

Learning and Leadership Development Pyramid

Executive Course Descriptions

Executive Leadership (EL) – a person in executive leadership – with or without direct reports – serving on an agency, board, or Commissioner’s executive leadership team. These would include persons with senior titles such as: Commissioner, Executive Director, Chief of Staff, Deputy Commissioner, Assistant Commissioner, Administrator, General Counsel, or Warden.

Welcome to your Pyramid Training program! The Office of Organizational Agility (OOA) division of the Department of Human Resources is pleased to provide this learning which is designed to encourage and foster the continuous growth of our lifelong learners in the state workforce.

This document outlines the three levels in the Executive track. Courses are listed in alphabetical order along with their descriptions and if they are delivered online or via a classroom setting (either virtual or in-person).

As you read through this and take the courses, we would love to hear your thoughts, concerns, or questions. The LLD Team is here to support you. If you have questions, contact Triba Gary at triba.gary@tn.gov or Rena Hall at rena.hall@tn.gov.

We are excited about the opportunities the new Pyramid will provide for continued growth and development.

Have fun learning!

-- The Office of Organizational Agility Team

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Level 1

Documenting and Rating Performance – Online or Classroom

The course is designed to provide supervisors with the knowledge and skills for documenting and rating direct reports within the Performance Management process.

Executive Essentials – Online

This workshop discusses the importance of setting the tone for a safe and professional work environment as an executive leader.

The workshop is organized around four key areas: 1) Employment Laws, Rules and Policies, 2) Ensuring a Respectful Workplace, 3) Legal Hiring, Interviewing, and 4) Discipline Practices, and Performance Management.

G.R.E.A.T. Customer Service – Online or Classroom

During this workshop, participants will learn about the Customer Focused Government initiative and the G.R.E.A.T. customer service model.

Participants will also review the keys to G.R.E.A.T. customer service related to their job and apply those principles to create an engaging customer service experience.

Performance Coaching – Classroom

This workshop prepares managers and supervisors to engage in coaching conversations with employees in an effort to meet job performance goals.

Participants learn the 5-step performance coaching model that provides them with the knowledge and skills needed to reinforce positive behavior and change negative behavior.

Performance Management 2.0 – Online

This workshop discusses employee performance, it's alignment with the agency enterprise objectives, and the measurement and rewards associated with it.

Performance Management 2.0 provides employees tools for examining and owning their and their direct reports' performance. It teaches participants the process for documenting and tracking their performance and the role of the manager.

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Proactive Onboarding – Online

During this workshop, managers and supervisors will learn how to effectively onboard employees as a retention strategy and to enhance performance.

Participants will learn the 5 Cs of proactive onboarding as well as the benefits and importance of proactive onboarding.

Additionally, participants will explore the proactive onboarding process, timelines, roles and responsibilities.

Finally, they will obtain tools and resources to develop an effective onboarding program in their agency.

Respectful Workplace – Classroom

During this workshop, participants will identify the protected classes and understand the definition of workplace discrimination and harassment as set forth in the State’s Policy Statement on Workplace Discrimination and Harassment.

Participants will be able to recognize the responsibilities and liabilities under the State’s Policy Statement and State and Federal law.

Finally, participants will be able to find strategies for recognizing and preventing retaliation as well as to apply the State’s Policy Statement to the workplace.

Sexual Harassment – Online

During this online workshop, participants will learn to understand the definition of sexual harassment and the different types of sexual harassment.

Participants will also learn how to effectively deal with sexual harassment based on the State’s Policy Statement on Workplace Discrimination and Harassment.

Furthermore, supervisors and managers will explore how to prevent sexual harassment, how to handle complaints and understand and identify the components of retaliation.

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S.M.A.R.T. Planning and Coaching for Higher Performance – Classroom

The S.M.A.R.T. Performance Planning process is a tool for supervisors to use in setting clear expectations for employees and to hold them accountable for the desired results.

The workshop provides guidance to supervisors on how to write individual performance plans that meet the criteria of being Specific, Measurable, Achievable, Relevant, and Time Sensitive.

This workshop will also give supervisors guidance on how to coach employees towards Exceeds Expectations and Exceptional performance, analyzing the performance rating definitions for clarity to effectively evaluate performance; learn and practice the five questions of coaching for higher performance.

Level 2

Mastering the Art of Influence – Online

Having a vision is just one aspect of being a leader.

During this one-hour workshop, participants will gain practical methods to lead others through the art of influencing, resulting in making behavioral change that will align with the agency's mission, vision and values.

Political Savvy – Online

This workshop will address the ability to understand and apply the dynamics of influence, the workings of an organization, and decision-making to achieve objectives while learning how to navigate organizational politics ethically to enhance the ability to influence positive change within and outside an organization.

Strategic Agility – Online

Participants will expand their knowledge of strategic agility and learn how to implement actions in the workplace to become more strategically agile.

Participants will learn key principles of strategic agility, apply key principles of strategic agility and learn ways to improve overall strategic agility.

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Level 3

Transformational Leadership – Commissioners - Classroom / Deputy Commissioners, Assistant Commissioners, Executive Directors – Online

This workshop compares transactional and transformational styles of leadership and discusses the Kouzes and Posner transformational leadership model.

Executive leaders will also explore the importance of values, creativity, and relationships as it relates to transformational leadership.

By the end of the workshop, leaders will understand how transformational leadership accelerates individual and organizational growth for successful business outcomes within their agency and the teams they lead.