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 SESSIONS

- **Focus on Leadership Skills**  
  Maximize your leadership potential with all eleven leadership workshops.

- **Focus on Motivation**  
  Become an inspiring, motivating leader who promotes a positive workplace culture.

- **Focus on Change**  
  Learn to build buy-in and support employees during times of change.

- **NEW! Leading During Times of Crisis**  
  Cultivate a calming leadership style and support employees in stressful situations.

- **Workshops for General Staff**  
  Designed for general staff — individual employees or teams/departments.

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, *Director of Adult Education*  
802-748-7738  
mcole@stjacademy.org.

REGISTER ONLINE AT:  
www.stjacademy.org/adult-education
Focus on Leadership Skills
Moving from Colleague to Supervisor
workshop 4 hours
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 shift from being a colleague/peer to being a supervisor, misconceptions and realities about being a manager, and important leadership practices. **Participants need to bring a self-addressed, stamped envelope.

Essentials of Leadership
workshop 4 hours
Participants will learn about the importance of developing self-awareness, developing the routine of reflection, developing self-regulation, and maintaining character and integrity. Participants will gain insight into four essential mindsets for effective leaders. In addition, participants will leave with strategies for building trust with employees. **Participants need to bring a self-addressed, stamped envelope.

Facilitating Great Meetings
workshop 4 hours
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
workshop 4 hours
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
workshop 4 hours
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
workshop 4 hours
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
workshop 4 hours
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.

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Managing Conflict Part I: 
Road to Breakdown
workshop 4 hours
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
workshop 4 hours
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.

Building Trust in the Workplace workshop 4 hours
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.

A Positive Approach to Accountability
workshop 4 hours
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.

Self-Motivated Employees
workshop 4 hours
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
workshop 4 hours
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.

Strengthening Workplace Climate through Purpose, Results, Actions, and Values
workshop 4 hours
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
workshop 4 hours
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
workshop 4 hours
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.

Focus on Motivation
Promoting Motivation Through Engagement
workshop 4 hours
Participants will explore how human needs affect motivation, gain a variety of strategies for improving engagement, and study ways that employers can support employees.

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Focus on Change

The Change Process
workshop 4 hours
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
workshop 4 hours
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
workshop 4 hours
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.

NEW! Leading During Times of Crisis

Resilient Leadership
workshop 4 hours
This workshop’s theme is that resilient leaders stay calm. Participants will study three components of leading with calmness: becoming a more astute observer of reactivity in self, others, and systems; understanding the contagious nature of a leader’s presence; and communicating a less anxious presence. Participants will explore ways to grow their capacity for self-awareness, self-definition, and self-regulation. Participants will gain strategies for becoming systems thinkers, promoting urgency without escalating anxiety, and communicating to exert a calming influence.

Guiding High Performance in Times of Uncertainty or Disruption
workshop 4 hours
Participants will examine five areas: accountability, engagement, communication, support, and well-being in relation to times of organizational uncertainty, stress, or disruption.

Worshops for General Staff

Designed for general staff — individual employees or teams/departments

Workplace Communication Part I: Communicating to Build Trust and Understanding
workshop 3 hours
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
workshop 3 hours
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 Patients
workshop 4 hours
Participants will examine how to look at the patient’s perspective, gain strategies for defusing escalating situations, and develop language and techniques to increase patient satisfaction.

Motivating Teams in Times of Uncertainty or Disruption
workshop 4 hours
Participants will gain strategies for increasing collaboration, learn ways to improve communication among team members, examine tools to evaluate team effectiveness, explore ways to help people move through uncertainty, and discuss ways to support in-person, hybrid, and remote teams.

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