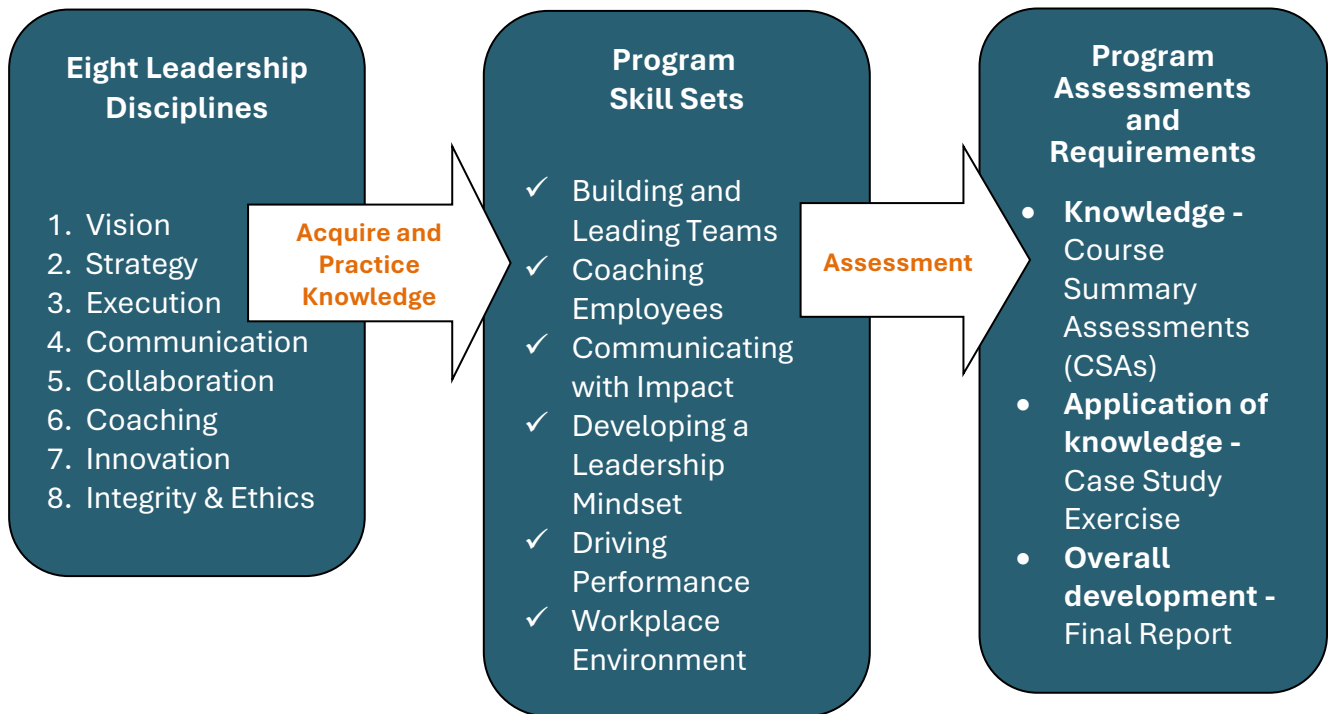




Frontline Leadership Program Model

Frontline Leadership is for current and aspiring first-level supervisors looking to improve their leadership skills. This program focuses on meeting the challenges faced by frontline leaders in the day-to-day supervision of a team including communication, decision-making, managing conflict, and managing employee performance. Participants have up to three years to complete the program.



- **Discipline Based:** There are Eight Leadership Disciplines required at the frontline supervisor entry level through executive career level.
- **Curriculum:** 15 required courses organized in Program Skill Sets.
- **Objectives:** Understand, Application, and Analytical levels.
- **Assessments:** Assess knowledge, ability to apply knowledge, and experience gained.

Leadership Disciplines and Program Skill Sets

The Program Skill Sets provide targeted training that builds proficiency in the critical skills needed to lead staff, address challenges, and develop and execute effective strategies. Each Skill Set is designed to intentionally develop one or more Leadership Disciplines, and by completing courses across Skill Sets, participants build progressive mastery of all eight Leadership Disciplines. These disciplines define what it takes to be a successful and professional leader at every level—from entry-level supervision through executive leadership—and provide a consistent foundation that supports career-long growth and effectiveness.

Eight Leadership Disciplines	
Vision Creating and clearly communicating a compelling direction for the future that inspires alignment, commitment, and purposeful action.	Collaboration Building strong relationships, trust, and teamwork to achieve shared goals and strengthen organizational effectiveness.
Strategy Developing actionable plans that translate the vision into measurable goals and effectively align resources to achieve desired outcomes.	Talent Development Coaching, mentoring, and empowering others to grow their skills, confidence, and leadership capacity.
Execution Driving performance, accountability, and measurable results through disciplined, effective action.	Innovation Encouraging creativity, adaptability, and continuous improvement to drive progress and respond effectively to change.
Communication Ensuring clear, consistent, and transparent messaging to build understanding, alignment, and trust across the organization.	Integrity & Ethics Modeling values-based decision-making while fostering a culture of trust, accountability, and ethical behavior.

Six Program Skill Sets

Building and Leading Teams - Develops leaders' ability to create high-performing teams, foster trust, and manage workplace conflict. The courses in this skill set are:

- Basic Principles of Leadership Application Course
- Leading a Modern Workforce
- Managing Workplace Conflict

Developing a Leadership Mindset - Prepares leaders to think strategically, manage responsibilities, and transition into supervisory roles. The courses in this skill set are:

- Getting the Job Done as a Supervisor
- Moving into Supervision

Coaching Employees - Strengthens skills to guide, mentor, and empower team members while supporting performance improvement. The courses in this skill set are:

- Coaching Skills for Supervisors
- Using the EAP as a Performance Improvement Resource

Driving Performance - Equips leaders to improve results through decision-making, quality management, and performance review. The courses in this skill set are:

- Fact-Based Decision-Making; the Five Whys Technique
- Principles of Quality
- Planning and Reviewing Performance

Communicating with Impact - Enhances leaders' ability to convey ideas clearly, influence others, and adapt communication to different audiences. The courses in this skill set are:

- DISC Personal Profile/Behavioral Styles
- Effective Presentation Skills
- Essential Writing Skills Workshop

Workplace Environment - Helps leaders create productive, engaging, and collaborative work environments. The courses in this skill set are:

- Brain Bites: Leading Effective Meetings
- Seeing is Believing

Primary Skill Sets and Objectives for each Course

Course Title and Program Skill Set	Course Objectives
<p>Basic Principles of Leadership Application Course</p> <p>Primary Skill Set - Building and Leading Teams</p>	<ol style="list-style-type: none"> 1. Identify the current work issues affecting your organization and its ability to achieve results. 2. Identify and apply your Basic Principles strengths. 3. Use the Basic Principles to build trust and take positive action in challenging situations.
<p>Brain Bites: Leading Effective Meetings (online)</p> <p>Primary Skill Set – Workplace Environment</p>	<ol style="list-style-type: none"> 1. Describe a need for a meeting with a purpose. 2. Explain how to create an agenda with objectives. 3. Recognize how to conduct efficient and productive meetings. 4. Understand how to control the meeting successfully.
<p>Coaching Skills for Supervisors</p> <p>Primary Skill Set – Coaching Employees</p>	<ol style="list-style-type: none"> 1. Identify the Personal and Organizational Benefits of effective Coaching Skills. 2. Explain Characteristics that contribute to being an Effective Coach. 3. Identify Key Coaching Opportunities in the Workplace. 4. Apply the Four-Step Courage to Coach Model to Coach for Improved Performance.
<p>DISC Personal Profile/Behavioral Styles</p> <p>Primary Skill Set – Communicating with Impact</p>	<ol style="list-style-type: none"> 1. Describe the four different behavioral styles. 2. Identify your preferred behavioral style. 3. Explain the strengths and limitations of each of the four behavioral styles. 4. Develop strategies for working with people with different behavior tendencies to build effective relationships and increase productivity.
<p>Effective Presentation Skills</p> <p>Primary Skill Set – Communicating with Impact</p>	<ol style="list-style-type: none"> 1. Identify strategies for dealing with anxiety associated with giving presentations. 2. Describe the steps involved in giving a winning presentation. 3. Present on a topic for 3 – 5 minutes. 4. Discuss other tips for making your presentation successful.

Course Title and Program Skill Set	Course Objectives
<p>Essential Writing Skills Workshop</p> <p>Primary Skill Set – Communicating with Impact</p>	<ol style="list-style-type: none"> 1. Write shorter sentences and paragraphs to serve your reader’s needs. 2. Choose your words wisely for both readability, consistency, and relevance to your audience. 3. Identify and use active voice sentence structures to increase clarity and efficiency. 4. Organize your content in a way that makes it most likely to be read, understood, and acted on.
<p>Fact-Based Decision-Making; the Five Whys Technique (online)</p> <p>Primary Skill Set - Driving Performance</p>	<ol style="list-style-type: none"> 1. The Five Whys Technique to help you make fact-based decisions. 2. What it means to have a “threaded conversation.” 3. How the Five Whys can make you a better manager.
<p>Getting the Job Done as a Supervisor</p> <p>Primary Skill Set – Developing a Leadership Mindset</p>	<ol style="list-style-type: none"> 1. Use effective organization and time management practices. 2. Set SMART goals. 3. Establish work priorities effectively. 4. Apply Situational Leadership effectively to increase work productivity. 5. Delegate work effectively. 6. Use common sense approaches to increase work productivity.
<p>Leading a Modern Workforce (online)</p> <p>Primary Skill Set – Building and Leading Teams</p>	<ol style="list-style-type: none"> 1. Identify how to focus on purpose, mission and vision. 2. Review the need for a strategy, value standards and principles. 3. Identify the power of “grit” for success. 4. Focus on the team and not just the process. 5. Recognize the “<i>Unforgivables</i>” and coaching.
<p>Managing Workplace Conflict (online)</p> <p>Primary Skill Set - Building and Leading Teams</p>	<ol style="list-style-type: none"> 1. Identify the causes and signs of workplace conflict. 2. Describe the importance of resolving conflict. 3. Describe five positive management behaviors to build stronger team relationships. 4. Identify how to apply a conflict resolution process with staff using the seven key actions to resolve conflict quickly.

Course Title and Program Skill Set	Course Objectives
<p>Moving into Supervision</p> <p>Primary Skill Set – Developing a Leadership Mindset</p>	<ol style="list-style-type: none"> 1. Explain the roles and responsibilities of a supervisor within an organization. 2. Identify characteristics of effective and ineffective supervisors. 3. Ease the transition from employee to supervisor. 4. Discuss five principles of becoming an effective supervisor.
<p>Planning and Reviewing Performance (online)</p> <p>Primary Skill Set – Driving Performance</p>	<ol style="list-style-type: none"> 1. Explain how Performance Plan and Review can be used to increase employee productivity, motivation, and learning. 2. Describe how to prepare both supervisors and employees for collaborative Performance Reviews. 3. Prepare specific and objective documentation that demonstrates employee performance and clarifies progress toward identified goals. 4. Conduct a collaborative plan and review 5. Use the State’s Performance Planning and Review process.
<p>Principles of Quality</p> <p>Primary Skill Set – Driving Performance</p>	<ol style="list-style-type: none"> 1. Describe paradigms and their impacts on organizational change. 2. Explain systems thinking and two causes of variation. 3. Describe methods of enhancing customer service using a quality approach. 4. Identify methods of engaging employees effectively in order to provide effective services.
<p>Seeing is Believing (online)</p> <p>Primary Skill Set – Workplace Environment</p>	<ol style="list-style-type: none"> 1. Recognize and understand employee experiences of workplace discrimination based on race, gender, ability, sexual orientation, accent, etc. 2. Identify different forms of racism. 3. Explain how civility, respect, and cultural awareness support an equitable workplace and demonstrate ways to encourage these behaviors among their employees. 4. Identify your unconscious biases and apply strategies to reduce their impact to practice a more equitable management style. 5. Explain the role of inclusion in creating a fair workplace and apply practices to support equitable opportunities for all. 6. Define diversity and apply effective management strategies to address its challenges in the workplace.

Course Title and Program Skill Set	Course Objectives
<p data-bbox="131 218 527 331">Using the EAP as a Performance Improvement Resource (virtual)</p> <p data-bbox="131 415 527 485">Primary Skill Set – Coaching Employees</p>	<ol data-bbox="565 218 1487 401" style="list-style-type: none"> 1. Describe the Supervisor’s role in the referral process to EAP. 2. Explain the four-step referral process to refer employees to EAP. 3. Identify at least five tips for coping with employee reactions during your interview with an employee.