

# Management Development Classes

***MD100 Level Classes:*** These courses focus on the needs of our Leads, Coordinators, and Supervisors. Assistant Managers, Managers, and Executives wanting a refresher may attend as well.

***MD200 Level Classes:*** These courses are intended for Assistant Managers, Managers, and Executives only. These courses contain advanced material for those who have already attended basic management classes in the past.

## Transition to Supervision

### MD 01

**Length:** 8 hours (1 day)

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

#### **Course Description:**

This class is designed to help participants successfully transition to positions that have responsibility for directing work and/or employees. New leads, supervisors, or managers frequently struggle with the challenges presented by their new responsibilities and this day-long session will provide critical information and practical techniques to balance their old coworker relationships with their new management responsibilities.

The morning will be spent on a class that presents four proven strategies to assist new supervisors in navigating those changing relationships and preparing for the most difficult situations they are likely to encounter as they assume their new role.

The afternoon will be an opportunity to learn Wagner-specific policies and procedures that pertain to anyone leading, coordinating, or supervising the work of others. Participants will have an opportunity to compose an Individual Development plan, charting out classes and activities that will promote their development in managing people.

#### **Course Objectives:**

- Manage changing relationships
- Understand the roles and responsibilities of a new “supervisor”
- Effectively address disciplinary problems
- Know and enforce the Wagner policies that pertain to supervising others
- Develop a plan for future professional development

## IM: Essentials

### MD 100

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Desiree Vassios Roosa

#### **Course Description::**

This foundation course for all Interaction Management courses teaches leaders how to get results through people. Leaders acquire a set of proven interaction skills, discover seven leadership imperatives key to meeting today’s challenges, and realize their role as a catalyst leader who inspires others to act.

**Note:** This class is a prerequisite class for all Interaction Management (IM) classes.

#### **Course Objectives:**

- Multiply effectiveness by motivating teams and helping people to be more effective
- Accomplish more interactions and enhance interpersonal relationships
- Help people enhance their performance by providing effective feedback

# Management Development Classes

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## **IM: Managing Performance Problems MD 101**

**Length:** 4 hours (.5 day)

**Prerequisite(s):** MD 100

**Instructor(s):** Desiree Vassios Roosa, Doug Meitus

### **Course Description:**

This course builds leaders' skills in handling chronic performance problems, work-habit problems, or serious misconduct. Participants learn how to document the problem and explain what the employee must do to address it. Leaders learn when and how to discuss and impose formal consequences while adhering to the organization's disciplinary policies and procedures.

### **Course Objectives:**

- Take appropriate action to effectively address ongoing performance problems or serious misconduct
- Assess when formal consequences are called for and impose formal consequences with confidence and fairness
- Document behaviors and problems in an objective and supportable manner

## **IM: Achieving Your Leadership Potential MD 103**

**Length:** 4 hours (.5 day)

**Prerequisite(s):** MD 100

**Instructor(s):** Desiree Vassios Roosa, Mike Quirk

### **Course Description:**

This course bridges the widening gap between what is needed and required of today's leaders. A three-step process helps learners stretch their capabilities and accelerate their leadership development.

### **Course Objectives:**

- Define the scope of leadership development and potential
- Link development to personal satisfaction and the organization's goals, values, and strategic direction
- Use various sources to identify, assess, and prioritize strengths and weaknesses
- Create targeted, challenging, yet realistic development goals
- Execute and measure progress toward goals, making appropriate adjustments along the way

# Management Development Classes

## **IM: Building an Environment of Trust** MD 107

**Length:** 4 hours (.5 day)

**Prerequisite(s):** MD 100

**Instructor(s):** Kathleen Gadd

### **Course Description:**

In a trusting environment, there's more teamwork, partnering and productivity. Participants will learn how to identify a definition of trust, key components of trust, and trust-breaking behaviors. This course gives hands-on, proven strategies for building trust in the workplace and provides participants the opportunity to create a plan for developing trust with others.

### **Course Objectives:**

- Take steps to strengthen trust in interactions
- Build a history of trust with coworkers
- Encourage open communication
- Develop an action plan for building trust with coworkers, team members, customers, and leaders

## **Managing Conflict** MD 110

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

### **Course Description:**

Conflict between individuals in the work setting is a common occurrence, and if handled properly, it can lead to creativity and positive results. But handling conflict requires the ability to select and use the most appropriate conflict resolution approach. This class is designed for anyone that might be in a position to manage change between others; and covers the conflict resolution approaches of confronting, coaching, and mediating conflicts. Participants also learn about their most preferred conflict resolution style and how to adapt it according to the kind of conflict one is presented with.

### **Course Objectives:**

- Identify preferred conflict resolution styles and when each style is most appropriate
- Determine whether a conflict should be addressed at all, and if so, what approach would be the most appropriate
- Coach an individual on how to approach a conflict with another person
- Mediate between two people in conflict

# Management Development Classes

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## **IM: Motivating Others**

**MD 115**

**Length:** 4 hours (.5 day)

**Prerequisite(s):** MD 100

**Instructor(s):** Kathleen Gadd

### **Course Description:**

Motivation is closely correlated to employee productivity, retention, and overall engagement. In large part it is up to supervisors and managers to spark this high level of sustained energy and performance. This class reviews motivational theories, discusses three typical motivational approaches, identifies how to diagnose motivational challenges and create a motivational environment, and provides best practices for rewarding and recognizing employees.

### **Course Objectives:**

- Identify what motivates employees
- Apply best motivational practices to real life motivational challenges
- Put together a motivational plan for their employees

## **Setting Performance Expectations**

**MD 116**

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

### **Course Description:**

This class helps leaders understand the performance cycle, how to set understandable and measurable expectations that relate back to the organization's goals, how to effectively conduct conversations that communicate expectations, and how to hold people accountable for the expectations that are set.

### **Course Objectives:**

- Set clear, achievable performance expectations
- Manage the performance cycle
- Support employees in their efforts to meet expectations
- Hold people accountable for their expectations

## **IM: The Empowering Leader**

**MD 117**

**Length:** 4 hours (.5 day)

**Prerequisite(s):** MD 100

**Instructor(s):** Kathleen Gadd

### **Course Description:**

To be effective, leaders must be able to encourage employees to think for themselves and take on greater responsibility. Creating an empowered work environment leads to greater productivity and employee engagement. This class will help develop the awareness and skills needed to cultivate an empowering work environment by looking at how jobs are designed, the systems and environment the employees work in, and the leadership skills needed to motivate and challenge employees to take on all they can.

### **Course Objectives:**

- Address the fear of losing power and control over employees if empowering them
- Find ways to make jobs more interesting and thereby more engaging for the employee
- Understand and apply the concepts of the three empowerment arenas
- Evaluate and make appropriate changes to their leadership style as it pertains to creating an empowered work environment

# Management Development Classes

## Delegation For Diehards MD 151

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Desiree Vassios Roosa

### Course Description:

This course is designed to help managers and supervisors with the task of “letting go” and allowing others to help with non-leadership responsibilities. Leaders provide more value to the organization when they fully understand the importance of training someone to replace them or to take over tasks that need not be done by the manager personally. A true manager and leader is judged by how employees work when they are not around, so being able to effectively delegate is critical to a department’s success.

### Course Objectives:

- Define delegation
- Identify what is appropriate to delegate
- Identify the obstacles and myths that get in the way of delegating
- Understand the consequences of poor delegation
- Explain the process for effective delegation

## Employment Law Essentials MD 153

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

### Course Description:

Failure to know and abide by State and Federal employment laws can result in costly lawsuits and decreased morale. While HR should always be the first resource, it is important that supervisors and managers are able to identify situations that have potential legal repercussions and know their responsibilities in such situations. This class gives leaders an overview of those laws that a Wagner manager might typically encounter in the workforce. The basics of “At Will” employment, Wage and Labor laws, Family Medical Leave Act, EEO and sexual harassment, Hostile Work environment and Americans with Disabilities are covered.

### Course Objectives:

- Identify the key points of each of the laws covered
- Understand their responsibility is in addressing each type of situation
- Know when to confer with Human Resources

# Management Development Classes

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## Providing Constructive Feedback MD 156

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

### **Course Description:**

To know how well they are doing, people need regular feedback from the people they report to and from their team. Providing constructive feedback not only helps solve problems, but also can work to prevent potential problems from growing to the point in which they have a negative impact on others and the organization. This class provides practical skills that will let participants give constructive feedback in a way that builds openness and mutual respect, and promotes problem solving and learning.

### **Course Objectives:**

- Define and describe constructive feedback
- Identify opportunities to provide constructive feedback in the work environment
- Recognize the challenges and benefits of providing constructive feedback
- Evaluate current level of effectiveness at providing constructive feedback
- Demonstrate a set of key actions for providing constructive feedback to others
- Conduct constructive feedback conversations that result in improved performance

## Writing Meaningful Performance Reviews MD 157

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

### **Course Description:**

The performance review is far more than just an evaluation of a person's past performance. It is a method for establishing performance expectations for the future as well. This workshop is designed to help supervisors and managers successfully administer meaningful employee performance reviews. This workshop includes recognizing the value of the appraisal, becoming aware of the common pitfalls in the process, learning how to compose effective, meaningful feedback, creating specific performance measures, and appropriate use of the Wagner review forms.

### **Course Objectives:**

- Learn how to effectively set performance standards against which to evaluate an employee's performance
- Recognize the value of setting joint goals and designing the roadmap to achieve those goals
- Learn how to effectively write performance feedback comments with specific examples
- Understand the complete process cycle for conducting performance appraisals

## **Coaching to Bring Out the Best in Others** MD 158

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

### **Course Description:**

Today's workforce is less appreciative of being told exactly what to do and more interested in being involved in solving problems on their own. Coaching engages a person to identify the what, how, and when of improving performance or solving a problem. As a result, managers, supervisors, and team leaders need to add coaching to their skill toolbox. This class helps leaders observe and analyze situations and performance, identify the gaps between what is expected and what is actually happening, and know how to coach for improvement. Five coaching competencies are covered to enhance leader's coaching skills.

### **Course Objectives:**

- Build rapport based on effective communication, mutual understanding, and trust
- Observe and analyze situations and performance and identify gaps between what is expected and what is happening
- Use questioning and listening techniques to better understand the individual being coached
- Provide constructive feedback
- Facilitate learning

## **Managing Across the Miles** MD 159

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

### **Course Description:**

The challenges of managing people are further complicated when the employees work off-site or in a different location. Targeted to those that supervise others, this program will explore those things managers can do to ensure a healthy and productive relationship with a remote employee.

Participants will clarify the competencies of a distance manager, assess their own abilities to manage from a distance, and develop strategic plans for communication and performance management. Participants learn new techniques for managing remote employees.

### **Course Objectives:**

- Identify strengths and areas for improvement in managing distant employees
- Understand the key components of managing employees that are off-site
- Develop a strategic plan for communication and performance management with remote employees

# Management Development Classes

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## **Love ‘Em or Lose ‘Em: Employee Retention** MD 160

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

### **Course Description:**

Keeping quality talent in today’s demanding labor market is a key issue in all companies. Workers attitudes have changed and blind loyalty is a thing of the past. This course is a vital program which presents practical ways to communicate with employees. To retain employees, they need to know that their work is valued and their efforts are appreciated.

The authors of the book, “Love ‘Em or Lose ‘Em,” are the key presenters in a supporting DVD that shows learners new ideas that can be immediately implemented in the workplace. Participants learn concepts represented by all the letters of the alphabet, so everyone leaves this workshop with 26 new ideas to consider. Everyone also receives a desk reference to support efforts to become a memorable company where employees want to spend their entire careers.

### **Course Objectives:**

- Identify the key drivers that retain star employees
- Calculate the costs (both apparent and hidden) of losing an employee
- Understand why money is not the primary key to keeping good employees
- Recognize when an employee has “psychologically” left your company
- Learn the A-Z tools of employee retention

## **Managing and Retaining the Generations** MD 162

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

### **Course Description:**

For the first time, there are four generations working in the workplace. All supervisors and managers need to understand the differences in what makes each of the generations “tick” in order to manage and retain their workforce. This program will cover this information, then translate it into practical approaches and techniques on how to manage and retain the various generations.

### **Course Objectives:**

- Identify the key characteristics of each of the four generations discussed
- Identify the specific management techniques that are most effective with each generation
- Identify those things that aid in retaining each of the generations

## Getting It Right: Problem Solving and Decision-Making MD 163

**Length:** 4 hours

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

### Course Description:

On a daily basis, those in a leadership position are faced with problem solving and decision-making challenges. This class helps students become more effective in the critical leadership skills of solving problems and making decisions. Participants use an assessment instrument to determine their most preferred decision-making style and learn when the various styles are most appropriate. A problem solving model is introduced and participants have an opportunity to apply the model to business case studies and real life examples. Participants walk away with a better understanding of the nuances of both skills and how to use them effectively.

### Course Objectives:

- Describe the five decision-making styles a leader may use and when they are to be used
- Identify preferred problem solving and decision-making styles
- Apply a problem solving model to problems

## IM: Leading Change MD 211

**Length:** 4 hours (.5 day)

**Prerequisite(s):** MD 100

**Instructor(s):** Kathleen Gadd

### Course Description:

Today's workplace is bombarded with change. How effectively employees transition with the changes determine how productive a workgroup will be. This course focuses on the crucial role of leaders in effectively leading change initiatives in the workplace. Leaders learn how to introduce a change initiative and lead discussions with employees to explore how to best implement the changes. They also learn to help others overcome their resistance to change. These skills enhance a leader's ability to minimize the potentially negative effects of change on morale, processes, and productivity.

### Course Objectives:

- Understand the importance of commitment to and ownership of change
- Effectively introduce change, explore change, and overcome people's resistance to change
- Minimize the negative impact of not adapting to change on individuals, work groups, and the organization
- Sustain an environment that embraces change and celebrates successes

# Management Development Classes

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## **IM: Leading High Performance Teams MD 212**

**Length:** 4 hours (.5 day)

**Prerequisite(s):** MD 100

**Instructor(s):** Kathleen Gadd

### **Course Description:**

This course provides team leaders with the tools and skills to perform three primary responsibilities that support their team's growth: diagnose, coach, and reinforce. Leaders learn to diagnose behaviors and conditions that limit team performance. They are equipped to assess team strength and weakness, as well as to use coaching and reinforcing skills to be a catalyst for high performance and continuous improvement.

### **Course Objectives:**

- Focus team efforts on high-priority actions that directly support the organization's goals and strategies
- Enhance team effectiveness by identifying and eliminating conditions that prevent high levels of performance
- Create an environment in which team members are moved to strive harder to realize the team's potential
- Reinforce the desirable and productive behaviors of the team and team members
- Accomplish more by capitalizing on the unique talents of each individual team member

## **Interviewing Skills for Managers MD 252**

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Desiree Vassios Roosa

### **Course Description:**

This workshop is a hands-on, interactive experience for beginners or seasoned interviewers wanting to fine-tune their interviewing skills. Participants focus on a simple and systematic methodology used to successfully hire the best qualified candidate for the position. Selection criteria are reviewed along with Wagner Equipment Co. forms that managers or supervisors use in the hiring process.

### **Course Objectives:**

- Hire the best qualified candidate
- Use legal interviewing questions
- Use combination and behavioral based interview questions
- Use a structured interview process
- Practice the 6-Step Interview Method
- Use the 99 interview questions given in class

# Management Development Classes

## **Leadership Traits and Principles II: Developing Leaders** MD 253

**Length:** 4 hours (.5 day)

**Prerequisite(s):** SD 86

**Instructor(s):** Jeff Cooper

### **Course Description:**

The success of any organization or team is based to a great degree on its members' abilities to function together efficiently. The glue or mainspring holding the team together or providing it direction is leadership with each leader doing his part in the organization. It is generally accepted that inherent leadership abilities can be stirred, fanned, and enhanced and that leaders can be developed. During this course, the "how to's" of developing subordinates into better leaders will be explored. This class discusses how to bring out dormant or latent qualities in employees so they can achieve their greatest potential.

### **Course Objectives:**

- Establish and maintain an environment conducive to subordinate leader development
- Discuss the role and obligation of the leader in developing subordinates
- Apply techniques and programs that can be used to develop leaders

## **Leadership Greatness: Great Teams, Great Leaders, Great Results** MD 255

**Length:** 16 hours (2 days)

**Prerequisite(s):** None

**Instructor(s):** Kathleen Gadd

### **Course Description:**

Great organizations are great because of superior performance, loyal customers, engaged employees, and distinctive contributions. To make all this happen in today's changing world of work, Wagner needs great leaders. This FranklinCovey class is designed for managers striving to be just that, great. The class covers a new way of looking at the role of a leader and covers four major imperatives of great leaders: Inspire Trust, Clarify Purpose, Align Systems, and Unleash Talent. Using data from their Employee Opinion Survey results, managers learn how to lead their people in the accomplishment of each imperative. Each participant leaves with a concrete action plan to implement these ideas with their employees.

**Note:** Because this is a vendor-sponsored course, taught by a FranklinCovey-certified instructor, there is a \$400 fee assessed for this class.

### **Course Objectives:**

- Get things done through personal influence and credibility rather than formal authority
- Create a trust action plan
- Create a vision and practice communicating the vision so that others will understand and commit to achieving it
- Write a draft team purpose statement that communicates the team's compelling purpose
- Create Wildly Important Goals (WIGS), measures, and scorecards to increase accountability
- Identify a core work process, create a high level map of the process, and make a plan to improve the process
- Unleash the talent that exists within one's team

# Management Development Classes

## **COGNOS for Managers**

**MD 258**

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Matt Connell

### **Course Description:**

COGNOS is a critical tool for developing and managing budgets. This class will cover many of the ways that COGNOS can be used for this purpose.

### **Course Objectives:**

- Apply these skills to managing a budget

## **Situational Leadership**

**MD 259**

**Length:** 8 hours (1 day)

**Prerequisite(s):** None

**Instructor(s):** Desiree Vassios Roosa

### **Course Description:**

This course is for managers and executives who have direct reports that they influence, coach, or delegate to. Participants use the LEAD instrument to assess their own leadership style and the extent to which their styles match those behaviors to the needs of others. Leaders learn how to determine an employee's readiness level for any given task based on their willingness and ability, and which of the four leadership styles have the highest probability of success for any given situation.

Note: Participants must be managers and executives who have direct reports.

Note: There is a \$140 fee charged back to your department.

### **Course Objectives:**

- Use diagnostic skills to determine the skills and motivation level of employees
- Select the most effective leadership style appropriate for the situation
- Learn communication skills and a common language to effectively influence employee behavior
- Increase respect for and honor differences of employee's based upon their willingness and ability
- Accelerate the development of employees

## **Implementation of the Strategic Plan**

**OD 03**

**Length:** 4 hours (.5 day)

**Prerequisite(s):** None

**Instructor(s):** Derek Birznieks

### **Course Description:**

This class provides an overview to leaders regarding the highlights of the Wagner 2010 strategic plan and how it dovetails with Caterpillar's Vision 2020. Company strategy, strategic priorities, critical success factors, and the strategic action items are discussed in detail. Strategic priorities for the company are identified and discussed during this class. The critical success factors are outlined and discussed as well. This course is a must for leaders in aligning their department strategies with the company strategies and linking those to their employees' goals.

### **Course Objectives:**

- Name the critical success factors in the Wagner 2010 strategic plan
- Define the company strategic priorities
- Discuss strategies that link to the company's 2010 strategic plan
- Define the action items or targeted projects impacting the priorities and the critical success factors
- Have a baseline of knowledge to be able to assist in any action item projects if asked