



The noncredit professional development courses that follow are eligible for a VCFA professional development scholarship. Employees that are awarded the scholarship will be notified and registered for the course they applied for by the Division of Continuing Studies. ***Please do not register on your own.***

More information including the location and time for each course can be found online at [continuingstudies.wisc.edu/leadership/](http://continuingstudies.wisc.edu/leadership/). Most, but not all, courses are held at the Pyle Center, Monday-Friday, between the hours of 8:00am and 4:00 pm. Be sure to look closely at the registration confirmation for locations and hours.

### **Leadership Development:**

#### *The Art of Conflict Transformation*

Conflict is something most people want to avoid, yet it's a natural part of life. When approached with integrity, curiosity, and compassion, conflict can open us to new possibilities and deepen our relationships. This workshop will help you embrace *both-and* thinking, transforming conflict into win-win solutions. Discover how to increase your comfort in dealing with conflict and to build more trust and communication in relationships.

Tue-Wed, Jun 11-12, 8:30am-4:30pm

#### *Communication Skills for Challenging Conversations*

In an instant, any conversation can become a challenging one. Learn how to handle difficult interpersonal conversations at work and to listen and be assertive without weakening relationships. Develop a framework to better understand the complex nature of interpersonal communication, and explore why misunderstanding is so normal. Apply the skills learned to conflict resolution and giving performance feedback; possibly the most difficult conversations managers have.

Thu-Fri, Jun 20-21, 9am-3:45pm

#### *Communication Strategies for Women in the Workplace*

Both men and women face challenges to reaching their goals in organizations. Being understood as intended when communicating is inherently complex because of the fundamental nature of human perception and the influence of almost any difference between sender and receiver, including gender. Drawing from academic research and the collective experience of those in the program (including men, who are welcome), we will explore practical communication strategies for women to help them effectively navigate today's dynamic workplace.

Thu, May 23, 9am-3:45pm

#### *Conducting Fearless Performance Reviews*

You can make performance reviews more meaningful. Learn how to establish clear performance expectations early in the process and facilitate a collaborative conversation between supervisors and employees. Gain tools to define what great performance is for each employee, develop SMART expectations for every position, identify the right coaching goals, and create a transformative approach for conducting effective and inspiring face-to-face performance reviews. Class fee includes the instructor's book, *Fearless Performance Reviews*.

Wed-Thu, Mar 6-7, 8:30am-3:15pm

#### *Customer Service: Strategically Creating Standards and WOWs*

Customer service is a key part of almost any organization's strategy, whether profit, nonprofit, or public. However, customer service is complex and it is further complicated by the nature of human perception – perception is reality and customers react to their perceptions. You will learn how to manage customer perceptions and their expectations. It is possible to give too much service, so you'll learn how to strategically set service standards, ways to measure customer satisfaction, and how to empower service providers within guidelines.

Thu, Aug 22, 9am-3:45pm

### *Essential Insights for Working With the HR Function*

As a manager or team leader, your colleagues and your own instincts may give you contradictory advice; "Go see HR," and "Don't go to HR." This class will explore the basic and the strategic functions of HR and help you effectively use HR staff as advisers and not as "the enforcers." Learn how HR can help with your own career development and with a wide range of issues beyond navigating employment laws.

Wed, Apr 24, 9am-3:45pm

### *Executive Presence for Leaders at All Levels*

There is a lot that goes into commanding respect, influencing people and inspiring trust. Authenticity is required, but so is the perception of it. Often called "executive presence," leaders at all levels in all organizations need to communicate verbally and nonverbally in ways that others perceive as trustworthy, persuasive, genuine, etc. It's not just about how you talk, sit, move and don't move. It's about how you listen. Our instructors, a theatre director and a management consultant, will be our guides.

Thu, Aug 15, 9am-3:45pm

### *Leadership*

Explore leadership characteristics and ways to strengthen your organization and support others' work. Learn about different leadership styles, public perceptions of leadership by sector, servant-leadership basics, and how to apply effective practices of leadership. Develop a personal leadership philosophy that contributes to your organization's mission.

Wed, Mar 27, 8:30am-3:15pm

### *Leading at a Distance: Managing Virtual Staff and Teams*

Increasingly, we're seeing more organizations with employees who work from home, live in other states, and often live in other countries. Learn to "lead from a distance" by understanding the challenges and best practices for working with individuals and virtual teams who are not physically in your office. Learn how to build trust, navigate conflict, make decisions, and conduct engaging meetings with virtual staff and teams.

Thu, Apr 4, 9am-3:45pm

### *Leading Out Loud: Using Story in Communication*

Leaders at any level in an organization need to be able to persuade and inspire. Decisions need to be made. Change needs to happen. Teams need to come together. There are many tools leaders can use to increase their impact, whether speaking formally or just discussing ideas in a meeting. We'll explore one of them, how to use stories effectively, including how to avoid overuse and exaggeration— because the bigger issue here is trust and believability.

Thu, Jul 25, 9am-3:45pm

### *Listening for a Change: Skills for Dialogue*

Only through true listening and understanding can we hope to create communities of integrity that sustain us and elicit our best actions. Whether you're facilitating a discussion among members of your family, workplace, or faith community, you can learn to listen with curiosity and welcome multiple perspectives.

Tue-Wed, Apr 2-3, 8:30am-4:30pm

### *The Manager's Role in Work Satisfaction, Performance, and Engagement*

There are many myths about what managers can and should do to support employee work performance, satisfaction, and engagement. You will learn what decades of real world management experience reveals about best practices and tools for day-to-day manager activities, plus gain insights from recent research focusing on today's diverse and fast-moving environments.

Thu-Fri, May 16-17, 9am-3:45pm

*Managing Your Brain for Managers: The Neuroscience of Leading Self and Others*

Managing people can be difficult and stressful. Especially today, with historically low levels of employee engagement and technologies that accelerate almost everything. However, it doesn't have to be so overwhelming. You will learn of the recent neuroscience discoveries that reveal how our brain triggers stress and poor interpersonal reactions. Exploration and practice of multiple methods for managing your brain will greatly improve your ability to lead others in today's organizations.

NOTE: Class meets twice, Mar 14 & 28

2 weeks, Thu, Mar 14 & 28, 9am-3:45pm

(no class Mar 21)

**Business Management:**

*Excel Skills 1: Fundamentals and Essentials*

Get an introduction to using your data and unlock this powerful spreadsheet software for business and personal use. Learn MS Excel essentials for formatting and organizing data. Gain a level of confidence and save time by creating spreadsheets to efficiently collect, organize, and track data and lists. You also gain the skills to format spreadsheets and create basic workbooks, enter and format data, and insert formulas to perform calculations. A laptop with Excel 2010 or newer version is required.

Wed, May 22, 8:30am-3:30pm

*Excel Skills 2: Exploring and Describing Data*

Build the expertise to quickly unlock insights from your organizational and personal data. Learn spreadsheet modeling principles that simplify your ability to report on routine organizational metrics. Gain the skills to filter and modify data with greater accuracy, as well as transform large datasets into user-friendly tables and graphs for presentations and reports. Excel Skills 1 or equivalent skills required. A laptop with Excel 2010 or newer version is required.

Fri, Sep 27, 9am-3:45pm

*The Joy of Meetings: Recipes for Success*

Ever been to a meeting that was flat as a pancake, or in danger of boiling over? The missing ingredient in many meetings is an outcome-based agenda that uses people's time well, focuses energy, and supports more productive work before, during, and after meetings. Price includes the book, *The Facilitator's Guide to Participatory Decision-Making*, and custom handouts.

Thu, May 9, 8:30am-4:30pm

*Facilitating Effective Meetings*

Gain an understanding of the mechanics of managing a meeting well. Learn to develop an agenda, manage meeting dynamics, deal with disruptive behavior, keep the meeting on track, track assignments, and record the decisions and actions of the group. The session includes templates and models to use for agenda development and meeting notes.

Thu, Apr 25, 8:30am-3:15pm

*Organizational Performance Measurement*

Differing in content and scope from simple performance evaluation, organizational performance evaluation teaches you to analyze your agency's effectiveness in achieving objectives. In this workshop, you learn how to avoid the pitfalls of confused objectives when managing your organization's performance, and examine the most efficient ways to achieve success at every level of management.

Wed, Mar 20, 8:30am-3:15pm

### *Productivity and Quality Improvement*

Take a systematic approach to identify what's necessary to initiate and sustain organizational productivity and quality improvements. Through assessments and tools, examine current productivity and quality improvement efforts and then explore ways to improve systems, align activities, build processes designed for success, and create a culture that supports your efforts.

Wed, Apr 3, 8:30am-3:15pm

### *Productivity Tools*

This workshop gives you the opportunity for hands-on application of productivity and quality improvement topics. Learn how to develop and interpret check sheets, run charts, histograms, flowcharts, cause-and-effect diagrams, and control charts. These tools used separately or in combination are effective for examining problems and examining data. We spend ample time discussing potential use of the tools back at the office.

Thu, Apr 4, 8:30am-3:15pm

### *Strategic Thinking, Planning, and Organizational Transformation*

Strategic planning provides both a process and a set of outcomes that help you find the answers to core questions about organizational identity and direction. Discover how to construct your organization's strategic plan, involve other stakeholders in its development, and ensure successful implementation.

Wed, Jun 5, 8:30am-3:15pm

### *Using Data for Better Decisions*

Learn how to use research correctly—including how to interpret and incorporate available research findings to support your goals and activities—and design research studies to shine light on critical issues. Explore the meanings of the most-used statistical indices and when you should use each of them, and discover how people can be misled using statistical figures and devices.

Fri, May 3, 8:30am-3:15pm

### *Work Satisfaction, Performance, and Engagement*

This class helps dispel the many myths about what managers can and should do to support employee work performance, satisfaction, and engagement. Learn what decades of real-world management experience reveals about best practices and tools for day-to-day manager activities, plus gain insights from recent research focusing on today's diverse and fast-moving environments.

Thu, Mar 21, 8:30am-3:15pm

## **Diversity and Inclusion:**

### *Facilitating Cross-Cultural Groups and Global Teams*

Organizations today work increasingly with staff and partners who come from all over the world. As a result, we find ourselves facilitating meetings and teams with significant cultural differences. Learn insights, strategies, and techniques to improve your cross-cultural sensitivity and competence as a facilitator and leader in a culturally diverse context. Explore key causes of cross-cultural misunderstandings and how to overcome them.

Thu, Jul 18, 9am-3:45pm

### *Honoring Our Common Differences: Leadership for Inclusivity*

Inclusivity is the practice of *radical hospitality*—where *all* people experience uncompromising respect and dignity. Inclusive organizations value and actively encourage multiple experiences and perspectives, creating a positive, collaborative environment in which people feel safe to be themselves, and are able to contribute their best work to the organization.

Tue, Apr 23, 8:30am-4:30pm

## **Human Resources, Training & Development:**

### *Designing Fearless Performance Review Systems*

Human resources and supervisors are critical to promoting exceptional employee performance. Examine performance management competencies across the performance management cycle for supervisors and frontline employees. Transform your organization's performance management system with tools that guide supervisors through review conversations and strategies that maximize employee involvement in the review process. Fearless and meaningful performance reviews are possible!

Fri, Mar 8, 8:30am-4pm

### *How to Energize Your Workshops and Turn on the Learning*

Do you need to conduct a workshop but have no formal training on how to do so? Have you been doing the same workshop repeatedly and are looking for ways to liven it up? Are you tired of doing all the talking in your workshops and want to get your audience more involved? Learn the basics of experiential learning theory, how to develop outcome-based learning objectives, and how to use interactive teaching methods for a great workshop experience.

Tue, May 7, 8:30am-4:30pm

### *Strategic Staffing and Workforce Planning*

Learn how to strategically recruit, hire, and retain the best talent in a competitive labor market while avoiding biases and legal pitfalls. Critical for every human resources professional and supervisor; discover effective recruitment strategies to attract a diverse workforce, techniques for interviewing and selecting the best candidate, and strategies to plan for future workforce needs.

Thu-Fri, Apr 11-12, 8:30am-4pm

## **Career Planning:**

### *Tools for Purposeful Career Change*

For those at a career crossroads and wanting more intentional career planning, this in-depth workshop provides assessment, structure, and exercises to facilitate the career- and life-planning process. You'll explore your skills, values, interests, and style preferences using the Strong Interest Inventory (SII), Myers-Briggs Type Indicator (MBTI), and other individual/group activities and leave the workshop with an action plan. For individuals at any stage in their career including retirement. Led by experienced career counselors. Some homework between sessions.

Thu-Fri, June 20-21, 8:30am-4:30pm