



The noncredit professional development courses that follow are eligible for a VCFA professional development scholarship. **All courses listed below will be held “live” online.** Additional information about each course can be found online at [continuingstudies.wisc.edu/leadership/](http://continuingstudies.wisc.edu/leadership/).

Last year's (FY20, fall of 2019) VCFA awardees will not be eligible for a scholarship this spring. Employees who are awarded the scholarship will be notified and registered for the course they applied for by the Division of Continuing Studies. **Please do not register on your own.**

Awardees will receive a registration confirmation which will come from [registrations@pyle.wisc.edu](mailto:registrations@pyle.wisc.edu). Then watch your email for a link to participate approximately 3 days prior to the class start date.

## **Leadership & Management**

### ***A Coach Approach to Work Performance Feedback***

This specially designed class will focus on the how-tos of adopting a coaching style for giving work performance feedback. The overview of how this style emerged and its benefits will be very brief -- meaning this is a class for leaders and managers who are ready to learn this approach and who want to understand and practice the key elements to utilize them right away. We'll explore how to handle your own potentially strong emotions if the coaching becomes difficult, and what to do if the recipient reacts defensively. We'll outline when and when not to use this approach and how to flex between a range of performance management strategies. The third session will focus on case studies, video example analysis, practice, and role plays. The fourth session will be a chance for further debriefs, discussion and personal case analysis.

4 sessions, Wednesdays & Thursdays, July 21–Aug. 4, 9:30 a.m.–noon  
(no class July 29 or Aug. 5)

### ***Beyond Coaching: When to Move to the Discipline Process***

This half-day, highly interactive, live online class discusses how managers and supervisors can manage their employees' performance issues and rule violations in the workplace. You'll have many opportunities to interact with your instructor and fellow participants while practicing effective tools and techniques to use when moving from coaching and feedback to performance improvement plans and/or progressive discipline while maintaining proper documentation.

Wednesday, Aug. 11, 1-- 4 p.m.

### ***Communication Skills for Challenging Conversations***

In an instant, any conversation can become a challenging one. Learn how to handle difficult interpersonal conversations at work and to listen and be assertive without weakening relationships. Develop a framework to better understand the complex nature of interpersonal communication and explore why misunderstanding is so normal. Apply the skills learned to conflict resolution and giving performance feedback -- possibly the most difficult conversations managers have

2 Wednesdays, June 2 & 9, 9 a.m.–3:45 p.m.

### ***Communication Strategies for Women in the Workplace***

Both men and women face challenges to reaching their goals in organizations. Being understood as intended when communicating is inherently complex because of the fundamental nature of human perception and the influence of almost any difference between sender and receiver, including gender. Drawing from academic research and the collective experience of those in the program (including men, who are welcome), we will explore practical communication strategies for women to help them effectively navigate today's dynamic workplace.

Thursday, April 15, 9 a.m.–3:30 p.m.

### ***Conducting Fearless Performance Reviews***

You can make performance reviews more meaningful. Learn how to establish clear performance expectations early in the process and facilitate a collaborative conversation between supervisors and employees. Gain tools to define what great performance is for each employee, develop SMART expectations for every position, identify the right coaching goals, and create a transformative approach for conducting effective and inspiring face-to-face performance reviews.

Thursday, April 29, 8:30 a.m.–3:15 p.m.

### ***Fundamentals of Project Management***

Gain foundational knowledge and explore contemporary best practices in project management to build the personal knowledge, skills and confidence you need to effectively lead projects. Whether you're leading your first project, struggling to get through all the projects on your to-do list, or looking for strategies to ensure project success, you will benefit from this class.

Wednesday—

Thursday, June 23–24, 8:30 a.m.–3:15 p.m.

### ***Hire the Best: Interviewing Skills for Managers Who Hire***

*Every organization is at its best when it has just the right employees or volunteers to help it achieve its goals. This class will provide hiring managers an overview of the fundamentals of interviewing including how to develop specific questions that are legal and avoid unconscious bias. You'll learn how to use benchmarks to identify and hire the most qualified candidate with an onboarding strategy that will make them want to stay.*

Wednesday, Aug. 11, 9 a.m.–noon

### ***Leadership***

This class helps you understand how the definition of leadership has evolved over time and how knowledge, skills, and values contribute to leadership style. You will explore the difference between leadership and management. You will also have an opportunity to create your own Individual Leadership Development Plan.

Wednesday, April 21, 8:30 a.m.–3:15 p.m.

### ***Leading at a Distance: Managing Virtual Staff and Teams***

Increasingly, we're seeing more organizations with employees who work from home, live in other states, and often live in other countries. Learn to "lead from a distance" by understanding the challenges and best practices for working with individuals and virtual teams who are not physically in your office. Learn how to build trust, navigate conflict, make decisions, and conduct engaging meetings with virtual staff and teams. Each class will run 1.5 days.

Thursday, March 11, 9:30 a.m.–3:30 p.m.; Friday, March 12, 9:30 a.m.–noon

**or**

Wednesday, July 14, 9:30 a.m.–3:30 p.m., Thursday, July 15, 9:30 a.m.–noon.

### ***Leading Out Loud: Using Story in Communication***

Leaders at any level in an organization need to be able to persuade and inspire. Decisions need to be made. Change needs to happen. Teams need to come together. There are many tools leaders can use to increase their impact, whether speaking formally or just discussing ideas in a meeting. We'll explore one of them, how to use stories effectively, including how to avoid overuse and exaggeration - because the bigger issue here is trust and believability.

Tuesday & Thursday, Aug 10–12, 9:30 a.m.–noon

### ***Management Assessment for Personal Planning and Development***

Self-awareness is the cornerstone of outstanding management. Using a series of self-assessments, learn how your styles and needs compare with those of other managers and with agency goals. Discover strategies to enhance your strengths and address limitations. Gain essential tools that improve your understanding of yourself and identify excellence in management. Registration closes one week before class to accommodate required self-assessments.

Wednesday, Mar 31, 8:30 a.m.–3:15 p.m.

### ***The Manager's Role in Work Satisfaction and Engagement***

There are many myths about what managers can and should do to support employee work performance, satisfaction, and engagement. Learn what decades of real-world management experience reveals about best practices and tools for day-to-day manager activities, plus gain insights from recent research focusing on today's diverse and fast-moving environments.

2 Wednesdays, May 5 & 12, 9 a.m.–3:45 p.m.

### ***Managing Change Using Project Management Skills***

Project management protocols focus on timeframe, budget, and scope, they do not often account for the changes in attitude and behavior that people will need to successfully change. This workshop will focus on the relationship between and integration of change management and project management processes and tools to help you successfully manage both the technical and human objectives associated with any project. Although not strictly required, basic experience with project management concepts will support deeper learning. The class will run 1.5 days.

Wednesday, June 16, 9:30 a.m.–3:30 p.m., Thursday, Jun 17, 9:30 a.m.–noon

### ***Online Professional Presence: Tips and Techniques for the Virtual You at Work***

Projecting a professional virtual presence is a skill that has become essential in today's world shaped by the pandemic. We must build relationships, lead teams and collaborate with colleagues to achieve organizational results now entirely through electronic connections. Join us for this timely opportunity to learn tips and techniques for developing your professional presence on video conference platforms; whether you are doing meetings, instruction or just checking in. Learn how to lead and contribute with confidence, remain professionally engaged and visible, create a positive impression, minimize distractions, and avoid common and surprising mistakes that can derail your best intentions.

Thursday, June 3, 9:30–11 a.m.

### ***Organizational Performance Measurement***

Differing in content and scope from simple performance evaluation, organizational performance evaluation teaches you to analyze your agency's effectiveness in achieving objectives. In this workshop, you learn how to avoid the pitfalls of confused objectives when managing your organization's performance and examine the most efficient ways to achieve success at every level of management.

Wednesday, April 28, 8:30 a.m.–3:15 p.m.

### ***Presenting to Influence***

Presenters present so that audiences will think or act differently when the presentation ends. This class will help you move audiences from where they are to where you want them to be. You'll learn how to establish credibility using four types of "influence power" and how to style your slides to hold your audience's attention. You'll practice applying these ideas to your own work situation.

Thursday, May 13, 8:30 a.m.–3:15 p.m.

### ***Professional Writing: Effective Workplace Communication***

This workshop will help you master the writing skills necessary to communicate effectively with internal and external audiences in today's professional environment. Learn techniques of document structure, grammar, and style proven to enhance credibility, connection, and influence. You'll learn the most common credibility-damaging errors and tips for avoiding them. You'll practice applying these techniques to your own work situations.

Tuesday, June 15, 8:30 a.m.–3:15 p.m.

### ***Strategic Thinking, Planning, and Organizational Transformation***

Strategic planning provides both a process and a set of outcomes that help you find the answers to core questions about organizational identity and direction. Discover how to construct your organization's strategic plan, involve other stakeholders in its development, and ensure successful implementation.

Friday, March 12, 8:30 a.m.–3:15 p.m.

### ***Strengths Discovery: Coach Yourself to Success***

You will be provided a link to the CliftonStrengths assessment the week before this class. It takes roughly 45 minutes to complete and must be done at least one day before the class begins. Your personalized Strengths Report of all 34 Strengths will be used in class.

The CliftonStrengths assessment uncovers the talents you rely on to build relationships, think strategically, execute plans and influence others to accomplish goals. When you know your unique set of these talents, you are empowered to succeed by doing what you naturally do best. Every. Single. Day. People who use their CliftonStrengths are less likely to experience deterrents to their well-being like worry, stress, anger, sadness or physical pain, and are proven to be three times more engaged and happy at work. Attend the one-day Strengths Discovery workshop to put yourself on the fast track to increased satisfaction and engagement at work and in life.

2 sessions, Wednesday--Thursday, July 14–15, 9 a.m.-noon

### ***Systems Thinking in a Chaotic World***

Much of management is chaotic by nature, but a systems approach to projects and problems can control some of the chaos and help you plan for the unexpected. Learn to understand and use the language of systems approaches. Learn when and how to apply systems methods to projects and to monitoring their progress.

Friday, May 14, 8:30 a.m.–3:15 p.m.

### **Diversity and Inclusion**

#### ***The Art of Conflict Transformation***

Conflict is something most people want to avoid, yet it's a natural part of life. When approached with integrity, curiosity, and compassion, conflict can open us to new possibilities and deepen our relationships. This workshop will help you embrace both-and thinking, transforming conflict into win-win solutions. Discover how to increase your comfort in dealing with conflict and to build more trust and communication in relationships.

2 Tuesdays, June 8 & 15, 9 a.m.– 3:45 p.m.

#### ***Honoring Our Common Differences: Reflective Actions for Inclusivity***

Inclusivity is the practice of radical hospitality where all people experience uncompromising respect and dignity in an atmosphere of non-judgment and genuine acceptance. Inclusive organizations are fully committed to social justice and foster mutual adaptation in behaviors, practices and policies. They value and actively encourage multiple experiences and perspectives, creating a positive, collaborative environment in which people feel safe to be themselves, and to take risks toward innovation, working, and learning.

Thursday, May 6, 9 a.m.– 4 p.m.

***Intercultural Communication: Foundation for Cultural Competency***

Communication across cultures often breaks down due to basic cultural differences that are misunderstood and frequently invisible. This practical course will introduce you to proven tools that will enable you to identify and understand cultural differences and lay the foundation for strong cultural competency both domestically and globally. You will gain clear strategies to adjust your verbal and nonverbal communication to minimize misunderstanding and build trust with diverse individuals and across groups.

Thursday, Aug.5, 9 a.m.–3:30 p.m.

***Leading for Racial Equity Session 2: Using Racial Equity Decision and Policy Tools***

Transform your commitment to racial equity into anti-racist leadership. There are three independent sessions in the series that can be taken separately. (Session 1 is full and is not listed.) In Session 2, learn how racial equity decision tools are used to hardwire equity strategies in budget allocations, programs, and policy decisions. Apply an equity-focused analysis to a current project and leave with feedback on how to leverage the project for social justice and racial equity.

Thursday, April 22, 8:30 a.m.–3:15 p.m.

***Leading for Racial Equity Session 3: Anti-Racist Workforce Development***

Transform your commitment to racial equity into anti-racist leadership. There are three independent sessions in the series that can be taken separately. (Session 1 is full and is not listed.) In Session 3, explore Whiteness in the workplace, understand racist organizational detours, and interrupt institutional barriers to recruit, hire and retain racially diverse staff. All are welcome, although experience or interest in human resources and/or supervising and managing are a plus.

Thursday, May 20, 8:30 a.m.–3:15 p.m.

***Listening for a Change: Skills for Inclusivity***

Only through true listening and understanding can we hope to create communities of integrity that sustain us and elicit our best actions. Whether you're in a discussion among members of your work team, your family or any gathering, you can learn to listen with curiosity and welcome multiple perspectives.

Tuesday, April 13, 9 a.m.– 4 p.m.