

# Leadership DEVELOPMENT

2016-2017  
Curriculum  
Menu

## ***LEADERSHIP TRAINING CURRICULUM***

***FOR SUPERVISORS, MANAGERS, STAFF,  
AND EXECUTIVES***

**OVER  
10,000  
Community Center  
Leaders Trained!**

## Table of Contents

Who Are We?.....	4
Training for Success .....	4
We Make It Easy For You .....	4
CEU Credits .....	4
Contact Us .....	4
Who Should Attend? .....	5
Supervisor 101 .....	5
Supervisor 200 Series .....	5
Success Core (Staff) .....	5
Success Advanced (Staff) .....	5
EXEC1 .....	5
<b>TCRMF LEADERSHIP CURRICULUM.....</b>	<b>6</b>
<b>TRAINING FOR SUPERVISORS &amp; MANAGERS.....</b>	<b>7</b>
Supervisor 101 .....	7
SuperTrain Core.....	7
<b>Supervisor 200 Intentional Management Series .....</b>	<b>8</b>
(IM1) Interviewing & Selection: Hire the Best FIT .....	8
(IM2) Coaching for Accountability: Develop the Employee’s Potential .....	8
(IM3) Performance Management & Appraisal: Retain the Employee .....	8
(IM4) Communicating Effectively: Say It So They Get It .....	8
(IM5) Situational Leadership: Engage the Person.....	9
(IM6) Ethics for Managers: Effective Leadership .....	9
(IM7) Managing Difficult People.....	9
(IM8) Managing Different Generations.....	9
(IM9) Managing Change.....	10
(IM10) Compassion Fatigue & Stress in the Workplace.....	10
(IM11) Effective Delegation .....	10
<b>TRAINING FOR STAFF .....</b>	<b>10</b>
Continuing Education Credits .....	10
Offered to All Center Employees .....	11
<b>Success Core .....</b>	<b>11</b>
(SC1) Understanding Generations.....	11
(SC2) Dealing with Difficult People .....	11

## 3 TCRMF LEADERSHIP TRAINING OFFERINGS

(SC3) It's About Respect! .....	11
(SC4) Keep It Simple: Time Management and Organizational Skills.....	11
(SC5) Are You Thriving or Surviving? .....	12
(SC5) Surviving Change? .....	12
Success Advanced.....	12
(SA1) Managing Up: Dealing Effectively With Supervisors .....	12
(SA2) Applied Ethics: What You Need to Know .....	12
<b>EXECUTIVE SEMINAR .....</b>	<b>13</b>
Exec 1 – Creating Managers: Connect Supervisors to Their Future .....	13

### ***Who Are We?***

The Texas Council Risk Management Fund (Fund) is a self-insurance pool formed by Texas community behavioral centers. The Fund provides workers' compensation, liability and property coverage programs for its member centers. Through the Fund, member centers pool their risks and combine resources to obtain greater stability and economies of scale for risk management.

Part of the Fund's mission involves working as a partner with centers to reduce risks inherent in their operations. The Fund demonstrates this commitment by providing a range of loss prevention services to support community centers in their own risk management efforts. These value-added services were developed and enhanced by the Fund over the years. They are tailored to the specific needs of member centers after collaborating with them.

### ***Training for Success***

The Fund recognizes the correlation between good supervision and reduced claims and losses. We partner with our member centers to provide training to assist in mitigating and preventing losses. Skilled, motivated supervisors, managers and staff are crucial in building and maintaining a center's safety and quality culture, and we understand that a center's success depends on that knowledge. Our goal is to bring new ideas, insights, and education on the latest trends and developments in areas relevant to effective supervision and management. The courses provide effective tools that apply to everyday workplace situations.

### ***We Make It Easy For You***

As a **Fund** member, we handle most of the logistics for you – trainer, presentation, learning guides, equipment and refreshments. The Center supplies the location and attendees.

### ***CEU Credits***

The Fund has continuing education sponsor agreements with the Texas State Board of Examiners of Social Workers, the Texas State Board of Examiners of Professional Counselors the Texas State Board of Examiners of Marriage and Family Therapists, and the Texas State Board of Public Accountancy. Certificates of completion are automatically provided for the CEU courses (indicated in the curriculum). Non-CEU course general certificates of completion can be provided if requested.

### ***Contact Us***

For information and to schedule training call 1 (800) 580 - 6467 (MHMR) ext. 12427 or visit our website at [www.tcrmf.org](http://www.tcrmf.org).

### ***Who Should Attend?***

#### ***Supervisor 101***

Forms the basis for all other TCRMF supervisor training and concentrates on core skills that EVERY supervisor needs, especially new or inexperienced supervisors. (It is strongly encouraged that even seasoned, experienced supervisors attend if they have not participated in any managerial training within the last two years.)

#### ***Supervisor 200 Series***

Provides a more in-depth, step-by-step approach to the biggest challenges that supervisors on all levels face: hiring, retaining, engaging, communicating with, documenting, leading and developing the employee. The workshops achieve the best results when paced at regular monthly intervals, thereby allowing the supervisors to practice the enhanced skills and use work product that they themselves created before going into the next module. However, if your team needs polishing on just one or a few skills, the modules can be presented independently.

#### ***Success Core (Staff)***

Courses are appropriate for all staff, no matter the tenure or experience.

#### ***Success Advanced (Staff)***

Courses are for all staff, particularly those who want or need more information to do the job well.

#### ***EXEC1***

Course exclusively for the Executive Management Team.

## TCRMF LEADERSHIP CURRICULUM

COURSE TRACK	TITLE	WHO SHOULD TAKE	CLASS LENGTH
SUPERVISOR 101	SuperTrain Core	All Supervisors	2 days

SUPERVISOR 200: INTENTIONAL MANAGEMENT SERIES			
IM1	Interviewing & Selection: Hiring the Best FIT	All Supervisors	½ day
IM2	Coaching for Accountability: Develop the Employee's Potential	All Supervisors	½ day
IM3	Performance Management & Appraisal: Retain the Employee	All Supervisors	½ day
IM4	Communicating Effectively: Say It So They Get It	All Supervisors	½ day
IM5	Situational Leadership: Engage the Person	All Supervisors	½ day
IM6	Ethics for Managers: Effective Leadership	All Supervisors	½ day
IM7	Managing Difficult People		
IM8	Managing Different Generations	All Supervisors	½ day
IM9	Managing Change	All Supervisors	½ day
IM10	Managing Stress in the Workplace	All Supervisors	½ day
IM11	Effective Delegation	All Supervisors	½ day

SUCCESS CORE (Staff)			
SC 1	Understanding Generations	All Staff	½ day
SC 2	Dealing With Difficult People	All Staff	½ day
SC 3	It's About Respect	All Staff	½ day
SC 4	Keep It Simple: Time Management & Organizational Skills	All Staff	½ day
SC 5	Are You Thriving or Surviving?	All Staff	½ day

SUCCESS ADVANCED (Staff)			
SA 1	Managing Up – Dealing Effectively With Supervisors	All Staff	½ day
SA 2	Applied Ethics: What You Need to Know	All Staff	½ day

EXEC 1 *	Creating Managers: Connect Supervisors to Their Future	Executive Management Team	TBD
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## ***TRAINING FOR SUPERVISORS & MANAGERS***

Leader, manager, supervisor, team leader--no matter what your official title, you're expected to get the job done through others. Management success depends upon your abilities as a coach, team builder, master delegator, time and project manager, and employee motivator and disciplinarian. The job-within-the-job often expands to include managing projects, resolving conflicts, eliminating unacceptable behavior, hiring the best employees--and terminating when necessary, and more. Nobody said managing, leading and supervising would be easy, and whether you've been leading and managing for years, or you're looking forward to that promotion into management, you'll become your best with our tried-and-true techniques, strategies and "how-to's" for management success.

We divide our supervisor training into 2 tracks:      Supervisor 101  
Supervisor 200: Intentional Management Series.

### ***Supervisor 101***

#### ***SuperTrain Core***

***(2 days – 14 hours CEU credit)***

Trainers provide practical solutions, opportunities for discussions, interactivity, cognitive learning, case studies and activities for a balanced learning approach. Participants practice application of tools and skills including:

- Motivation: Building the Foundation
- Character: Finding and Refining the Fit
- Competence: Selecting and Retaining Effective Employees

This 2-day workshop is the basis for all other TCRMF supervisor training. It is strongly encouraged that even seasoned, experienced supervisors attend if they have not participated in any managerial training within the last 2 years.



### ***Supervisor 200 Intentional Management Series***

With input from center leadership, a new series of courses was developed. This series provides a more in-depth, step-by-step approach to the biggest challenges that supervisors and managers face day to day. This additional training is also being utilized by center leadership at locations in their areas. The workshops achieve the best results when paced at regular monthly intervals, thereby allowing the supervisors to practice the enhanced skills and use work products that they themselves created before going into the next module. However, if your team needs polishing on just one or a few skills, the modules can be presented independently.

#### ***(IM1) Interviewing & Selection: Hire the Best FIT***

***(6 hours: 6 hours CEU credit)***

A practical, step-by-step approach to hiring the right talent. At the end of the workshop, participants will leave with a work product to use daily. They will:

- Practice behavior interviewing
- Identify the Success Criteria for their employees
- Create questions to determine applicant's fit
- Prepare the Interview Guide
- Learn best practices for screening applicants & conducting interviews
- Discover on-boarding techniques to facilitate a successful hire

#### ***(IM2) Coaching for Accountability: Develop the Employee's Potential***

***(1/2 Day: 4 hours CEU credit)***

Supervisors will learn practical skills to help guide their staff into accepting accountability for their actions, and in coaching them to correct behaviors and improve performance. At the end of the workshop, participants will leave with a work product to use in their daily planning and work. They will:

- Discover the coaching framework
- Understand the manager's role as coach
- Focus on employee success
- Practice effective coaching skills

#### ***(IM3) Performance Management & Appraisal: Retain the Employee***

***(1/2 Day: 4 hours CEU credit)***

A practical approach to maximizing employee potential and performance. At the end of the workshop, participants will leave with a work product to use daily. Trainers encompass the current Performance Appraisal process at the Center and assist supervisors in developing best practices by:

- Reviewing the overall process
- Setting performance standards using SMART goals
- Practicing year-round performance management
- Encouraging employee involvement

#### ***(IM4) Communicating Effectively: Say It So They Get It***

***(1/2 Day: 4 hours CEU credit)***

A hands-on, practical guide to understanding how we communicate, how it affects others, and how to communicate with clarity, purpose and understanding. Trainers will focus on:

- Recognizing other people's communication styles

- Understand importance of non-verbals.
- Discovering how to communicate effectively with others
- Practicing effective listening skills

### ***(IM5) Situational Leadership: Engage the Person***

***(1/2 Day: 4 hours CEU credit)***

A practical approach to get supervisor buy-in and commitment for developing an atmosphere for improving employee morale and engagement. This seminar will assist supervisors in obtaining leadership skills for greater impact on their employees.

- Understand and model leadership behaviors
- Influence and motivate others
- Understand different styles of situational leadership
- Identify your style and how to successfully manage your employees

### ***(IM6) Ethics for Managers: Effective Leadership***

***(1/2 Day: 4 hours CEU credit)***

Supervisors come from every walk of life and all have different experiences with former employers in various industries. These experiences can blur understanding of current professional expectations, behaviors, and responsibilities. Trainers will use case studies and interactive learning to discuss:

- Modeling correct behaviors
- Understanding inappropriate vs unacceptable behaviors
- Establishing and keeping professional boundaries
- Define unacceptable behaviors

### ***(IM7) Managing Difficult People***

***(1/2 Day: 4 hours CEU credit)***

As supervisors we have to manage day to day conflicts. These interactions can have an impact our day to day managing of employees. Understanding our conflict style and the conflict style of others will aid us in managing those conflicts. Trainers will focus on:

- Discuss difficult behavior, how it makes you feel and react
- Compare paradigms of human interaction
- Identify your conflict style and examine each conflict style
- Differentiate between proactive vs. reactive behavior
- List hot buttons & describe how we get angry
- Express ways to improve listening
- Explore strategies and tips to deal with difficult people
- Understand 7 types of difficult people

### ***(IM8) Managing Different Generations***

***(1/2 Day: 4 hours CEU credit)***

There are currently four generations in today's workforce. The generations had unique influences that impacted them as employees. Each generation has its own work styles, attributes and motivators. Trainers will use an interactive learning to discuss:

- Define the Generations
- Review Workforce Predictions
- Discuss Stereotypes and Filters
- Understand What Defines the Generations
- List Values, Attributes, Work-styles and Issues Effecting Work
- Discuss How Do You Motivate Different Generations

## ***(IM9) Managing Change***

***(1/2 Day: 4 hours CEU credit)***

In today's employment world change is the constant. When we consider impacts of change, it's important to consider the personal impact on those affected, and their journey towards working and behaving in new ways to support the change. In this workshop, we will:

- Identify Personal and Professional Changes
- Discuss Circle of Concern vs. Circle of Influence
- Identify Affects
- Discuss Why People Are Resistant to Change
- Explain What Happens During the Stages of Change
- Understand Your Change Style

## ***(IM10) Compassion Fatigue & Stress in the Workplace***

***(1/2 Day: 4 hours CEU credit)***

In today's demanding workplace it is critical for managers to manage their stress and the stress of employees. The high price of stress can cause morale, productivity and retention issues. Trainers will use an interactive learning to discuss:

- Identify causes of stress
- Discuss effects and impacts of stress
- Evaluate your stress level
- List stress warning signs
- Review healthy ways we deal with stress
- Practice stress management techniques
- Understand how to sharpen the saw

## ***(IM11) Effective Delegation***

***(1/2 Day: 4 hours CEU credit)***

It is important for manager to delegate to be effective leaders. To delegate effectively, managers must choose the right tasks to delegate, identify the right people to delegate to, and delegate in the right way. Trainers will use an interactive learning to discuss:

- Understand difference between what is delegating and not delegating
- Answer why you should delegate
- Assess if you are a delegator
- Decide what, who to and when to delegate
- Understand high potential and high performers
- Create a delegation plan

### ***Continuing Education Credits***

The Fund has continuing education sponsor agreements with the Texas State Board of Examiners of Social Workers, the Texas State Board of Examiners of Professional Counselors the Texas State Board of Examiners of Marriage and Family Therapists, and the Texas State Board of Public Accountancy. Certificates of completion for the courses conducted by the Fund can be provided for the above. General certificates of completion can also be provided to others who may need them.

## **TRAINING FOR STAFF**

### **Offered to All Center Employees**

Please Note: All sessions are half-day unless indicated. We request either:

1. A half-day be preceded by a full-day of supervisor/staff training; OR
2. Consecutive sessions to comprise a full day. (i.e: Class 1, 8:30–12:00; Class 2, 1:00–4:30)

## **Success Core**

### **(SC1) Understanding Generations**

Every decade or so, we experience a new surge of individuals who hold ideals different than ours. Each of these generations has been “stereotyped” both positively and negatively. In the end, we must realize that each generation brings their own strengths to our workplace, and that everyone can benefit. Participants of the workshop will leave with:

- An overview of the four generations currently in the workplace
- Understanding events that shaped their values and personal attributes
- The do’s and don’ts when interacting with the various generations
- Understanding the generational differences in their own workgroups

### **(SC2) Dealing with Difficult People**

Difficult people come in every variety and no workplace is without them. This interactive workshop will assist all employees in enhancing their skills with the difficult person through case studies and discussion. Topics include:

- How to act – not react – in a negative situation
- Communicating for results
- Productive ways to deal with difficult people
- Identifying personality types

### **(SC3) It’s About Respect!**

Embracing diversity is a strong part of the Community Center culture. Participants gain an understanding of the ways we are different and how our differences affect work. Participants will:

- Learn to value diversity in the workplace
- Increase awareness and sensitivity of others
- Explore the association of perceptions, biases, assumptions, prejudice and stereotyping
- Learn tips to deal with gossip, sarcasm, put-downs, bad behavior and harassment

### **(SC4) Keep It Simple: Time Management and Organizational Skills**

The productivity of individuals and organizations hinges greatly on their ability to manage time efficiently. Harnessing this critical resource increases both output and organizational effectiveness. In this course, participants gain the practical skills to develop and implement a framework for successful time management. Topics include:

- Assess my time management skills
- Identify Urgent vs. Important activities
- Prioritizing tasks
- Proactively scheduling tasks, constructing weekly plans and daily to-do lists
- Adopting simple strategies for interruptions, procrastination and personal idiosyncrasies

## ***(SC5) Are You Thriving or Surviving?***

In today's demanding workplace it is critical for employees to manage their stress and avoid burnout. The high price of stress can cause morale, productivity and retention issues.

Trainers will use an interactive learning to discuss:

- Identify causes of stress
- Discuss effects and impacts of stress
- Evaluate your stress level
- List stress warning signs
- Review healthy ways we deal with stress
- Practice stress management techniques
- Understand how to sharpen the saw

## ***(SC5) Surviving Change?***

In today's employment world change is the constant. When we consider impacts of change, it's important to consider the personal impact on those affected, and their journey towards working and behaving in new ways to support the change. In this workshop, we will:

- Identify Personal and Professional Changes
- Discuss Circle of Concern vs. Circle of Influence
- Identify Affects
- Discuss Why People Are Resistant to Change
- Explain What Happens During the Stages of Change
- Understand Your Change Style

## ***Success Advanced***

### ***(SA1) Managing Up: Dealing Effectively With Supervisors***

Most employee issues involve some kind of conflict, disenfranchisement, and disconnect of employees with the supervisor, management, or center's goals. This workshop will:

- Provide tools to lower the barriers of miscommunication, misunderstanding, and conflict with supervisors
- Review and evaluate employee expectations of the job, supervisors, and management
- Empower employees from a different perspective
- Enable employees to get in touch with their own mission for working at the center

### ***(SA2) Applied Ethics: What You Need to Know***

Employees come from every walk of life and all have different experiences with former employers in various industries. These experiences can blur understanding of current professional expectations, behaviors, and responsibilities. Trainers will use case studies and interactive learning to discuss:

- Understanding inappropriate vs unacceptable behaviors
- Establishing and keeping professional boundaries
- Define unacceptable behaviors

## **EXECUTIVE SEMINAR**

### **Exec 1**

#### ***Creating Managers: Connect Supervisors to Their Future***

*(1/2 day) (No CEU credits) Prerequisites: None*

(Can be a debrief to the SuperTrain Core or Polish or Supervisor 300 Intentional Management Series.)

How do executives help supervisors gain and practice basic skills at a higher level?

The seminar provides time and facilitation for members of the executive team to analyze and plan their center's system for leading and managing basic supervision. Topics include:

- Supervising supervisors
- Succession Planning
- Quality tools
- Review information shared during training
- Provide understanding of the needs, concerns and ideas of managers and supervisors

This session can be tailor-made to the needs of the Center.

# 14 TCRMF LEADERSHIP TRAINING OFFERINGS

## ***Notes:***

For information and to schedule training call 1 (800) 580 - 6467 (MHMR) ext.12427  
or visit our website at [www.tcrmf.org](http://www.tcrmf.org).