## Effective People Management, Crash Course Series

**Course Purpose:** This course prepares project managers, leads, and front-line supervisors to take on new responsibilities for leading others to achieve the goals of their team.

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| **Learning Outcomes** | 1. Identify the specific performance and behaviors supervisors want to grow and encourage in their team<br>2. Communicate effectively to achieve the desired outcomes for staff and teams overall<br>3. Recruit, hire and develop new employees to build the long-term performance of their teams |

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| **Primary Audience** | Front Line Supervisors | **Secondary Audience** | Managers, Business Owners |
| **RTI Hours** | 12 | **Instructional Modality** | On-Demand Asynchronous |
| **Course Code** | HR 001 | **Prerequisites** | |
| **Lead Instructor** | Wendy Sellers | **Supporting Instructors** | |

| Unit | Module Title | Module Purpose and Importance | Module Objectives |
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| 1 | Give Effective Feedback | • **The purpose** of this module is to help supervisors identify both the performance and behavior they seek to change with their employees.<br>• **This is important** to prevent miscommunication and ensure poor performance or behavior doesn't infect the overall workplace. | 1. Understand the drivers of accountability<br>2. Understand feedback options<br>3. Review the techniques outlined in the Toolkit for Challenging Situations |
| 2 | Communicate Like A Manager | • **The purpose** of this module is a focus on listening. We will list ways you can demonstrate active listening, briefly review the 4 personality styles, and explain how the 5 C's can serve as a guideline in crisis communication.<br>• **This is important** to build trust and clarify messaging in order to achieve department goals. | 1. List ways you can demonstrate active listening<br>2. Identify the four personality styles and their significance<br>3. Explain how the five C's can serve as a guideline in crisis communications |
| 3 | Delegate Productively | • **The purpose** of this module is a focus on delegation to achieve more. We will examine why people avoid delegating tasks, review the steps involved in the delegation process, and explain why coaching is critical as a part of delegation. Let's put extra time back on your calendar!<br>• **This is important** to allow others to grow while becoming more efficient with your own time. | 1. Examine why people avoid delegating tasks and how delegation is beneficial<br>2. List the steps involved in the delegation process<br>3. Explain why coaching is a critical element in delegation |
| 4 | Communicate Flexibly to All Personality Styles | • **The purpose** of this module is a focus on understanding personality styles. Are you fast-paced or methodical? Do you focus on feelings first or jump straight to the facts at hand? Understanding your own personality style is the first key to improving communication.<br>• **This is important** to get the messaging right, incoming and outgoing, in order to be productive. | 1. Understand the three key benefits of being aware of personality styles<br>2. Identify the DiSC personality style model and attributes of each style<br>3. Review specific strategies to help work effectively with each of the four main personality types |
| 5 | Resolve Conflict | • **The purpose** of this module is a focus on resolving employee conflict. This session will Identify common causes of workplace conflict and its impact, List the steps in the Conflict Resolution Process, explain Root Cause Resolution and how Follow Up and Feedback are essential in resolving conflict.<br>• **This is important** to allow for and work through differences while achieving the overall team goals. | 1. Identify common causes of workplace conflict and its impact<br>2. List the steps in the Conflict Resolution Process<br>3. Explain Root Cause Resolution and its benefits<br>4. Explain how Follow Up and Feedback are essential in resolving conflict |
| 6 | Hire Well | • **The purpose** of this module is a focus on hiring and retention. This session will focus on hiring the best candidates and keeping them. We will explain the processes and best practices involved which start well before the job ad is posted and long after day one of employment.<br>• **This is importan**t to prevent bringing on the misaligned | 1. Properly prepare job ads/ job descriptions in order to attract the right candidates<br>2. Identify possible root causes for not attracting qualified applicants<br>3. Explain the three types of interviews and |

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| | | team members and deflating overall morale. | how to properly conduct each |
| 7 | Build Accountability | • **The purpose** of this module is a focus on commitment and trust. This session will assist you in establishing clear expectations, apply methods to reinforce desired behavior/ performance and examine approaches involved in effective communication that supports accountability.<br>• **This is important** to allow the employee to successfully complete work assignments while achieving overall job satisfaction. | 1. Discover how to establish clear expectations<br>2. Apply methods to reinforce desired behavior and impart consequences for undesired behavior<br>3. Examine approaches involved in effective communication that supports accountability |
| 8 | Motivate and Inspire | • **The purpose** of this module is a focus on providing accountability and constructive feedback, as well appropriate recognition and rewards. This session will examine empowerment and growth while bringing out the best in others.<br>• **This is important** to meet department and company goals while retaining excellent employees who are truly engaged with your mission and vision. | 1. Explain how accountability and constructive feedback are critical in motivating employees.<br>2. Identify examples of recognition and rewards and how they increase engagement in the workplace<br>3. List the steps involved in giving memorable praise and provide an example for each |
| 9 | Don't Break Employment Laws | • **The purpose** of this module is a focus on employment law. This session will examine Federal as well as State employment laws from recruitment to termination. In our virtual and work from home world, this Pandora's box needs to be carefully opened. Not knowing the law is no excuse for accidentally breaking it.<br>• **This is important** to ensure your budget is not blown on lawyers and fines and so your company reputation is not scarred by bad decisions, even if they were unknowing mistakes. | 1. Explain how employment law impacts decisions from hiring to terminations<br>2. Identify five top employment law concerns and their importance<br>3. Understand how written policies can help us stay out of court. |
| 10 | Show Respect | • **The purpose** of this module is a high-level focus on the meaning of Diversity, Equity, Inclusion in order to ensure you are keeping your company out of social and legal hot water (and the news). This session will also review Bias and Anti-Harassment practices that are necessary in today's workplace.<br>• **This is important** to making sure candidates and current staff feel respected in your workplace.. | 1. Explain what it means to be Diverse, Equitable, and Inclusive in the workplace<br>2. List examples of Unconscious Bias<br>3. Review Harassment and Discrimination Laws |
| 11 | Build Good Work Relationships | • **The purpose** of this module is a focus on the importance of the manager-employee relationship. We will examine the connection between engagement and the bottom line as well as being a coach first, enforcer second. At the end of this session, you will be able to answer this question: Am I part of the problem?<br>• **This is important** to achieve department goals and align your team with the vision and mission of the company while retaining excellent employees. | 1. Explain the connection between Engagement and the bottom line<br>2. List three ways you can get to know your Team Members and the importance of each<br>3. Identify techniques you can use to improve communication |
| 12 | Grow a Great Culture | • **The purpose** of this module is a focus on Company Values. This session will show you how to create a sample set of Company Values in order to highlight the behavioral requirements which all of your employees are expected to abide by. These Company Values will be used in all employee life cycles (from recruiting to exit) to ensure everyone understands and abides by the company's behavioral expectations.<br>• **This is important** to ensure a respectful workplace which candidates will be lined up to be part of. | 1. Describe the purpose of Company Values and how they can be applied to set behavioral expectations<br>2. Provide direction on how to create Company Values<br>3. Identify how Company Values can be used in each stage of the employee lifecycle |
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# Effective People Management, Crash Course Series:
## A Focus on Feedback, Accountability and Communication

**Course Purpose:** This course prepares project managers, leads, and front-line supervisors to take on new responsibilities for leading others to achieve the goals of their team.

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| **Learning Outcomes** | 4. Identify the specific performance and behaviors supervisors want to grow and encourage in their team <br> 5. Communicate effectively to achieve the desired outcomes for staff and teams overall <br> 6. Develop employees for long term retention and performance |

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| **Primary Audience** | Front Line Supervisors | **Secondary Audience** | Managers, Business Owners |
| **RTI Hours** | 1.5 | **Instructional Modality** | On-Demand Asynchronous |
| **Course Code** | EPM-FAC | **Prerequisites** | |
| **Lead Instructor** | Wendy Sellers | **Supporting Instructors** | |

| Unit | Module Title | Module Purpose and Importance | Module Objectives |
|---|---|---|---|
| 1 | Give Effective Feedback | ● **The purpose** of this module is to help supervisors identify both the performance and behavior they seek to change with their employees. <br> ● **This is important** to prevent miscommunication and ensure poor performance or behavior doesn't infect the overall workplace. | 1. Understand the drivers of accountability <br> 2. Understand feedback options <br> 3. Review the techniques outlined in the Toolkit for Challenging Situations |
| 2 | Build Accountability | ● **The purpose** of this module is a focus on commitment and trust. This session will assist you in establishing clear expectations, apply methods to reinforce desired behavior/ performance and examine approaches involved in effective communication that supports accountability. <br> ● **This is important** to allow the employee to successfully complete work assignments while achieving overall job satisfaction. | 1. Discover how to establish clear expectations <br> 2. Apply methods to reinforce desired behavior and impart consequences for undesired behavior <br> 3. Examine approaches involved in effective communication that supports accountability |
| 3 | Communicate Like A Manager | ● **The purpose** of this module is a focus on listening. We will list ways you can demonstrate active listening, briefly review the 4 personality styles, and explain how the 5 C's can serve as a guideline in crisis communication. <br> ● **This is important** to build trust and clarify messaging in order to achieve department goals. | 1. List ways you can demonstrate active listening <br> 2. Identify the four personality styles and their significance <br> 3. Explain how the five C's can serve as a guideline in crisis communications |
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# Effective People Management, Crash Course Series:
## A Focus on Hiring & Employment

**Course Purpose: This course prepares project managers, leads, and front-line supervisors to take on new responsibilities for leading others to achieve the goals of their team.**

| Learning Outcomes | 7. Recruit and hire new employees to build the long-term performance of their teams<br>8. Understand basic employment laws in order to do the right thing and stay out of court | | |
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| **Primary Audience** | Front Line Supervisors | **Secondary Audience** | Managers, Business Owners |
| **RTI Hours** | 1 | **Instructional Modality** | On-Demand Asynchronous |
| **Course Code** | EMP-HE | **Prerequisites** | |
| **Lead Instructor** | Wendy Sellers | **Supporting Instructors** | |

| Unit | Module Title | Module Purpose and Importance | Module Objectives |
|---|---|---|---|
| 1 | Hire Well | ● **The purpose** of this module is a focus on hiring and retention. This session will focus on hiring the best candidates and keeping them. We will explain the processes and best practices involved which start well before the job ad is posted and long after day one of employment.<br>● **This is important** to prevent bringing on the misaligned team members and deflating overall morale. | 1. Properly prepare job ads/ job descriptions in order to attract the right candidates<br>2. Identify possible root causes for not attracting qualified applicants<br>3. Explain the three types of interviews and how to properly conduct each |
| 2 | Don't Break Employment Laws | ● **The purpose** of this module is a focus on employment law. This session will examine Federal as well as State employment laws from recruitment to termination. In our virtual and work from home world, this Pandora's box needs to be carefully opened. Not knowing the law is no excuse for accidentally breaking it.<br>● **This is important** to ensure your budget is not blown on lawyers and fines and so your company reputation is not scarred by bad decisions, even if they were unknowing mistakes. | 1. Explain how employment law impacts decisions from hiring to terminations<br>2. Identify five top employment law concerns and their importance<br>3. Understand how written policies can help us stay out of court. |
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