



City and County of San Francisco
Department of Human Resources ❖ Workforce Development

Workshop Title	Workshop Description
24-PLUS for Experienced Supervisors and Managers	This is the 24-PLUS workshop designed for people who have more than 3 years experience as supervisors and managers with the City and County of San Francisco. It includes 6 half-day modules plus access to the periodic roundtables, and a post-training 360 degree assessment (optional). The modules are designed to be attended in sequence. The modules include Managing Yourself, the Fundamental Supervisory Model, Planning Performance; Coaching Performance; and Managing Your Authority, and Emotional Intelligence.
24-PLUS for New Supervisors and Managers	This workshop is designed for people who are newly hired or newly promoted to supervision and management with the City and County of San Francisco. The workshop satisfies the Mayor's directive that all new supervisors attend 24 hours of training within their first 6 months of employment. This workshop includes 6 half-day modules plus an orientation, periodic roundtables, and a post-training 360 degree assessment (optional). The modules are designed to be attended in sequence. The modules include Managing Yourself, the Fundamental Supervisory Model, Planning Performance; Coaching Performance; and Managing Your Authority, and Emotional Intelligence.
360 Degree Feedback - An Introduction	This introduction to multi-rater feedback is for supervisors and managers who are seeking critical information about their own performance so they can develop effective performance/development plans for themselves. This is a 90 minute overview of the 360 process, coach, and SKILLSCOPE 360 tool (Center for Creative Leadership).
7 Habits for Managers	The 7 principle-based habits of human effectiveness popularized by the Dr. Stephen R. Covey's internationally acclaimed book The 7 Habits of Highly Effective People are brought to you in a 2-day workshop, specifically developed for managers to increase their effectiveness on the job. This workshop offers managers the tools to become influential leader by recognizing and focusing on critical priorities and establishing a clear vision of what they want to accomplish. Other topics covered include: Building effective teams by providing clear expectations and shared responsibilities; understanding problems and giving honest accurate feedback; and valuing and celebrating differences to increase innovation in problem. Participants receive: a participant guidebook, audio and resource CD and Management Essentials book.



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Department of Human Resources ❖ Workforce Development**

<p>7 Habits of Highly Effective People</p>	<p>This 3-day Franklin-Covey course presents Stephen R. Covey's results oriented and holistic approach to enhancing personal and professional success in order to achieve greater results in the workplace. The workshop includes a comprehensive workbook & CD. This is a Franklin-Covey Program.</p>
<p>Applied Strategic Thinking in Teams</p>	<p>From the <i>Center for Management and Organization Effectiveness</i>, this workshop focuses on building strategic thinking skills while sailing to the City of Zenge. Teams compete in a 19 day simulated journey that challenges participants to manage resources and risk, strategize and implement tactics, adapt to change and challenges, with the ultimate goal of not just surviving, but winning. This is a rollercoaster ride that is packed with learning.</p>
<p>Becoming a Public Speaking Pro!</p>	<p>OK, this one is our #1 fear. Oddly enough, we all have what it takes to be a public speaking pro! Participants learn an effective model for developing and organizing a successful presentation. But we don't stop there. Participants learn the secrets to speaking with confidence and believability and learn how to persuade audiences. Utilizing a highly interactive format, participants are able to develop and practice their public speaking skills. And it's not even scary!</p>
<p>Building Exceptional Teams</p>	<p>Building exceptional teams requires an entirely new way of thinking about teams and a new set of skills to lead them. In order to achieve real excellence we need to: nurture resilience and risk taking over commitment and cooperation; promote a culture that values a competitive spirit and discontent with the status quo; and reward teams for healthy disagreement rather than harmonious cooperation. During this workshop, participants will explore new models and approaches for team building such as <i>Egomonics</i> and <i>Organizational DNA</i>. If the last team model you explored was <i>Forming, Storming, Norming and Performing</i>, it is time you took another look.</p>
<p>Building Process Excellence</p>	<p>"Great leaders believe that enduring success is in the systems. They work to create and sustain systems that tap into people's highest contributions" <i>Franklin/Covey</i>. This workshop, the final in a series that facilitates operational excellence, focuses on building processes that achieve four essential results: an alignment with the job to be done; removal of process roadblocks impeding successful performance; function effectively with or without your leadership; and endure beyond you. Hands on tools enable participants to identify core essential processes and utilize the six building blocks of process improvement. This program includes take-away tools designed for participants to implement directly within their teams. This program is part of the Franklin-Covey Leadership Modular Series.</p>



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<p>Business Writing</p>	<p>Participants learn basic writing skills to use in business letters, memos, and reports. The workshops covers, spelling, punctuation, grammar, style, and mechanics.</p>
<p>Civil Service Oral Examinations: Mock Panel Practice</p>	<p>This workshop is a follow-up to the ‘Performing at Your Best’ workshop. This ½ day session focuses on preparing answers to some of the most common subjects raised during oral examinations from customer service to teamwork to supervision. During this workshop participants will have the opportunity to deeply practice interviewing skills in mock panels. A terrific way to practice and improve your interviewing skills.</p>
<p>Civil Service Oral Examinations: Performing Your Best</p>	<p>Ever walked away from an oral examination feeling that you hadn't performed as well as you could have? Being able to perform at your best during the stress of an oral exam is difficult for all of us. However, you can improve your skills and chances of success. During this workshop, participants will have an opportunity to learn about the oral examination process, gain insights into tried and true tips for improving performance, and practice skills as both the candidate and panel member.</p>
<p>Clarifying Your Team’s Purpose and Strategy</p>	<p><i>“This workshop is all about getting great results by creating and clarifying a compelling purpose and strategy with your team”</i> - Franklin/Covey. The first in a series that helps leaders explore how to align operational efforts with the most important job to be done. During this workshop participants use hands-on tools to formulate their team’s purpose and goals and examine the strategic link between their efforts and the larger organization’s mission, goals and tactics. This program includes take-away tools designed for participants to implement directly within their teams. This program is part of the Franklin-Covey Leadership Modular Series.</p>
<p>Closing the Execution Gap</p>	<p><i>“Every great team needs a process to help it focus on and execute around its top priorities. Without such a process, success becomes a matter of chance and unpredictable factors.”</i> - Franklin/Covey. This workshop, the second in a series that focuses on operational excellence, examines the four disciplines of execution. These disciplines, a Focus on the Wildly Important, Acting on the Lead Measures, Keeping a Compelling Scoreboard and Creating a Cadence of Accountability provide a complete system for managers and leaders to not only stay on top of the job to be done, but ensure reliable and excellent results. This program includes take-away tools designed for participants to implement directly within their teams. This program is part of the Franklin-Covey Leadership Modular Series.</p>



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Department of Human Resources ❖ Workforce Development**

<p>Crucial Conversations for Managers</p>	<p>This workshop provides proven techniques and tools to handle even the most difficult conversations. This powerful program from Vital Smarts is based on the best selling book of the same title. In your role as leader, develop strategies for setting the standard in communication with staff at all levels. When high-stakes and opposing opinions are involved, learn to be at your best. You will learn how to be more persuasive in conversation and to transform anger and negative emotions into powerful dialog.</p>
<p>Crucial Conversations: Tools for Talking When the Stakes are High</p>	<p>Based on the best selling book of the same title, this powerful program from Vital Smarts including the comprehensive participant workbook is now available for City employees. This 2-day workshop gives you the tools to handle life’s most difficult and important conversations. You will learn how to prepare for high-stakes situations with proven techniques; transform anger and hurt feelings into powerful dialog; make it safe to talk about almost anything; and be persuasive, not abrasive. Our work environment is so technical that we often forget that the “human systems” can make or break us in the long run. Join us for a unique and powerful learning experience.</p>
<p>Developing Your Leadership Capability: Emotional Intelligence</p>	<p>If there is a single factor that differentiates successful leaders, more than IQ, talent or expertise, a growing body of research points to emotional intelligence. However, it is not about having ‘smart’ feelings but rather being smart about emotions. In fact, research has uncovered a set of competencies that demonstrate how ‘the ability one has to recognize behaviors, moods, and impulses and to manage them best’ influences success. During this workshop, participants will explore their EI strengths and weaknesses and learn how to develop their capability for high emotional intelligence. From working successfully within teams, to supervision and ultimately leadership, developing your emotional intelligence is the key to success.</p>
<p>DiSC for Managers</p>	<p>The DiSC model has been used by millions as a construct for understanding behavior and used as a valuable tool for leadership and management. The newest tool from the Everything DiSC library offers an in depth view into how to best utilize and develop the talent on your team. Learn how your natural style informs your role as leader and impacts staff. Develop skills for holding employees accountable while focused on key strengths. Gain deeper insights into the motivation of staff for maximum performance and results.</p>



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<p>Emotionally Intelligent Leaders</p>	<p>Emotional Intelligence is not about being touchy feely; it is about your ability to manage disruptive emotions and tap into the right emotions that enable both personally and professionally success. During the past 35 years, research in the field of Emotional Intelligence strongly suggests that leaders high in these skills are far more able to inspire and influence others, build strong interpersonal relationships, and manage risk and chaos. This skill based program provides an opportunity for leaders to assess their current EI skills and explore techniques for development.</p>
<p>FOCUS: Achieving Your Highest Priorities</p>	<p>Today's world is a very busy place. We all need a way to effectively manage goals, set priorities, and meet schedules. The complexities of work and personal life require that we all have a planner that is practical and portable. The Franklin Covey Company has designed the next-generation productivity workshop for today's high-amperage work environment. If you have been searching for a personal planning system or new system this the workshop is for you. The workshop includes the Franklin Covey Planner Starter Kit. This is a Franklin-Covey training program.</p>
<p>Great Telephone Customer Service</p>	<p>What's your telephone style? Participants will not only learn about themselves, but also about the best practices top customer services reps use. Participants will learn ways to serve internal and external customers by promoting the "human touch" without sacrificing efficiency. Lily Tomlin's video, One Ringy-Dingy adds a light touch.</p>
<p>How to Accelerate Change Implementation</p>	<p>Supervisors and managers are often asked to implement changes: new procedures, moving the work site, new strategies/objectives, etc. This workshop will demonstrate the fastest way to implement change and how to work with resisters to change. It will also help supervisors and managers have the right conversations with their bosses (change sponsors) to set realistic goals and time frames for change.</p>
<p>Improving Unsatisfactory Performance</p>	<p>Finally a workshop that puts is all together. This workshop focuses on the difficult job of eliminating poor performance when coaching and/or training just doesn't work. It begins with identifying the nature of the problem. Is it an ability problem (performance) or a willingness problem (conduct)? Participants then review how to use Performance Improvement Plans for targeting and eliminating performance problems, and when and how to use the Progressive Discipline Process for eliminating conduct problems. Participants will be introduced to DHR's new Performance Improvement Plan format and process and the Best Practices model of Progressive Discipline.</p>



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<p>Keeping Up with the Changing Workforce: Workforce and Succession Planning in Action</p>	<p>The reality is that teams are shrinking, workloads are increasing, and we can't afford to provide the variety and quality of services that we have in the past. Choices have to be made not only about what we do, but how we prepare our staff for delivering services and products. During this workshop you will have the opportunity to explore strategies for aligning work commitments with staffing resources. You'll receive tools to analyze your group's operational needs and techniques for developing staff to meet current and future needs. This interactive workshop will provide you with next steps that you can take back for further analysis, planning, and implementation within your team.</p>
<p>Leveraging Your Talents - the MBTI</p>	<p>Have you ever wondered why one co-worker hogs too much time in the weekly meeting and another says very little? Or why you always finish your work before the deadline, while others seem to be doing the fifty yard dash? Using the famous MBTI® you will learn how your personality influences your career choice, teamwork, meeting management, time management, relationships, supervisory approach and much more. Most importantly, you will discover how understanding your personality is the key to leveraging your talents and enhancing success!</p>
<p>Managing Your Probationary Employee</p>	<p>Should a new employee be hired or not? The answer to that question may be one of the most challenging decisions you make as a supervisor. In this workshop, participants learn key guidelines for assessing and managing the performance of a probationary employee as well as determining the outcome of the final phase of the hiring process.</p>
<p>Multi-Generational Dynamics</p>	<p>As a leader, you know that dynamic teams are essential for success and yet they're not always easy to manage. Include up to four generations on one team and your challenges increase dramatically! In this workshop, you will learn about the four generations, the issues multi-generational teams face and how to address common obstacles or points of friction that often come with the territory. Additionally you'll learn to create an environment that promotes the success of teams. This program is part of the Franklin-Covey Leadership Modular Series.</p>



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<p>Organizing Your Work and Managing Your Time</p>	<p>Ever wish you could be highly productive and stress free? In this workshop participants learn about their natural strengths for managing work and commitments and how to recognize opportunities for improving their success. Participants complete the Time Mastery Profile, learn about 12 different dimensions that affect an individual's ability to manage activities and time and discover practical techniques for enhancing your ability to focus on the right things at the right time!</p>
<p>PPA Part 1: The Performance Plan</p>	<p>Participants learn how to manage performance by establishing clear expectations leading to performance agreements. The plan provides the foundation for an effective appraisal process. Performance Planning and Appraisal (PPAR)</p>
<p>PPA Part 2: The Performance Appraisal</p>	<p>Participants learn to use the performance appraisal as a constructive performance management tool. Included are techniques on writing appraisals and engaging in performance feedback and discussion. Performance Planning and Appraisal (PPAR)</p>
<p>Presentation Skills Critical to Boards and Commissions</p>	<p>So you just walked away from presenting to a Board feeling completely frustrated. The Board members gave you a hard time, seem to barely listen to you, and that lawyer hired by your opponent, well how come he sounded so slick even when you thought he was dead wrong? So what does it take? Excellent presentation skills, and (this is the really important part) solid debate skills. In this hands-on workshop, that is exactly what you will learn, and the next time maybe your opponent (and her lawyer) will be the frustrated ones.</p>
<p>Preview to Supervision: Are You Ready?</p>	<p>Being a supervisor means that you can no longer do everything yourself. Instead, you are responsible for moving your organization's mission forward through the efforts of a group of people who may or may not be motivated to follow your lead. In this workshop, you will take a brief "Supervisory Skills Questionnaire" that will help you gain insight about how you might deal with the 5 basic areas of supervision: guiding the work, organizing the work, developing your staff, managing performance and managing relations.</p>
<p>Serving the Difficult Customer</p>	<p>Participants learn to recognize patterns of problem behavior and strategies to help them diffuse situations.</p>



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<p>Team Building with DiSC</p>	<p>This workshop explores the fundamentals of effective teams. The DiSC will be used as a tool for building and maintaining your team. The objectives include understanding the implications of DiSC styles on interpersonal communication; looking at what your team values and criticizes; learning how to foster empathy among team members; learning how to address members' goals and fears in order to gain commitment to team objectives; and learning how to recognize and deal with DiSC styles in conflict. * Dept Specific Project Only</p>
<p>Unleashing Talent</p>	<p>One of the greatest challenges for organizational leaders today is to be able to tap into and leverage the unique talents and abilities of every member of their team. This compelling workshop offers leaders a framework for helping each individual team member to translate their talents into specific objectives and results that contribute to their team and organization. In this program participants will learn how to help team members define their unique contribution based on their talents and abilities and understand and how to help team members find their voice, and “clear the path” of obstacles to progress. Leaders will be introduced to Three Leadership Conversations to clarify performance expectations and a system for ensuring the right people are in the right roles. This workshop will help leaders to increase the all over effectiveness of their team by working more effectively with individual team members. This program is part of the Franklin-Covey Leadership Modular Series.</p>
<p>Using Progressive Discipline Successfully</p>	<p>No one wants to do it, but at times it is a necessary strategy for eliminating performance problems. During this workshop participants will learn the basic requirements of the progressive discipline process, including appropriate steps and procedures, how to handle disciplinary meetings, successful documentation and dealing with difficult confrontations. Having a solid understanding of this process will help you and your employee achieve a more successful outcome.</p>
<p>Working With You is Killing Me!</p>	<p>Are you worrying, avoiding, raging or obsessing over toxic co-workers? Is working with them becoming impossible? When this happens it can affect performance on the job as well as peace at home. This workshop, based on the best selling book of the same title, provides strategies for stopping toxic co-workers in their tracks. Learn practical tools to “unhook” from problematic people - physically, mentally and verbally.</p>