting your ideas across to others clearly
- Learning the advantages of assertiveness as the behavior of choice for effective supervisors
- Avoiding non-productive conflict
- Practicing healthy conflict resolution techniques

Session 3 – Coaching & Counseling (6 hours)
- Exploring the difficult dual role of the effective supervisor who must be both coach and counselor
- Documenting performance, handling the difficult employee, and discussing unsatisfactory performance
- Focusing on specific methods of encouraging excellence
- Giving performance feedback so that employees can and will hear it (and then act on it!)

Session 4 – Change Management (6 hours)
- Understanding that change is a constant
- Learning how to develop resiliency within yourself and those you supervise
- Understanding the patterns of how people typically operate during change
- Applying strategies to reduce resistance to change

NOTE: The certificate series can be customized to fit your needs with other modules from this catalog. Call us to discuss your Advanced Supervisory Series goals!
Team Building: Customized Retreats & Programs

The UCF Institute of Government is known for making your teambuilding retreats energizing, unifying, productive and FUN!

In addition to having fun, the purpose of Team Building within an organization is to maximize potential strengths, identify areas of improvement, and promote better interpersonal relations among team members. This workshop or retreat program is designed with the assistance of the team leader, and is appropriate for elected bodies, staff teams, and combinations of both.

The content of this workshop varies depending on the goals/needs of the group. The facilitator will consult with the organization to customize the program to meet specific needs. A team review questionnaire is distributed to all team members, and its results form the basis for much of the workshop. This analysis will pinpoint areas of concern; then, activities which address these concerns will be designed.

The format, location, and number of participants will vary for this custom-designed workshop. Please call us to discuss your specific needs, we'll make it as creative or traditional as your group prefers.
Team Building and Conflict Resolution

Let’s face it, where there are teams, there is conflict. You know conflict is natural, but did you know that conflict can be helpful? The key is how that conflict is handled. Teams develop through several stages that require different strategies to foster positive communication and productive working relationship. High performing teams manage and resolve conflict with win-win solutions.

At the conclusion of this workshop, participants will be able to:
- Identify the stages of team development
- Assess what a group needs at each stage
- Determine the characteristics of effective teams
- Establish team agreements
- Appreciate the value of differences in teamwork
- Identify and practice team communication skills
- Understand his or her own conflict resolution style
- Define and practice win-win conflict resolution skills
- Discuss applications of the skills learned to their work environment

NOTE: This workshop is specifically designed for intact work teams, not an open-enrollment workshop.
Team Development: The Leader’s Game Plan

Teams become excellent performers because of good, solid planning. Participants will complete this session with a detailed set of steps and strategies for enhancing the performance of existing teams and for developing new teams from the ground up. Emphasis will be placed on practical, ready-to-use ideas that can be put in place immediately, including ways to “rebalance” an off-course team. “Low Ropes” indoor or outdoor activities are optional.

Learner Objectives:

• Identify characteristics of high performing teams and team members
• Develop a motivational statement of purpose
• Create clear expectations & accountability
• Recognize the role each team member plays during decision making
• Identify problem solving & intervention tools to use with teams
• Practice communication skills to increase the chances of positive team action and outcomes

Come and learn how to take YOUR team to the next level!
Telephone Techniques & Reception/Front Counter Skills

When you answer a ringing phone or approach the counter to assist a citizen, you ARE the agency -- or the city -- or the county -- or the department -- to your caller or visitor. Your caller or visitor will judge your entire organization based on the service (s)he receives from you. As a front-line employee, your potential for building positive public relations for your organization is immense. Think, for example, how many more people come in contact each day with YOU than with your organization’s top leader!

Because you have only one chance to make a first impression, you’d better be GOOD!

Although they are not always automatic, good customer service skills are simple to learn and easy to use. Presenting the skills excellent customer service professionals practice daily, this workshop explains how to:

- use the Three-Ring Policy and the Four Answering Courtesies
- use the 5 feet rule for visitors
- address the caller properly
- take complete and accurate messages
- hold and transfer calls
- save time by headlining and closing calls
- keep a telephone log
- handle someone at the counter when the phone keeps ringing
- use proper verbal and/or non-verbal techniques to put the caller or visitor at ease

This workshop will help you practice the proven techniques of good customer service -- including the best technique of all: how to be a hassle-absorber instead of a hassle-creator for your customers!
Time Management

Too much to do, and not enough time to do it? Out of balance; out of control? Burned out, rundown and tired? Interruptions throwing you off track? Procrastinating, and then rushing to meet important deadlines? Do any of these sound like you?

Do you have enough time to do all you must do at work? Would you like to have more time? You may be surprised to learn the paradox of time: few people have enough time, but everyone already has all the time there is! (You, too!) A day can have only 24 hours, 1440 minutes, and 86,400 seconds: and ALL of it is already ALL yours! You can't have MORE time.

All you CAN do is learn how to manage more effectively the time that you already have! Doing just that is what this workshop is all about.

During this workshop you will:

- assess your time management with a self-management profile
- analyze habits to determine your usual pattern of time use – and what is sabotaging your productivity
- explore time robbers at work
- determine Urgent versus Important tasks
- learn how to take control of interruptions
- Complete a flow chart/storyboard and impact wheel using workplace data
- Learn to set priorities that match department goals
- practice the time-saving systems of scheduling, delegating, and priority-setting

CONTACT US: 407-882-3960 or iog@ucf.edu
Train the Trainer Certificate Series

Do you deliver training for your employees? Are you looking to add new ideas to your training toolbox? Do you want to learn new tips to engage your participants? What's the ADDIE model? Who is Kirkpatrick and why is he important to training? Training adults requires specific presentation skills and facilitation techniques.

This program is designed to address the various training skills necessary to ensure you're facilitating quality sessions. These areas include:

- Assessing needs
- Active adult learning
- Designing curriculum linked to performance improvement
- Delivery skills & facilitation techniques
- Evaluation of learning

In this three-day certificate training program you will:
1. Increase your understanding of learning styles and active adult learning.
2. Devise questions for use in assessing training needs.
3. Create course objectives focused on performance improvement.
4. Quickly design effective workshops, handouts, flip charts & PowerPoints.
5. Explore when to use experiential activities, role-playing, games, case studies and simulations.
6. Learn creative ways to utilize technology and audio-visual equipment.
7. Identify facilitation skills that generate enthusiasm & enhance learning.
8. Prevent problems from occurring during training sessions & handle difficult participants.
9. Improve & measure learning retention using Kirkpatrick’s model.
10. Create and deliver a mini-training session which will be videotaped.
11. Receive feedback from facilitator and attendees.
12. Complete a Personal Development Plan to continue growth as a trainer.

Don't miss your opportunity to refresh/improve your own skills, while also sharing with and learning from your colleagues.
Are you in the driver’s seat … or passenger seat of your life? Transform your future by designing your own personal roadmap and GPS system…Goals Performance Strategies.

Similar to GPS systems, our careers, bodies and minds are continually developing and we expect them to be accurate, precise, last longer, perform better, and be in top working condition. And, just like the GPS, it sometimes takes more than simple instructions for us to be peak performers and to feel authentic, balanced, and in prime condition for the long road ahead. Success requires communication, networking with people and systems, an ability to see errors and re-adjust, looking for and fixing blocked signals, and always keeping the purpose of the “trip” in focus.

Learner Objectives:

• Reaffirm your purpose and mission both professionally and personally
• Assess and maximize your personal power and resilience
• Construct challenging, yet manageable performance goals
• Discover ways to achieve balance in your life — physically, intellectually, and emotionally
• Practice simple, yet effective strategies to improve stamina and energy
Verbal Tactics: Skills for Defusing Difficult Situations

Do you know what you can say to diffuse an angry encounter with a customer? Do you need some set phrases that can take the tension out of hostile situations? Do you come away from conflict realizing that what you said made the situation worse, not better? If you answered "yes" to any of these questions, this workshop is for you.

How to deflect, disarm and defuse verbal conflict is what this workshop is all about. You will learn to redirect the negative force of others toward positive outcomes. By using proven, easily remembered strategies, you will avoid the most common conversational blunders that escalate those tense everyday encounters to difficult and sometimes dangerous situations.

Before you get your dander up, let someone get your goat, blow your stack, or tell someone, take a day to learn how to keep your cool when dealing with those pesky, difficult people and situations that are a part of your job. Staying professional and under control is the most powerful thing you can do in these situations. This workshop will show you how to do just that.

Based on the book, Verbal Judo, you will learn to:

- understand that effective verbal tactics begin as a philosophy of life
- recognize the ways individuals make "bids" for connection, the different ways to respond, and the consequence of those responses
- identify ways to diffuse, disarm, or deflect someone's verbal psychological attack
- develop a spoken form of self-defense - the constructive alternative to giving a tongue-lashing or to being tongue-tied
- learn how to conduct yourself with confidence so you can keep from being abused verbally or keep from abusing others verbally
- develop skills to prevent conflicts and produce cooperation
- understand how to stay kind, even if others are being inconsiderate or cruel
- develop verbal skills and techniques that work, especially when under pressure

The course features a wide variety of exercises and case studies that accurately highlight common service mistakes and demonstrate practical ways of handling problem people over the telephone and face-to-face. Participants will learn a two-step technique for dealing with angry people that is guaranteed to help you keep your dander down, your goat where he belongs, and your stack intact!
Wellness: Higher Productivity Through Healthy Habits

It makes good sense to protect your most valuable asset: the human talent in your organization. Health insurance premiums have far outpaced inflation and earnings over the past 20 years according to the Kaiser Family Foundation. Employee productivity can be diminished through stress, unscheduled absences, disengagement on the job, lifestyle medical conditions, and more. This course provides practical ideas and strategies for optimal employee commitment and efficiency.

Learner Objectives:

• How to reduce absenteeism through improved overall health
• How to eat healthy on the run
• Which “brain foods,” supplements, and vitamins really work
• What exercises can be done at the desk to relieve body stress
• How our diet affects our performance mentally and physically
• How to shift on a holistic wellness-mindset
Wellness Series: Healthy Bodies, Healthy Minds

Study after study has shown it: Employee wellness training does much more than improve employee health and morale. It leads to increased productivity, reduced absenteeism, increased energy and vitality, decreased health care costs, and a more attractive bottom line. In general, the costs of implementing a wellness program are minimal compared to the benefits.

Let us help you customize a Wellness Series for your employees. Wellness workshops can be offered as a traditional workshop, or as a shorter “lunch and learn” series. Choose from the following Wellness Series topics:

- Wellness & Me
- Goal Setting for a Life of Vitality and Purpose
- Finding Balance Between Work and Home Life
- Courageous Caregivers
- Give Your Heart Some Love
- Healthy Aging
- Driver Wellness
- Stress Reduction
- Meditation Techniques for Improved Productivity
- Low-Impact Exercise Techniques
- The Manager's Role in Wellness
- Healthy Sleep Habits
- Minimize Holiday Weight Gain
- Diet Is a Four Letter Word
- Best Practices For Healthy Work Environments
Work Management Skills: Organization & Time Management

Want to learn how to tame that tiger that lurks in your desk and credenza before he either eats you up or buries you forever in paperwork, chaos, and office debris? Want to learn how to work smarter, not harder, so that you'll have one extra day a month to get your work done -- without putting in any overtime? Want to learn once and for all the two-part secret of organization so that YOU can become and remain in charge of your time, your priorities, your paperwork, and your work area?

This workshop will teach you to analyze, organize, and systematize your work world so that you can put your personal tiger permanently in his cage.

You'll learn to:

- set daily and long-term targets ranked in order of importance
- manage multiple priorities all clamoring for immediate attention
- cluster duties whenever possible
- do one of seven things to every document so that you can find it again when you need it
- "schedule" interruptions so they don't disrupt your day
- maximize technology secrets for greater efficiency

Come learn to tame your tiger!
Writing Made (Almost) Painless

Does your workplace suffer from information overload?
Do you fight the urge to delete as many emails as possible so that there is time to read the rest?
Does the correspondence you write get lost in the junk pile?
Do you write memos and wait forever to get a response?

You can't afford to waste office time and money writing something that no one else will understand. Instead, learn to "write it right" the first time! This workshop will help you painlessly improve your skills so that everything you write or edit at work -- your forms, letters, memos, emails or reports -- will be reader-friendly, clear, and easy to read. You will learn how to:

- create reader-friendly messages
- improve your word choice
- unravel the mysteries of the most common punctuation mistakes
- and much more!

Part I focuses on Style:
- review standard business letter and memo formats
- effective organization (so you'll know both where and how to make your points)
- the recommended structure for both positive-response and negative-response replies
- study and practice the four principles of better writing
- strategies for implementing Plain Language in government

Part II focuses on Mechanics:
- review the most-used punctuation rules (so you'll know how to punctuate by guide and not by guess)
- unravel the mystery of some commonly confused words
- get the scoop on the frequently misspelled words that spell checkers miss

Bonus: Includes strategies for effective emailing and "Netiquette"-email etiquette.

Increase the odds that YOUR writing will be read and you will get the responses you need!
Writing Tips For Managers

ALL business writing has only one chance to make a good impression: the moment the reader reads it!! As a manager, therefore, you can not afford to make writing errors that reflect poorly on your organization or on yourself. If your name is the one on the bottom of the letter or the top of the report, you -- not your assistant -- get all the credit…or the blame! Because effective writing is difficult, this seminar promises to help managers become more skilled business writers who know how to write smarter, not harder.

To ensure that your letters reflect the most current and correct professional style, in this workshop you will examine the basic parts, proper format, and style options of traditional business letters. You will also review how to compose these basic kinds of specific business instruments:

- response letters, both positive and negative
- goodwill letters of congratulation, welcome, and appreciation
- letters of persuasion
- job descriptions, performance standards and performance reviews
- in-house memoranda employing appropriate content and correct format
- reports (both long and short) and their standard components, formats, and patterns of organization
- strategies for implementing Plain Language in government
- news releases, focusing on what to say -- and how and when to say it -- when your office "goes public"

The skills you review here will enable you and your office to create a top-notch first impression with every piece of correspondence!
Writing Policies and Procedures

Have you been asked to write or revise your department’s existing procedures, handbooks, or manuals? This workshop is for you! First, be certain that you know the difference between a “policy” and a “procedure”. Then learn valuable time-saving tips for writing rules, manuals, instructions, policies, and procedures.

You will learn what to exclude and when to use the passive voice, how to “mind-map” a subject to avoid writer's block, what to include and what to omit, how to sound friendly but firm, and how to be clear as crystal when explaining to others what they must do or not do. Come streamline your directions!

Course Outline:
1. Overview: 12 Steps to Writing Policies and Procedures
2. Definitions: Instructions, Procedures, and Process Explanations
3. Considerations When Writing
   a. Readers
   b. Pattern of Organization
   c. Details/Language
   d. Writing Trouble-Shooting Instructions
4. Writing Trouble-Shooting Instructions
5. Considerations When Writing Procedures
6. Considerations When Writing Process Explanations
7. Differences Between Policies and Procedures
8. Common Topics Policies and Procedures Cover
9. Considerations When Writing Instructions
   a. Planning
   b. Analysis
   c. Research
   d. Pre-writing
10. Editing Instructions: Pitfalls to Avoid
11. The Gunning Fog Index: Aiming for the Reading Ability of the Intended Readers
12. Major Format Choices: Narrative, Outline, Playscript, or Flowchart
13. Secondary Format Choices: Question and Answer, Troubleshooting, Matrix Table, Lists
14. Page Layout & Design Choices
15. Contents of Manuals and Handbooks: Typical Components and Order of Placement
Written Communication Certificate Series

This three part (16-hour) series will help to improve written communication. The classes have been popular with participants at all levels of responsibility and at all levels of writing competency. Widely different departments such as Fiscal Services, Sheriff's Department, Engineering and Customer Support have found this program to be immediately useful. Who thought Grammar and Writing classes could be FUN?

PART 1 – GRAMMAR BRUSH-UP (6 hours)
This fast-paced review of the basics promises you hundreds of helpful hints on good grammar, practical punctuation, and typical usage. Participants will:

- Produce clear and concise sentences
- Understand the most commonly misused words in business writing
- Examine common homonyms that trip up our writing skills
- Take on the challenge of it's & its, to and too, between & among, fewer & less, etc.

Then, we tackle those tricky punctuation problems:

- The four most common comma rules
- Using quotation marks correctly
- Knowing when to underline, italicize, and add an “s”
- Discover how punctuation changes when using quotation marks

Participants will come away from this class with more than just greater knowledge—they'll also have some great handouts for style sheets!

PART 2 – WRITING MADE (ALMOST) PAINLESS (6 hours)
Does your workplace suffer from information overload? You can't afford to waste office time and money writing something that no one else will understand. Instead, learn to "write it right" the first time!

Focusing on both Style and Mechanics, highlights of this course include:

- review standard business letter and memo formats
- creating flow & organization (so you'll know where and how to make your points)
- the recommended structure for both positive-response and negative-response replies
- the four principles of better writing
- review the most-used punctuation rules
- unravel the mystery of some commonly confused words
- strategies for implementing Plain Language in government
- strategies for effective email and “netiquette”

Increase the odds that YOUR writing will be read and you will get the responses you need!

PART 3 – EDITING & PROOFREADING SKILLS (4 hours)
SPELL CHECK isn't perfect! If you mistakenly type "tot he" instead of "to the," and trust Spell Check to find and fix your error, you're in trouble. Have you ever been embarrassed by pesky typos? It's time to take matters back into your own hands to make writing as error-free as you can. In this course you'll learn:

- Visual techniques to enable you to see mistakes
- Grammar/spelling/punctuation brush-up tips that will enable you to recognize mistakes
- To select the proofreading technique most appropriate to the material
- To apply standard rules when abbreviating, compounding, and using numbers
- References to use for writing success after the workshop

More than just a “quick look”, you will learn step by step processes and practice each skill along the way.
Thank you for the opportunity to serve you.

We look forward to helping you achieve your goals!

-The Staff at the UCF Institute of Government