



**Successful Supervisor Series
Fall 2009**

Program Descriptions



The Center for Leadership & Executive Development
School of Business Administration
300 College Park
Dayton, Ohio 45469-2120
937.229.3099
<http://leadership.udayton.edu>
mescher@udayton.edu



Effective Decision Making

September 2, 2009, 8:30 a.m. – 4:30 p.m.

Instructor: Dr. Mike Gorman, University of Dayton School of Business

Who Should Attend: New, seasoned or potential supervisors; and employees interested in improving their ability to make decisions

All of us make decisions every day: Some big, some little. Sometimes we make the right decision; sometimes it turns out all wrong. This workshop isn't going to tell you the "answer" to the tough questions so many of us face. Rather, this workshop is about how to make good decisions and to evaluate the decision-making process. Because we make decisions every day, and these decisions literally alter the course of our lives, in a sense, there might be no more important subject!

This course combines these elements of economics, psychology, and decision sciences into a philosophy you can live by every day. It distills the best and most useful insights from research into common sense techniques and tools that everyone can use in their work and personal lives. We'll illustrate the concepts with some simple examples and some tough ones to demonstrate their usefulness.

Learning Outcomes:

- ◆ Understand the decision-making process
- ◆ Learn how to avoid "Decision Traps"
- ◆ Discover the decision "Rules of Thumb"
- ◆ Explore decision making tools and techniques
- ◆ Learn about decision making under uncertainty

What They Are Saying About This Program:

"Very good, great instructor!"

"Excellent, useful, empowering"

"Great instructor and easily understandable examples"

"Very motivated instructor"



Going from Peer to Supervisor: The Nuts N' Bolts of Supervision

September 22, 2009, 8:30 a.m. – 4:30 p.m.

Instructor: Patricia Borne, CEO Resources, Inc.

Who Should Attend: New, seasoned or potential supervisors, and individuals interested in improving their supervision skills

Participants will investigate ways to discover the essentials of an effective manager. Tools and methods provide the structure needed to design systems/patterns of workplace business behavior that clarifies expectations, provides efficient communication and offers outlets for creativity and evaluative processes. Participants will polish their strengths as a supervisor and learn to guide and direct the success of their former peers.

Learning Outcomes:

- ◆ Identify essential components of management
- ◆ Develop a system for establishing mentoring process
- ◆ Add value to your professionalism by developing your management philosophy
- ◆ Operate as an effective change agent
- ◆ Design evaluative processes that can be measured
- ◆ Transition effectively from peer to supervisor

What They Are Saying About This Program:

"Great class, informative"

"Definitely useful for someone new to supervision"

"Fun, educational, enlightening"

"Useful ideas, helpful"



Renewal and Coping Skills for Leaders During Times of Rapid Change and Uncertainty

September 29, 2009, 8:30 a.m. – 4:30 p.m.

Instructor: Roger Fortman, Fortman & Associates

Who Should Attend: New, seasoned or potential supervisors, and individuals interested in improving their well being and renewal skills

In this time of rapid change and uncertainty, renewal is ever more important yet more difficult to accomplish. This workshop offers the leader an opportunity to assess his or her well being and learn ways to be renewed. The key stressors for leaders and managers will be reviewed with tips to better manage stress. A holistic experience of well-being that honors the body, mind, heart and spirit will be presented and discussed. Many coping techniques will be reviewed with applications for your work. Assessment tools, resources for self-care, handouts, humor, music, and interactive activities will be included. Come to relax, to learn, and have fun.

Learning Outcomes:

- ◆ Identify the key stressors for leaders and managers and tips to manage stress
- ◆ Assess your own well-being and coping skills
- ◆ Review five coping techniques and ways to incorporate them in your work
- ◆ Review selections of readings and music for healing and relaxation



Accountability: Habits for Better Personal Accountability

October 7, 2009, 8:30 a.m. – 4:30 p.m.

Instructor: Tim Zeis, CEO Resources, Inc.

Who Should Attend: New, seasoned or potential supervisors, and employees interested in improving accountability in their organization

Participants will learn the principles of personal accountability, its importance, how to recognize one's own accountability "culture" and how this will help them excel personally and professionally.

Learning Outcomes:

- ◆ Experience, through an experiential activity, the how to live accountability
- ◆ Help participants identify their own personal and organization's accountability culture
- ◆ Recognize how one fits into their organization's accountability culture
- ◆ Understand the barriers and risks related to their personal accountability
- ◆ Learn how to create mechanisms for improved personal accountability
- ◆ Understand how self accountability impacts your life

Agenda:

- ☑ Defining accountability
- ☑ The impact of accountability to the individual
- ☑ Identifying an accountability culture; individual and organizational
- ☑ Accountability vs. creativity balance; high accountability + high creativity = great place to work
- ☑ Personal accountability; assessment of your own accountability
- ☑ Accountability ownership for the front-line leader
- ☑ Understanding how standards & norms impact accountability
- ☑ Personal accountability and professional relationships
- ☑ Recognition and reward
- ☑ Understanding the feedback loop; how to improve your organization's accountability without being perceived as a "tattle tale"
- ☑ Committed Action Plan - Design a specific two-week action plan related to improved personal accountability that requires immediate implementation

What They Are Saying About This Program:

"Enlightening, it was able to broaden my level of understanding. Great Course."
"Insightful, motivational"
"Interesting, informative"
"Fast paced, informative"

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Coaching Skills for Supervisors

October 20, 2009, 8:30 a.m. – 4:30 p.m.

Instructor: Ann Bachmann, Ingle-Bachmann LLC

Who Should Attend: New, seasoned or potential supervisors, and employees interested in learning successful coaching skills and how to coach employees to success

This program is designed to teach leaders and managers the key behaviors and skills necessary to coach employees to success in the fast paced workplace of the future. At the end of the day, participants will leave with a toolkit of instruments and ideas to help make feedback effective. This full day program consists of a combination of video, leader presentations, group interaction, and individual exercises.

Learning Outcomes:

- ◆ Provide direct reports with regular guidance when they need it
- ◆ Give direct reports a greater feeling of being “in the loop”
- ◆ Build your own credibility with the people you supervise
- ◆ Increase the quality of your day-to-day interaction with direct reports
- ◆ Make responsive coaching the centerpiece of your supervisory relationships
- ◆ Enable more responsible delegation by building in regular review and revision
- ◆ Link performance evaluation directly with concrete actions steps
- ◆ Reinforce the importance of viewing staff development as a priority activity for supervisors

What They Are Saying About This Program:

“Thought provoking, great insight – motivating”
“Enriching”
“Great program – time well spent”
“Informative, inventive, applicable”
“Insightful”



One On One Training: A “How To” for Supervisors

October 27-28, 2009, 8:30 a.m. – 4:30 p.m.

Instructor: Filomena Nelson, APEx Training Associates

Who Should Attend: New, seasoned or potential supervisors; and employees interested in improving their ability to effectively conduct one-on-one training

Every organization has employees who have mastered skills that are critical to that organization’s success. When armed with the knowledge and skills necessary to teach others and the prerequisite interpersonal skills, these employees can teach others how to perform more safely and productively on the job. This interactive 2 day workshop will improve the participant’s ability to effectively train an individual one-on-one by determining when to train, understanding training challenges and adult learning methods, analyzing the job itself, preparing to train and evaluating the trainee and training. Day 1 will focus on learning the techniques; and on day 2, participants will spend time practicing those techniques as well as learning how to effectively give and receive feedback.

Learning Outcomes:

- ◆ Complete a task analysis
- ◆ Gain an understanding of learning styles
- ◆ Review principles of adult learning
- ◆ Design training materials to be used by the trainee
- ◆ Practice delivering the training
- ◆ Deliver constructive feedback
- ◆ Learn how to coach the trainee
- ◆ Develop an evaluation of the trainee and the program

What They Are Saying About This Program:

“Practical tools for everyday situations”

“Excellent course”

“An enlightening program that even experienced trainers can benefit from”



Assertiveness Skills: Communicating with Impact

November 4, 2009, 8:30 a.m. – 4:30 p.m.

Instructor: Filomena Nelson, APEx Training Associates

Who Should Attend: New, seasoned or potential supervisors; and employees interested in improving their assertiveness skills

Assertiveness does not come naturally to many people. However, assertive behaviors can be learned. Professionals who learn to project their thoughts and ideas with an assertive communication style, command respect from others and are able to get things done. Studies have shown that assertive professionals who ask for what they want are rewarded and recognized more often.

Learning Outcomes:

- ◆ Identify your preference for one of four personal influence styles
- ◆ Learn how to respond to aggressive, passive, and assertive communicators
- ◆ Understand how individual styles may hamper interpersonal communication
- ◆ Recognize the importance of assertive nonverbal behaviors
- ◆ Be able to listen assertively
- ◆ Analyze risks in being assertive
- ◆ Identify areas of strength and areas for improvement

What They Are Saying About This Program:

"It was value-added and well worth it"

"Lively, interesting"

"Exciting, informative"

"Great program, I came in unsure of myself and left with an action plan."

"Useful, engaging"



Motivating in Challenging Times

November 10, 2009, 8:30 a.m. – 4:30 p.m.

Instructor: Otis Williams, CEO Resources, Inc.

Who Should Attend: New, seasoned or potential supervisors, and employees interested in improving their motivational skills

Participants will explore their own desires and motivations that lead to high-performance as well as the motivations of those who lead. They will identify core motivators, learn to build an environment that encourages motivation to flourish, and learn to deal with individual differences to get the most from each person you lead.

Learning Outcomes:

- ◆ Identify **personal motivators** through self-appraisal
- ◆ Define motivation and motivators
- ◆ Describe **extrinsic and intrinsic rewards**
- ◆ Identify personal skills **in motivating others**
- ◆ Examine **roles of the manager** and **organization** in building a motivational environment



Building Relationships at Work

November 17, 2009, 8:30 a.m. – 12:30 p.m.

Instructor: Julie Bauke, Congruity Career Consulting

Who Should Attend: New, seasoned or potential supervisors; and employees interested in improving their relationship building skills

You've heard the adage "it's not what you know, but who you know." Actually, that is only partially true. A more accurate statement might be "it's what you know, it's who you know, it's who knows you, and what they know and say about you." Building relationships is a key professional skill that you cannot be without. Increase your influence in your organization, grow your career, or just learn to better identify and manage key relationships in this highly interactive workshop.

Join Career Strategist Julie Bauke, President of Congruity Career Consulting for a lively and interactive workshop on the how-to's of building relationships that move you toward achievement of your goals. Whether you are early in your career, or have been in the workforce for many years, you will learn tips and strategies to build your skills that you can begin using immediately.

Learning Outcomes:

- ◆ Learn how to assess the relationship network you have- and identify *the network you need*
- ◆ Understand the importance and how-to's of demonstrating the *two keys to building relationships*
- ◆ Discover how to build *networks of influence* within your organization
- ◆ Uncover the Six Stages of Relationships and how to *align your relationships with your goals*
- ◆ Develop a foundation of trust and credibility with key people in your organization

What They Are Saying About This Program:

"Excellent"
"Energizing"
"Worthwhile"
"Motivating, uplifting"
"Effective to any leadership position"
"Great program"

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Leadership Essentials: Managing Energy for Top Performance

December 3, 2009, 8:30 a.m. – 4:30 p.m.

Instructor: Lisa Beutel, University of Dayton Center for Leadership & Executive Development

Who Should Attend: New, seasoned or potential supervisors; and employees interested in improving their effectiveness as a leader

Corporate America is facing an energy crisis. Crushing workloads, a 24/7 economy, and ever increasing expectations require that leaders skillfully access high energy levels whenever and wherever the work experience demands it. Effectively managing energy requires training like an elite Corporate Athlete[®]. To increase capacity for performing under pressure, leaders must train strategically to improve their ability to expend and recover energy more efficiently and effectively. This program will help you outline a plan to manage your energy, increase your productivity, and maximize performance in the areas of your life where it matters most.

Learning Outcomes:

- ◆ Maximize performance and increase productivity in all aspects of business and personal life
- ◆ Acquire the comprehensive energy management skills required to make energy investments in any area of life that really matters
- ◆ Balance energy expenditure with intermittent energy renewal by utilizing nutrition and movement strategies

What They Are Saying About This Program:

"Motivational!"

"Outstanding. One of the best courses I have taken"

"Very good! Practical and applicable"

"Very enlightening!"



About the Instructors

Ann Bachmann is partner with Ingle-Bachmann, LLC in Dayton, Ohio. Over the past twenty-seven years, Ann has developed and delivered specialized training programs for more than 12,000 participants. As a successful management consultant, Ann's client base encompasses a diverse range of small owner-operated companies, mid-size, and fortune 500 corporations throughout the United States and Europe. The industries she deals with are widely diverse and include printing, tool and die, manufacturing, healthcare, engineering, insurance, education, and municipal government. She has been a contributing editor for the texts *Supervision* and *Techniques of Customer Counseling* which have been used by the Institute of Financial Education. She has held the president's position with the Florida Committee for Training and Development, the Institute of Financial Education, and the Western Ohio Chapter of the American Society of Training and Development and is a frequent speaker at ASTD and SHRM and other professional conferences. Currently she sits on the advisory board, for the Dayton Mediation Center. Ann holds a B.A. and a M.Ed. from Florida Technological University and the University of Central Florida.

Lisa Beutel is the Program Director for the Emerging Leader and Executive Development programs at the Center for Leadership & Executive Development. Lisa came to the University of Dayton in the role of sports marketing manager, and after a two-year stint at a marketing and advertising firm, joined the CLED team in 2001. She is certified in a number of leadership assessment instruments, including the Myers Briggs Type Instrument, Mentoring Style Indicator, Personnel Decisions International executive assessments, and the Lominger Architect Suite assessments; and is certified by the Human Performance Institute as a facilitator of The Power of Full Engagement program. She received a B.A. from North Carolina State University, an M.A. from the University of Akron, and is currently a Ph.D. candidate in Educational Leadership at the University of Dayton.

Julie Bauke is President of Congruity Career Consulting. She is a career coach and consultant with a passion for training and coaching individuals to take charge of their careers - and to achieve beyond their wildest dreams. She speaks to diverse groups of all sizes on a wide variety of career related topics, including building relationships, staying resilient in unstable times, surviving job loss, and strategic networking. She has worked extensively with individuals and organizations in the development and delivery of programs and services that give individuals the tools and knowledge to develop, manage and thrive in their careers. Past clients include organizations ranging in size from the Fortune 100 to small, family owned businesses and individuals from CEO's to professional athletes. Her career includes human resources leadership roles with companies in a variety of industries (manufacturing, high tech and financial services) and most recently, ten years with Lee Hecht Harrison, the global leader in career management services.

Patricia Borne, communications consultant and executive principal with CEO Resources, Inc., customizes seminars to offer productive, how-to information workshops. Her presentation style incorporates interactive self-discovery dialogue and realistic examples. Her professional background includes 20+ years of management and training facilitation targeting teambuilding, organizational development, management intervention, diversity, career planning, conflict resolution, executive coaching, and improved communication processes. Borne is the author of the communication guidebook, *Speak No Evil*. Borne is an international trainer/executive coach for U. S. corporations in England and Austria; and presents at national, regional, state and local conferences. Borne's expertise includes one-on-one consulting for improving presentation skills as well as transitional and management seminars. As a board member in family-held corporations, The Borne Company, Inc. (a material handling equipment distributor) and Finan, Inc. (an industrial holding firm) Borne offers a unique perspective to resolve conflicts in closely-held firms. Borne has dual masters degrees in English and Library & Information Sciences from the University of Louisville and the University of Kentucky respectively.





Roger Fortman has been a facilitator, consultant and trainer for the past nineteen years developing and implementing human resource training in the United States and in Sweden. He has worked with many organizations, boards and executive teams in strategic planning, culture change, leadership development, improving team performance, executive coaching and conflict resolution. He provides team building, diversity training, self-directed team development, role clarification, Myers-Briggs personality training, conflict management, change management and stress management. He has presented at many national organization conferences and state conferences. He has presented at the American Management Association's Annual Human Resource Conference on "Improving Leadership Performance: High Expectations, High Feedback, High Results". He has published an article for a trade association's InTouch magazine, "Improving Organizational Morale".

Michael F. Gorman is an Associate Professor at University of Dayton in the Department of MIS, OM and DSC. Dr. Gorman has ten years of experience in the rail industry at BNSF Railway, and regularly consults for both shippers and carriers in transportation and logistics issues. Dr. Gorman's work has been published in *Manufacturing and Services Operations Management*, *Annals of OR*, *Interfaces*, *Applied Economics*, and *Transportation Quarterly*, among others. He was a finalist in INFORMS' Daniel Wagner Competition for Applied Research in 2005. He is a referee for numerous peer-reviewed journals. Mike has five years of service in INFORMS Rail Applications Special interest group, including Chair. He is currently the Treasurer of the Cincinnati-Dayton local chapter of INFORMS.

Filomena Nelson is an executive coach and organizational consultant who has over 20 years of experience in coaching, training, organizational development and education. Her work spans a broad range of projects that include a key role in the development of a full service corporate training function. She has worked extensively with individuals and teams in both corporate and nonprofit organizations to build skills and to improve bottom line effectiveness. Her passion and humor create a stimulating learning environment. Filomena's client list includes the American Modern Insurance Company, Association of Legal Administrators, Beginning Steps to Independence, Inc., CareSource, Cincinnati Children's Hospital Medical Center, COMAIR, General Cable, GRE Insurance Group, JBM Envelope, Kroger Food Company, Liberty International Insurance – Marine Division, Miami University, Reflections on Learning, Park University, Paycor, Inc, University of New Orleans, and WMXH.. Filomena's expertise includes presenting highly motivational and customized programs that help organizations meet their strategic needs. She has a Master's degree in Education from the University of Arkansas with postgraduate work in Instructional System Design from Old Dominion University.

Otis Williams, M.Ed., personal effectiveness coach and consultant with CEO Resources, Inc., is an author, award-winning speaker, seminar/workshop leader specializing in motivation, performance improvement, career strategies and change. For over a decade Otis has been working with individuals who want to realize their potential. Otis, a high-energy presenter, engages and challenges his audience to better their best. He leaves each audience with practical growth strategies for immediate implementation. Otis is the author of two books and five audio learning programs; multimedia learning system. He has authored over 12 articles on personal and professional development. Otis' client list includes American Family Insurance, American Payroll Association, Barnes Aerospace, Cincom Systems, Fidelity Investments, Fifth Third Bank, IRS, Kroger, Lockheed Martin Tactical Aircraft Systems, National Management Association, Northwestern Mutual Life, OPW Fueling Components, Ohio Association of Realtors, Pepsi-Cola Company, The Procter & Gamble Company, RBC Dain Rauscher, Sprint PCS, Star-Kist Foods, Toyota Motor Manufacturing North America, United Space Alliance, and Western and Southern Life Insurance Company.

Tim Zeis is Vice President of Customer Services/Corporate Real Estate for Comair and a consultant with CEO Resources, Inc. Zeis leads a team of over 1,300 professionals operating a safe airline and serving the customer from all aspects of the airline's Cincinnati operation in addition to overseeing the corporation's real estate and facility matters. Tim started at Comair in 1982 as a Customer Services Agent and has learned the operation from the ground up. Tim has led through routine operations as well as crisis situations. Some of





the most recent situations have been well documented, including Delta's and Comair's bankruptcy restructuring. There have been many challenges and experiences that have helped forge Tim's situational leadership approach along with his ability to respond and react. Over the past 25 years, Tim has served in Customer Service leadership positions including general manager and director of Planning & Performance. Prior to his current responsibility of the V.P. Customer Services - Cincinnati hub/Corporate Real Estate, he was V.P. of Customer Service field operations including responsibilities for Properties & Facilities and Customer Service Training. Tim serves as President of the local chapter of the Juvenile Diabetes Research Foundation (JDRF), representing Delta/Comair, The Delta Connection and volunteers as varsity football coach at Conner High School. He is also involved in Habitat for Humanity, Walk for the Cure and United Way.