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## Supervisory Skills

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Analytical Skills

*Choices, Choices: Making the Right Decision*
Anyone who plays a significant role in making high value decisions that require choosing from an array of options will benefit from this program. As a participant, you’ll learn a proven process approach to making decisions, how to select the best option when confronted with multiple choices, how to develop decision making criteria, and how to apply risk analysis to the decision making process.

*Problem Analysis: Getting to True Cause*
Appropriate for all members of the College staff who find themselves needing to address situations where something is not happening according to a known standard and the reason is not apparent. Participants will learn a systematic process for discovering the true cause of the problem.

*Process Tools: Your Business Analysis Toolbox*
Appropriate for anyone who finds him/herself frequently analyzing business situations and participating in the business planning process. Participants will learn a variety of proven methods and techniques that will improve the quality of their issue analysis, problem solving and decision making. Process Management Tools such as Gantt Charts, Affinity Diagrams, Pareto Charts, Fishbone Diagrams, Nominal Group Technique and Multi-voting are covered.

*Situation Analysis*
Appropriate for anyone who is involved with the overall planning process of their organization; participants will learn how to break down difficult and complex issues into workable pieces, how to establish priorities and allocate organizational resources for the most critical concerns, how to choose the right analytical approach to handle each issue, and how to develop plans for solving problems, making decisions, and anticipating potential problems and opportunities.
Analytical Skills

**Stakeholder Analysis**
Appropriate for all members of the College community involved in project development/implementation or in the planning of organizational goals and objectives. Program attendees will learn how to identify and prioritize stakeholders, understand the needs of individual stakeholders, and identify strategies that will win the support of important stakeholders.

**Project Management**
Appropriate for individuals who need to strengthen their project management skill sets, those new to project management, or project managers seeking a refresher on fundamental project management knowledge, skills and tools. Program participants will learn how to plan a project to ensure successful delivery and stakeholder satisfaction; apply best practices to plan and run projects using a 5-step project management process and estimate and schedule task work and duration with confidence.

Communication Skills

**Win – Win Communication**
Appropriate for all members of the college community, participants will become familiar with the basic principles of effective communication and explore the components of the communication model. In addition the program will cover the key barriers to communication and how to minimize their impact. Finally. Participants will come to understand the importance of listening and feedback in the communication process.

**Interviewing for Success: The Candidate’s Perspective**
Appropriate for all members of the College community who are considering applying for an internal job opening. Program attendees will learn what hiring supervisors expect from perspective applicants. They will also learn the three “R” approach for preparing for the interview, what is entailed in a behavioral interview and how to deal with difficult interview questions.
Communication Skills

*Selling Your Ideas*  
During the program participants will what it takes to be able to develop and garner support for their ideas. They will also learn a five step process on how to sell their ideas to decision makers.

Customer Service Skills

*Winning Customer Service*  
Appropriate for all members of the College staff; participants learn about customer service from the customer’s point of view, the four basic needs of all customers, customer service “moments of truth”, and how to deal with difficult customers.

*Telephone Service Excellence*. A key goal of this program is to enhance the public’s image of the College by helping participants provide superior service over the phone. The goal is accomplished by improving the comfort level and confidence of participants when conducting phone interactions. Participants will learn proven service excellence phone strategies such as how to open and close calls and how to deal with difficult callers. Anyone who regularly conducts business via the phone will benefit by attending.

Interpersonal Skills

*Negotiation Skills*  
Appropriate for anyone who finds him/herself frequently negotiating with other people; participants learn about the elements to successful negotiation, different negotiating styles and when to apply them, how to balance your concerns with those of others, and about BATNA (Best Alternative to a Negotiated Agreement).
Interpersonal Skills

**Influencing Others: Persuasive Strategies**
Appropriate for anyone who needs to gain support for views and opinions, and to achieve goals through the work of others. This course is valuable for managers, project managers and individual contributors who rely on influence rather than authority to achieve their goals.
Program attendees will learn how to:
- Apply influence strategies to gain commitment from others and foster collaboration
- Define desired outcomes for win-win results
- Dynamically adjust your approach to others to gain buy-in
- Achieve goals by enhancing trust and cooperation
- Deal effectively with challenging behaviors to overcome resistance and inertia in others
- Use knowledge and competence rather than position and status to influence others

**Effective Meetings**
Appropriate for any member of the College staff who finds her/himself frequently called upon to organize and conduct business meetings. In this program, participants will learn how to structure meetings and tailor them according to audience needs, decide on who should participate, select appropriate media, advertise the meeting, and appropriate follow-up techniques.

**Managing Stress in the Workplace**
Co-facilitated by Gene Swilkey, Training Manager and Luanne Anton, Stockton’s Health Educator, the program is designed to help participants understand the nature of workplace stress and how to manage it. Gene will help you learn about the various sources of stress in the work environment – particularly the impact of time compression, multitasking and relationships. Each participant will gain insight into his/her personal “stressor” profile providing a foundation for stress management. Luanne will give you insight into how to effectively manage stress. She’ll help you understand just what stress is and how it effects people in the workplace. With Luanne’s help you’ll leave the workshop able to identify the symptoms of workplace stress and how to deal with and manage stress in a positive way.
Interpersonal Skills

The Time Is Yours, Manage It! Appropriate for anyone who finds him/herself frequently struggling with balancing the many demands of work. During the program participants will learn about the 7 demands on our time, how to manage multiple priorities, about the power of the “To Do” List, how to beat the Procrastination Syndrome, and how to plan & prioritize.

The Power of Emotional Intelligence The program is appropriate for all faculty and staff who want to maximize performance by developing their interpersonal skills and increase self-understanding and emotion-management through emotional intelligence training. During the program participants will learn what comprises emotional intelligence. Participants will become aware of emotions and the impact they have on their performance; recognize and understand emotions in others and how to adapt their behavior to suit a particular situation and regulate their emotions and so enhance their performance.

Relationship Management: Dealing with Conflict This program explores the nature of conflict and how conflict impacts relationships at work. Participants will learn about the basic principles of conflict, the different approaches individuals choose to deal with conflict, and the role that cultural differences can play in dealing with conflict. They will also be exposed to communication techniques that will maximize their ability to resolve conflict situations positively.

Valuing Human Differences Appropriate for all faculty/staff members. During the program participants will gain an understanding of what makes individuals different from each other and how those differences can impact the work environment. Participants will also become familiar with how they personally view human differences and the barriers to acceptance. Finally, techniques for overcoming any personal barriers will be reviewed.

Working Through Change Appropriate for all Faculty/staff members. Participants will learn about how change impacts individuals, recognizing the signs of individual resistance to change, how every change event follows a pattern, and techniques for managing yourself through the change process.
Supervisory Skills

Performance Assessment Review (PAR) : Understanding the Process
Appropriate for all members of the College staff who are charged with conducting performance appraisal for CWA and IFTPE employees. Participants will become familiar with the overall PAR process and how to complete the PAR form.

So You Want to Be a Supervisor
Appropriate for anyone with aspirations of moving into supervision. During the program participants will explore the challenges associated with being a supervisor, the skill-set necessary for success as a supervisor, as well as the differences between the role of individual contributor and a supervisor. At the conclusion of the program participants will be well prepared to make a decision about pursuing a supervisory career.

Managing Management Time
Appropriate for all members of the College leadership team. Participants will explore the impact that relationships (boss, peers, and staff) have on one’s ability to manage their time. Participants come to realize that before one can manage their own time and get control of their job, one must first successfully manage the relationships that impact on their time.

Making the Transition to Supervision
This program is geared to anyone who has recently (within past twelve months) been promoted to a supervisory position. During the program participants will gain a clear understanding of how the requirements of supervision differ from those of the individual contributor. They will also indentify the challenges inherent in making the transition to a supervisory role and how to affectively address those challenges. Participants will have the opportunity to identify their personal supervisory strengths and development needs. As a component of the program, attendees will receive The Supervisor's Toolkit.
Supervisory Skills

**Interviewing for Success: The Hiring Manager’s Perspective**
Appropriate for directors, managers, supervisors, and others who interview applicants for internal job openings. The goal of the program is to maximize the ability of participants to select the best qualified candidate for the job. Program attendees will learn about the most common types of job interviews and in what situation each applies. They will also explore the role of the job description in the interview process. Emphasis will be given to how to structure the job interview and integrate effective questioning techniques into the process. In addition, key interview “don’ts” will be covered.

**Building High Performance Teams** Appropriate for anyone in a leadership position who is responsible for managing the work of multiple employees toward common goals. Participants will learn about the natural process of team evolution & the impact on team members, the characteristics of high performance teams, his/her personal leadership style & the style of their team members, and skills that will help them maximize the effectiveness of their team.

**Motivating Your Team** Appropriate for any member of the College leadership team. During the program participants will learn about prevailing motivational theory and how it applies to the current day work place, come to recognize the prevailing motivational state of their work team and learn a variety of motivational techniques that can be used to enhance the productivity of the workforce.

**Coaching & Counseling** Appropriate for any member of the College leadership team who has responsibility for managing the work performance of other employees. Participants will learn the difference between the coaching and counseling processes, the appropriate situations to apply both processes, and the steps for each process.
Maximizing Team Harmony  Appropriate for all College employees in a supervisory role, the program acquaints participants with the characteristics associated with high performing teams, overviews the five most common characteristics of dysfunctional teams and emphasizes the importance of the role of effective feedback in the supervisor/subordinate role. Participants also have the chance to complete a survey designed to identify their teams "RQ" (respect quotient.)

Dealing with Difficult Employees
Appropriate for anyone in a leadership position who is responsible for managing the job performance of others. Participants, will learn about the performance management cycle, what causes employees not to perform up to standard, how to categorize difficult employees, how to analyze performance problems and skills that will help them address employee performance problems.

Effective Delegation
Appropriate for anyone who, as part of his/her job, regularly assigns work to others. Program participants will learn about the essential elements of delegation, the benefits of delegation, what and what not to delegate, why people resist delegation, and a process to ensure successful delegation.

Performance Management and the EAP
Appropriate for anyone in a leadership position who is responsible for managing the job performance of others. Participants will learn about the relationship of performance management and the College’s Employee Assistance Program. They will learn how to recognize that a problem might exist; about the guidelines for intervention; and about the process for referring an employee to the EAP.
Supervisory Skills

Performance Management
Appropriate for all members of the College staff who are in a position of establishing the performance standards of other employees and are responsible for monitoring and evaluating their performance. Participants will learn about the components of the performance management cycle, how to use tools to maximize each component and about the importance of behaviorally based feedback in the performance evaluation process.

Goal Setting for Results
Appropriate for any member of the College leadership team who has responsibility for setting organizational direction. Participants will learn how to establish goals that are linked to the College Vision & Mission, the difference between organizational goals and individual objectives, how to create goals according to the SMART criteria, and how to track goals to their successful completion.

Making Change Work
Appropriate for anyone in a leadership position who is responsible for managing work groups through organizational change. Participants will learn about how change impacts organizations & individuals, recognizing the signs of individual resistance to change, how every change event follows a pattern, techniques for managing yourself and your team members through the change process.

Managing Across Differences
Appropriate for all College employees who play a role in managing our diverse workforce. During the program participants will review the evolution of diversity in the workplace, the role of inclusion as a management tool, and the business case for a diverse workforce. Additionally, they will learn solid techniques for managing a diverse workforce and for developing a culture of inclusive teamwork.
Supervisory Skills

**Project Management**
Appropriate for individuals who need to strengthen their project management skill sets, those new to project management, or project managers seeking a refresher on fundamental project management knowledge, skills and tools. Program participants will learn how to plan a project to ensure successful delivery and stakeholder satisfaction; apply best practices to plan and run projects using a 5-step project management process and estimate and schedule task work and duration with confidence.

**Effective Presentation Skills**
Appropriate for any member of the College staff who finds her/himself called upon to prepare and deliver business presentations. In this program, participants will learn how to plan their presentation, properly sequence presentation segments, incorporate visual aids and the basics of delivering the presentation.