



Workshops for Workplace Leaders

Learning opportunities to help
create a more productive
workplace

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Planning to Meet Your Training Objectives

We are often asked where the training process should start. Our answer is that it should start with a set of learning objectives. A learning objective describes what you want participants to take away from the training experience. One way to build a learning objective is to complete this sentence with a list of bullet points:

- As a result of attending and participating in this program, participants will be better able to...

Your list will help you in two ways. First, you will be better prepared to help us provide training that meets your specific needs. Second, learning objectives help you to measure the impact of your training investment after the program is completed.

The following pages describe our primary management training programs. Each program includes a list of important learning objectives. You can use our learning objectives as a starting point. Remember, that our goal is to help you meet your training objectives. We encourage you to ask us to:

- Customize programs to meet your particular needs,
- Combine topics to create a multiple subject program,
- Suggest topics that are not on these pages,
- And more.

In short, use these pages to get your creative thought processes flowing.



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The Workplace Coach Workshop

Talking through a performance issue before it becomes a problem.

Quick Summary

How to use a five step coaching model to address performance issues at the earliest stages.

Learning objectives

As a result of attending and participating in this program, you will be able to:

- Identify your current strengths and weaknesses in addressing the early stages of a performance issue (i.e., attitude, tardiness, work quality, etc.).
- Plan an effective coaching meeting with a proven five step coaching model.
- Hold associates accountable for improved performance.

Content

This workshop shows you how to plan a coaching meeting. It gives you the tools you need to analyze a performance problem objectively. It shows you how to conduct a meeting with an associate that keeps both of you focused on the issue and how to correct it.

Your role as an effective coach depends on a high level of trust between you and your associates. You'll learn seven key steps you can take to maximize the level of trust between you and your team. You will better understand why associates sometimes make bad or inappropriate choices and what you can do to help them learn from their mistakes. Most importantly you will have an opportunity to complete The Coaching Skills Inventory to compare your approach to helping associates to the approach used by other experienced workplace leaders.

You'll learn how to reinforce and reward an associate when she or he responds to your coaching efforts. If the performance issues continue, you'll be able to take further corrective action with confidence.

Presentation outline

- *Introduction.*
- *Getting started quiz.*
- *Seven steps to succeeding as a coach.*
- *Understanding poor performance.*
- *Understanding when to use coaching.*
- *The Coaching Skills Inventory.*
- *Making the coaching model work for you.*
- *Using the coaching model.*
- *Putting to work what you have learned.*
- *When coaching doesn't work.*
- *When coaching does work.*
- *Implementing your coaching skills.*

Time: Three hours



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The Documenting Corrective Action Workshop

Using E-FOSA+ to define, correct and document a performance problem.

Quick Summary

How to plan, write and present an effective corrective action memo.

Learning objectives

As a result of attending and participating in this program, you will be able to:

- Objectively track and analyze rule violation and performance issues.
- Plan, write and present a corrective action memo to motivate an associate to return to successful performance levels.
- Use the E-FOSA+ method of documentation.

Content

Most associates make every effort to meet or exceed your expectations. From time to time, however, a rule (i.e., attendance, safety, etc.) is broken or a performance expectation (i.e., customer service, report deadlines, etc.) is not met. You've done the training, you've tried coaching and it just hasn't worked. You decide it is time to take corrective action. You need to be sure the associate understand the critical nature of the problem and the importance of correcting it immediately. This workshop gives you the tools you need to help the associate succeed and to show that you have done your job as a workplace leader correctly.

You'll learn how to redefine the expectations (e.g., rule or performance standard) you have for your associates. You'll gain important skills to help you explain the associate's rule violation or failure to perform with clear facts that help him or her see the reasons for your concerns. You'll be able to set clear objectives to show the associate what she or he needs to do to return to successful performance. You'll be able to offer suggestions to help the associate reach those objectives and understand that there are consequences to continued failure. Most importantly, you'll be able to write it all down in a professional, constructive manner that shows you did your job as a workplace leader and gives the associate clear guidelines for his or her future success.

Presentation outline

- *The very first question.*
- *Avoiding litigation.*
- *Keeping a critical incidents diary.*
- *At-will employment.*
- *Corrective action.*
- *Expectations, Facts, Objectives, Solutions, Actions.*
- *Putting what you are learning to work.*
- *Analyzing your plan.*
- *Case study*
- *Checklist for a valid case.*

Time: Three hours



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The Performance Review Workshop

Writing performance reviews that save time motivate future performance.

Quick Summary

How to plan, write and present a successful performance review.

Learning objectives

As a result of attending and participating in this program, you will be able to:

- Plan and write a job-related performance review.
- Use the C, I, N goal system to have a positive impact on future performance.
- Increase your credibility with associates by writing a review that references the entire year, focuses on performance, not personality and recognizes successful contributions.

Content

A successful performance review:

1. Summarizes an associates contributions,
2. Gives credit where credit is due, offers guidance where guidance is needed, and,
3. Points an associate to successful future performance.

This workshop shows you how to move from filling out a form to writing a business report about an associate's contributions. Your business report will help you to motivate an associate who is doing the job right to continue doing it in the future. It will show the associate who is struggling what needs to be done to meet your performance expectations and/or comply with your employer's rules. Likewise, it will help an associate prepare for changes in the way his or her job is expected to be done in the future.

Most workplace leaders experience a form of writer's block when they sit down to prepare a performance review. The reasons for this frustrating feeling are first the size of the task - summarizing an entire year of performance, and, second, the lack of a concise plan for recording their thoughts and observations. This workshop shows you how to keep track of performance during the year. It gives you a template to follow for completing each section of the review form and provides an effective approach for your meeting with your associate.

Presentation outline

- *Starting a new associate successfully.*
- *Keeping a performance log.*
- *Case study: Key mistakes.*
- *Planning a review that focuses on the future.*
- *Writing style.*
- *Writing C, I, N statements.*
- *Meeting with the associate.*

Time: Three hours



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The Communication Workshop

The message sent is less important than the message received

Quick Summary

Understanding the impact of words, actions and behaviors of workplace leaders

Learning objectives

As a result of attending and participating in this program, you will be able to:

- Communicate more effectively with your constituents
- Understand the impact of your preferred behavioral style on others
- Listen, hear and respond to the members of your team
- Conduct meetings that accomplish results
- Write e-mails, letters and memoranda to deliver clear messages

Content

Communication is the work of a workplace leader. All too frequently, however, the intended message is not the message that is received. This workshop helps you understand how you communicate and learn how to communicate more effectively.

You will learn how to use the three key elements of effective communication – verbal, emotional and non-verbal – to increase the impact of your message. You will learn how to acknowledge what others say to you in order to get and understand their full message before you respond. The program will introduce you to the concept of a common goal as a workplace tool for resolving differences.

You will work your way through the As I See Myself instrument to better understand your preferred behavioral style and how it impacts your relationships with others. This exercise will help you to appreciate what your team, your colleagues and your leaders need from you in order to receive, understand and take action on your messages.

The presentation will provide you with guidelines to help you write more effective e-mails, reports and other correspondence. You will gain some valuable insights to help you plan and manage meetings to make the most of your time and maximize the exchange of information.

Presentation outline

- *The elements of communication*
- *Understanding and using the concept of acknowledgement*
- *Using common goals to solve problems*
- *Defining and using your preferred behavioral style*
- *Writing for results*
- *Planning and managing meetings that work*
- *The rules of e-mail communication*
- *Pop quiz!*

Time: Three hours



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The Managing Key HR Issues Workshop

Managing to prevent legal liability.

Quick Summary

How to recognize and address issues where management discretion is limited HR related laws and issues.

Learning objectives

As a result of attending and participating in this program, you will be able to:

- Explain the concept behind a variety of HR compliance issues
- Recognize when to seek the assistance of a qualified HR professional
- Interact with associates on key HR Issues in a positive and constructive manner.

Content

The job of managing people has become increasingly complex with the proliferation of laws that affect the workplace. Your busy workday and the challenges of being a manager, supervisor or lead leaves little time for you to stay up to date on these issues and requirements. This workshop gives you a practical refresher, reminder and reinforcement of situations and decisions that need the expert advice of an HR professional or legal advisor.

You hear terms like exempt, non-exempt, leave of absence, equal pay, discrimination, affirmative action, at-will employment all the time. Each of them affects your associates and you. It is your responsibility as a workplace leader to have at least a basic knowledge of each of them to guide your actions and decisions in the workplace. It is important for you to be comfortable with a little bit of the history, the philosophy and the application of these and other key HR issues. For example, did you know that our overtime laws were originally intended to help get us out of the Great Depression? Did you know that the Equal Pay Act applies only to male and female employees doing similar work, but the Civil Rights Act applies to all personnel decisions? Did you know that at-will employment does not give you a free license to terminate an associate any time you please? This workshop is designed to give you useful, practical insights to these and other important HR issues.

Presentation Outline

- *The challenge of HR issues.*
- *Exempt v. non-exempt.*
- *Compensation.*
- *Workplace violence.*
- *Equal employment.*
- *Addressing performance issues.*
- *Disabilities and mandated leaves.*
- *Affirmative action.*

Time: Three hours



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The Behavioral Interviewing Workshop

Planning, conducting and evaluating employment interviews

Quick Summary

How to conduct an interview with job-related questions that focus on past behavior to predict future job performance.

Training Objectives:

At the conclusion of this module, participants will be able to:

- Use job related criteria to screen employment applications and resumes.
- Plan job related interview questions that comply with the requirements of equal employment opportunity.
- Conduct job related interviews using behavioral interviewing techniques.
- Select employees for open and promotional positions based upon job related criteria.

Content

An interview is a critical discussion between a candidate who wants a job they often don't know too much about and an interviewer who wants to hire the right person, but doesn't know very much about the candidate. As a result, people are more often hired because the interviewer likes them than because they are the best qualified person for the job.

This workshop shows you how to develop a plan and conduct an interview that focuses on finding the best qualified candidate. You will learn how to use behavioral interviewing to ask specific questions about the candidate's past workplace behavior (experience). When you focus your interview on specific examples of past performance, you collect information that helps you to reasonably predict how the candidate will perform in your organization.

In addition, you'll learn how to seek confirming evidence of positive and negative job performance, how to take effective interview notes, make an effective hiring decision and get a new employee off to a good start.

Presentation Outline

- *Preventing discrimination in the hiring process.*
- *Pre-employment inquiry guidelines.*
- *Affirmative action.*
- *Getting ready for the interview.*
- *Reviewing the resume.*
- *Keeping notes.*
- *Starting an interview.*
- *Behavioral interviewing questions.*
- *Ending the interview and making the job offer.*
- *New employee orientation.*

Time: Three hours



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The Effective Leader Workshop

Giving followers an opportunity to follow productively.

Quick Summary

How to behave like a leader and motivate others to do their job and work cooperatively with others.

Program Goals

As a result of attending and participating in this program, you will be able to:

- Set a leadership example that supports your followers.
- Communicate clear expectations that help followers to produce exceptional results.
- Adjust your leadership style to match changing environmental work conditions.
- Manage your time effectively.

Content

Every once in a while it is a good idea to sit back and take a look at your own leadership style. This workshop is designed to give you that important time out to ask yourself how your behaviors, actions and words affect the important people on your team.

You'll learn what works and doesn't work in today's complex workplace. You'll learn about key leadership traits that followers expect you to bring to the workplace every day. You'll learn how to increase your credibility by giving your team a clear vision of where you are taking them and inspiring them to get there with honest, open and competent leadership.

The discussion and case studies in this program will show you how to adjust your leadership style from being in charge, to collaborating, to teaching and back again depending on the priorities and needs of your team. You'll learn how to delegate for effective results and how to manage your time to focus on your most important priorities.

Presentation Outline

- *Getting started.*
- *The role of the leader.*
- *The credibility factor.*
- *Putting it to work (Case studies).*
- *Leadership styles.*
- *Which style is best? (Case studies).*
- *Effective delegation.*
- *Feedback to build success.*
- *Feedback case studies.*
- *Managing time.*

Time: Three hours.



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People Skills for New Workplace Leaders

Getting off to a good start in an important new role.

Quick Summary

How to lead, delegate, provide feedback and create a productive team in the early days of a leadership opportunity.

Program Goals

As a result of attending and participating in this program, you will be able to:

- Establish effective working relationships with your new boss, colleagues and associates.
- Effectively delegate work by following a five step delegation model.
- Conduct an effective coaching session with an associate.
- Use E-FOSA+ to address and document poor performance.
- Write an effective performance review.
- Manage time to get results.
- Make effective and ethical decisions.

Program Summary

This is an action packed program for supervisors and team leads with less than three years of experience. It takes the mystery out of leadership, delegation, feedback and decision-making. It provides tools in each of these critical areas that will last throughout your leadership career.

You will learn how to build effective working relationships with your manager, your colleagues and your team. You will learn how to effectively model and practice leadership behaviors that build respect with your followers. You'll leave this program knowing how to conduct a behavioral interview, how to use an effective five step delegation model and how to avoid unnecessary liability for discrimination and liability.

You will learn how your communication style affects your followers and how to use a proven coaching model to address minor performance issues before they get out of hand. You'll learn how to document performance, manage your time and make effective and ethical decisions.

Presentation Outline

- *The characteristics of leader.*
- *What followers expect from leaders.*
- *Management styles.*
- *Using a coaching model.*
- *Interviewing to hire qualified followers.*
- *Managing HR related legal issues.*
- *Analyzing and addressing performance issues.*
- *Managing change.*

Time: Two days



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Is There a Leader in My Cubicle?

Looking at the possibilities and the challenges of leadership.

Quick Summary

How to make an objective decision about whether the step up to a leadership position.

Program Goals

As a result of attending and participating in this program, you will be able to:

- Decide if being a workplace leader is the right role for you to take on in your career.
- Explain and carefully consider the key differences between being a workplace follower and a workplace leader.
- Understand basic leadership, delegation, feedback and motivational techniques that workplace leaders use.

Content

The opportunity to become a team leader, a supervisor or a manager sounds exciting. It brings with it more money, more prestige and an opportunity to help others do the best possible job they can do. The big question is whether or not it is right for you?

This workshop gives you an opportunity to look inside the job of a workplace leader. It lets you evaluate how becoming a leader changes your relationships with your boss, your colleagues and even your loved ones. It tells you what to expect in the first weeks, months and even years of your new challenge.

You'll learn about how your style of communication can help or hinder a team you are trying to lead. You'll learn how difficult it can be to delegate, motivate and provide performance feedback. You'll learn about special responsibilities workplace leaders carry to assure that their employer complies with a variety of human resources related laws. You'll learn about the importance of developing and maintaining relationships with people you may not like and how to make ethical decisions. When we're done, you'll be able to look ahead and ask yourself if you want to take on the challenge.

Presentation Outline

- *The transition from follower to leader.*
- *Five challenges, five opportunities.*
- *Management styles.*
- *Communication styles.*
- *Managing relationships.*
- *Legal responsibilities for the supervisor.*
- *Motivation.*
- *Managing performance.*
- *Making ethical decisions.*

Time: Six hours



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About Willdan Management Consulting

Willdan Management Consulting provides premier management consulting services to public and private employers. Our goal is to extend our clients reach to implement effective leadership techniques and practices for organizations and their leaders. We focus on providing customized solutions to meet the unique needs of our diverse client base.

- Organizational assessments
 - Management audits
 - Feasibility studies
 - Service consolidation studies
- Management and supervisory training
- Mandated training
- Personnel background investigations
- Workplace investigations
- Leadership coaching
- Keynote and conference presentations



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