**Course Descriptions – Supervisory/Managerial Excellence**

The primary goal of these courses is that participants take what they learn and **create a business impact** for their teams. Use of an *Impact Map* allows participants and their managers to map business impact with a clear and simple format that shows "line of sight" among learning outcomes, on-the-job behaviors, and team goals. View the Impact Map for these courses [here](#).

Research shows that up to 80% of training impact – good or bad – for employees is determined by the actions or *inactions* of their managers. Click [here](#) to learn more about (1) the importance of manager involvement both before and after training to boost impact; and (2) how to have a dialogue about the Impact Map with your manager (if you are the learner) or your direct report (if you supervise the learner).

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<td><strong>Crucial Conversations</strong></td>
<td>Does your organization suffer from taboo topics, deference, disagreement, analysis paralysis, information hoarding, office politics, or alienation? Do you work with others who are hard to get along with, drag their feet, avoid tough issues, advocate their position excessively, respond poorly to pressure, easily become emotional, or run away when disagreements arise? Then you, your team, or your organization needs Crucial Conversations Training.</td>
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<td>Minimum 8 participants</td>
<td>A crucial conversation is a discussion between two or more people where stakes are high, opinions vary, and emotions run strong. These conversations—when handled poorly or ignored—cause teams and organizations to get less-than-desirable results.</td>
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<td>Duration: Six half-day (3.5-hours each) OR three full-day (7 hours each) sessions OR customizable when conducted for groups on request. <strong>Participants who register for this class and show up for part 1 are committing to completing all parts. Departments will be charged $250 (cost of materials) for participants who fail to complete the course.</strong></td>
<td>Drawing on 30 years of research, this award-winning training teaches you how to achieve spirited dialogue at all levels in your organization. You’ll begin to surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment. This training experience introduces a set of tools that builds alignment, agreement, and interpersonal communication.</td>
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<td>Facilitator: Marie Wehrung, Human Resources</td>
<td>Discover how Crucial Conversations Training will drive change for good throughout your organization, enabling you to: • Resolve disagreements—accurately address concerns by talking respectfully, candidly and skillfully with someone in a safe way. • Build acceptance rather than resistance—give and receive feedback in a way that enhances relationships and improves results. • Speak persuasively, not abrasively—effectively talk about high-stake, emotional and controversial topics. • Foster teamwork—get the right people involved in a way that ensures better decision-making and guarantees commitment and conviction.</td>
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| **Crucial Accountability**| Imagine you have a colleague who’s missed a deadline or failed to stay on budget. You decide to say something by bringing your best crucial conversations skills into play. You stick to the facts while avoiding hasty and unflattering conclusions. Not a bad start. But the other person doesn’t quickly comply. Instead he makes excuses. Would you or the people you work with know what to do next in a manner that not only solves the problem but also improves the relationship? **Crucial Accountability** builds on the skills learned in **Crucial Conversations** (a pre-requisite) and introduces a powerful set of new skills to resolve your most challenging accountability issues. It enables those who already have knowledge of crucial conversations skills to diagnose why someone keeps falling short of set expectations and then derive a plan that both motivates and enables the other person to successfully change his or her behaviors. These additional skills are perfect for crucial accountability conversations that seem resistant to dialogue skills alone. This course teaches people at all levels of the organization—from leadership to frontline employees—how to:  
  - Hold anyone accountable, regardless of position or personality.  
  - Begin any performance discussion on the right foot—avoiding defensiveness and costly arguments.  
  - Diagnose the underlying causes of misaligned or bad behavior.  
  - Motivate without using power and enable without taking over.  
In short, this course will benefit anyone who wants to learn how to hold others accountable, or as a leader wants to help create a culture where everyone speaks honestly, clearly, and respectfully about violated expectations. |
<p>| Minimum 8 participants     |                                                                                                                                                                                                                                                                                                                                                                                                          |
| <strong>Duration:</strong> Two partial-day (5-hours each) sessions OR customizable when conducted for groups on request. <strong>Participants who register for this class and show up for part 1 are committing to completing all parts. Departments will be charged $175 (cost of materials) for participants who fail to complete the course.</strong> Facilitator: Marie Wehrung, Human Resources |</p>
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| **Influencer** | Most chronic problems - from implementing a new process to a delayed project to ingrained cultural challenges - no matter how different they may appear at first glance, are actually the same problem that resist our best attempts at solutions, then persist for years on end because we lack influence. More specifically, we lack the ability to change human behavior.  
Based on over 30 years of research, VitalSmarts has collapsed the immense and slippery topic of influence into a single factor—human behavior – because it affects most of what we really care about. Odds are, when you examine your list of concerns, you’ll discover the problems that plague your organization (whether your team, department, division/school, or Rice as a whole) the most and persist for the longest do so because one or more human beings continue to behave in ways that perpetuate the problem. Unfortunately, most quick fixes don’t work because the problem isn't fed by a single cause - it's fed by a conspiracy of causes. However, one set of influence strategies can enhance your ability both to motivate and enable your workforce to change. 
Do any of the following resonate with you?  
- You need a proven approach for solving persistent behavior change challenges in your team or organization.  
- Bad behaviors have become entrenched.  
- Important skills, training, or good behaviors must be adopted for organizational success.  
- You need to change a culture or a way of thinking.  
- Several factors combine to encourage behaviors you do not want, or to limit the behaviors you do want.  
- The change you wish to make could require more than just talking to someone.  
- There is resistance to change.  
Through hands-on exercises and video case studies of modern-day change agents, you'll learn how to use six sources of influence to overcome your most persistent challenges. Influencer Training will teach you how to:  
- Diagnose the web of causes behind any problem behaviors and create powerful strategies for driving change.  
- Identify a handful of high-leverage behaviors that, if changed, will lead to desired results.  
- Rely less on formal authority and more on ways to motivate and enable others to alter their behavior.  
- Use the powerful Influencer model to develop and apply a robust influence strategy to anything from small- to large-scale cultural transformations.  
Research shows that those who follow the Influencer model are ten times more likely to succeed at producing rapid and sustainable behavior change. |

Minimum 8 participants  
**Duration:** Four partial-day (5-hours each) sessions OR customizable when conducted for groups on request. **  
Participants who register for this class and show up for part 1 are committing to completing all parts. Departments will be charged $250 (cost of materials) for participants who fail to complete the course.**  
Facilitator: Marie Wehrung, Human Resources
### Course

**Interviewing: More Than a Gut Feeling**  
Minimum 6 participants  
Duration: Two half-day (4-hours each) sessions  
Facilitator: Wiley Bennett and Michelle Potoczniak, Human Resources

Managers have a very important job in today's work environment. Interviewing and selecting the right personnel are two of the most critical things you can do to reach organizational goals; today's hiring decisions can affect your department - and Rice - for years. As a result, supervisors can't afford to base hiring decisions on gut feelings, but rather need a system to help ensure they make the right hiring decisions and rely on "more than a gut feeling."

Upon completing this training session, participants will be able to (1) plan a logical, structured interview including preplanned interview questions; (2) recognize the importance of developing an interview plan based on thorough knowledge of the job; (3) understand what a behavioral example is, and how it can be used to determine the presence or absence of a skill; (4) use interviewing techniques that allow for interviewer control; (5) explain why it is important to make selection decisions on facts and information, not on a gut feeling; (6) explain why the concept of "the best predictor of future behavior is past behavior" is so important in the behavioral-based interview process; and (7) recognize why some questions cannot be legally asked in the interview process.

The target audience for this course is anyone responsible for conducting interviews and making hiring decisions.

### Course

**Job Description Writing: A Step by Step Approach**  
Minimum 6 participants  
Duration: One half-day (3-hour) session  
Facilitator: Angela Lipari, Human Resources

Do you ever wonder what the best way is to write a job description? Would you rather go to the dentist than undertake this task?

Take the guess work - and pain - out of creating or updating a job description and attend Job Description Writing: A Step by Step Approach. This workshop has something for everyone - whether you are a veteran job description writer looking to sharpen your skills, or you have never written a job description before. This interactive class provides focused instruction on identifying the key components of the job description, and offers tips, resources, and step by step instructions so your final document is an accurate reflection of the job.

The target audience for training is anyone responsible for writing a job description.

### Course

**Successful Supervision Series: Transitioning to Supervisor**  
Minimum 8 participants  
Duration: One full-day (6-hour) session  
Facilitator: Marie Wehrung, Human Resources

So you've become a supervisor - congratulations! Now what? Not only do you still have your own work to perform, but you also have become responsible for overseeing the work of one or more other people. Where do you start?

The purpose of this session is to provide supervisors (especially new ones) with tools to be effective in this enhanced role. Through the use of exercises, small group discussions, and large group dialogue, participants will leave the session with a greater understanding of the role, responsibilities, and behaviors of a supervisor, as well as skills for effectively interacting with and revving up your team.
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| **Successful Supervision**  
**Series: The Art of Delegating**  
Minimum 9 participants  
Duration: One half-day (4-hour) session  
Facilitator: Marie Wehrung, Human Resources | Effective delegation is one of the necessary ingredients of successful leadership. Most supervisors and team leaders have more to do than time in which to do it. Careful planning and organizing can help, but unless you're willing to delegate, chances are you will constantly battle the problem of keeping up with everything that has to be done.  
Do you believe that:  
*If you want something done right, you have to do it yourself?  
*Granting team members additional responsibility will endanger your authority?  
If so, you will benefit from this class by gaining a fuller understanding of the skills that effective delegators put into use every working day.  
At the completion of the session, participants will have the tools to (1) understand the importance of effective delegation as well as the problems associated with the lack of delegating, or delegating poorly; (2) communicate both the need for and the "why" of every delegated assignment and task; (3) use delegation as a powerful motivational tool; (4) use delegation to improve your team members' skills; (5) encourage team member participation and involvement through proper delegating methods; (6) establish a team member's responsibility and authority for a delegated task; and (7) regularly monitor progress through feedback and review. |
| **Successful Supervision**  
**Series: Managing Complaints**  
Minimum 9 participants  
Duration: One half-day (4-hour) session  
Facilitator: Marie Wehrung, Human Resources | At work and away from work, we have all heard our fair share of complaints. Because we all have experience in listening to complaints, we all have opinions about them.  
A complaint is usually an expressed dissatisfaction with a working condition, another team member, or immediate supervision. When a team member has a complaint, something is wrong; and when something is wrong, an effective team leader wants to know about it. Complaints are critical to improving the team member and team leader relationships. They are opportunities to open the communication process and build trust with the team member. They also help enhance the working environment.  
At the completion of the session, participants can expect to: (1) understand why all team member complaints must be dealt with rather than ignored or dismissed; (2) be more sensitive to all the problems – major or trivial, real or imagined – that can lie behind complaints; (3) understand techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties; and (4) use various techniques to solve such problems while maintaining a positive relationship with the team member. |
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| **Successful Supervision Series: Performance Management** | Minimum 6 participants  
**Duration:** One full-day (7-hour) session  
**Facilitator:** Marie Wehrung, Human Resources  
Performance management is a process to ensure that goals are consistently being met in an effective and efficient manner. The elements of performance management include setting goals (planning), observing and giving feedback about performance (assessing), and formally reviewing performance.  
Join your fellow supervisors from across campus to acquire new skills, share best practices, and enhance your own performance management competencies. |
| **Successful Supervision Series: Supporting Change** | Minimum 9 participants  
**Duration:** One half-day (4-hour) session  
**Facilitator:** Marie Wehrung, Human Resources  
Many of us are afraid of and resist change. But if we're given some advance notice, we understand the reason for it, and especially if we have a chance to participate in decisions about the change, we're less likely to find reasons to resist it.  
Your team members are no different. The best way to introduce change on the job is to plan it carefully, get input from the team members affected, keep them well-informed, and deal with team member concerns, anxiety, and resistance.  
At the completion of this session, participants will have the tools to (1) understand and interpret change and the impact on your team members; (2) view change and the anxiety it can cause team members as natural and inevitable; (3) assist your team members as they adjust to change; (4) involve team members in the process of change; (5) help your team members make the change; and (6) follow up on initial meetings to make sure adjustment to the change is going as planned. |