

LEADERSHIP WORKSHOPS



Our leadership series is designed to meet the needs of experienced supervisors seeking to hone existing skills as well as to give new managers strategies and techniques to successfully transition from staff roles to leadership roles.

LEADERSHIP OPTIONS

Leadership Series

Maximize your leadership potential with all seven leadership workshops.

Selected Workshops

Select only the workshops most relevant to your immediate needs.

Each workshop is individually priced for participants choosing this option.

Mini-Series

Focus your learning on a particular area of leadership with our new mini-series.

Instructors

Dr. Martha Dubuque has over 40 years' experience as an educator. Her extensive background in educational leadership includes over a decade of work as a principal in local schools, for which she was recognized as a National Distinguished Principal in 2010. Dr. Dubuque has been a highly-respected Consultant and Professional Developer in our area since 2000.

Registration

To register for workshops in this series, please contact:

Marina Cole, *Adult Education Coordinator*

802-748-7738

mcole@stjacademy.org.

Online registration is also now available at:

[**www.stjacademy.org/adult-education**](http://www.stjacademy.org/adult-education)

Workshops in this series will be held in

St. Johnsbury Academy's Library Media Room.

Adult Education
ST. JOHNSBURY ACADEMY

Leadership Workshop Series

(featuring two new workshops)

Supervision Starter Kit

8:15 a.m.-4:15 p.m., Thurs., Jan. 16; \$150

For employees new to a management role or seeking to move into a supervisory position.

Understand the skills necessary to be an effective supervisor, including the big picture of leadership, essential leadership behaviors, building trust in order to build relationships, and key communication skills.

Facilitating Great Meetings

8:15 a.m.-noon, Thurs., Jan. 23; \$75

Meeting facilitators will learn how to plan, run, and follow up on a meeting to maximize its effectiveness. Topics will include planning the agenda, goals, and logistics of meetings; group dynamics and participation; strategies for challenges during a meeting; and minutes, correspondence, and other post-meeting actions.

Effective Interviewing

8:15 a.m.-noon Thurs., Jan. 30; \$75

For Human Resources professionals: Understand the best practices involved in a range of interview techniques to avoid costly hiring mistakes. Participants will learn about steps to prepare for the interview, strategies for conducting the interview, and a big picture context of hiring, keeping, and growing employees. Participants will also work together to craft effective and legal questions.

Effective Employee Evaluations Part I: Turning Annual Reviews into a Year-long Process for Growth

8:15 a.m.-noon, Thurs., Feb. 6; \$75

Supervisors often feel that an annual performance review does not truly promote employee ownership and growth. Learn how to turn this event into a cycle for continuous improvement in your organization. Participants will learn the purposes of evaluations, how to engage employees in self-evaluation and goal setting, how to prepare for and conduct the annual review, and how to approach evaluation as a process throughout the year.

Effective Employee Evaluations Part II: Giving Difficult Feedback

8:15 a.m.-noon, Wed., Feb. 12; \$75

Supervisors often wonder about what to say to employees who excel as well as how to evaluate underperforming employees. This workshop will focus on how supervisors can give feedback to promote employees' continuous growth. Topics will include giving balanced feedback, giving respectful feedback, having conversations that motivate the employee, tips for tough conversations, and a future view of the evaluation process.

Transforming Your Team

8:15 a.m.-noon, Thurs., Feb. 20; \$75

Move beyond team building activities that make your staff roll their eyes. This workshop will help you foster team dynamics that boost performance at your workplace. Participants will examine phases of group development, gain strategies for increasing collaboration, learn ways to improve communication among team members, gain protocols to structure group participation, and examine tools to evaluate team effectiveness.

Managing Conflict Part I: Road to Breakdown

8:15 a.m.-noon, Thurs., Mar. 12; \$75

Gain a new perspective on conflict. Participants will examine common causes of interpersonal and organizational workplace conflict, study the stages of breakdown, understand how hidden causes contribute to conflict, gain communication skills for managing conflict, and learn strategies for responding to people who are engaged in difficult behaviors.

Managing Conflict Part II: Getting Back on Track

8:15 a.m.-noon; Wed., Mar. 18; \$75

In this session, participants will examine steps for effective communication, gain strategies for coping with anger in conflict situations, study a process for creative problem solving, and gain some scripts for coaching people who may be stuck or unwilling to let go.

NEW! Building Trust in the Workplace

8:15 a.m.-noon, Thurs. Apr. 9; \$75

Participants will study how basic needs that people have impact leadership, identify management practices that promote a positive climate, gain strategies for building trust, and learn tips for active listening.

NEW! A Positive Approach to Accountability

8:15 a.m.-noon, Thurs. Apr. 23; \$75

Participants will study how creating a climate of respect combined with determining and reinforcing expectations can build an accountability system. They will examine five factors in accountability: focus, apprenticeship, challenge, education, and safety. They will consider accountability techniques for basic behavior expectations.

Motivation Mini-Series

\$225

Promoting Motivation through Engagement

8:15 a.m.-noon, Tues., Jan. 21

Participants will explore how human needs affect motivation, gain a variety of strategies for improving engagement, and study ways that employers can support employees.

Self-Motivated Employees

8:15 a.m.-noon, Tues., Jan. 28

Participants will study a model that aligns the what, how, and why of an organization or department and explore the implications for leaders. They will gain techniques for creating a sense of belonging and a greater sense of purpose that helps employees become self-motivated.

Inspiring Teams

8:15 a.m.-noon, Wed., Feb. 5

Participants will study how to promote collaboration among team members, gain strategies for making team differences work, reflect on developing self-awareness as a leader, and discuss the importance of coaching a team to develop a team mindset, a team skill set, and team norms.

Managing Change Mini-Series

\$225

The Change Process

8:15 a.m.-noon, Wed., Mar 11

Participants will study a model for the change process, identify components that increase the likelihood of success, and learn about emotional reactions to change.

Supporting Employees During Change

8:15 a.m.-noon, Mon., Mar 16

Participants will gain strategies for building ownership and buy-in, study factors that impact success, and discover how different variables interact in complex change.

Striving for Success During Change

8:15 a.m.-noon, Wed., Mar 25

Participants will discuss the difference between transition and change, gain strategies for dealing with transition, and consider the phases employees encounter as they accept change.

Workplace Climate Mini-Series

\$225

Strengthening Workplace Climate through Purpose, Results, Actions, and Values

(NO DATE — coming fall 2020)

Participants will examine different components of building a healthy workplace culture: clear purpose, defined results, actions that produce the desired results, and values expressed in behavioral terms. They will also look at shifts in accountability that can strengthen culture.

Strengthening Workplace Climate Through Safety and Belonging

(NO DATE — coming fall 2020)

Participants will study how safety impacts climate, gain strategies for creating a climate of collaboration, and discuss the importance of a shared vision.

Strengthening Workplace Climate Through Connection

(NO DATE — coming fall 2020)

Participants will study how vision, value, and voice combine to build a strong climate. They will connect universal human needs to the workplace context and examine key employee beliefs that impact climate.

REGISTER ONLINE AT:
www.stjademy.org/adult-education

OFFERINGS FOR GENERAL STAFF

Workplace Communication Mini-Series

Designed for general staff, individual employees, or teams/departments

\$150

Workplace Communication Part I: Communicating to Build Trust and Understanding

1-4 p.m., Thurs., Jan. 23

Participants will gain best practices to be good communicators, study how to communicate in difficult situations, identify counterproductive practices, and have time to discuss questions and dilemmas.

Workplace Communication Part II: Listening and Asking Questions

1-4 p.m., Thurs., Jan. 30

Participants will look at the art of asking questions to communicate effectively, study the power of active listening, gain strategies for dealing with aggressive or angry communication situations, and have time to discuss questions and dilemmas.

Dealing with Dissatisfied Customers

8:30 a.m.-12:30 p.m., Wed., Feb. 19 at NVRH

Only available for NVRH employees

Participants will examine how to look at the customer's perspective, gain strategies for defusing escalating situations, develop language and techniques to increase customer satisfaction, and learn a four-step process for customer interactions. Register for this workshop by contacting Tori Guibord Morse, Practice Improvement Team Leader, at t.guibord-morse@nvrh.org or 802-274-5652.

Other Workshops We Can Offer

Motivating Employees

(four-hour workshop)

Leadership Series alums will explore how human needs and human nature affect motivation; discuss what employers can provide to meet employees' needs; gain strategies for improving employee engagement and supporting employees; consider

ideas for inspiring teams; and look at steps leaders can take to sustain their own motivation. Participants will also reflect on their prior learning and problem solve worksite issues.

Building Trust in the Workplace

(four-hour workshop)

Leadership Series alums will learn about employees' basic needs, consider management practices to create a positive climate, study twelve cornerstones for building hope and trust in an organization, and gain some managerial structures to minimize conflict. There will also be time provided for groups to discuss and problem solve current dilemmas at their workplace.

Building a Climate of Respect and Professionalism

(four-hour workshop)

Participants will consider ways to build and sustain a climate of respect and examine critical factors that influence respect and engagement. Participants will also gain strategies for holding employees accountable for professionalism and basic behavior expectations as well as learn tips for giving feedback in hard-to-discuss situations. Participants will continue to reflect on themselves as leaders and study some key characteristics of strong leaders.

Leadership and Building Culture

(four-hour workshop)

Participants will explore how leaders can create, shape, and manage organizational culture. Participants will consider five areas of culture: establishing vision; clarifying purpose; defining results; taking actions that produce results; and addressing values or beliefs. There will be time for discussion and reflection so participants can directly apply their learning to their leadership roles.

Strengthening Workplace Climate through Safety and Belonging

(four-hour workshop)

Participants will learn how a Circle of Safety impacts climate, gain strategies for promoting collaboration, and consider how clarity and shared understanding can empower teams. Participants will also reflect on their prior learning and problem solve worksite issues.

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