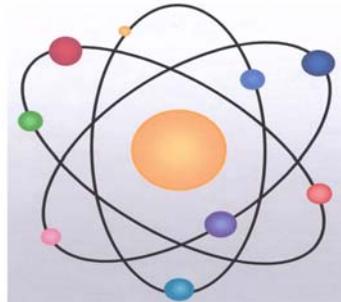


MISSISSIPPI STATE PERSONNEL BOARD

OFFICE OF TRAINING



PROFESSIONAL DEVELOPMENT COURSE DESCRIPTIONS

**STATE PERSONNEL BOARD
ROBERT G. CLARK, JR. BUILDING
301 NORTH LAMAR ST., STE. 203
JACKSON, MS 39201**

ABC's & 123's OF PUBLIC PURCHASING IN MISSISSIPPI

INSTRUCTOR: MILO CRABTREE

OBJECTIVES: This course is an introductory course in public purchasing in the State of Mississippi. This course is recommended for those just entering the purchasing profession as well as managers and others who deal with purchasing issues. Participants will learn about the following:

- the purpose and value of public purchasing
- the purchasing cycle
- bid thresholds
- state contracts
- brief overview of specification writing
- where to go for help; single source; emergency; and other areas of interest

TARGET AUDIENCE: Supervisory/Management and Purchasing Agents
3 Hours CPM Credit

ADVANCED CULTURAL DIVERSITY

INSTRUCTOR: DAVID HAYES

OBJECTIVES:

- To formulate greater sensitivity and ability to relate to people that differ in terms of age, culture, race, gender, lifestyle, and /or physical ability
- To learn how to recognize bias and prejudice and its impact on others
- To examine both opportunities and challenges presented by the diversity in our organizations
- To understand how cultural and diversity-related variables can impact our ability to relate to coworkers

TARGET AUDIENCE: All Staff
Required elective for ASCP Level II

ADVANCED PRESENTATION SKILLS

INSTRUCTOR: KEVIN RUSSELL

OBJECTIVES:

- Learn advanced methods and techniques for captivating an audience's attention (The Great Beginning)
- Learn creative methods and techniques for conveying the central idea (Tell Them What You Are Going to Tell)
- Learn creative methods and techniques for inspiring the audience to action (Making Them March)
- Build further confidence in one's ability to speak in impromptu and informal situations
- Practice advanced presentation skills by preparing, delivering, and critiquing oral presentations

TARGET AUDIENCE: All Staff responsible for delivering presentations
6 Hours CPM Credit

ADVANCED WRITING

INSTRUCTOR: RENEE' SCALES, CPM OR RONNA OWENS, CPM

OBJECTIVES: The success of the most important things you do every day depends upon your ability to communicate. With effective writing skills, you are able to get the right message across to achieve the results you want. This Writing Advantage™ workshop will give you the skills to:

- Improve productivity by writing quickly and easily and increase credibility with quality writing that reflects your best ideas and abilities
- Become a confident writer using proven communication standards
- Build skills to prepare you to achieve a successful CPM Project

TARGET AUDIENCE: All Staff/Supervisory/Management
Required for the CPM Program
6 Hours CPM Credit

APPLYING THE MYERS-BRIGGS TYPE INDICATOR: *An Interactive Workshop for Managers*

INSTRUCTOR: MARIANNE GAUDIN, CPM

OBJECTIVES:

- Review the Sixteen Personality Types (MBTI)
- Analyze participants' "Management Styles"
- Learn how to manage subordinates of different types
- Analyze the "fit" between participants and their organizations
- Apply type theory to various management areas, such as team building, problem solving, and communication

TARGET AUDIENCE: All Staff/Supervisory/Management
Prerequisite: Myers-Briggs Personality Inventory
6 Hours CPM Credit

BASICS OF PROPERTY MANAGEMENT IN MISSISSIPPI

INSTRUCTOR: THRESA HEARN OR MILO CRABTREE

OBJECTIVES: This course is an overview of property management in the State of Mississippi. It outlines some basic procedures required to maintain a successful property management system. The course addresses proper methods of acquiring, reporting, utilizing, and disposing of assets. It focuses on accountability for property at all organizational levels. The course is recommended for individuals in the property profession, from entry level and up, as well as managers and others who are responsible, either directly or indirectly, for property. The primary objectives are to provide an overview of some basic property management components including the following:

- Life Cycle of Assets
- Regulatory Reporting
- Property Audits (Internal and External) and Accountability
- Assistance/Training

TARGET AUDIENCE: All Staff/Supervisory/Management
3 Hours CPM Credit

BEHAVIORAL INTERVIEWING

INSTRUCTORS: ANN HOMER COOK, PH.D.

OBJECTIVES:

- Learn the definition of behavioral interviewing in context of your hiring challenges.
- Understand the value of behavioral interviewing in today's workplace.
- Review and practice behavioral interviewing.
- Learn to ask the right questions and to listen to and interpret the answers

TARGET AUDIENCE: All Staff /Supervisory/Management
6 Hours CPM Credit

BIRDS OF A FEATHER: *Using Behavior to Improve Listening and Communication*

INSTRUCTOR: DAVID HAYES

OBJECTIVES: In this highly-interactive class, participants will:

- Examine personal growth opportunities resulting from effective listening and awareness of the impact of communication "filters"
- Examine the impact of an individual's behavior style ("raven", "hawk", "swan", or "sparrow") on the listening and communication process
- Explore effective ways to communicate with individuals based on their dominant behavior style
- Learn how to develop and practice "active" listening skills
- Learn how to communicate effectively when managing disagreements and resolving conflicts

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

BUILDING BLOCKS OF SUPERVISION

INSTRUCTOR: MARIANNE GAUDIN, CPM

OBJECTIVES:

- Learn the communication continuum
- Gain tips on motivation and delegation
- Learn why you should "break the Golden Rule"
- Discover if you are a "stress carrier"
- Learn verbal/non-verbal communication skills and develop listening skills
- Gain a better understanding of time management
- Learn decision-making skills
- Understand the difference between tunnel vision and creative problem solving

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Credit

COACHING AND FEEDBACK

INSTRUCTOR: BECKY CADE

OBJECTIVES: This course is designed to provide participants increased skills and abilities to provide the following:

- to be an effective coach by helping others achieve results through developing their strengths, skills and confidence; and tools to provide specific, constructive, reinforcing feedback among employees, peers and/or employers,
- Identify what coaching is, why coach, when to coach, how to coach and who to coach. Effective coaching strategies will be reviewed and practiced.
- Identification of methods to use to get feedback, why feedback is necessary, when to use it, how to use it and which types of feedback tools to use with whom. Effective strategies to give constructive feedback, to get good information from others, to get your ideas across and to deal with emotional behavior will be explored. Participants will role play various behaviors and practice utilizing tools to enhance their skills in these areas.
- Discuss and practice integrating state approved competencies from individual job descriptions into the state's appraisal review process and how to use the competencies to enhance and improve performance.

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

COACHING & FEEDBACK: *The Keys to Improving Performance*

INSTRUCTOR: AMY D. WHITTEN, J.D. OR JAN WALKER, CPM

OBJECTIVES: This session is an application workshop designed to develop the coaching and feedback skills essential to ensure top performance within your organization.

- Understand how coaching and feedback enhances performance improvement
- Learn coaching and feedback techniques.
- Practice the application of developing coaching and feedback skills.

TARGET AUDIENCE: HR/Training Personnel/Managers/Supervisors
6 Hours CPM Credit

COMMUNICATING WITH EMPLOYEES: *The Critical Link*

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:

- Learn the value of employee feedback
- Select appropriate tools for your agency's employee communications program
- Learn why employee communications is not *JUST a PR Department function*

TARGET AUDIENCE: All Staff/Public Relations Staff/Supervisory/Management
6 Hours CPM Credit

COMPLAINTS & COMPLIMENTS

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:

- Learn why complaints should be treasured
- Learn how to react to compliments
- Develop a complaint management plan designed to enhance service delivery, image and employee morale
- Use compliments for boosting employee morale, public perception, and service

TARGET AUDIENCE: All Staff/ Public Relations Staff/Supervisory/Management
6 Hours CPM Credit

COMPONENTS OF A SUCCESSFUL PERSONAL AND PROFESSIONAL LIFE

INSTRUCTOR: ANN HOMER COOK, PH.D.

OBJECTIVES:

- To identify personal and professional values.
- To recognize the impact of these values upon a performance-oriented workplace and an enjoyable personal life.
- To learn techniques for utilizing these strengths to successfully negotiate the professional life and workplace and personal life.
- Identify problems caused within organizations when there is not a value match.
- Determine ways to reorient oneself to becoming successful in all areas of one's life.

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

CRAZY BUSY: COPING STRATEGIES

INSTRUCTORS: ANN HOMER COOK, PH.D.

OBJECTIVES:

- To explore the myth and reality of multitasking
- To recognize new problems created by technology and learn new solutions
- To learn the techniques necessary to be successful in a overloaded world
- To participate in a project using the Ten (10) Principles to Managing Modern Life
- To recognize the part Noise, Money, and Toxic Worry play in Job Performance

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

CRISIS! WHEN PUBLIC RELATIONS (PR) AND TRADITIONAL COMMUNICATIONS WON'T WORK

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:

- Identify up to 25 potential crisis situations for your agency and prepare for almost every situation
- Select the appropriate players for your crisis communication team
- Learn a basic crisis communication drill

TARGET AUDIENCE: All Staff/Public Relations Staff/Supervisory/Management
6 Hours CPM Credit

CULTURAL DIVERSITY

INSTRUCTOR: DAVID HAYES OR TAHETI WATSON

OBJECTIVES:

- Learn the legal "do's" and "don'ts" of managing a culturally-diverse workplace
- Understand the nature of biases and preconceptions
- Recognize acts and omissions that cause employees to feel isolated, unimportant, and unwanted
- Develop strategies to capitalize on diversity
- Share down-to-earth techniques for minority success in the workplace

TARGET AUDIENCE: All Staff
Required elective for ASCP Level I

CULTURAL INTELLIGENCE: *Making Our Differences Work for All of Us*

INSTRUCTOR: JAN WALKER, CPM

OBJECTIVES:

- Explore the concept of "cultural intelligence" and its importance in a successful 21st century organization.
- Understand the many types of diversity in our country.
- Explore the scope of and potential impact of this diversity on our organizations.
- Understand the importance of embracing and leveraging diversity to maintain a viable and productive workplace as the Baby Boom generation retires and other demographic forces change the workplace.

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

CUSTOMER RELATIONS

INSTRUCTOR: BECKY CADE

OBJECTIVES: This course is designed to expand participants' thoughts and skills to enhance customer relations.

- To gain a better understanding of what is customer relations
- To understand how important it is to provide superior service to customers
- To understand how superior service to customers relates to a public service entity's bottom line of serving the public and the receipt of adequate funds to deliver those services
- To enhance participants skills and abilities to provide customer service to the public.

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

CUSTOMER SERVICE

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:

- Learn why outstanding customer service is every state employee's responsibility
- Learn how customer service can affect the image of and funding for your agency
- Develop the skills to deal with internal and external customers
- Learn how effective customer service skills can make your job easier and more enjoyable

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

CUSTOMER WOW SERVICE!

INSTRUCTOR: BECKY BAUM TILTON, CPM

OBJECTIVES: Each and every person in an agency has a responsibility for providing quality customer service whether we serve the internal or external customer. This session is a hands-on look at how you define quality and your commitment to providing WOW service. It includes:

- Customer Identification
- Defining the Needs and Expectations of our Customers
- Identification of the Agency's Mission
- Measurement Standards
- Process Improvements
- Self Commitment

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

DEALING WITH DIFFICULT CUSTOMERS

INSTRUCTOR: RONNA OWENS, CPM OR TAHETI WATSON

OBJECTIVES:

- To examine the difference between “caring” and “uncaring” or indifferent customer service
- To examine the impact of our ethics, values, and attitudes on our approach to customer service especially when dealing with “difficult” customers
- To explore the impact of the personal and content “messages” that we send to customers with each interaction
- To examine some of the major reasons that customers become upset and what they want once they are upset
- To learn how to effectively manage both closed-ended and open-ended questions when dealing with upset or “difficult” customers and learn how to be proactive rather than reactive when dealing with upset or “difficult” customers

TARGET AUDIENCE: All Staff
Required elective for ASCP Level III

DECISIONS! DECISIONS!

INSTRUCTOR: MARIANNE GAUDIN, CPM

OBJECTIVES: This is an interactive session about consensus decision making, problem solving, teamwork and influencing others. Participants will:

- Work together as a team in making decisions and solving problems
- Practice balancing customer service needs and resource allotment
- Recognize personality differences in team members
- Practice using information on differences to improve decision making

TARGET AUDIENCE: All Staff/Supervisory/Management
Participants need to have already taken the Myers-Briggs Personality Inventory
6 Hours CPM Credit

DESIGNING AND DEVELOPING GRANT PROPOSALS

INSTRUCTOR: BECKY CADE

OBJECTIVES:

- Identify grant requirements
- Locate sources of grant funds
- Navigate the online processes
- Proposal writing basics

TARGET AUDIENCE: Supervisory/Management/Anyone interested in learning how to write grants.
6 Hours CPM Credit

DEVELOPING EMOTIONAL COMPETENCIES

INSTRUCTOR: DAVID HAYES

OBJECTIVES:

- To examine the basic concepts of Emotional Intelligence and Emotional Competence.
- To understand the importance of developing and improving the eight "Core Public Sector Competencies."
- To examine general strategies, for getting along, getting noticed and getting ahead at work, by observing video segments that demonstrate the strategies in action.
- To understand how an IDP (Individual Development Plan) can become part of an action plan to develop and improve emotional competencies.

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

DEVELOPING TRUST IN YOUR EMPLOYEES/CO-WORKERS

INSTRUCTOR: LYNDA HUNSICKER, CPM

OBJECTIVES:

- Understand the importance of trust in the workplace
- Identify ways to develop trust
- Learn the importance of keeping your word (MBA)
- Practice giving and receiving positive feedback
- Increase self-esteem

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

DOCUMENT MANAGEMENT

INSTRUCTOR: LYDIA QUARLES, J.D.

OBJECTIVES: Does your agency have a document management policy? For that matter, do *you* have a personal document management policy? Have you thought of that policy in terms of a pandemic or the inability, due to technological failure or institutional regulation, to access documents that you may need? Have you thought about how your employees determine how to handle the documents that they process each day? What about the documents that they are handling that you wish they didn't?

This seminar will enable you to

- Determine whether your agency or division needs a document management policy
- Define the purpose of your management policy (retention/destruction)
- Understand the elements of your management policy
- Review various boilerplate policies for contents, variations, limitations
- Begin to apply the information you've learned by an implementation tutorial shaped to meet your needs.

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

EFFECTIVE AND LEGAL INTERVIEWING SKILLS

INSTRUCTOR: AMY WHITTEN, J.D. OR MARILYN M. BEACH, PH.D., C.P.R.W.

OBJECTIVES:

- Understand the legal ramifications of interviewing, including ADA requirements
- Learn guidelines for conducting legally-defensible interviews
- Review and practice various interviewing approaches, including behavior description and situational questions
- Learn to ask the right questions and to listen to and interpret the answers
- Learn to conduct effective background investigations

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

EFFECTIVE COLLABORATION *From Silos to Lighthouses*

INSTRUCTOR: MARILYN M. BEACH, PH.D., C.P.R.W.

OBJECTIVES:

- Learn the definition and importance of true collaboration in the workplace
- Learn how effective collaboration can enhance leadership, decision-making, productivity, and relationship building
- Identify the symptoms of a struggling collaboration and tips for revitalization.
- Learn the keys to successful collaboration
- Develop a plan for effective collaboration

TARGET AUDIENCE: All Staff/Supervisory/Management
3 Hours CPM Credit

EMOTIONAL INTELLIGENCE: *The New Yardstick in Leadership, Development, Performance, and Career Advancement*

INSTRUCTORS: ANN HOMER COOK, PH.D. AND MARILYN BEACH, PH.D.

OBJECTIVES:

- To identify the new criteria and traits that determines excellence in leadership and performance--Self Awareness, Self Regulation, Social Awareness and Relationship Management
- To learn how Emotional Intelligence relates to effectiveness in the workplace of the future and why it is crucial to career development
- To identify leadership and management competencies with regard to Emotional Intelligence
- To participate in interactive group projects focused on learning techniques for improving Emotional Intelligence competencies and developing Emotional Intelligence in work groups
- To learn how MBTI® relates to Emotional Intelligence

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

ETHICS 4 EVERYONE

Formerly “Making Tough Ethical Decisions”

INSTRUCTOR: BECKY BAUM TILTON, CPM

OBJECTIVES: Every employee is faced with ethical dilemmas in their daily work life. Often these dilemmas test the value systems of the individual as well as the values of the organization. This course provides no firm answers, but offers a system by which to view the situation and approaches to take for making ethical decisions. Participants will:

- Review the basic definitions of ethics
- Discuss individual and organizational value systems
- Define and analyze right versus right ethical decisions and practice viewing ethical dilemmas from various perspectives

TARGET AUDIENCE: All Staff /Supervisory/Management
3 Hours CPM Credit

ETIQUETTE IN BUSINESS

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:

- Learn about professional image tips for men and women and learn how to make positive first impressions
- Learn proper etiquette in business and proper business greeting and introduction
- Learn about the art of business conversation

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

FACILITATION: ITS ART AND FUNCTION

INSTRUCTOR: PAMELA BAKER, PH.D.

OBJECTIVES:

- Identify and discuss types of facilitation and identify and discuss key attributes for an effective facilitator
- Identify and discuss key principles for an effective environment and create a facilitation skills checklist
- Compare productive and non-productive facilitated environments
- Compare the role of facilitation in different contexts, such as hierarchical tasks, workplace committees, compressed time tasks and extended time tasks and draft work plans for selected facilitation roles

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

FACILITATION SKILLS: Make the Most of Team Meetings and Work Groups

INSTRUCTOR: LYNDA HUNSICKER, CPM

OBJECTIVES:

- Become a more effective group/team facilitator
- Increase self awareness and understand group dynamics
- Improve meeting management skills and enhance observation and feedback skills and Build self-confidence

TARGET AUDIENCE: All Staff/Supervisory/Management;
6 Hours CPM Credit

FINDING OUT WHAT YOUR CUSTOMERS WANT

INSTRUCTOR: LYNDA HUNSICKER, CPM

OBJECTIVES:

- Understand the use of focus groups for planning purposes
- Identify a successful focus group activity
- Learn the basics of preparing focus group discussion questions

TARGET AUDIENCE: All Staff/Supervisory/Management
3 Hours CPM Credit

FOCUS: ACHIEVING YOUR HIGHEST PRIORITIES

INSTRUCTOR: MARIANNE GAUDIN, CPM

OBJECTIVES:

- How to clearly define your goals and break them down into key tasks
- The ability to reduce stress by eliminating unnecessary activities
- Skills for mastering information management with a proven planning system
- How to balance work and life priorities

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

GENERATIONS AT WORK

INSTRUCTOR: BECKY BAUM TILTON, CPM

OBJECTIVES:

- Learn about the different generations
- Understand the generational differences in the workplace
- Learn how to deal with the different personalities and perspectives of different generations
- Learn about generational challenges faced in the workplace

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

GENDER IN THE WORKPLACE

INSTRUCTOR: DAVID HAYES

OBJECTIVES:

- Identify ways in which sex role expectations have changed, as well as the way in which they have remained the same
- Explore socialization forces that influence women's and men's aspirations, occupational choices, and successes
- Explore ways in which males and females stereotype each other
- Examine personal reactions to workplace situations with sexual overtones
- Examine how expectations for managerial behavior are "gendered" and how these expectations may restrict managerial effectiveness
- Identify the qualities of equalitarian relationships at work

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

GROWN-UP GRAMMAR

INSTRUCTOR: MARTHA HAYS

OBJECTIVES:

- Communication in general
- Grammar (verbs, nouns, pronouns, modifiers)
- Punctuation (commas, periods, semicolons, colons, hyphens, apostrophes)
- Sentence structure and syntax
- Email specifics
- Writing difficult letters
- Bulleted information and word use

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

HOW TO CONDUCT A WORKPLACE INVESTIGATION

INSTRUCTOR: DEANNE MOSLEY, J.D., CPM

OBJECTIVES: With the EEOC reporting an ever increasing number of workplace harassment complaints, it is more important than ever for agency personnel to know how to react and handle complaints. Employers have a legal duty to promptly and thoroughly investigate complaints of harassment, discrimination and retaliation that occur in the workplace. Topics include, but are not limited to, the following:

- Determining if an investigation is necessary
- Identifying the scope, goals, and time line of the investigation
- Learning interviewing techniques and questions the EEOC recommends asking parties and witnesses
- Concluding the investigation and determining appropriate recommendations and actions

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

HOW TO CONFRONT WITHOUT KILLING OR DYING- *A Step by Step Process of Dealing with Conflict for the Non-Confrontational Manager*

INSTRUCTOR: ANN HOMER COOK, PH.D.

OBJECTIVES:

- To identify why some personalities have difficulty in confronting and to recognize when it is necessary to confront.
- To learn appropriate ways to prepare for confrontation when necessary.
- To recognize the problems of not confronting on the success of high performing teams.
- To identify when confrontation will not be successful and to recognize the importance of self care after confronting

TARGET AUDIENCE: All Staff / Supervisory/Management
6 Hours CPM Credit

HOW TO MANAGE MULTIPLE PRIORITIES

INSTRUCTORS: BECKY BAUM TILTON, CPM OR DIANNE MACON, CPM

OBJECTIVES: This session is designed for anyone who is faced with the responsibility of handling multiple tasks and projects. The session addresses the following areas and provides samples of easy to use tools for managing priorities.

- The Juggling Act - identifying and balancing tasks, not simply time management
- Reviewing the importance of communication in achieving maximum productivity in a multitasking world and realizing the advantages of multitasking
- Getting along with bosses and coworkers during high stress periods

TARGET AUDIENCE: All Staff
Required elective for ASCP Level II

INDIVIDUAL EMPLOYEE DEVELOPMENT PLANNING

INSTRUCTOR: LAURA MULLENS, CSM OR RONNA OWENS, CPM

OBJECTIVES: In this half-day session, participants will learn what an IDP is, why it is so important in the 21st century workplace and how to work with employees to develop effective IDPs. Much of the course is spent developing an actual IDP. Course content includes:

- Definition
- Goals
- Outcomes
- Process

TARGET AUDIENCE: Supervisory/Management
3 Hours CPM Credit

INTERGENERATIONAL WORKPLACE

INSTRUCTOR: DAVID HAYES

OBJECTIVES:

- To explore age-related issues within the government workforce
- To gain an appreciation of environmental factors influencing various generations
- To dispel stereotypes regarding ageism
- To understand the laws relating to age in the workplace
- To see the value of intergenerational workplaces

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

INTRODUCTION TO RFP'S (REQUEST FOR PROPOSALS)

INSTRUCTOR: MILO CRABTREE

OBJECTIVES: The RFP (Request for Proposal) process is a complex tool often used for service contracts and highly technical equipment contracts. The basic concept behind this process is to get the best value for the tax dollar. This 3-hour session will provide a quick overview of the process and some things to watch for. In this session, the participants will be introduced to the following discussions:

- Understanding the differences between IFB and RFP and understanding the RFP process (The scope of work, terms and conditions, and evaluation criteria) and understanding the evaluation process (Evaluation Team, Team training, Scoring)
- Understanding the negotiation process (The negotiation team and negotiation techniques)
- Drafting the contract and understanding Contract Administration

TARGET AUDIENCE: All Staff/Supervisory/Management;
3 Hours CPM Credit

KEY ROLE OF LEADERSHIP

INSTRUCTOR: BECKY BAUM TILTON, CPM

OBJECTIVES: Participants will:

- Identify important stakeholders and implement effective strategies to meet their needs
- Acquire tools you can use again and again to solve problems and develop new initiatives
- Learn to use the “six rights” to motivate people, reduce crises, and increase productivity
- Cultivate a range of leadership styles that will bring out the best performance in others

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

LEADERSHIP STRATEGIES FOR THE PUBLIC SECTOR

INSTRUCTOR: DAVID HAYES

OBJECTIVES: In this highly-interactive class, participants will:

- Examine the relationship between leadership, power, and motivation
- Learn how to be an effective leader even when there is no official authoritative or supervisory relationship with other team members and
- Learn how to practice “shared leadership” when conducting meetings or engaging in creative problem solving
- Learn how to incorporate private sector “best practices” into your leadership role in the public sector
- Test and evaluate leadership theory using the nationally-recognized leadership training game “Leadout: An Experience in Leadership”

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

LEGAL APPLICATION PRACTICES: *“Here Comes the Judge”*

INSTRUCTOR: BOTY MCDONALD, J.D.

OBJECTIVES:

- Familiarize the participant with her/his proper role and function in disciplinary and grievance matters
- Experience a simulated administrative hearing, with the participants playing the roles of witnesses, jurors and administrative judges and experience direct-examination and cross-examination of witnesses by an attorney
- Understand the process, and the practice, that occurs beyond the administrative hearing when a grievance is appealed to Circuit Court and civil litigation of the matter ensues
- Study, become familiar with, and practice responding to the various methods used in the discovery phase of civil litigation (for example: interrogatories, depositions, productions of documents)

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

LEVERAGING CONFLICT

INSTRUCTOR: CHARLES SAMPSON

OBJECTIVES:

- *Identify* how preferences for managing conflict affect consensus building
- *Understand* the four components of leveraging organizational conflict: assessing the conflict, creating value, distributing value, and integrating learning
- *Understand* how to function as “a non-anxious presence” in the face of anxiety created by chaos, crisis, and conflict
- *Expand* skills and confidence in building consensus through a conflict simulation exercise
- *Explore* opportunities for applying the mutual gains approach to conflict management and consensus building in the organizations you serve

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

MAKING DIVERSITY WORK

INSTRUCTOR: DAVID HAYES

OBJECTIVES: This *interactive* and stimulating class provides additional information and insight for employees that must supervise and/or relate to a diverse cross-section of individuals in the workplace. Participants will:

- Develop greater sensitivity and ability to relate to people that differ in terms of age, culture, race, gender, lifestyle, and/or physical ability
- Learn effective strategies for handling diversity-related conflicts in the workplace and to understand how cultural and diversity-related variables can impact performance evaluation
- Examine barriers to diversity and problems that arise as employees are faced with change
- Learn how to create a workplace environment where employees feel valued and included

TARGET AUDIENCE: All Staff/Supervisors and employees who have completed the “**Understanding Diversity**” course and would like to increase their effectiveness in dealing with diversity.
6 Hours CPM Credit

MANAGEMENT OF MULTIPLE PRIORITIES FOR YOURSELF AND THOSE WHO SUPPORT YOU

INSTRUCTOR: BECKY BAUM TILTON, CPM

OBJECTIVES: This session is designed for any level of management faced with the responsibility of handling multiple tasks and projects. The session addresses the following areas and provides samples of easy to use tools for managing priorities.

- Understanding the hectic work world in which we exist
- The Juggling Act - identifying and balancing tasks, not simply time management
- Reviewing the importance of communication in achieving maximum productivity in a multitasking world and realizing the advantages of multitasking
- Getting along with bosses and support staff during high stress periods

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

MANAGERIAL COURAGE:

When to Speak, When to Shut up and the Wisdom to Know the Difference

INSTRUCTOR: LINDA ROSS ALDY OR ANN HOMER COOK, PH.D.

OBJECTIVES:

- Identify personal and organizational illusions
- Determine environmental barriers to courage
- Develop plans for managing courageous work groups

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

MANAGING IN TOUGH TIMES

INSTRUCTORS: ANN HOMER COOK, PH.D. AND MARILYN BEACH, PH.D.

OBJECTIVES:

- To understand today's budgetary environment
- To learn new ways to maintain quality of services with less resources
- To develop methods for re-evaluation of functions and delivery systems
- To develop strategies for moving ahead despite decreased budgetary limitations
- To learn how to utilize internal and external collaboration to lessen impact of budgetary constraints

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

MANAGING MANAGERIAL STRESS

INSTRUCTOR: BECKY BAUM TILTON, CPM OR MARIANNE GAUDIN, CPM

OBJECTIVES:

- Take stress management inventories designed to measure coping strengths
- Discover the advantages of "alternate stress"
- Discuss stressors experienced within the supervisor's role

TARGET AUDIENCE: Supervisory/Management
3 Hours CPM Credit

MEDIA MATTERS: Managing the Media and Your Message

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:

- How the media works,
- Why it is important to work with the media
- How to prepare a newsworthy message and
- How to deliver it most effectively.

TARGET AUDIENCE: All Staff
3 Hours CPM Credit

MOTIVATION/ BURNOUT

INSTRUCTOR: LESLY LLOYD, CPM OR ANN HOMER COOK, PH.D.

OBJECTIVES:

- Identify the cause of burnout and learn the symptoms associated with burnout
- Identify the motivators in their work environment
- Learn how establishing goals contributes to motivation
- Develop goals to work on to achieve greater satisfaction in their jobs

TARGET AUDIENCE: All Staff
Required elective for ASCP Level III

NEGOTIATION SKILLS

INSTRUCTOR: BOTY MCDONALD, J.D.

OBJECTIVES:

- Study and understand the basic skills used when successfully negotiating, whether it's at work, with a car dealer, or at home and create a personal system for negotiating
- Study and understand the Competitive vs. Cooperative negotiation
- Understand and be able to analyze the methods of the Power Bargainer and the Problem Solver, and the practical ramifications of each style
- Experiment with and practice different styles of negotiating
- Understand basic principles of contract law that govern many negotiated agreements
- Learn the principles of drafting negotiated agreements
- Review ethical issues in negotiating

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

ONCE YOU GET AWARDED A GRANT(S), WHAT THEN?

INSTRUCTOR: BECKY CADE

OBJECTIVES:

- Identify and explain the various stages of the grant process
- Identify grant terms and types of awards
- Introduce rules and regulations for federal grant awards
- Introduce monitoring and audit possibilities and provide a tracking tool to use with grants and subgrants

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

OVERCOMING THE 5 DYSFUNCTIONS OF A TEAM

INSTRUCTOR: CHARLES SAMPSON

OBJECTIVES: Teams are considered the model for collaboration in organizations. However, many members (and their leaders) voice frustration over their team's inability to reach the potential they assumed they were capable of attaining. In his business best-seller *The Five Dysfunctions of a Team*, writer/consultant Pat Lencioni describes five failures (or dysfunctions) which prevent a team from achieving its potential.

- Understand what a team is and the benefits to an organization.
- Identify the five dysfunctions of a team and accurately diagnose their presence and impact.
- Develop effective strategies for confronting and correcting the dysfunctions to improve team performance.

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

OVERVIEW OF GOVERNMENT PROCESSES

INSTRUCTORS: JOE GOFF, J.D., AMY WHITTEN, J.D. OR BOB FAGAN, J.D., CPM

OBJECTIVES:

- Provide an overview of state government
- Provide information of historical reference for employees
- Present information on state agencies and services

TARGET AUDIENCE: All Staff
Participants in the Basic Supervisory Course should not take this course.

PERFORMANCE MANAGEMENT AND APPRAISAL FOR SUPERVISORS AND MANAGERS

**INSTRUCTORS: RONNA OWENS, CPM OR LAURA MULLENS, CSM, OR
BECKY BAUM TILTON, CPM**

OBJECTIVES:

- What Performance Management is and why it is the foremost management competency for today's manager
- How Performance Appraisal fits into the Performance Management process
- The rules, procedures, deadlines, responsibilities, and forms used in the state's Performance Appraisal Review System (PARS)
- How to draft descriptive duty statements
- How to develop meaningful performance standards
- How to incorporate the Public Sector Core Competencies into the Performance Appraisal process
- How to create an Individual Development Plan
- How to take effective corrective action
- How to conduct a Narrative Appraisal

TARGET AUDIENCE: All Staff/Supervisory/Management/Human Resources Professionals
2-day course - 12 Hours CPM Credit

POSITIVE WORKPLACE ENVIRONMENT

INSTRUCTOR: DEANNE MOSLEY, J.D., CPM

OBJECTIVES:

- Laws that prohibit harassment and discrimination
- The State Personnel Board's Workplace Harassment Policy
- Rights and Responsibilities of a person being harassed
- Retaliation and protection for whistleblowers

TARGET AUDIENCE: All Staff
Required elective for ASCP Level III

POWERFUL AND PAINLESS PRESENTATIONS

INSTRUTOR: DAVID HAYES

OBJECTIVES:

- To learn how to overcome the fear of making a presentation
- To learn how to develop, organize, and customize a presentation for a specific audience
- To learn how to develop and use visual aids, including flipcharts, overheads, handouts, slides, etc.

TARGET AUDIENCE: All Staff/Employees who are responsible for presentations
6 hours CPM Credit

PRACTICAL WAYS TO HAVE A BALANCED LIFE

INSTRUCTOR: ANN HOMER COOK, PH.D.

OBJECTIVES:

- Understand the importance of balance
- Learn the impact of balance on productivity
- Understand the impact of balance on wellness
- Define quality living
- Discover ways to balance work and play

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

PRESENTING YOURSELF PROFESSIONALLY

INSTRUCTOR: LYNDA HUNSICKER

OBJECTIVES: Participants will:

- The participant will know the qualities that are associated with a professional appearance when leaving the workshop.
- The participant will know how to evaluate themselves based upon their appearance, attitude and actions.
- The participant will gain confidence and knowledge of themselves and their current images.

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

PROMOTING & MAINTAINING A RESPECTFUL WORK ENVIRONMENT: *Your Legal Rights and Responsibilities* (A Harassment Workshop)

INSTRUCTOR: DEANNE MOSLEY, J.D., CPM

OBJECTIVES:

- Title VII of the Civil Rights Act of 1964 (race, color, national origin, religion, and sex)
- Age Discrimination in Employment Act and the Americans with Disabilities Act
- State Personnel Board's Workplace Harassment Policy
- Types of harassment: Quid Pro Quo and Hostile Work Environment

TARGET AUDIENCE: All Staff/Supervisory/Management
3 Hours CPM Credit

PROTECTING YOUR AGENCY'S ASSETS

Formerly "A Manager's Responsibility for Detecting Fraud"

INSTRUCTOR: WILLIAM A. (BILLY) MOREHEAD, PH.D., CPA, CGFM

OBJECTIVES:

- Give proper definition of fraud, waste and abuse
- Highlight various forms of common myths and general comments about fraud
- Show the three elements which must be present for fraud to occur and explain why fraud occurs
- Provide a profile of the person who commits fraud
- Give "10 Commandments" to improve management's chances of preventing and detecting fraud

TARGET AUDIENCE: All Staff/Supervisory/Management
3 Hours CPM Credit

PUBLIC RECORDS MANAGEMENT

INSTRUCTOR: DEANNE MOSLEY, J.D., CPM

OBJECTIVES:

- What constitutes a "public record" and what records are confidential and exempt from the Public Records Act?
- Who has the right to inspect records?
- What do we do when someone requests a public record and how soon do we have to do it?
- What can happen if we inappropriately deny access to a public record?

TARGET AUDIENCE: All Staff
Required elective for ASCP Level III

RIGHTS AND RESPONSIBILITIES

INSTRUCTOR: JOE GOFF, J.D.

OBJECTIVES:

Members of a public sector workforce have legal rights and responsibilities that far exceed their private sector counterparts. This session is designed to identify those legal rights and responsibilities and to provide attendees with the knowledge and skills to successfully carry these duties out. Topics will include:

- Anti-Discrimination and Ethics laws
- ADA
- FMLA

TARGET AUDIENCE: All staff
Required elective for the ASCP Level
Participants in the Basic Supervisory Program should not attend this course.

SMART HIRE

INSTRUCTOR: BECKY BAUM TILTON, CPM OR AMY WHITTEN, J.D.

OBJECTIVES:

- Increase participant's knowledge of the competency model concept
- Introduce the MS State Personnel Board's Public Sector Core and Management Competencies
- Use competencies to improve the hiring process
- Learn to use Behavioral Interviewing
- Practice Behavioral Interviewing Skills
- Review legal aspects of interviewing

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

STATE PERSONNEL BOARD SERVICES OVERVIEW COURSE

INSTRUCTOR: STATE PERSONNEL BOARD STAFF

OBJECTIVES:

- Provide orientation and comprehensive overview of State Personnel Board services
- Provide guidelines, policies, and procedures to help HR professionals and their agencies interface with State Personnel Board
- Re-emphasize HR's role in state government

TARGET AUDIENCE: HR Personnel/Supervisory/Management
Prerequisite for the Human Resource Certification Program
2-day course

STRESS MANAGEMENT

**INSTRUCTOR: JULIA SUMMERS, CPM, ANN HOMER COOK, PH.D.,
BECKY BAUM TILTON, CPM, OR TAHETI WATSON**

OBJECTIVES:

- Learn effective techniques that will relieve stress and identify individual stressors
- Learn how personality types (MBTI) respond to stress
- Learn how stress affects the body

TARGET AUDIENCE: All Staff
Required elective for ASCP Level II

SYSTEMS THINKING: *Changing the Way We See Our Organization*

INSTRUCTOR: BECKY BAUM TILTON, CPM

OBJECTIVES:

- Learn to utilize the systems thinking model and identify your stakeholders, their needs and expectations
- Learn to use multiple tools that enhance decision-making and Complete a team assignment to experience learning
- Find new ways to communicate within your organization to promote better decision outcomes
- Identify other applications for wide angle decision making within your organization

TARGE AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

TEAMBUILDING

INSTRUCTOR: ANN HOMER COOK, PH.D. OR MARILYN BEACH, PH.D

OBJECTIVES:

- To identify how managers can become more effective by utilizing performance-oriented teams. Learn how teams can improve overall performance and communication, increase skill levels, reduce conflict, improve response time, and drive motivation
- To identify the critical components and attributes of performance-oriented teams
- To learn techniques for successfully leading performance-oriented teams
- Participate in teambuilding projects
- Identify problems within organizations which limit teambuilding and negotiate solutions to the identified problems through projects

TARGE AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

TEAM BUILDING FOR IMPROVED EFFECTIVENESS

INSTRUCTOR: CHARLES SAMPSON

OBJECTIVES:

- Develop a clear definition of teamwork
- Learn the importance of "ground rules"
- Develop an understanding of collaboration ("win/win" relationship)
- Learn team administration skills
- Improve capacity to motivate staff
- Learn the power of "Managing by Agreement" (MBA)
- Learn the power of positive feedback

TARGE AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

INSTRUCTORS: MARIANNE GAUDIN, CPM; DAVID HAYES; JAN WALKER, CPM;
AMY WHITTEN, J.D.; AND LESLY LLOYD, CPM

OBJECTIVES:

- Identify your values and develop your mission statement
- Change the way you manage your time/resources
- Discover the key to effective problem solving communication at every level
- Renew yourself emotionally, physically, and intellectually every day of your life

TARGET AUDIENCE: All Staff/Supervisory/Management (3-day course)
18 Hours CPM Credit

THE DYNAMICS OF CHANGE: *Teaching New Tricks to Old Dogs*

INSTRUCTOR: AMY D. WHITTEN, J.D.

OBJECTIVES:

- Basic principles of change and how change affects individuals/organizations
- Overcoming resistance to change
- Being an effective leader during change
- Techniques to assure successful change

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

THE LEGAL RIGHTS AND RESPONSIBILITIES OF PUBLIC MANAGERS

INSTRUCTOR: JOE GOFF, J.D.

OBJECTIVES: During this workshop, participants will:

- Learn how to defend your legal rights and understand your legal obligations and liabilities
- Learn how to efficiently handle the threat of a lawsuit
- Learn how to make sound and effective HR decisions
- Learn how to avoid legal mistakes that could have damaging consequences

TARGET AUDIENCE: All Staff/Supervisory/Management/HR Personnel
6 Hours CPM Credit

THE PROFESSIONAL COACH: *Enhancing Performance Through Coaching*

INSTRUCTOR: AMY D. WHITTEN, J.D.

OBJECTIVES: The purpose of this course is to identify and improve coaching and counseling skills which are essential to public sector managers in promoting performance and harmony in the workplace. A sampling of those matters which are addressed include:

- The four-phase model of successful coaching
- Using "feedback" as a coaching tool
- Establishing mentoring relationships
- Developing individual coaching plans

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

THE PUBLIC MANAGER'S LEGAL TOOLBOX: *Essential Personnel Law for Public Managers*

INSTRUCTOR: AMY D. WHITTEN, J.D.

OBJECTIVES:

- Enrich the manager's understanding of relevant workplace legal issues
- Promote proactive management skills designed to address legal "hot spots"
- Build a toolbox of management strategies to promote fair and legal management of the public workforce

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

TIME MANAGEMENT

INSTRUCTOR: BECKY BAUM TILTON, CPM OR MARIANNE GAUDIN, CPM

OBJECTIVES:

- Develop a system for setting priorities
- Learn to accomplish goals one step at a time
- Identify productive times in your day
- Learn to handle interruptions and identify telephone slow-downs
- Learn to break the procrastination cycle

TARGET AUDIENCE: All Staff/Supervisory/Management
3 Hours CPM Credit

TIME WELL SPENT

INSTRUCTOR: MARIANNE GAUDIN, CPM OR SHARON BRIDGES, CPM

OBJECTIVES:

- Plan your time so that nothing “falls through the cracks”
- Accomplish the right things, at the right time, for the right reasons
- Identify your values/goals–what matters most on/off the job and align your daily activities with your goals and values
- Dramatically increase your productivity by using your daily planner (paper or electronic calendar system) more effectively

TARGET AUDIENCE: All Staff
Required elective for ASCP Level III

UNDERSTANDING DIVERSITY

INSTRUCTOR: DAVID HAYES

OBJECTIVES:

- To recognize the various kinds of diversity-related changes that have taken place in both the workplace and in our country during recent years
- To explore definitions & concepts related to diversity issues, paying particular attention to the nature of and pitfalls related to stereotypes
- To develop an understanding and appreciation of various kinds of “diversity”
- To learn how to recognize and avoid various forms of workplace harassment other than sexual harassment

TARGET AUDIENCE: All Staff
6 Hours CPM Credit

UNDERSTANDING THE LEGISLATIVE PROCESS IN MISSISSIPPI

INSTRUCTOR: TED BOOTH, J.D.

OBJECTIVES:

- Review the Mississippi Legislature and analyze the mythical "Civics Class Model" of policy process
- Describe reality: "Conical Networking" model of public policy process
- Walk through the steps involved in passing legislation and analyze why most bills die
- Review legislative rank and power systems and how they influence passage of bills
- Understand what tends to compel legislative action
- Understand how to prepare and deliver an effective presentation to a legislative committee

TARGET AUDIENCE: All Staff/Supervisory/Management
3 Hours CPM Credit

UNTANGLING THE CONFUSING WEB OF ADA, FMLA, AND WORKERS' COMPENSATION REGULATIONS FOR PUBLIC MANAGERS

INSTRUCTOR: JOE GOFF, J.D.

OBJECTIVES:

- Learn how to identify where laws overlap each other and which one has precedent
- Learn how to identify potential problem areas in your organization and determine what changes should be made
- Learn how to ensure that every manager/supervisor in your organization understands the complexity of the laws and the importance of compliance and learn how to create internal processes/procedures that guarantee compliance of laws
- Learn how to better manage reports, records, and forms required by each law

TARGET AUDIENCE: All Staff/Supervisory/Management/HR Personnel
3 Hours CPM Credit

USING DiSC DIMENSIONS OF BEHAVIOR FOR MANAGEMENT SUCCESS Formerly "DiSC Personal Development Profile"

INSTRUCTOR: ROB BENSON

OBJECTIVES:

- Understand your behavioral tendencies and develop an understanding of how your behavior affects others
- Respect, appreciate, understand, and value individual differences
- Enhance strategies for working together to increase productivity
- Learn from one another

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

WORKPLACE VIOLENCE PREVENTION (Formerly "Peacekeeping Strategies for the Workplace")

INSTRUCTOR: DAVID HAYES

OBJECTIVES:

- To examine facts and statistics concerning violence in the workplace in order to develop a *heightened awareness* of the impact of violence on today's workplace.
- To examine the *risk factors* that can contribute to the likelihood of violence in the workplace.
- To become familiar with *common warning signs (attitudes and behaviors)*, that may be noticed in potentially violent employees before an act of violence occurs.
- To examine events that may serve as *triggers* to an act of violence on the part of a potentially violent employee.

- To develop *intervention and de-escalation strategies* in order to defuse potentially violent situations.
- To understand the *responsibilities of agencies, managers and employees* for reporting incidents of violence or threats as well as post-trauma crisis management.
- To understand policy recommendations regarding *weapons and telephone threats* related to bombs and other dangers.
- To explore some common sense recommendations for employee precautions and for making sure the *work environment* is physically secure.

TARGET AUDIENCE: All Staff/Supervisory/Management
6 Hours CPM Credit

WRITING ADVANTAGE™
Achieve What Matters Most with Successful Communication

INSTRUCTOR: RENEE' SCALES, CPM, RONNA OWENS, CPM, OR SHARON BRIDGES, CPM

OBJECTIVES: The success of the most important things you do every day depends upon your ability to communicate. With effective writing skills, you are able to get the right message across to achieve the results you want. This Writing Advantage™ workshop will give you the skills to:

- Improve productivity by writing quickly and easily
- Increase credibility with quality writing that reflects your best ideas and abilities
- Become a confident writer using proven communication standards

TARGET AUDIENCE: All Staff
Required elective for ASCP Level I

YOU RAISED THEM, NOW MANAGE THEM
Managing the X and Y Generation

INSTRUCTOR: ANN HOMER COOK, PH.D.

OBJECTIVES:

- To identify how managers can become more effective by recognizing the values and needs of the X and Y Generations for performance-oriented workplaces. Learn how teams can improve overall performance and communication, increase skill levels, reduce conflict, improve response time, and drive motivation with this age group.
- To identify the critical components and attributes of managing and working with this age group of employees.
- To learn techniques for successfully leading performance-oriented teams with X's and Y's as members.
- Identify problems within organizations which limit involvement of X and Y generation staff members and negotiate solutions to the identified problems.
- To learn the value of X and Y team members for building teams for the future.

TARGET AUDIENCE: All Staff / Supervisory/Management
6 Hours CPM Credit