

**Regional and Agency-Specific Training**  
That fit your budget and organizational priorities

**ONLINE LEARNING**  
FOR YOUR PROFESSIONAL DEVELOPMENT NEEDS

L E A D E R S H I P

# FOUNDATIONS

CENTER FOR MANAGEMENT & PROFESSIONAL DEVELOPMENT

**Be**  
**BOLD**

Handle the  
**TOUGHEST**  
SUPERVISOR CHALLENGES

MAKE YOUR MARK IN YOUR ORGANIZATION AND HELP OTHERS TO DO THE SAME. LET OUR PROGRAMS PREPARE YOU AND YOUR TEAM TO DO THE EXTRAORDINARY!

Become A  
MICROSOFT OFFICE  
Champion!

Oct  
Nov  
2015  
Dec



Workshops and  
Webinars for the  
**LEADER IN EVERYONE**



“While bold people are prone to action, they are rarely rash. Instead, they apply their sense of action to learning...they are always preparing to be bold.”



## This Issue's Power Point

# Be Bold!

When I was a kid traveling with my folks, and one of my parents would see a person wearing a brightly colored piece of clothing, they would often stop and say, “*Oh to be bold like that happy soul.*” It was a catchy phrase, and for the longest time I thought being bold meant that you had a snappy wardrobe. Fortunately, over the years, I learned that there is a lot more to it than that.

Today, I'm glad to see that there are plenty of bold people around. You can find them in almost any organization because they usually don't do a good job of hiding. I tend to agree with the theory that bold people often stand out in a group – not because they are wearing bright colors – but because they are confident, courageous, and committed to what they are doing.

One of the great joys I find in working with bold people in all types of organizations is to see what these people can do when they have the tools and training they need to shine. It's inspiring because they are doing more than just getting their work done – they are also serving as a force to instigate growth, propel progress, and encourage similar actions in others.

Johann Wolfgang von Goethe is attributed with saying, “*Whatever you can do, or dream you can do, begin it. Boldness has genius, power, and magic in it!*”

If you're ready to be bold (or bolder) in your own life, dedicating time to your professional development is a great way to start. While bold people are prone to action, they are rarely rash. Instead, they apply their sense of action to learning. They want to make sure their actions lead to success, so they improve their odds by doing “their homework.” They minimize the risk for themselves by constantly reassessing their skill and ability, and taking the steps to continually improve. In essence, they are always preparing to be bold.

At the Center, we believe this too. That's why we reinvent ourselves all year long by offering new training classes that can help you in different areas of your work and life.

For example, in this calendar you'll learn about programs that include, *Talk Like A Leader, Speak Like A Pro, Getting Better @ Getting Better, Skills to Handle Crucial Conversations, It's Okay to Be the Boss, How to Make Yourself Indispensable*, and many more all designed to propel you to new heights.

I hope you'll attend some of these programs or others we're offering to see firsthand how they can help you prepare to be bold.

I know you're ready!

I wish you all the best on your bold professional journey.

Allan Forbis  
Director, Center for Management and Professional Development



## We're helping to build a strong Missouri

The **Center for Management and Professional Development** (Center) within the State of Missouri's Office of Administration exists to help business organizations and government entities cultivate and enhance the leadership, interpersonal and technical skills of current and future leaders and front-line employees through the delivery of innovative, participant-centered training programs.

### Leadership and Interpersonal Communication

The Center's leadership and interpersonal communication programs prepare individuals to handle the challenges present in today's demanding workplace that include goal setting, managing a diverse workforce, creating and maintaining a culture of trust, dealing with conflict, leading change and innovation, decision making, communication, performance management and other day-to-day issues that, left unresolved, can potentially derail any team's success. In addition to creating and providing customized workshops and webinars, the Center also provides training programs developed by other world class training leaders.

### Technical and Computer Skills

The Center's technical and computer skills programs help learners from all businesses and organizations increase their proficiency in Microsoft Office programs and other specialized software applications. In addition, the Center's computer training labs allow other organizations and businesses to bring their employees together in a pre-prepared training environment to increase staff proficiency in specialized or organizational specific software programs.

Together, the Center provides a **"one-stop-shop"** from which critical skills can be obtained for employees at all levels in businesses and organizations and a customer friendly support structure to effectively manage the training process for everyone.

**\*Come to our training facility, or invite us to your work place to establish your very own "center for learning." We can strengthen the knowledge and skill of your most valuable resource - your people.**

\*Technical and computer skills training programs are typically not available for on-site delivery due to the need for computer learning labs.

The Center encourages businesses and entities to realize and value the benefits that increasing competency and technical proficiency through training can provide.

### The Center serves as an affordable resource to help leaders:

- Ensure employees work together when it is important to pull together.
- Unlock staff potential and increase productivity.
- Leverage the performance of employees to achieve cost-effective and better services for customers.
- Maintain their employer's competitive edge, while helping to develop and retain their workforce.
- Achieve higher morale and a renewed commitment to quality in the products and services Missouri businesses and government entities provide.

Contact us at (573) 526-4554  
Find us on the web at [www.training.oa.mo.gov](http://www.training.oa.mo.gov)

# Information Technology and Computer Skills Training

The technical and computer skills training you need—all at affordable pricing!



To establish a central **“one-stop” training source** for state agencies, city and county government and private sector businesses, technical training is available through the Center for Management and Professional Development.

Our computer training facility has three training rooms, each fully equipped with computers that are networked and connected to the Internet and the State Data Center. The instructor’s computer can be projected on a screen to facilitate ease of instruction and increase each learner’s ability to comprehend the instruction provided.

Learners can attend **Microsoft Office Desktop Classes** that include:

- Access
- PowerPoint
- Excel
- Word
- Outlook
- and other software programs

**E-learning sessions are also available.**



## **SAM II** TRAINING PROGRAMS FOR MISSOURI STATE GOVERNMENT AGENCIES

State government agencies can also obtain training in critical workforce management systems that include: SAM II Financial, SAM II Purchase Order Processing, SAM II Vendor Invoicing, SAM II Data Warehouse and MOBIUS.

**SAM II HR TRAINING programs are also available and include:**

- SAM II HR Introduction
- SAM II HR Deductions and Benefits
- SAM II HR Position Control
- SAM II HR Time and Leave
- SAM II HR Employee Maintenance

For more information, contact the Center’s Computer and Technical Training section at (573) 522-1332.

Outside training providers can use the Center’s computer classroom facility to offer specialized training in:

- Server Applications and Administration
- Web Applications and Development
- .NET Programming

**Agencies and organizations can also reserve classrooms to provide technical training on software programs specific to their work processes.**



## Microsoft **EXCEL**

**LEARN THE SECRETS THE PROS USE TO CREATE FLAWLESS SPREADSHEETS, PRESENTATION-READY GRAPHS AND CHARTS, EASY-TO-READ FINANCIAL REPORTS AND MORE!**

Whether you've been working with Microsoft Excel for some time, or new to this powerful spreadsheet application, chances are you've only scratched the surface of what this program can do for you.

No matter what type of user you are, the techniques you'll learn in our programs will make your job easier and increase the sophistication of your data reporting and analyzing.

If you've ever been frustrated using Excel because you knew there had to be a better way of accomplishing your tasks, you'll soon be on your way to getting more done - and more efficiently with the skill building components our programs provide.

### **Coming Up...**

#### **EXCEL 2007**

Introduction - November 24  
Intermediate - December 1  
Advanced - December 15

#### **EXCEL 2010**

Introduction - October 6  
Intermediate - October 20  
Advanced - November 10

Each program is \$95.

According to the Information Technology and Innovation Foundation, investments in technology and training can produce **gains in productivity three to five times greater than other investments** because it allows employees to do their jobs - better and faster.

While we offer some online computer training options, our experience has shown us that learners often need to have access to more tactile learning opportunities for a successful transfer of learning to occur. That's why the majority of our computer skills classes are hands-on and instructor led. Many of our **Microsoft Office** classes also offer three course levels:

- Introduction
- Intermediate
- Advanced

This allows the learner to continue enhancing their skill set when they are ready, and when it is needed. It's all part of ongoing learning - *one step followed by another.*

## MICROSOFT **ACCESS**

**PUT THE POWER OF ACCESS TO WORK FOR YOU**

Your organization or business is probably overflowing with valuable information to help you and others make better decisions. Unfortunately, if the information is not organized and easily accessed, it can't be analyzed and used to its full potential. To bring the pieces of the puzzle together, **Microsoft Access** - one of the most powerful and versatile relational database programs on the market today - makes it easy to structure your data so you can find answers quickly, share information with others and build fast solutions that help you make good business decisions. Whether you've been working with Access for some time, or new to this powerful application, chances are you've only scratched the surface of what this program can do for you.

Microsoft Access will help you manage and store information for reference, reporting and analysis; and can help you to overcome limitations you may find when you try to manage large amounts of information in Excel or other spreadsheets. If you're looking for a better way to effectively design and create new databases, tables, and relationships; create, locate and maintain records; and produce reports based on the information in the database, Microsoft Access will help you get the job done!

### **ACCESS 2007**

Introduction - November 25  
Intermediate - December 3  
Advanced - December 17

### **ACCESS 2010**

Introduction - October 8  
Intermediate - October 22  
Advanced - November 12

**COST: \$95**  
1738 East Elm Campus  
Jefferson City



Find information about the content of each program on our website.



# elearning

WEBINARS delivered to your desktop

The Center for Management and Professional Development is ready to provide world-class training to our customers no matter where they live or work through our unique webinar formats: **LiveClicks webinars** combine compelling content and award-winning videos from FranklinCovey. **Advantage webinars** are specifically designed by the Center to address leadership, organizational and professional development issues.

Learners experience training right from their own computer, eliminating travel costs and minimizing time away from the office. Assuming the learner has Internet capability, a computer with speakers, Microsoft Internet Explorer 6 or more, Adobe Flash Player 8 or later and a telephone, connectivity shouldn't be a problem.

#### Key Benefits:

- Save money by saving time and reducing travel costs
- Reach employees who typically can't attend training
- Spread training faster throughout your organization
- Reinforce knowledge provided in other training programs

## October – December Webinars

### Be Proactive

Using Your Resourcefulness and Initiative to Get Things Done

This LiveClicks webinar focuses on helping both new and experienced managers learn how to manage themselves proactively to better manage others effectively. Participants discover how to bring their "whole selves" to their work, define their unique contribution, and achieve great and enduring results. They also acquire a set of tools to assist them in meeting today's management challenges, including prioritization, accountability, trust and execution.

November 20, 10 AM – Noon, \$79

### Begin with the End in Mind

Defining Your Contribution and Leading with Purpose

In this LiveClicks webinar, both new and experienced managers acquire a set of tools to help them meet today's management challenges, including performance management, collaboration, and team development.

October 2, 10:00 AM – Noon, \$79

### Business Writing Skills

Getting Your Point Across with Power and Influence

This LiveClicks webinar helps participants set quality writing standards that increase productivity, resolve issues, avoid errors, and heighten credibility. Participants learn a four-step process to create writing that cuts through the clutter; how to write faster with more clarity; and gain skills for revising and fine-tuning documents from emails to manuals.

November 13, 10:00 AM – Noon, \$79

### Communication Skills for the Manager

This Advantage Webinar engages participants in the discussion of communication and how implied power and perceived power can influence the sending and receiving of information. The webinar will also focus on how the leader can enhance the communication process; and "seize the moment" in daily conversation.

December 17, 10:00 AM – Noon, \$79

### Preventing Sexual Harassment

This Advantage webinar increases each participant's awareness, knowledge and skills in identifying and resolving instances of sexual harassment in the workplace should they occur. Participants will discuss the steps managers and supervisors take to prevent instances of sexual harassment and investigate allegations of sexual harassment; and also examine the role and responsibility of each team member in preventing sexual harassment.

October 23, 10:00 AM – Noon

**Special Price! \$50**

### Resolving Generational Conflict

Understanding and Navigating Generational Differences at Work

In this LiveClicks webinar, participants learn how to understand the unique differences in age groups, discover effective ways to manage generational differences so that all age groups are satisfied, understand why and how all four generations respond differently in the workplace, and learn how to work through common friction points.

December 11, 10:00 AM – Noon, \$79

## Webinars to Enhance Your Computer Skills

### Excel 2007: Working with Navigation, Formulas and Simple Functions

This 2-hour Advantage webinar designed for Excel 2007 users provides skill building strategies to increase the learner's understanding of Excel navigation features and proficiency in the use of formulas and simple functions. Learning areas include: becoming familiar with the Excel 2007 screen; using the Excel 2007 Ribbon; using your cursor; selecting a range of cells in Workbook; entering data into Worksheet; and performing calculations using simple formulas and functions.

November 17, 9:00 AM – 11:00 AM, \$50.00

### Outlook 2007: Learning About Attachments, Flagging, Address Book and Distribution Lists

This 1-hour Advantage webinar designed for Outlook 2007 users provides skill building strategies to better use attachments, flagging, Address Book and distribution lists. Learning areas include: filing, previewing, opening, saving and removing attachments from messages; flagging messages for follow-up using custom dates and color categories; finding, adding and removing an address in an Address Book; creating and deleting a distribution list, adding and removing members in existing distribution lists; and sending a message to a distribution list.

November 16, 9:00 AM – 10:00 AM, \$25.00

### Outlook 2007: Basic Mail and Calendar Tips

This 1-hour Advantage webinar designed for Outlook 2007 users provides basic mail and calendar tips that include: Using the Outlook screen; using Help contents; writing, saving, editing, formatting and sending E-mail messages; replying to a message; forwarding, printing, deleting and retrieving messages; and working with Outlook's Calendar features.

October 19, 9:00 AM – 10:00 AM, \$25

### Windows 7 Basics

This 2-hour Advantage webinar provides strategies to increase the learner's skill in using the Windows environment that includes using the Menu, searching for files, and additional instruction in the areas of:

- Manipulating Windows and the Taskbar
- Using Windows Accessories
- Viewing Files Using Windows Explorer
- Managing Files and Folders
- Creating and Managing Shortcuts
- Customizing the Start Menu

December 7, 9:00 AM – 11:00 AM, \$50

**A brilliant use of technology to provide fast answers to critical business questions, along with leading edge guidance and direction, all within fingertip reach!**

# myquickcoach

**A WORLD-CLASS online coaching system sponsored by the Center for Management and Professional Development**

Today's leaders know that they can achieve greater success by having a coach who can give them advice to improve their performance and the performance of their team.

**With MyQuickCoach, you have access to world-class coaches who deliver knowledge quickly, allowing you to put ideas to work right away!**

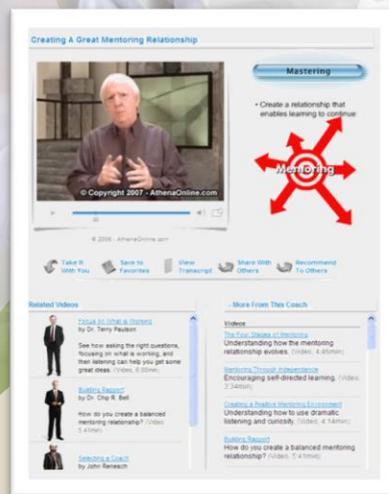
This multi-award-winning online delivery platform and content library can help you achieve your full potential by bringing "on-demand" professional development advice right to your computer desktop...whether you're at work, at home, or on the road.

Simply point and click to access hundreds of short online video lessons – each about 5 minutes long – presented by leading consultants, authors, and educators. Audio, animation and transcripts help make the information clear and concise.

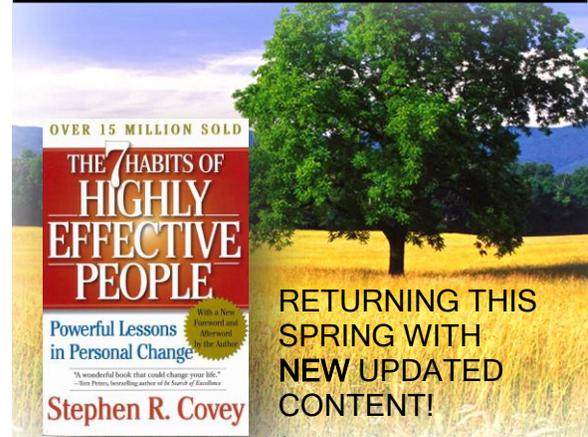
**MyQuickCoach brings you some of today's most distinguished business authors, consultants and speakers on a variety of business topics that are important to your career success.**

- o Adaptability and Resilience
- o Business Acumen
- o Coaching and Mentoring
- o Communication
- o Creativity and Innovation
- o Decision Making
- o Emotional Intelligence
- o Health and Wellness
- o Motivation and Engagement
- o Performance Management
- o Political Savvy and Career
- o Relationships
- o Strategy and Vision
- o Teambuilding
- o Time Management

**AND MUCH MORE...**



# THE 7 HABITS FUNDAMENTALS WORKSHOP



**RETURNING THIS SPRING WITH NEW UPDATED CONTENT!**

\$125, *Self-Direction*

For over 20 years the "7 Habits of Highly Effective People" has been a blueprint for personal and professional development, influencing the lives of millions of people.

**Now you can experience those same 7 Habits in a highly concentrated, 1-day workshop.**

Our workshop is specifically designed for those who want a fast-paced introduction to "7 Habits" thinking and application. The benefits of this workshop for individuals and organizations include:

- Improved teamwork
- Increased alignment between work activities and the organization's mission
- Increased productivity and accountability

The workshop provides the foundation necessary to strengthen the human side of performance. It introduces key principles and teaches skills needed to work effectively with and through others.

It helps employees tap into the best they have to give and fosters measurable change and improvement at the personal, managerial and organizational level.

Individuals discover how to maximize their performance and reach career goals by avoiding dependence on others and instead move on to where real success lies—being interdependent. This allows them to experience first-hand the rewards of superb cooperation and collaboration.

**What You'll Get:**

- A FranklinCovey Planner Starter Kit to help you stay focused on your highest priorities for an entire year
- A paperback copy of *The 7 Habits of Highly Effective People*
- Participant Manual
- Participant Resource Audio CD
- Participant Job Aid

**Ask about group discounts!**  
Obtain one year of 24/7 access to some of the world's best business coaches for \$125\*

\*Your year-long access to MyQuickCoach begins when you receive your confirmation and secure password, and continues for the next 12 consecutive months.

# MANAGING TENSE MOMENTS

## A New STUDY HALL SERIES

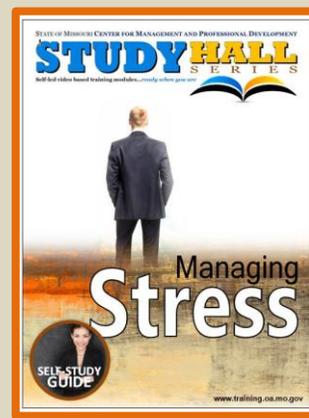
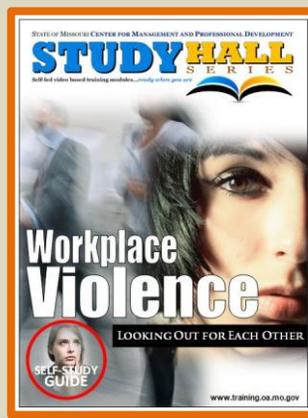
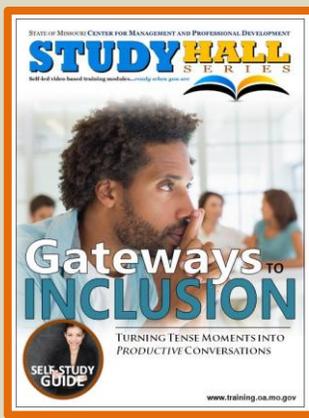
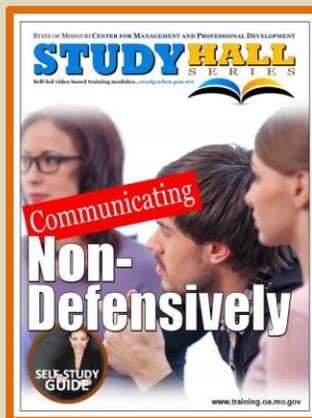
Self-led training modules...ready when you are

It's probably **NOT** the Study Hall you remember from school, but these “study-on-your-own” lessons are sure to make a difference in your success as a leader and workplace participant.

Each on-demand lesson includes a video you'll watch online and a study guide to help you put the information in the video to good use. The questions in the study guide will encourage you to think about how you're leading your team today—and what you might want to do differently tomorrow.

Working at your own pace, each lesson takes about an hour to complete.

AND... each lesson includes the **OPTION** to discuss a specific section you complete in the study guide with the Center for Management and Professional Development.



The lesson makes the point that all of us must be responsible for how we deliver and receive messages, as well as the symptoms and consequences of inappropriate defensiveness.

Improve teamwork and productivity by learning how to effectively handle diversity-related tension while modeling respectful communication – a key competency for today's workplace

Learn about forms of workplace violence, discover how to spot warning signs, and defuse potentially violent situations through compromise, collaboration and avoidance.

Discover how stress can be caused by our own personality or anxieties; and receive positive approaches to alleviate anxiety, for yourself and others on your work team.

**ALSO AVAILABLE:** The **LEADERSHIP SERIES** that consists of the following four lessons:

- *Would I Inspire Me?*
- *5 Questions Every Leader Must Ask*
- *Leaders of Character*
- *The Pygmalion Effect*

Take any lesson for \$20, or each series of 4 lessons for \$75.

Each lesson provides one hour of Management Training Rule credit.

**Go ahead. Take your seat.**



## Discover how to communicate best when it matters most

Based on the book, “Crucial Conversations,” this 1-day program provides the tools we all need to handle difficult and important interactions that happen to everyone and affect our life.

Many people are very good at avoiding tough conversations when it is likely that there will be varying opinions, the stakes are high, or the conversation will be emotional. Sometimes, we would rather send a coworker or direct report an e-mail than walk down the hall and talk to him or her about a tough issue.

But it doesn't have to be that way.

**Learn to share information safely, get ideas and feelings out in the open, and maintain high levels of respect—all without causing resistance or resentment.**

Armed with a new skill set to make the most of every interaction, participants will leave this training with the high-leverage tools they need to create more positive results – personally, professionally and throughout their entire organization.

Discover a model that truly helps individuals, teams and organizations get unstuck and **achieve breakthrough results.**

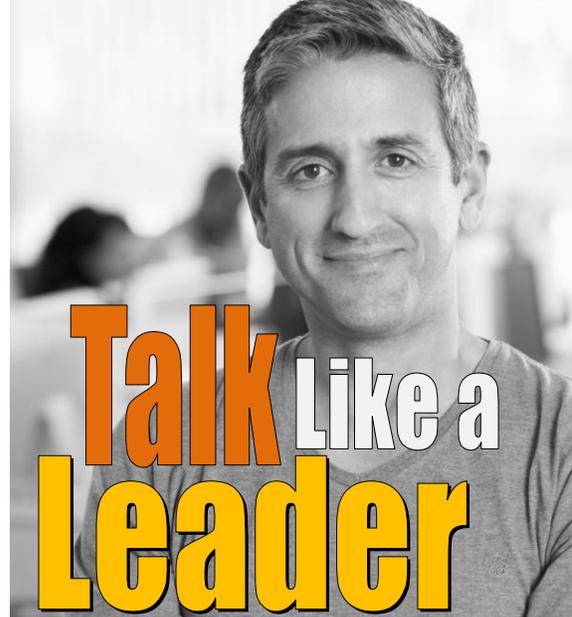
# SKILLS TO HANDLE **crucial** conversations

During this seminar participants will learn how to:

- Handle and effectively hold critical conversations
- Transfer anger and hurt feelings into powerful dialogue
- Create conditions of safety
- Achieve a level of mutual understanding and respect
- Be persuasive, instead of abrasive

**October 8**

\$125, Teamwork & Verbal Communication



# Talk Like a Leader

What Every Employee *Needs* to Hear

**November 5**

\$125

Team Work & Verbal Communication

The average person speaks up to 16,000 words per day. As a leader, are your words always meaningful and on target? We all know that the best organizations – and the most enthusiastic leaders – excel at communicating with their employees. But when you are leading others, how do you know which messages are most important to communicate?

Ultimately, there are a multitude of specific messages to send, but the good news is that they can be organized into four general categories:

1. “I have a vision for the organization.”
2. “I have the skills to carry out that vision.”
3. “I know and care about you.”
4. “I want to help you.”

This 4-hour program will empower you to:

- **Inspire enthusiasm** in employees by expressing passion, using inclusive phrases, indicating personal benefits, and showing support.
- **Increase productivity and concentration** by connecting individual performance with organizational and business growth and success.
- **Minimize miscommunication and delays in productivity** by speaking and acting decisively.
- **Communicate bad news with sincerity** in a way that reduces negative backlash and encourages understanding.
- **Build organizational bench strength** by taking accountability for your actions and asking probing questions.
- **Improve working relationships and mutual respect** by remaining attentive to employees' personal circumstances, building trust, and showing sincerity.

**Descriptions on the following pages are provided for some of our newest and most requested leadership and communication programs offered this quarter.**

A complete list and expanded description of all workshops offered by the Center for Management and Professional Development can be found at [www.training.oe.mo.gov](http://www.training.oe.mo.gov)

*Class dates, cost and associated competencies are in italics under each workshop title.*

**Basic Supervision**

*Springfield, October 28 – 29, \$99  
Jefferson City, November 18 – 19, \$99  
Workforce Management*

This 2-day workshop can help first-time supervisors make the transition from technician to supervisor by focusing on specific, fundamental skills, such as time management, delegation, leadership and feedback, to produce positive results within the team they lead. Whether you are a new supervisor, or a seasoned "veteran," this program will identify or improve strategies and practices necessary to every supervisor's job.

**Communication Skills for the Manager**

*Lee's Summit, October 15, \$95  
Verbal Communication & Influencing*

This 4-hour class reviews eight words that form a basis for a sound start in communication and how implied power and perceived power can influence the sending and receiving of information. The class demonstrates how using a simple communication tool can enhance the communication process. Additionally, the class helps managers focus on unleashing their team's talent by encouraging them to "seize the moment" in daily communication.

**Diversity & Unlawful Discrimination**

*Value Priced for Diversity Compliance Training*

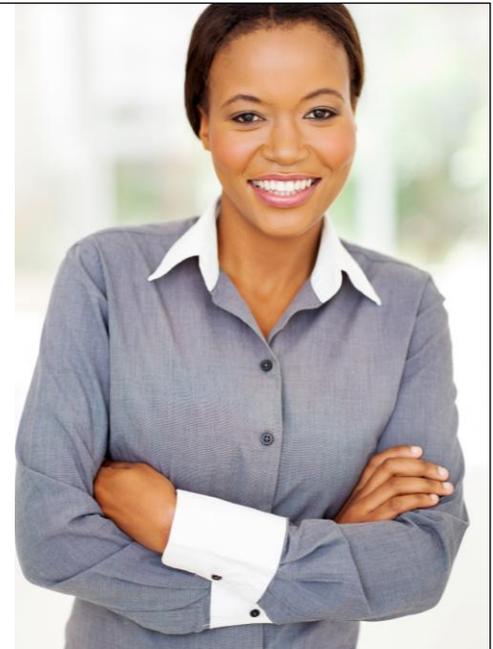
*October 6, \$25  
Workforce Management & Perception*

This 3-hour program clarifies the range of behaviors which are considered unlawful harassment and discrimination, and helps learners prevent and resolve these issues in a proactive manner.

**The 5 Waves of Trust**

*December 1, \$95  
Verbal Communication & Influencing*

This 4-hour program based on the bestselling book, "The Speed of Trust" uses examples, discussion and application activities to suggest that there are various layers of trust to which today's leaders must be attuned. By focusing on each layer, leaders can build credibility in ways that boost employee engagement and productivity; reduce the cost of poor performance; and improve business results by increasing the loyalty of the customers who depend upon their business for the services they need.



Achieve extraordinary results through others

**COACHING  
Employees**

**December 2**  
\$125, *Mentoring & Teamwork*

The coaching process is central to performance management, accomplishing organizational goals, and cultivating a high-performing team. By creating the appropriate climate, environment and context to empower individuals and teams, great coaches are able to achieve extraordinary results.

This 1-day program will examine the coaching process and provide many tools and techniques to help shape employees' behavior on the job.

**This program will help supervisors and team leaders:**

- Examine coaching strategies based on the employee's ability and willingness to do the job
- Delegate effectively without micromanaging
- Ask the right questions to help shape employee behavior
- Accurately diagnose employee performance problems
- Provide appropriate performance feedback
- Facilitate the problem-solving process for employees

**Challenging Negative Attitudes**

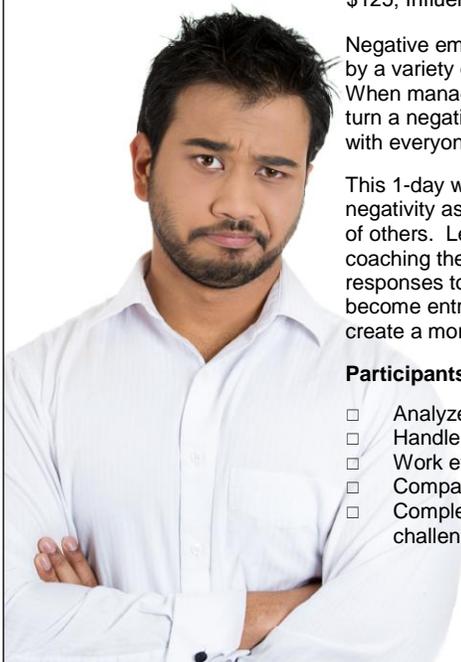
**October 7**  
\$125, *Influencing & Self-Direction*

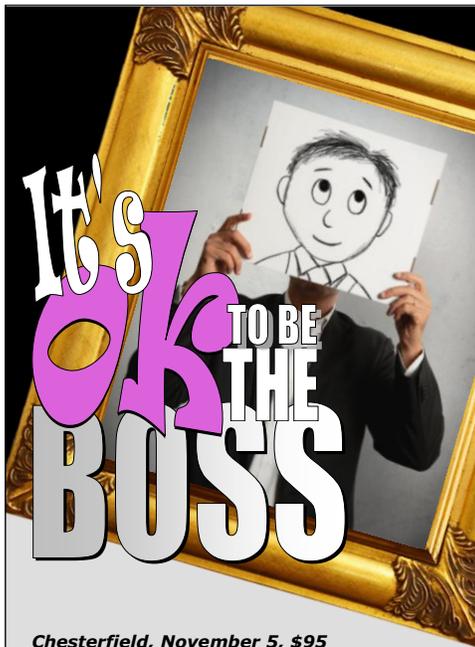
Negative employee attitudes can run the gamut, be triggered by a variety of situations, and can unfortunately be infectious. When managers can successfully direct and support efforts to turn a negative attitude into a positive one, their stock goes up with everyone around them.

This 1-day workshop explores how to challenge individual negativity as well as how to protect oneself from the negativity of others. Learners will receive behavioral models to use in coaching themselves and others in building optimistic responses to challenging situations; learn how negative norms become entrenched in an organization or team; and how to create a more positive working environment.

**Participants will receive tools and strategies to:**

- Analyze and adjust their own attitude
- Handle negative situations more constructively
- Work effectively with negative people
- Compare and balance pessimism and optimism
- Complete an action plan to cope with and address challenging negative attitudes





**Chesterfield, November 5, \$95**

Jefferson City, December 3, \$95

Accountability & Perceptiveness

**“Follow any problem in business...bad service, missed deadlines...whatever. Everything is somebody’s job and everyone has a boss. Everything leads back to the boss.”**

– Bruce Tulgan

Many supervisors may contend that it has never been more difficult to be a good manager. The pressure to increase productivity and results by trying to do more with dwindling resources, coupled with trying to manage an ever changing workforce that brings its own set of expectations and demands, has never been greater. All of this has led bestselling author and management consultant, Bruce Tulgan, to declare the days of “hands-off” management officially over.

Based on Tulgan’s bestselling book, *“It’s Okay to be the Boss,”* this 4-hour program is a new call to action for supervisors and team leaders. The program will engage learners in dispelling 7 myths that can potentially create a current of under-management; and challenge managers to re-engage with their employees by spelling out expectations, providing specific guidelines, correcting failure quickly and rewarding success even more quickly. In essence, this program presents a clear-cut plan to become the manager who will help your team accomplish organizational goals from each day to the next.

**This program will help you:**

- Identify your management style
- Identify popular myths about managing people
- Identify ways to effectively manage your work team in today’s work environment
- Avoid the under management trap
- Implement an action plan to immediately impact how you manage employees

## Interviewing and Selecting “Best” Candidates

October 29, \$95

Decisiveness and Technical Knowledge

This 4-hour workshop will help interviewers confidently determine the best person for the job. Participants will be provided with strategies to help identify the key skills, traits and abilities needed for the job (competencies), and learn how to incorporate this information into their interview and selection strategy. The program will suggest that behavioral-based interviewing – gaining specific examples of what a person has done in the past in order to help predict what the person will do in the future – is crucial to a successful process.

## Leading Effective Meetings

October 14, \$95

Team Work & Verbal Communication

All leaders know that meetings—if not managed properly—can become mere formalities, “time-wasters,” and even fuel turf wars among meeting members. An ineffective meeting impedes teamwork and anyone’s hope for success. In this 4-hour program, learners will receive skills to enhance the meetings they lead so that their meetings will be more efficient, productive and valued to everyone involved.

## Problem Solving Skills for Team Leaders

October 27, \$95

Problem Solving

Problems come in every size imaginable and often arrive when you least expect them. How an organization responds to the unexpected can make a big difference in its delivery of products and services. Consequently, the ability to solve problems, whether individually or in a team, is an important skill for today’s leaders. This full day workshop helps leaders develop their ability to recognize and solve problems through their own or group efforts in a variety of ways. Participants will discover how to combine problem-solving techniques with their natural creativity, and put both to work using the “creativity starters” presented in the class.

## The Role of Ethics in the Workplace

October 29, \$95

Integrity

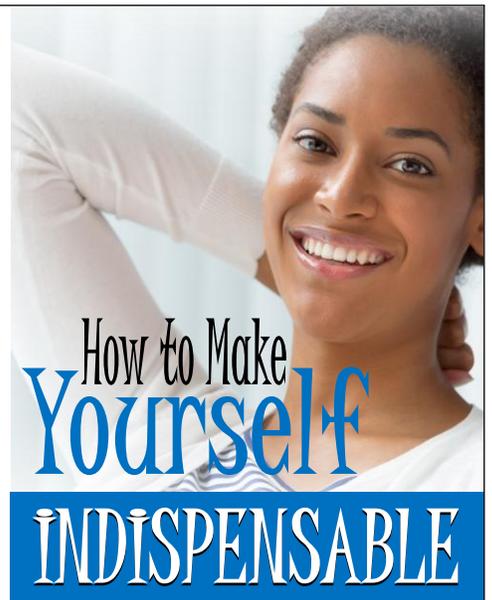
This 4-hour session examines the values and characteristics at play as leaders make good ethical decisions. Participants who attend this program will discuss the role of ethics in leadership; discuss how leaders develop their ethics; receive a model for making sound, ethical decisions when faced with challenging and conflicting dilemmas; and participate in case studies regarding ethics. Although this session focuses on doing the right thing at work, the information provided can be applied to all aspects of life.

## Supervisory Liability

November 4, \$95

Accountability & Technical Knowledge

Managers are required to make consistent, informed decisions when addressing a broad range of employee issues. Unfortunately, even with the best intentions, errors in behavior or reaction while attempting to resolve an issue can result in misunderstanding and potential liability issues. Safe, informed decisions result in behaviors that are defensible in any legal challenge to them. That’s why effective managers should understand the responsibility of their roles, and be aware of the implications involved in ignoring or not understanding the law. This 1-day program will discuss and review the legal responsibility or liability of management in government. EEOC, landmark cases, civil liabilities, employment liability, frivolous lawsuits, negligence and internal litigation are among the many topics discussed.



**December 15**

\$95, Flexibility & Self-Direction

While every employee has a valuable role to play in the success of any organization or business, today’s workplace requires employees to readily take on a wide range of tasks to accommodate frequent organizational changes and remain productive. Flexibility is a long-standing and valuable trait in the workplace, and an increasingly necessary element with today’s fast-paced, technical work environment. With new innovations, there are new tasks to perform and new roles to assume.

Most every workplace is a conglomeration of individuals who possess different values, orientations and skill sets. As a result, it is not only important to be able to take initiative and tackle new challenges when needed, but also to communicate effectively among various agencies and businesses, other co-workers, and customers.

This 4-hour program will provide the skills needed to help employees adapt to—and embrace—situational changes at work. You’ll learn how to thrive under pressure and expand your career opportunities by taking initiative, effectively resolving problems, sharing your knowledge, and being an overall positive influence at work.

**Learning Points:**

- Take ownership of your responsibilities and results.
- Take initiative to go above and beyond what is expected of you.
- Expand your sphere of influence.
- Perform well under pressure.
- Adapt to changing situations.
- Be someone others want to work with.
- Help others improve their performance.
- Learn to be a “replaceable” by sharing your knowledge and working through change to become a positive influence.

and more...

Too often, the term “performance management,” is associated with only doing annual appraisals, when in reality, it involves so much more.

# GETTING BETTER @ GETTING BETTER

*Applying the Principles of Effective Performance Management*

The ability to accomplish something yourself is quite different from the ability to get others to *want* to do it. The best supervisors and managers hire the best-fit people, then manage performance effectively through a steady routine of measurement and coaching.

**This one-day program will explore what performance management is truly about – the essential ingredients of providing objective behavioral descriptions and measures for the work that needs to be done, periodic ongoing feedback, alignment with personal motivation, and a climate of appreciation.**

By applying the tools and techniques presented in this program, supervisors can make their lives easier while improving commitment, dedication, and results within their work team, and throughout their organization.

#### Successful learners will be able to:

- ▷ Identify the disadvantages of ineffective performance management, and the hard costs of disengaged employees.
- ▷ Explain the benefits and challenges of a consistent, ongoing, approach to performance management.
- ▷ Describe ideal employee behaviors, and how effective coaching and feedback can help those desired behaviors become reality.
- ▷ Practice strategies to set performance expectations, provide constructive feedback, and give recognition to cultivate and reinforce desired behaviors.
- ▷ Assess the degree to which their teams trust them, and explain the consequences of low trust.
- ▷ Select appropriate data to accurately measure performance and results.
- ▷ Use the *Nine-Block Talent Assessment* tool to objectively assess team members, promote talent development and build bench strength.

#### December 4

\$125, Accountability & Workforce Management

Professionals at all levels are feeling the pressure to deliver more with less. The demands of customers are escalating, and the resources to meet those demands are often limited. As things change faster and faster, it is increasingly critical for organizations and businesses to deliver results in a way that cultivates trust and generates the all-important *Social Capital* upon which sustainable relationships depend.

**In today’s world, no enterprise, public or private, can afford to lose the confidence and trust of its customers.**

## Cultivating Productive Relationships



**October 20**

\$125, Customer Service & Accountability

#### Participants will learn how to:

- Describe differences between human and industrial systems and how that difference impacts teamwork and collaboration.
- Discuss how the natural laws of commerce impact customer relations.
- Examine the impact of constant change on individuals and organizations, and how to monitor those impacts on themselves and others.
- Facilitate positive changes within their workgroups, using a method of communicating change that gains buy-in and commitment.
- Describe how quality customer relations affect their personal bottom line.
- Describe characteristics and behaviors which typify good, or bad, customer relationships.
- Identify situations in their workplace in which the Customer C.A.R.E. model would be helpful and be able to apply C.A.R.E. in those instances.
- Apply strategies and techniques for dealing with the three types of Difficult Customers.

Emotions guide our behavior, sometimes productively and sometimes unproductively. Emotions, even positive ones, can cause us to make impulsive, irrational decisions; and are often a signal to let us know when something is wrong. However, emotions don't solve problems, and, if not expressed constructively, they can drain your energy and damage relationships.

Contrary to what most people think, a person or event doesn't cause your emotions – your belief or perception about that event leads to your response (emotions). That's why it's important to learn how to handle your emotions effectively.

This **4-hour** program will provide the skills and strategies to help you manage your emotions in ways that increase your effectiveness at work, and enhance your interpersonal communication with co-workers, customers and peers.

# Managing *Your* EMOTIONS AT WORK



**November 12**

\$95, Flexibility & Self-Direction

By attending this program you can learn how to:

- Recognize the messages our emotions send us at work.
- Understand the trigger-perception-response cycle.
- Reframe our thinking to avoid emotional outbursts.
- Replace emotional outbursts with productive confrontations.
- Recover from your own or another person's emotional outburst.
- Employ long-term strategies to channel emotions productively.

# Speak Like A Pro!

## AN INTRODUCTION TO PUBLIC SPEAKING

**December 9 - 10**

\$149, Verbal Communication

Public Speaking is a vital means of expressing your ideas; empowering you to have impact in making a difference on the things you care about. However, to communicate effectively as a public speaker, you must be able to present your ideas in a clear, concise and organized way.

This **NEW** 1.5-day, interactive workshop is designed to help you polish and perfect your public speaking skills – whether you are preparing to speak before your management team or employees... representing your civic group or charity...or providing testimony in front of a Legislative committee.

### **DAY 1 – You will learn how to:**

- Manage and work through public speaking fears and anxiety.
- Capture and maintain the audience's attention.
- Organize and prepare for your presentation.
- Establish credibility and build rapport through storytelling.
- Find your personal presentation style.
- Introduce yourself or others with confidence.
- Use verbal, non-verbal and multimedia tools to effectively enhance your speech.
- Take questions and get feedback from your audience.

### **DAY 2 – Skill Building and Practice**

Building on the skills presented during Day 1, you will prepare and present your own speech, and receive feedback on your planning approach and presentation style from others.

**BONUS!** While the workshop will officially conclude at Noon on Day 2, interested participants can return after lunch to receive one-on-one guidance from the trainer on an upcoming presentation they will be giving (as time permits).

### **DID YOU KNOW...**

IN A RECENT SURVEY OF MORE THAN 2,000 BUSINESS LEADERS, THE ABILITY TO COMMUNICATE EFFECTIVELY – INCLUDING PUBLIC SPEAKING – RANKED AT THE VERY TOP OF THE LIST OF MOST ESSENTIAL SKILLS.

# Open Enrollment REGIONAL TRAINING CLASSES October – December 2015

## Important Information

The Center for Management and Professional Development provides site specific training at locations across the state not indicated on this calendar. If you believe you have been scheduled to attend a workshop not listed here, please contact the Center for Management and Professional Development, or your employer to ensure the information you have is correct.

### NORTHWEST REGION



OCTOBER 15  
**COMMUNICATION SKILLS FOR  
THE MANAGER**  
10:00 A.M. – 3:00 P.M., \$95  
Department of Natural Resources  
Building  
500 NE Colbern Road  
**Lee's Summit**

### NORTHEAST REGION



NOVEMBER 5  
**IT'S OKAY TO BE THE BOSS**  
10:00 A.M. – 3:00 P.M., \$95  
Department of Transportation Building  
14301 South Outer Road 40  
**Chesterfield**

### SOUTHWEST REGION



OCTOBER 28 – 29  
**BASIC SUPERVISION**  
8:30 A.M. – 4:30 P.M., \$99 (Both Days)  
Department of Natural Resources Building  
2040 W. Woodland  
**Springfield**

### SOUTHEAST REGION



NOVEMBER 10  
**POSITIVE APPROACHES TO RESOLVING  
PERFORMANCE AND CONDUCT PROBLEMS**  
8:30 A.M. – 4:30 P.M., \$125  
Department of Natural Resources Regional Office  
2155 North Westwood Blvd.  
**Poplar Bluff**

## WEBINARS *for* ALL REGIONS

#### **BE PROACTIVE:**

USING YOUR RESOURCEFULNESS AND INITIATIVE TO GET THINGS DONE  
November 20, 10:00 A.M. – Noon, \$79

#### **BEGIN WITH THE END IN MIND:**

DEFINING YOUR CONTRIBUTION AND LEADING WITH PURPOSE  
October 2, 10:00 A.M. – Noon, \$79

#### **BUSINESS WRITING SKILLS:**

GETTING YOUR POINT ACROSS WITH POWER AND INFLUENCE  
November 13, 10:00 A.M. – Noon, \$79

#### **COMMUNICATION SKILLS FOR THE MANAGER**

December 17, 10:00 AM – Noon, \$50

#### **PREVENTING SEXUAL HARASSMENT**

October 23, 10:00 AM – Noon, \$50

#### **RESOLVING GENERATIONAL CONFLICT:**

UNDERSTANDING AND NAVIGATING GENERATIONAL DIFFERENCES  
AT WORK  
December 11, 10:00 A.M. – Noon, \$79

#### **Computer Skills Webinars**

##### **EXCEL 2007:**

WORKING WITH NAVIGATION, FORMULAS AND SIMPLE FUNCTIONS  
November 17, 9:00 AM – 11:00 AM, \$50

##### **OUTLOOK 2007:**

LEARNING ABOUT ATTACHMENTS, FLAGGING, ADDRESS BOOK AND  
DISTRIBUTION LISTS  
November 16, 9:00 AM – 10:00 AM, \$25

##### **OUTLOOK 2007:**

BASIC MAIL AND CALENDAR TIPS  
October 19, 9:00 AM – 10:00 AM, \$25

##### **WINDOWS 7 BASICS**

December 7, 9:00 AM – 11:00 AM, \$50



# CENTRAL REGION WORKSHOPS

## JEFFERSON CITY

### LEADERSHIP AND INTERPERSONAL DEVELOPMENT TRAINING

Workshops in Jefferson City are held in Room 430 of the Truman Office Building unless stated otherwise

#### OCTOBER

- 6 **Diversity and Unlawful Discrimination**, 8:30 – 11:30, \$25
- 7 **Challenging Negative Attitudes**, 8:30 – 4:30, \$125
- 8 **Skills to Handle Crucial Conversations**, 8:30 – 4:30, \$125
- 14 **Leading Effective Meetings**, 8:30 – 12:30, \$95
- 20 **Cultivating Productive Relationships**, 8:30 – 4:30, \$125
- 27 **Problem Solving Skills for Team Leaders**, 8:30 – 4:30, \$125
- 29 **Interviewing and Selecting “Best” Candidates**, 8:00 – Noon, \$95
- 29 **The Role of Ethics in the Workplace**, 1:00 – 5:00, \$95

#### NOVEMBER

- 4 **Supervisory Liability**, 8:30 – 4:30, \$95
- 5 **Talk Like A Leader**, 8:30 – 12:30, \$125
- 10 **PERforM Employee Planning and Appraisal**, 8:30 – 4:30, \$75
- 12 **Managing Your Emotions at Work**, 8:30 – 12:30, \$95
- 18 – 19 **Basic Supervision**, 8:30 – 4:30 (Both Days), \$99

#### DECEMBER

- 1 **The 5 Waves of Trust**, 8:30 – 12:30, \$95
- 2 **Coaching Employees**, 8:30 – 4:30, \$125
- 3 **It’s Okay To Be the Boss**, 8:30 – 12:30, \$95
- 4 **Getting Better @ Getting Better**, 8:30 – 4:30, \$125
- 9 – 10 **Speak Like A Pro!**, 8:30 – 4:30, \$149
- 10 **PERforM Employee Planning and Appraisal**, 8:30 – 4:30, \$75
- 15 **How to Make Yourself Indispensable**, 8:30 – 12:30, \$95

### TECHNICAL AND COMPUTER SKILLS TRAINING

Workshops in Jefferson City are held at 1738 East Elm Street, Lower Level

#### OCTOBER

- 1 **Word 2010 Intermediate/Advanced**, 8:00 – 4:00, \$95
- 5 **Windows 7 Introduction**, 8:00 – Noon, \$95
- 6 **Excel 2010 Introduction**, 8:00 – 4:00, \$95
- 8 **Access 2010 Introduction**, 8:00 – 4:00, \$95
- 13 **SAM II HR Introduction**, 8:00 – 11:00, \$50
- 15 **SAM II HR Position Control**, 8:00 – 11:00, \$50
- 20 **Excel 2010 Intermediate**, 8:00 – 4:00, \$95
- 22 **Access 2010 Intermediate**, 8:00 – 4:00, \$95
- 27 **SAM II HR Time and Leave**, 8:00 – 4:00, \$95

#### NOVEMBER

- 3 **SAM II Financial Introduction**, 8:00 – 4:00, \$95
- 5 **SAM II HR Employee Maintenance**, 8:00 – 4:00, \$95
- 10 **Excel 2010 Advanced**, 8:00 – 4:00, \$95
- 12 **Access 2010 Advanced**, 8:00 – 4:00, \$95
- 19 **Word 2010 Introduction**, 8:00 – 4:00, \$95
- 23 **Outlook 2007 Introduction**, 8:00 – 4:00, \$95
- 24 **Excel 2007 Introduction**, 8:00 – 4:00, \$95
- 25 **Access 2007 Introduction**, 8:00 – 4:00, \$95

#### DECEMBER

- 1 **Excel 2007 Intermediate**, 8:00 – 4:00, \$95
- 3 **Access 2007 Intermediate**, 8:00 – 4:00, \$95
- 8 **SAM II Financial Data Warehouse Web Interface**, 8:00 – 11:00, \$50
- 10 **SAM II Purchase Order Processing**, 8:00 – 4:00, \$95
- 15 **Excel 2007 Advanced**, 8:00 – 4:00, \$95
- 17 **Access 2007 Advanced**, 8:00 – 4:00, \$95
- 21 **Outlook 2010 Introduction**, 8:00 – 4:00, \$95
- 22 **SAM II Vendor Invoice/Payment Processing**, 8:00 – 4:00, \$95

Descriptions for technical and computer skills training workshops can be found on our website at [www.training.ia.mo.gov](http://www.training.ia.mo.gov)

## Didn't find what you're looking for?

We offer a wide variety of programs designed to build and enhance specific professional competencies. We welcome the opportunity to speak with you about any of our programs, or discuss other ways to help your organization survive and thrive!

### Enrollment Information

Class size is limited. Participants are placed in open training sessions in the order that enrollments are received.

Participants enrolled in a training session receive advance confirmation of their enrollment indicating the date, time and location of the session.

The Center for Management and Professional Development (Center) reserves the right to cancel a training session if there is insufficient enrollment. If a training session is cancelled, each participant will be notified.

**Confirmed Missouri state government participants will be billed unless cancellations are received ten (10) working days prior to the date of the class.**

If a participant cannot attend a scheduled class, another employee from the participant's office may attend in their place. If this occurs, please contact the Center in advance of the session if possible.

If a participant does not attend the class in its entirety, the participant may not receive a Certificate of Completion. However, the participant's agency may still be billed.

To cancel an enrollment, please contact the Center. A staff member will provide assistance and provide dates for future sessions if desired.

#### Leadership and Interpersonal Communication Skills Training

Ph: (573) 751-4514 or (573) 526-4554  
Fax: (573) 751-8641  
Email: Teresa.Sheridan@oa.mo.gov

#### Technical and Computer Skills Training

Ph: (573) 522-1332  
Fax: (573) 522-1335  
Email: Eve.Campbell@oa.mo.gov

State of Missouri  
Center for Management and Professional Development  
Office of Administration,  
Division of Personnel  
Truman Office Building  
301 West High Street  
Room 430  
Jefferson City, MO 65102

# Application for Enrollment

You can register for a workshop in several ways:



#### Enroll on-line at:

[www.training.oa.mo.gov](http://www.training.oa.mo.gov)



#### Mail this application to:

Center for Management and Professional Development  
Truman Office Building, Rm. 430  
301 West High Street  
Jefferson City, MO 65102



#### Fax this application to:

(573) 751-8641

Name of Course \_\_\_\_\_

Date of Course \_\_\_\_\_

Participant's Name \_\_\_\_\_

Job Title \_\_\_\_\_

My/This participant's supervisor/employer has authorized attendance in this workshop.

I/This participant will need special accommodation in compliance with the Americans with Disabilities Act (such as an interpreter, or other need). A staff member will contact me to discuss the accommodation.

### SECTION A: FOR MISSOURI STATE GOVERNMENT EMPLOYEES

If within Jefferson City, please use the inter-agency mailing address

Department/Agency \_\_\_\_\_

Division \_\_\_\_\_

Section \_\_\_\_\_

Agency Address \_\_\_\_\_

Name of Supervisor \_\_\_\_\_

### SECTION B: FOR PRIVATE SECTOR BUSINESSES, CITY AND COUNTY AGENCIES

Agency/Business \_\_\_\_\_

Agency/Business Address \_\_\_\_\_

E-Mail Address \_\_\_\_\_ Phone \_\_\_\_\_

LEADERSHIP  
**FOUNDATIONS**  
TRAINING CALENDAR FOR OCTOBER, NOVEMBER & DECEMBER 2015

STATE OF MISSOURI  
**Center** FOR  
MANAGEMENT AND  
Professional Development

*"We inspire current and potential leaders on their journey to excellence."*