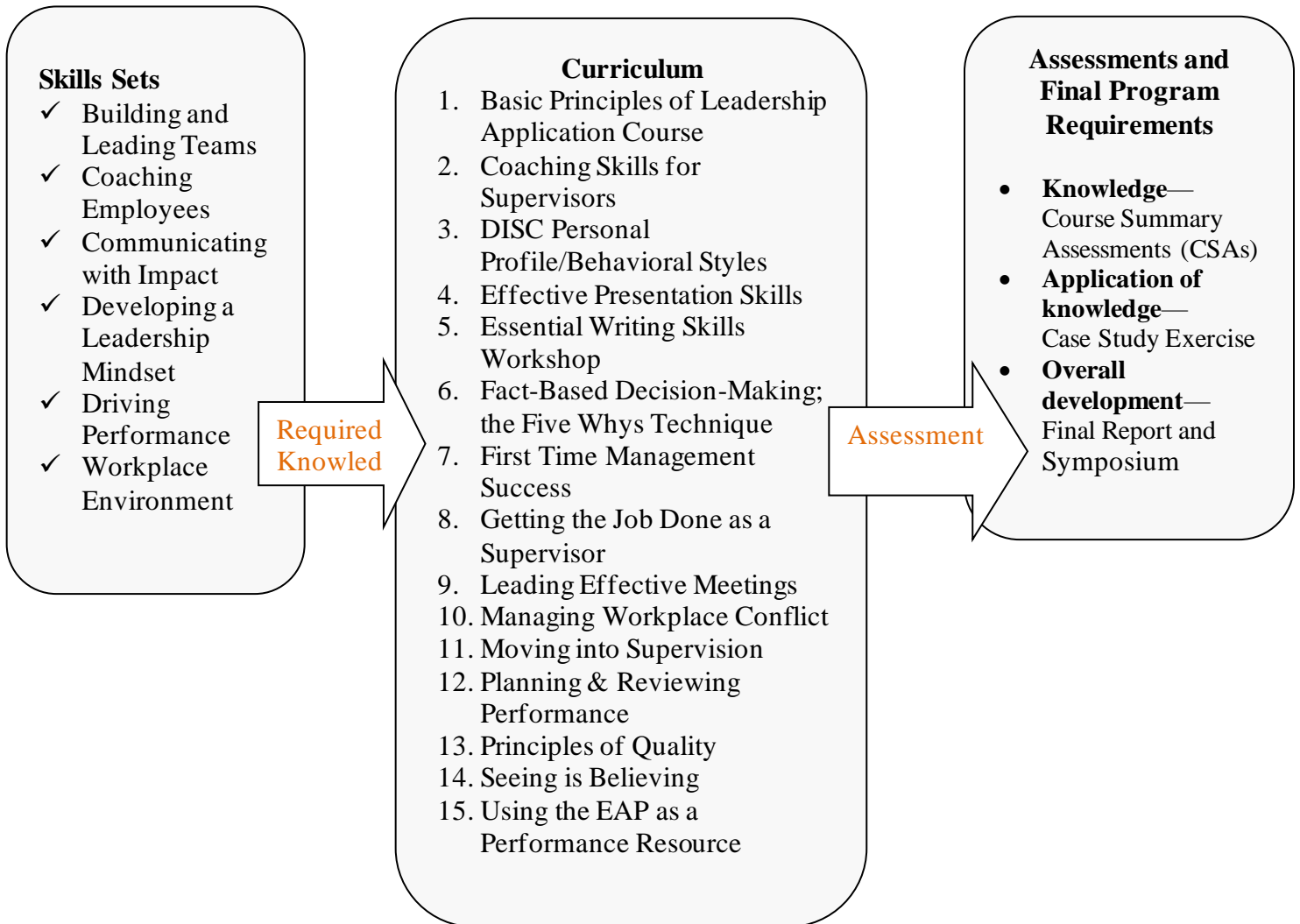




Frontline Leadership Program Model

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.



Required Courses, Descriptions, Objectives and Primary Skill Sets

Course Title and Description	Course Objectives and Primary Skill Set
<p>Basic Principles of Leadership Application Course</p> <p>This course presents a set of basic leadership principles that are the foundation for building positive relationships and being an effective leader. Regular use of these principles will enable participants to build trust with others, establish a network of effective relationships, maintain a positive work environment, and defuse highly charged situations with others.</p>	<p>Objectives</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>Primary Skill Set - Building and Leading Teams</p>
<p>Coaching Skills for Supervisors</p> <p>Managers and supervisors who wish to influence, direct, teach, and motivate their employees need to develop expertise in two essential skills: coaching and counseling. Anytime we teach someone a new skill, we are coaching. Anytime someone seeks us out for assistance or advice, we are counseling. Benefits and guidelines for each skill will be discussed, as well as those for giving effective feedback. Please note: This class is for managers, supervisors, and certificate participants.</p>	<p>Objectives</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>Primary Skill Set – Coaching Employees</p>
<p>DISC Personal Profile/Behavioral Styles</p> <p>The Personal Profile system, DiSC, presents a plan to help you understand yourself and others in a specific environment. By focusing on the work environment, this course will increase your understanding of your work behavioral style and identify the environment most conducive to your success. At the same time, you will learn</p>	<p>Objectives</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>Primary Skill Set –</p>

<p>about the differences of others and increase productivity and teamwork in your work organization.</p>	<p>Communicating with Impact</p>
<p>Effective Presentation Skills</p> <p>Did you know that the greatest fear people have, even greater than the fear of death, is the fear of speaking in public? This course will provide you with skills to overcome that anxiety and develop a winning presentation.</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. Identify strategies for dealing with the 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 <p>Primary Skill Set – Communicating with Impact</p>
<p>Essential Writing Skills Workshop</p> <p>The goal of this training is to help you learn to organize your ideas, use a clear writing style, and become a more effective communicator. In this training, you will practice applying the techniques of clear writing that address the needs of the reader and purposefully convey your intended message. The good writing skills discussed in this training will enhance your image, increase your confidence, boost your productivity, and help you achieve your objectives.</p>	<p>Objectives</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>Primary Skill Set – Communicating with Impact</p>
<p>Fact-Based Decision-Making; the Five Whys Technique (online)</p> <p>Managers get paid to make difficult decisions – about hiring, firing, promotions, salaries, resource deployment, operations, new products, new markets and more. A decision-maker’s worst enemy is lack of information or inaccurate information. In this Rapid Learning Quick Take you will learn the Five Whys technique that can help you quickly get the information you</p>	<p>Objectives</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>Primary Skill Set - Driving Performance</p>

<p>need to make fact-based decisions, what it means to have a “threaded conversation”, and how the Five Whys can make you a better manager.</p>	
<p>First-Time Management Success (online)</p> <p>The ideal course for people starting in a new management position or existing managers looking to develop even further</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. Describe the four management styles of effective leaders to include Autocratic, Democratic, Consultative, Laissez Faire 2. Identify methods to effectively deal with underperformance. 3. Explain the importance of delegation and how the Skill/Will Matrix can be used to delegate tasks. 4. Discuss approaches to motivate and coach others as a supervisor. 5. Identify effective management skills. 6. Describe Kotter’s Change Method and how it is used to introduce change <p>Primary Skill Set - Developing a Leadership Mindset</p>
<p>Getting the Job Done as a Supervisor</p> <p>This high impact course is intended to provide supervisors and those aspiring to be supervisors with strategies to increase productivity at work. Participants will learn how to set SMART goals, become more organized, and manage time more efficiently. Participants will learn to use tools to prioritize effectively, and to use the most appropriate management styles for different situations. Participants will also gain knowledge on the art of delegating, and using common sense approaches to increase productivity in the workplace.</p>	<p>Objectives</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>Primary Skill Set – Developing a Leadership Mindset</p>
<p>Leading Effective Meetings (online)</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. Different kinds of meetings and goals

<p>Learn how to effectively plan, run, & manage meetings of any kind. Increase your team's productivity & participation</p>	<ol style="list-style-type: none"> 2. How to create an agenda and plan your meeting 3. When to use slides and how to create them 4. Ways to involve your attendees 5. What to do before the meeting starts 6. How to start off strong and accomplish your goals. <p>Primary Skill Set – Workplace Environment</p>
<p>Managing Workplace Conflict</p> <p>This training focuses on how supervisors can work with employees to resolve conflict in the workplace and includes steps and techniques to prevent, recognize, minimize, and resolve workplace conflict.</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. Identify the myths and truths about conflict 2. Describe the importance of resolving conflict 3. Identify the causes and signs of workplace conflict 4. Describe the Five Positive Management Behaviors to build stronger team relationships 5. Apply a conflict resolution process with staff using the seven key actions to resolve conflict quickly. <p>Primary Skill Set - Building and Leading Teams</p>
<p>Moving into Supervision</p> <p>Are you apprehensive about making a move into supervision? This session gives participants a look at the knowledge, skills and abilities needed to cross the line from staff to supervisor. Recommended for those who are about to make this important decision.</p>	<p>Objectives</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>Primary Skill Set – Developing a Leadership Mindset</p>
<p>Planning and Reviewing Performance (online)</p> <p>Every employee's productive effort is needed to deliver quality services to our customers. The Performance Plan and</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. Explain how Performance Plan and Review can be used to increase employee productivity, motivation, and learning

<p>Review process was developed to set employees' expectations and measure their progress toward that goal.</p> <p>As a manager/supervisor one of the most important roles you have is that of employee development. The Performance Plan and Review process is an excellent tool to help you identify areas in which your employees excel.</p>	<ol style="list-style-type: none"> 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>Primary Skill Set – Driving Performance</p>
<p>Principles of Quality</p> <p>Learn about a variety of core concepts and principles of performance improvement using a systems approach to continuous quality improvement. Critical elements of a quality culture examined include a high-level look at providing effective customer service and enhancing employee engagement.</p>	<p>Objectives</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>Primary Skill Set – Driving Performance</p>
<p>Seeing is Believing (online)</p> <p>This course on anti-racism, equity & inclusion in a diverse workplace for managers and supervisors contains thought-provoking vignettes that contrast getting diversity wrong and getting it right in a variety of settings, The course encourages participants to look beyond stereotypes and see coworkers for who they are and to put such hallmarks of a respectful environment as <i>racial sensitivity</i>, <i>micro affirmations</i>, and <i>tolerance</i> to work in the workplace in positive ways. The course covers the topics of unconscious bias, cultural competency and inclusion, racism and</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. Understand that many employees experience workplace discrimination based on race, gender, ability, sexual orientation, accent and so on. 2. Identify different forms of racism. 3. Appreciate the roles that civility, respect, and cultural competency play in maintaining an equitable workplace, and encourage them in your subordinates. 4. Develop awareness of your own unconscious biases and be better able to overcome them for a more equitable management style. 5. Know the important role that being inclusive plays in creating a fair workplace with opportunities for all.

<p>racial identity, forms of racism, civility, equity and respect, and LGBTQ at work.</p>	<p>6. Know what diversity is and how as a manager you can better meet its challenges.</p> <p>Primary Skill Set – Workplace Environment</p>
<p>Using the EAP as a Performance Improvement Resource (virtual)</p> <p>When addressing performance issues, it can be hard to show employees that you care about and support them, while still being clear about problems and expectations. This session offers tools for having supportive conversations in these challenging situations.</p> <p>This course will describe ways to foster positive relationships so that employees are open to your feedback, even when it's difficult to hear; Distinguish employee behavior that's a "normal" bad day from behavior that's more seriously problematic; Identify planning considerations to use before you begin a conversation about performance issues; Use words and phrasing that give you the best chance for a productive conversation instead of one that becomes defensive or unproductive; Be ready to offer resources to support employees who may react in concerning ways upon receiving feedback</p>	<p>Objectives</p> <ol 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. <p>Primary Skill Set – Coaching Employees</p>