

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

**ONLINE LEARNING**  
FOR YOUR PROFESSIONAL DEVELOPMENT NEEDS

LEADERSHIP

# FOUNDATIONS

CENTER FOR MANAGEMENT & PROFESSIONAL DEVELOPMENT

Jan  
Feb  
Mar  
2016

GET  
READY  
FOR THE  
NEXT **Big**  
THING

WITH

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

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

We can help you  
**Handle**  
**CHANGE**  
**LEAD** with  
**Purpose**  
**And More...**





“...when the stakes are high, it’s a great feeling to be able to confidently push forward and do what needs to be done.”



## This Issue’s Power Point

# Are you ready for the next BIG thing?

I know what some of you are thinking...“Well, Allan, when I know what the next big thing is, I’ll know if I’m ready for it. Until then, I’m doing just fine, thank you.”

I wish it was that easy. Unfortunately, for a lot of us, we generally don’t know what the next big thing is until it’s here. Then, it’s often sink or swim! Maybe it’s a new work assignment requiring a skill we’re not entirely comfortable using, a challenging workplace conflict we need to resolve with a team member, an opportunity for a new position we may not have foreseen, or any number of things we didn’t think would happen, at least not now, and not this soon.

Aldous Huxley, the English writer, novelist, and philosopher said,

**“The most valuable of all education is the ability to make yourself do the thing you have to do, when it has to be done, whether you like it or not.”**

To some, that statement might seem a little harsh, but it’s often true. You never know when you’ll need to be at your best – but when the stakes are high, it’s a great feeling to confidently push forward and do what needs to be done. That’s when you know that you’re in control of the situation and not the other way around.

As we begin a new year, what about you...are you ready to handle the unexpected but still somewhat predictable occurrence of workplace challenges? If you’re not devoting time to learn a new skill, or sharpen your existing skill set, you’re making a conscious decision to just wait and hope for the best.

At the Center, we want you to succeed, and be ready for the challenges that come your way. I don’t need to tell you that work and life in general aren’t easy, and will likely become more complicated as time goes on. So why not manage your stress level and work on your organization’s most valuable resource – you. We offer a variety of programs that can help you do just that.

For example, in this calendar you’ll learn about programs that include, *Exercising Your Emotional Intelligence, Accountability that Works, The 7 Habits of Highly Effective People, Teambuilding, Positive Approaches to Resolving Performance and Conduct Problems, Handling Change, Lessons in Leadership*, and many more all designed to help you get ready for your next big thing!

I wish you all the best on your 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
- Excel
- Outlook
- PowerPoint
- Word
- 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 Position Control
- SAM II HR Employee Maintenance
- SAM II HR Deductions and Benefits
- SAM II HR Time and Leave

**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 - February 23  
Intermediate - March 15  
Advanced - March 29

#### EXCEL 2010

Introduction - January 5  
Intermediate - February 2  
Advanced - March 8

Each program is \$125.

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 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 - February 25  
Intermediate - March 17  
Advanced - March 31

### ACCESS 2010

Introduction - January 7  
Intermediate - February 4  
Advanced - March 10

COST: \$125  
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

## January – March 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.

January 22, 10 AM – Noon, \$79

### The Clarity Imperative

This Advantage webinar provides a simple but powerful method for getting people "on the same page" so that team clarity and cohesiveness can emerge. It's not about creating a mission statement or slogan, it's about understanding who you are, identifying the meaning in what you do and ensuring that you can bring your strengths and values to bear in every situation. Learners will be introduced to a variety of examples, activities and ideas designed to help them work with others to better articulate what they do, the direction in which they are moving and what their organization's culture is really all about.

March 11, 10:00 AM – Noon, \$79

### Diversity: The Power of Perception

This Advantage webinar uses insightful discussion to examine perceptions some people may have of other individuals in today's culturally diverse workplace, and how those perceptions may have been created.

January 15, 10:00 AM – Noon, \$50

### The 3<sup>rd</sup> Alternative:

#### Problem Solving

Solving Life's Most Difficult Problems

This LiveClicks webinar focuses on a universal synergistic approach to solving challenging problems. Learners will obtain a deep and thorough understanding of the roots as well as the symptoms of a problem; discover how empathic relationship building is the key to problem solving; and go for the surprising solution that transcends the usual answers.

March 18, 10:00 AM – Noon, \$79

#### Relationship Trust

Building Strong Teams and Relationships at Work

When team members trust each other—communication improves and productivity accelerates as attention is redirected toward shared objectives. This LiveClicks webinar can help learners resolve conflicts, keep commitments, empower others, improve business relationships, and achieve business results through increased trust.

February 5, 10:00 AM – Noon, \$79

### Webinars to Enhance Your Computer Skills

#### 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.

February 22, 9:00 AM – 10:00 AM, \$50

#### 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.

February 8, 9:00 AM – 10:00 AM, \$50

#### 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

January 25, 9:00 AM – 11:00 AM, \$50

See differently. Do differently. **Get better.**  
WITH

# InSights ONDEMAND

From FranklinCovey

InSights On Demand transforms the award winning leadership lessons from many of FranklinCovey's most requested training programs into **over 60 self-paced "on demand" web-based lessons** that build or reinforce the critical skills of *great leadership, effectiveness, and productivity.*

Each lesson starts with an engaging video, followed by powerful thought provoking questions that focus on the learning process. Learners can review and print-out the key principles and ideas presented in each course and download goal setting tools tied to the content of the course for additional thought and action.

**Each lesson is designed to help you learn at your own pace and at a time that's convenient for you.**



## How to Make Yourself INDISPENSABLE

Skills to help you adapt to... **and embrace** situational changes at work

**Lee's Summit, March 8**  
\$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 work environment. With new innovations, there are new tasks to perform and new roles to assume.

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, 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.

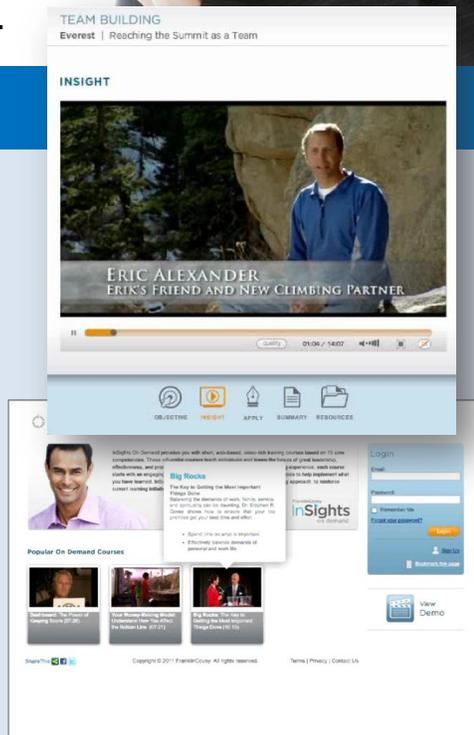
### Learning Points:

- 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.

### Reinforce learning in the following critical areas:

- Business Acumen
- Communication
- Conflict Management
- Customer Focus
- Execution
- Innovation/Creativity
- Managing Change
- Performance Management
- Personal Productivity
- Problem Solving
- Strategic Leadership
- Talent Development
- Team Building
- Trust/Integrity
- Vision and Purpose

**AND MUCH MORE...**



Help your organization take action for increased performance with

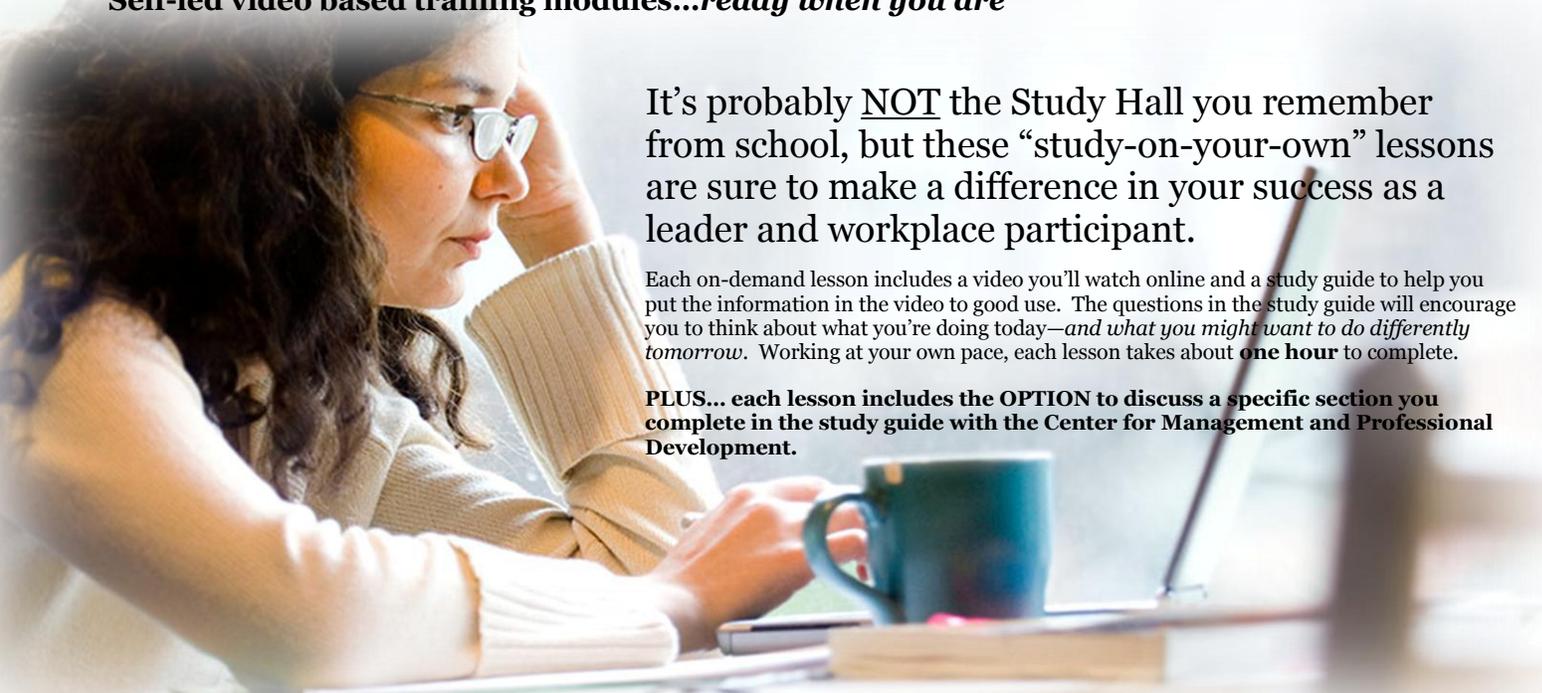
## InSights ONDEMAND

Obtain a \*6 month subscription for \$85.00

\* 6 months from the date of activation  
Subscription includes 4-hours of Management Training Rule Credit

# The STUDY HALL SERIES

Self-led video based 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 what you're doing today—and what you might want to do differently tomorrow. Working at your own pace, each lesson takes about **one hour** to complete.

**PLUS...** 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 MANAGING TENSE MOMENTS SERIES



Respond to *workplace challenges* with information that can be invaluable!

*Communicating Non-Defensively*  
*Gateways to Inclusion*  
*Workplace Violence*  
*Managing Stress*

## THE LEADERSHIP SERIES

Enhance your *confidence* and *leadership ability* with 4 great lessons!

*Would I Inspire Me?*  
*Leaders of Character*  
*5 Questions Every Leader Must Ask*  
*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.**



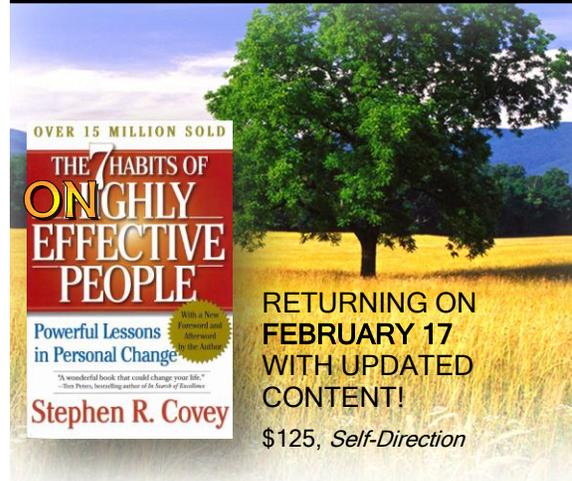
Transform your organization from the inside out... starting with yourself! Behave differently, create trust, and form strong relationships that ultimately lead to superior results and realized objectives.

# THE 7 HABITS FOR Managers

MANAGING YOURSELF  
LEADING OTHERS  
UNLEASHING POTENTIAL

January 27 - 28, \$225  
*Influencing and Integrity*

# THE 7 HABITS FUNDAMENTALS WORKSHOP



RETURNING ON  
**FEBRUARY 17**  
WITH UPDATED  
CONTENT!  
\$125, *Self-Direction*

This 2-day program applies insights from best-selling book, "The 7 Habits of Highly Effective People" to the challenges facing managers today. Managers learn to leverage resources, define their contribution, hold team members accountable, give constructive feedback, and unleash the potential of their team to achieve crucial goals. The workshop can also develop new and future leaders with a foundation of character and effectiveness, deepening the "bench strength" of the organization. Learners receive a set of "tools" that can help them:

- Increase their resourcefulness and initiative.
- Define the contribution they want to make in their leadership role.
- Focus on goals and follow through.
- Manage team performance through a balance of accountability and trust.
- Coach team members through candid and helpful feedback.
- Improve team decision-making skills by encouraging diverse viewpoints.

## Focus on the 7 Habits in Three Ways:

### MANAGING YOURSELF

**Be Proactive.** Use your resourcefulness and initiative to break through the barriers to superb results and discover the "hidden resources" all effective managers call upon.

**Begin With the End in Mind.** Define the great contribution you are capable of making in your role as manager so that your every action will be highly purposeful.

**Put First Things First.** Become less crisis-driven and more in control of your "wildly important" goals and priorities by planning weekly and acting daily!

### LEADING OTHERS

**Think Win-Win.** Balance courage and consideration to develop a team that's highly motivated to perform superbly while building a team that trusts you and is trustworthy in return.

**Seek First to Understand, Then to Be Understood.** Give honest and accurate feedback that builds relationships and gets results.

**Synergize.** Learn how to deal more productively with conflict while finding creative solutions to problems and opportunities.

### UNLEASHING POTENTIAL

**Sharpen the Saw.** Treat team members as "whole people" to unleash their great potential and continuously improve their performance.

**The workshop follows a reinforced learning process that includes:**

- Award winning videos illustrating key points.
- A *Management Essentials* book with insights on the role of the manager.
- An Audio CD explaining how The 7 Habits apply to managers.
- Paper and electronic versions of the tools used in the workshop.

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

**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.ia.mo.gov](http://www.training.ia.mo.gov)

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

### **Accountability that Works**

*January 14, \$95  
Accountability*

This 4-hour workshop presents a simple-to-use method of accountability common to all tasks. When used properly, this method can help to establish ownership for the task and taking responsibility for getting it done; including identifying action steps, timelines and needed resources; as well as owning the outcome of the task, and learning from the experience.

### **Basic Supervision**

*Springfield, February 8 – 9, \$125*

*Jefferson City, February 23 – 24, \$125*

*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.

### **Business Writing**

*February 26, \$125*

*Technical Knowledge & Written Communication*

This 1-day workshop begins with a review of proper grammar, sentence structure, syntax and punctuation in business writing. This workshop also addresses the purpose, intent or goal of written communication in business and reviews the organization and written presentation of key concepts; and the use of rough and final drafts in business writing.

### **Communication Skills for the Manager**

*January 7, \$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.

### **Generational Differences**

*March 23, \$95*

*Integrity & Perceptiveness*

Each generation possesses their own unique set of workplace values and attitudes that are born of their experiences and social history. Understanding these generational differences can help build harmony and productivity in the workplace. This 4-hour workshop will give participants an opportunity to discuss and learn strategies to understand, value and leverage those differences for greater productivity.

### **Grammar and the Spoken Language**

*January 5, \$95*

*Verbal Communication*

This 4-hour workshop examines the appropriate use of grammar and English in today’s business environment. The program will focus on appropriate grammar usage, sentence structure, and syntax. And because practical application is critical to the overall understanding and development of the spoken word, participants will practice learned concepts during the class that will help them back on the job.

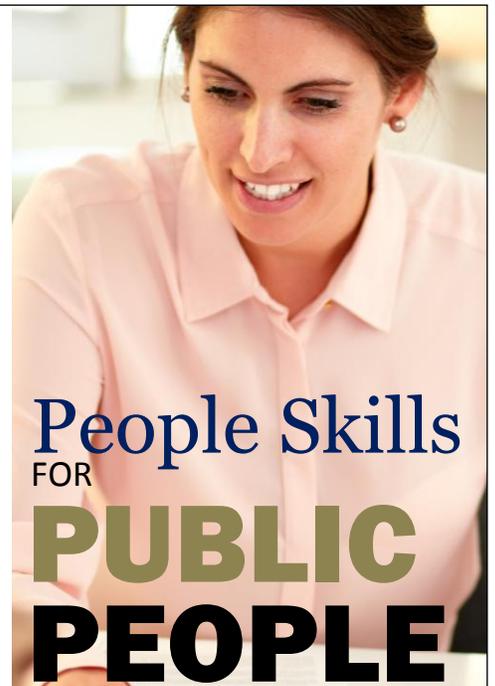
**Great leaders are inspiring. They know where they are headed; the visions they are trying to create, and have the unique ability to enlist others who can help them get there.**

This 1-day workshop explores the art and skill of leadership through specific leadership lessons that will help any current or future leader enhance their own abilities, and mobilize their team to achieve extraordinary results.

**Learners will:** Examine ways to build credibility so that others want to follow their example; Discuss the art of visioning and its importance to followers; Examine communication practices of great leaders; Identify key leadership behaviors to model for employees; Examine the leader’s role in creating empowering environments; Explore leadership strategies for improved team performance...and more.

## **LESSONS** IN **LEADERSHIP**

**February 5, \$125, Vision and Self-Direction**



## **People Skills** FOR **PUBLIC** **PEOPLE**

**Strengthening Interpersonal  
Communication**

**March 15**

**\$125, Workforce Management**

In today’s environment of “doing more with less,” employees in almost every business are being asked to juggle multiple priorities and complete tasks while simultaneously providing increasingly higher levels of service. In the midst of increased workloads, interruptions, day-to-day stressors and the need to “just get the job done,” maintaining optimum levels of courtesy and professionalism can be challenging at best.

Regardless of what else may be going on, many workplace professionals must communicate regularly with their co-workers, management and a variety of internal and external customers on any number of issues. Their results—and the organization’s success—depend on their ability to communicate in a professional and persuasive manner while cultivating trust and confidence.

This **full-day** program will equip learners with the skills they need to handle the important job of customer service; and confidently represent the organization in their role as the “first line” of contact customers may interact with each day.

**Participants will learn how to:**

- ▷ Describe how quality customer relations affect their personal bottom line
- ▷ Describe behaviors that make positive first impressions and build rapport
- ▷ Give examples of the *Four Levels of Conversation*
- ▷ Demonstrate effective body language and voice control when dealing with customers
- ▷ Describe characteristics and behaviors which typify good or bad customer relationships
- ▷ Identify specific customer situations which may need special attention
- ▷ Apply strategies and techniques to deal with difficult customers in a positive manner

Almost every organization has a process in place to establish goals and objectives for employees – unfortunately, when the situation gets sticky, and employees aren't performing as planned, **managers can struggle with the best way to handle the situation effectively.**

## Positive Approaches To Resolving Performance and Conduct Problems



Jefferson City, March 2, \$125  
**Chesterfield, March 22, \$125**  
*Accountability & Perceptiveness*

Most performance problems can be resolved through early and effective communication between an employer and the employee. When an employee's performance first starts to slip, they are more likely to be open to discussing what needs to be done to improve their work. This **1-day program** will help managers recognize employee performance problems and give them skills to address the problem effectively.

**Successful completion of this program will increase your knowledge and ability to:**

- Define and identify problem employees or nonperformers.
- Assess and confront problem employee behaviors before more drastic measures need to be taken.
- Conduct a successful confrontation session.
- Develop and communicate standards that will ensure high quality performance.
- Create a plan for employee "buy-in" and determine what helps motivate your employees.
- Carry out disciplinary sessions that work for both you and your employees.

### Leadership Styles and Conflict Management

February 10, \$125  
*Perceptiveness*

This 1-day workshop will use a survey and other discovery tools to help learners better determine their own leadership style and the communication style of other team members. These methods will provide insights in how to make better work decisions, what to use as the basis for those decisions, how to manage and gauge interactions with others—and how to effectively resolve conflicts.

### Leading Effective Meetings

January 8, \$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.

### Preventing Sexual Harassment

January 20, \$75  
*Workforce Management*

Engaging and insightful, this 4-hour program offers participants a real world perspective—and solutions to a variety of workplace sexual harassment issues ranging from flirting and dating to clueless behavior and predatory harassment.

### Problem Solving Skills for Team Leaders

March 24, \$125  
*Problem Solving*

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.

### Project Management

February 3, \$125  
*Accountability & Planning*

This 1-day introductory workshop will introduce learners to a tools and strategies that can be used to facilitate short-term projects to a successful completion. Learners will explore the phases of project management and what they can do to effectively plan, implement and evaluate future projects.

### Redirecting Employee Performance

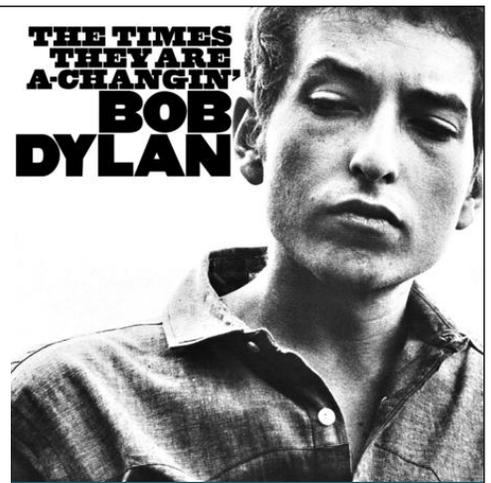
March 17, \$95  
*Influencing*

During this 4-hour workshop participants will use a diagnostic tool to determine why an employee may not be performing as expected, and share and discuss strategies to determine a course of action to ensure that each employee is performing according to the goal, vision and values of the organization.

### Supervisory Liability

Jefferson City, January 26, \$125  
**Poplar Bluff, March 9, \$125**  
*Accountability & Technical Knowledge*

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.



## HANDLING CHANGE

**March 30**

\$95, *Flexibility & Self-Direction*

Change is here to stay. That's probably no secret. For years we've all heard that the "only constant is change." Change is present in every aspect of our life, and has become the norm for most every organization and business.

**Change can be antagonistic, undesirable, and perilous; or it can be pleasant, welcomed, and exciting.**

Regardless, the pace at which workplace participants must change course or adapt to new systems and initiatives continues to increase.

To be able to successfully cope with change, we must have an understanding of why change occurs, and how to prepare ourselves to weather the change process. In this **4-hour** program, learners will be asked to evaluate how well they respond to change, and realize that while everyone experiences a negative reaction to change from time to time, it's important that the negative reaction doesn't overwhelm the need to persevere. The program will also examine approaches leaders can use to ensure consistent communication, while managing resistance to change from other team members.

Successful completion of this course will increase your ability to:

- Evaluate typical attitudes toward change
- Recognize the signals of change-related stress
- Understand the four parts of the change cycle
- Apply positive strategies for coping with and accepting change
- Identify, acknowledge, and manage resistance from others related to change initiatives.

Increase your personal awareness, understanding, and an appreciation for the differences in others.

# Just your type... THE POWER OF PERSONALITY

*Maximize individual and team effectiveness across your organization!*

Have you ever wondered to yourself, "Why in the world did he do that?" or, "What was she thinking when she said that?" Well, wonder no more! This 1-day program will use the **Myers-Briggs Type Indicator (MBTI)** to provide learners with personal awareness, understanding, and an appreciation for the differences in others.

Since 1942, beginning as a way to support the war effort by identifying individual personality strengths, the MBTI has helped people from all walks of life become more effective and successful. As a result, today the MBTI is valued as the *gold standard* of psychometric instruments.

Even for those who may have used the MBTI before, this interactive workshop never fails to provide learners with deep insight into their own Type preferences and those of others, while revealing crystal clear methods with which to apply these insights on the job and in everyday life in ways that *enrich relationships, enhance communication, and foster productive collaboration.*

*From the Consulting Psychologist Press website:*

**The Myers-Briggs Type Indicator® (MBTI®) assessment has helped millions of people worldwide gain insights about themselves and how they interact with others—and improve how they communicate, learn, and work. It provides a powerful framework for building better relationships, driving positive change, harnessing innovation, and achieving excellence. The MBTI assessment makes Carl Jung's theory of psychological type both understandable and highly practical by helping individuals identify their own Type preferences.**

#### Successful learners will:

- ▷ Identify characteristics of their own MBTI preferences, explain strategies for how best to communicate with a variety of Types, and recognize behavioral cues that may indicate or suggest possible Type preferences.

**February 11**

\$149, Perceptiveness

Setting goals and assigning tasks is much easier than influencing people. The ability to cultivate a high trust work environment in which everyone feels connected to the organizational mission is the mark of a truly powerful leader, one who inspires commitment instead of erroneously believing it is theirs to command.

## EXERCISING YOUR EMOTIONAL INTELLIGENCE WORKING OUT A SMARTER HEART

Learners who attend this 1-day program will discover that productive relationships can either flourish or wither as a result of our ability, or inability, to exert control over our behavior. The essential premise of EI is that true, sustainable, success requires an honest awareness, control, and management of one's own emotions, and an understanding of the emotions of others. By first understanding how emotions influence our behavior, we can prevent negative emotions from driving us to behaviors we later regret. Only then are we able to influence others. Only then can a team work together with increased cooperation, collaboration, and communication toward a common purpose.



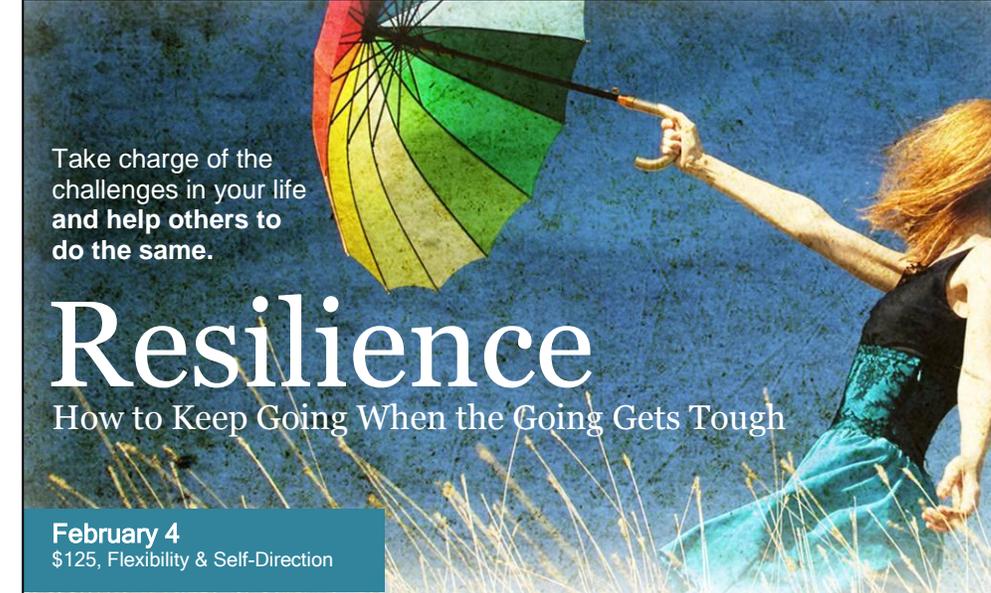
**Numerous studies identify EI as the number one core competency for effective leadership, regardless of rank or title.**

#### Successful participants will...

- Gauge their current level of Emotional Intelligence and identify how to increase their EQ
- Gain the ability to accurately assess their own emotional responses—and the consequences of those responses
- Practice choosing a response that is aligned with their desired goals when faced with adverse circumstances
- Exercise Emotional Intelligence to create positive outcomes in spite of negative emotions
- and more...

**January 13**

\$125, Perceptiveness & Team Work



Take charge of the challenges in your life and help others to do the same.

# Resilience

How to Keep Going When the Going Gets Tough

February 4

\$125, Flexibility & Self-Direction

**Developing resilience is a lot like engineering a building to withstand an earthquake. It requires a solid foundation and a flexible structure that won't crack or crumble under pressure.**

This **4-hour** program offers learners a blueprint for increasing anyone's resilience at work, and elsewhere. Aimed at developing confidence, support networks, achievable goals, and stress management skills, this program will help you take charge of the challenges in your life, and help others to do the same.

**Successful completion of this program will increase your ability to:**

- Bounce back from adversity
- Build your self-esteem as a foundation of resilience
- Accept and embrace change
- Use flexible thinking to overcome obstacles
- Implement stress management and relaxation strategies to maintain resilience



## Why We Struggle With Tough Decisions

February 18, \$125  
Flexibility & Self-Direction

This 1-day program will enhance your confidence and skill at making—and implementing—tough decisions. Learners will: understand the role that emotions play in decision making; recognize key steps to take before, during, and after the decision making process; receive various methods for collecting and evaluating information; learn how to recognize and avoid the most common traps that complicate tough decisions...and more!

## WOMEN AND LEADERSHIP



In many places, the percentage of women in leadership roles continues to be low, and suggests that women face a variety of challenges in their journey to obtain leadership positions. This **4-hour** program will examine many of these challenges, and look at how women can maximize their strengths and build their skills to become effective leaders in any organization. Topics include: developing strategic relationships; learning how to exhibit executive presence; understanding how to remain poised and composed in stressful or negative situations; honing your ability to build and maintain strong teams; and more.

March 25, \$125  
Self-Direction & Decisiveness



## TEAM BUILDING

March 22

\$125, Team Work & Perceptiveness

Team building is a process by which trust, relationships and skills needed to work with others successfully are developed.

In truth, teams do not become effective overnight. Team building is a process that requires due attention and care to help team members (and winning teams) display strong, durable commitment—both to a common cause, and to one another. This commitment inspires them to persevere through setbacks and to make the sacrifices necessary to succeed while accomplishing organizational goals.

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

- Define what a team - and team member responsibilities - should be.
- Describe the team building process that all teams must cycle through
- Identify ways to determine team strengths and opportunities for improvement.
- Discover ways to develop influence with the team.

**"Coming together is a beginning. Keeping together is progress. Working together is success."**

Henry Ford

# Open Enrollment REGIONAL TRAINING CLASSES January – March 2016

## 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



MARCH 8

#### HOW TO MAKE YOURSELF INDISPENSABLE

10:00 A.M. – 3:00 P.M., \$95  
Department of Natural Resources Building  
500 NE Colbern Road  
**Lee's Summit**

### NORTHEAST REGION



MARCH 22

#### POSITIVE APPROACHES TO RESOLVING PERFORMANCE AND CONDUCT PROBLEMS

8:30 A.M. – 4:30 P.M., \$125  
Department of Transportation Building  
14301 South Outer Road 40  
**Chesterfield**

### SOUTHWEST REGION



FEBRUARY 8 – 9

#### BASIC SUPERVISION

8:30 A.M. – 4:30 P.M., \$125 (Both Days)  
Department of Natural Resources Building  
2040 W. Woodland  
**Springfield**

### SOUTHEAST REGION



MARCH 9

#### SUPERVISORY LIABILITY

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  
January 22, 10:00 A.M. – Noon, \$79

#### **THE CLARITY IMPERATIVE**

March 11, 10:00 A.M. – Noon, \$79

#### **DIVERSITY: THE POWER OF PERCEPTION**

January 15, 10:00 AM – Noon, \$50

#### **THE 3<sup>RD</sup> ALTERNATIVE:**

#### **PROBLEM SOLVING:**

SOLVING LIFE'S MOST DIFFICULT PROBLEMS  
March 18, 10:00 A.M. – Noon, \$79

#### **RELATIONSHIP TRUST:**

BUILDING STRONG TEAMS AND RELATIONSHIPS AT WORK  
February 5, 10:00 A.M. – Noon, \$79

### **Computer Skills Webinars**

#### **OUTLOOK 2007:**

LEARNING ABOUT ATTACHMENTS, FLAGGING, ADDRESS BOOK AND  
DISTRIBUTION LISTS  
February 22, 9:00 AM – 10:00 AM, \$50

#### **OUTLOOK 2007:**

BASIC MAIL AND CALENDAR TIPS  
February 8, 9:00 AM – 10:00 AM, \$50

#### **WINDOWS 7 BASICS**

January 25, 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

#### JANUARY

- 5 **Grammar and the Spoken Language**, 8:30 – 12:30, \$95
- 7 **Communication Skills for the Manager**, 8:30 – 12:30, \$95
- 8 **Leading Effective Meetings**, 8:30 – 12:30, \$95
- 12 **PERforM**, 8:30 – 4:30, \$75
- 13 **Exercising Your Emotional Intelligence**, 8:30 – 4:30, \$125
- 14 **Accountability that Works**, 8:30 – 12:30, \$95
- 20 **Preventing Sexual Harassment**, 8:30 – 12:30, \$75
- 26 **Supervisory Liability**, 8:30 – 4:30, \$125
- 27 – 28 **The 7 Habits for Managers**, 8:30 – 4:30 (Both Days), \$225

#### FEBRUARY

- 2 **PERforM**, 8:30 – 4:30, \$75
- 3 **Project Management**, 8:30 – 4:30, \$125
- 4 **Resilience: How to Keep Going When the Going Gets Tough**, 8:30 – 12:30, \$125
- 5 **Lessons in Leadership**, 8:30 – 4:30, \$125
- 10 **Leadership Styles and Conflict Management**, 8:30 – 4:30, \$125
- 11 **Just Your Type: Exploring the Power of Personality**, 8:30 – 4:30, \$125
- 17 **The 7 Habits of Highly Effective People Fundamentals**, 8:30 – 4:30, \$125
- 18 **Why We Struggle with Tough Decisions**, 8:30 – 4:30, \$125
- 23 – 24 **Basic Supervision**, 8:30 – 4:30 (Both Days), \$125
- 26 **Business Writing**, 8:30 – 4:30, \$125

#### MARCH

- 2 **Positive Approaches to Resolving Performance and Conduct Problems**, 8:30 – 4:30, \$125
- 15 **People Skills for Public People**, 8:30 – 4:30, \$125
- 17 **Redirecting Employee Performance**, 8:30 – 12:30, \$95
- 22 **Teambuilding**, 8:30 – 4:30, \$125
- 23 **Generational Differences**, 8:30 – 12:30, \$95
- 24 **Problem Solving Skills for Team Leaders**, 8:30 – 4:30, \$125
- 25 **Women and Leadership**, 8:30 – 12:30, \$125
- 30 **Handling Change**, 8:30 – 12:30, \$95

### TECHNICAL AND COMPUTER SKILLS TRAINING

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

#### JANUARY

- 4 **Outlook 2010 Intermediate**, 8:00 – 4:00, \$125
- 5 **Excel 2010 Introduction**, 8:00 – 4:00, \$125
- 7 **Access 2010 Introduction**, 8:00 – 4:00, \$125
- 20 **SAM II HR Introduction**, 8:00 – 11:00, \$50
- 21 **SAM II HR Position Control**, 8:00 – 11:00, \$50
- 26 **SAM II Financial Introduction**, 8:00 – 4:00, \$95

#### FEBRUARY

- 2 **Excel 2010 Intermediate**, 8:00 – 4:00, \$125
- 4 **Access 2010 Intermediate**, 8:00 – 4:00, \$125
- 9 **Word 2010 Introduction**, 8:00 – 4:00, \$125
- 11 **PowerPoint 2010 Introduction**, 8:00 – 4:00, \$125
- 17 **MOBIUS**, 8:00 – Noon, \$50
- 18 **SAM II Purchase Order Processing**, 8:00 – 4:00, \$95
- 23 **Excel 2007 Introduction**, 8:00 – 4:00, \$125
- 25 **Access 2007 Introduction**, 8:00 – 4:00, \$125

#### MARCH

- 1 **SAM II HR Employee Maintenance**, 8:00 – 4:00, \$95
- 3 **SAM II HR Time and Leave**, 8:00 – 4:00, \$95
- 7 **Windows 7 Introduction**, 8:00 – Noon, \$95
- 8 **Excel 2010 Advanced**, 8:00 – 4:00, \$125
- 10 **Access 2010 Advanced**, 8:00 – 4:00, \$125
- 15 **Excel 2007 Intermediate**, 8:00 – 4:00, \$125
- 17 **Access 2007 Intermediate**, 8:00 – 4:00, \$125
- 22 **SAM II Vendor Invoice/Payment Processing**, 8:00 – 4:00, \$95
- 24 **SAM II HR Data Warehouse Using Access**, 8:00 – 4:00, \$95
- 28 **Outlook 2010 Introduction**, 8:00 – 4:00, \$125
- 29 **Excel 2007 Advanced**, 8:00 – 4:00, \$125
- 31 **Access 2007 Advanced**, 8:00 – 4:00, \$125

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



#### 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

JANUARY, FEBRUARY & MARCH 2016 TRAINING CALENDAR  
FOR

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

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