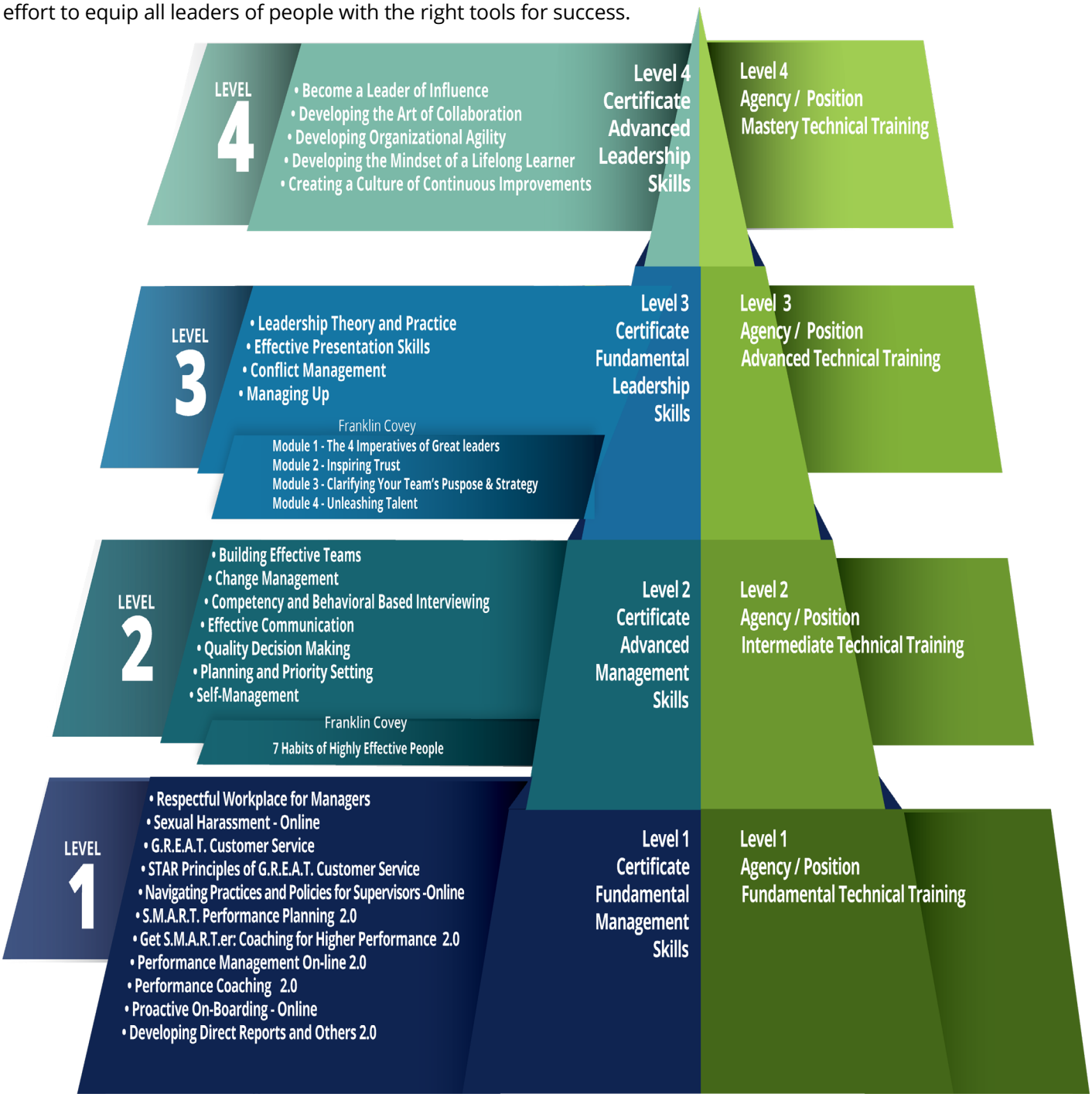
Management and Leadership Learning Pyramid

"Equipping Supervisors for Success"

Strategic Learning Solutions, in collaboration with the Statewide Learning and Development Council, implemented learning initiatives designed to create lifelong learners within the state workforce.

The Learning Pyramid is a four-level certificate program for all state supervisors with 28 learning modules (at no cost to the agencies) and five optional modules. Certificates of completion are awarded in sequential order. Certified agency trainers are empowered to teach managers and supervisors in their respective agencies in an effort to equip all leaders of people with the right tools for success.



Six-month calendars located at: http://www.tn.gov/hr/topic/Registration-Resources

Management and Leadership Learning Pyramid

Course Descriptions

Pre-Supervisory Development: Is this for me?

The Pre-Supervisory Workshop is designed to help individual contributors make an informed decision about serving in a supervisory role. This workshop is an introductory course for the Statewide Pyramid of Learning Series offered to explore 5 skills to becoming a supervisor, common pitfalls for supervisors and making the transition from team member to supervisor.

Level 1 Certificate Fundamentals Management Skills

Respectful Workplace for Managers (3 ½ hours) - Classroom/Mandatory

During this workshop, participants identify the protected classes and understand the definition of workplace discrimination and harassment as set forth in the State's Policy Statement on Workplace Discrimination and Harassment. Participants will be able to recognize the responsibilities and liabilities under the State's Policy Statement and State and Federal law. Finally, they will be able to find strategies for recognizing and preventing retaliation as well as to apply the State's Policy Statement to the workplace.

Sexual Harassment (2 Hours) - Classroom/Mandatory

During this workshop, participants learn to understand the definition of sexual harassment and the different types of sexual harassment. Participants learn how to effectively deal with sexual harassment based on the State's Policy Statement on Workplace Discrimination and Harassment. Supervisors and managers learn what, and how to prevent sexual harassment, how to handle complaints, and understand retaliation. This workshop can be accessed online on Edison.

G.R.E.A.T. Customer Service (3 ½ hours) - Classroom/Mandatory

During this workshop, participants learn about the Customer Focused Government initiative and the G.R.E.A.T. customer service model. Participants will be able to identify internal and external customers and services provided. They also review the keys to G.R.E.A.T. customer service related to their job and apply those principles to create an engaging customer service experience.

STAR Principles of G.R.E.A.T. Customer Service - Online / Mandatory

During this online video participants learn how to create a customer focused culture. The objectives covered in this module are: learning how providing G.R.E.A.T. customer service impacts the agency's bottom line, how to move Tennessee forward to a customer focused culture.

Classroom (2 hours) - Optional The 5 keys to G.R.E.A.T. customer service and mission critical service behaviors for the agency are discussed in the classroom workshop. Workshop prerequisite is completion of online STAR Principles of G.R.E.A.T. Customer Service.

Navigating Policies and Practices for Managers and Supervisors (2 hours) - Online/ Mandatory

During this workshop, participants are provided a detailed overview of policies, practices, and state rules. The topics covered include performance management, discipline, leave and attendance, equal opportunity training, appeals, structure of state government, laws and other areas of practice supervisors and managers must know to be effective in their roles. Participants also learn how laws are enacted and the structure of state rules derived from law.

Level 1 Certificate Fundamentals Management Skills continued…

S.M.A.R.T. Performance Planning (3 ½ hours) - Classroom/Mandatory

The S.M.A.R.T. Performance Planning process is a tool for supervisors to use in setting clear expectations for employees and to hold them accountable for the desired results. The workshop provides guidance to supervisors on how to write individual performance plans that meet the criteria of being Specific, Measurable, Achievable, Relevant, and Time Sensitive. The objectives for this workshop are to review the performance management process steps, learn the S.M.A.R.T. formula and how to use the formula to write work outcomes for an individual performance plan.

Get S.M.A.R.T.er: Coaching for Higher Performance (3 ½ hours) -Classroom/Mandatory

The Coaching for Higher Performance workshop provides supervisors with clear guidance on how to coach employees towards advanced and outstanding performance. The curriculum supports the state's Performance Management Model by providing tools needed to create a culture of continuous feedback and high performance. Supervisors explore the philosophy of higher performance; analyze the performance rating definitions for clarity to effectively evaluate performance; learn the five questions for coaching for higher performance, and practice the skill of coaching for higher performance.

Developing Direct Reports and Others (4 Hours) - Classroom/Mandatory

Developing Direct Reports and others is a face-to-face workshop that teaches supervisors how developing direct reports sustains a customer focused government; how developing direct reports is valuable to their team and important to sustaining a high performing workforce; and proven methods for developing direct reports.

Performance Management 2.0 - Online / Mandatory

Performance Management 2.0 provides employees tools for owning their performance. It teaches employees a process for documenting and tracking performance. It also teaches employees how to distinguish between work outcome statements and the competency and behavioral standards within the individual performance plan to provide a more comprehensive approach to managing their own results.

Performance Coaching (3 ½ hours) - Classroom/Mandatory

The Performance Coaching workshop teaches supervisors how effective coaching enhances the performance management process. Supervisors learn the 5-step performance coaching model that provides them with the knowledge and skills needed to reinforce positive behavior and change negative behavior.

Proactive On-Boarding (1 hour) - Online / Mandatory

During this workshop, participants learn how to effectively onboard employees as a retention strategy and to enhance performance. They learn the definition of proactive onboarding, the 5 C's of proactive on-boarding as well as the benefits and importance of proactive on-boarding. Participants learn the difference between proactive on-boarding and orientation. Finally, participants learn the proactive on-boarding process – timelines, roles and responsibilities. They gain tools and resources to develop an effective on-boarding program in their agency. This workshop can be accessed online on Edison.

Level 2 Certificate Advanced Management Skills

Building Effective Teams (3 ½ hours) - Classroom

During this workshop, participants learn techniques and best practices to develop and maintain effective teams. Communication, problem solving, defining key characteristics and components of high performing teams are explored. Participants will be able to describe why trust, conflict resolution, commitment, accountability, and attention to results are key underpinnings for the success of all teams.

Change Management (3 ½ hours) - Classroom

During this workshop, participants learn how to effectively guide employees through workplace change. Participants identify the importance of change management and the relevance of taking into account the human side of any change to understand how employees deal with it. Participants also acknowledge the key factors for successful organizational change and become familiar with a model to implement change.

Competency and Behavioral Based Interviewing (3 ½ hours) - Classroom

During this workshop, participants learn why using competency behavioral based questions are best practice. They learn how to write and use such questions for interviewing applicants for job positions within their agency and how to make certain that such interview questions are legally acceptable to use during an interview. This is an experiential based development that allows learners to practice incorporating the concepts and to receive feedback.

Effective Communication (3 ½ hours) - Classroom

During this workshop, participants learn how to communicate more effectively. They learn how to facilitate the various aspects of communication. Participants learn the basics of communication, discover an effective communication model, understand the various ways people communicate, learn top communication barriers, demonstrate nonverbal communication, explore the importance of clarity, determine how to communicate more effectively in their agency and explore ways to implement strategies to go from good to great. Participants also learn why effective communication is a vital skill required for all employees to ensure all agencies in government are successful.

Quality Decision Making (3 ½ hours) - Classroom

During this workshop, participants learn critical theory of rational and non-rational decision making. Participants learn the value of both processes and the impact on leading people. Also, they learn how to apply forms of non-rational decision making when rational decision making is not an option based on timing and circumstances. Finally, they practice making decisions through the use of the non-rational decision making methods.

Planning and Priority Setting (3 ½ hours) - Classroom

During this workshop, participants learn skills to improve productivity, recognize, and demonstrate the competencies required for effective planning and priority setting. Participants also learn how to identify priorities that are urgent and important. In Addition they learn how to set goals and objectives to improve skills in planning and prioritizing. Finally, they learn the importance of planning, scheduling, and what makes them distinct.

Self-Management (3 ½ hours) - Classroom

During this workshop, participants learn that self-management is a critical competency to be a successful people leader. Participants explore the importance of a mental reset to positive thinking and describe how to establish their value in their organization. Participants practice self-management techniques to become more productive in their workplace. As a result of having attended this workshop, managers and supervisors learn to describe how using self-management practices can make a positive impact on their team and their career.

Level 3 Certificate Fundamental Leadership Skills

Leadership Theory and Practice - Classroom

During this half-day workshop, participants will learn the difference between management and leadership. Participants will have the opportunity to study and compare common leadership theories. Also, they will identify the strengths, weaknesses and application methods for those leadership theories. Finally, they will learn how to use the Five Practices of Leadership to be a more effective leader.

Conflict Management - Classroom

This half-day workshop defines conflict, identifies sources of conflict, and differentiates between productive conflict and unproductive conflict. Participants will learn the five stages of conflict and a process to address and effectively manage conflict. Participants will engage in a self-assessment to help them discover how they respond to conflict and learn strategies for better conflict management.

Managing Up - Classroom

Managing up is described as establishing and maintaining a positive and productive relationship with your manager so that your manager's needs are met and you get what you need from your manager to support your team. In this half-day workshop participants will define managing up, learn behaviors associated with the skilled level of managing up, and explore the employee's role in managing up. Participants will identify obstacles to managing up, be provided strategies for managing up, and an opportunity to apply those strategies through scenario-based activities.

Effective Presentation Skills - Classroom

This half-day workshop focuses on developing participants' basic facilitation and classroom management skills. These skills include understanding the difference between a facilitator and a presenter, creating an engaging atmosphere conducive to a positive learning experience, controlling classroom behaviors, and exuding confidence during the process. Participants will build their skill base in effective use of PowerPoint presentations to develop succinct and impactful presentations, and learn how to integrate PowerPoint to building engaging presentations.

Level 4 Certificate Advanced Leadership Skills

Becoming a Leader of Influence - Online

Having a vision is just one aspect of being a leader. Just as critical is the ability to influence others in achieving the vision. During this half-day workshop, participants will gain practical methods to lead others through the art of influencing, resulting in making behavioral change that will align with the agency's mission, vision and values.

Developing the Art of Collaboration - Online

Today more than ever work is accomplished through the efforts of teams, not just individuals working alone. True teamwork requires leaders to understand what true collaboration is and how to foster it within the workplace. During this half-day workshop, participants will gain applicable tools to help establish rapport and gain trust by finding common ground with others. Participants will be introduced to a practical list of what to do and not do for building mutually beneficial partnerships, and will discover a set of methods for organizing and implementing collaborative efforts. In addition, a set of diagnostic tools for anticipating, assessing, and resolving conflicts and issues will be provided.

Developing Organizational Savvy - Online

The mark of a successful leader in today's work environment is the ability to maneuver within an organization. During this half-day workshop, participants will discover the intricacies of how organizations work, and how to achieve results through a variety of channels. The importance of and reasoning behind policies, practices and procedures will be provided. In addition, the importance of discerning the culture of an organization will be stressed.

Developing the Mindset of a Lifelong Learner - Online

Becoming an exemplary leader is not a once and done event. Truly great leaders realize that to be effective, and to stay effective, one must continue on a path of continual improvement, and this is accomplished by being a lifelong learner. During this half-day workshop, participants will discuss the importance of developing a plan for lifelong learning, gain tips on how to create such a plan, and how to encourage others to embrace such learning.

Creating a Culture of Continuous Improvement - Online

Truly successful organizations have a culture that fosters continuous improvement of its workforce. During this half-day workshop, the importance of leadership creating a learning organization will be discussed. Using the framework presented in The Fifth Discipline: The Art and Practice of the Learning Organization by Peter Senge, participants will be able to design a strategy that leads to developing a culture that encourages employees to continuously improve.