Learning and Leadership Development Pyramid

Individual Contributor Course Descriptions

Individual Contributor (IC) – a person without a direct report except for those identified as Executive Leadership (EL).

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 four levels in the Individual Contributor 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 and take the courses, we would love to hear your thoughts, concerns, or questions. The OOA 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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Table of Contents

Learning and Leadership Development Pyramid
Individual Contributor Course Descriptions

Level 1

Documenting Performance – Online or Classroom

This course is designed to provide learners with the knowledge and skills to document their work performance and behavioral expectations throughout the Performance Management cycle.

Learners will gain an understanding of the Performance Management ratings, definitions, and tips to keep in mind throughout the Performance Management process.

Employee Essentials – Classroom

Having the right tools and knowledge is pivotal to early success in an employee's career. Employee Essentials is a highly interactive, micro learning approach, and skills-based workshop focused on providing vital foundational information to employees.

This workshop reviews the skills and moments of impact for employee success, and the policies and laws applicable to employees. In addition, the workshop examines what is important in employee development, and provides tools to enhance employee development.

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 be able to identify internal and external customers and services provided. They 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.

Writing Smart Goals – Classroom

Participants will learn the S.M.A.R.T. formula and how to apply it to writing work outcomes.

Performance Management 2.0 – Online

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

Learning and Leadership Development Pyramid

Individual Contributor Course Descriptions

Performance Management 2.0 provides employees tools for examining and owning their performance. It teaches participants the process for documenting and tracking their performance.

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

Level 2

Being an Effective Team Member – Classroom

An employee's success on a team depends on their ability to show respect for others and work collaboratively with other team members towards shared goals.

This workshop discusses the 5 C's of High Performing Team Members. It will help learners explore what makes a good team player by reviewing the 5 Dysfunctions of a Team, analyzing the 4 Stages of Team Development, and understanding the group norms of a team.

Change Management – Classroom

During this workshop, participants will learn how to effectively guide employees through workplace change in an increasingly dynamic environment.

Participants will identify the key differences between change and transition. They will explore the importance of change management. As well as the relevance of taking into account the human side of any change, to understand how employees deal with it.

Learning and Leadership Development Pyramid

Individual Contributor Course Descriptions

Participants will also acknowledge the key factors for successful organizational change and become familiar with a model to implement change.

Effective Communication – Online or Classroom

During this workshop, participants will learn how to communicate more effectively.

Participants will learn the basics of communication, discover an effective communication model, understand the various ways people communicate, learn top communication barriers, demonstrate nonverbal communication, explore the importance of clarity, determine how to communicate more effectively in their agency and explore ways to implement strategies to go from good to great.

Peer Relationships – Classroom

Developing and maintaining relationships with your peers at work can lead to employee and team success. This workshop explores how learners can demonstrate trust, transparency, and communication while working with others in the work environment.

Participants will reflect on the implications of trust at work and review active listening techniques to enable them to connect more effectively with peers.

Finally, participants will generate ideas and strategies for how to sustain peer relationships in their current work environment.

Planning and Priority Setting – Classroom

During this workshop, participants will discuss the foundation of time management as it impacts planning and priority setting. They will explore skills to improve productivity, to recognize and to demonstrate the competencies required for effective planning and priority setting.

Participants will learn how to identify priorities that are urgent and important, review and apply McKinsey's 7-S Model for Effective Planning, and apply Brian Tracy's Frog Species Method.

Participants will learn how to set goals and objectives to improve skills in planning and prioritizing.

Finally, they will discover the importance of planning, scheduling, and what makes them distinct.

Quality Decision Making – Classroom

Learning and Leadership Development Pyramid

Individual Contributor Course Descriptions

During this workshop, participants take a self-assessment of their current decision-making skills and learn critical theory of rational and nonrational decision making.

Participants will be introduced to Daniel Kahneman's theory on three elements of intelligent decision making as well as confirmation bias and its implications for decision making.

 Finally, participants will engage in and practice making decisions using the rational decision-making method, learn the value of both processes and the impact on people, and discuss what to do after a decision has been made.

Written Communications – Classroom

Writing skills are an important part of communication. Employees may be expected to write reports, emails, memos, and letters which their direct reports and/or managers and supervisors will read.

Good writing skills allow you to communicate your message with clarity and ease. In this half day workshop participants will learn a structured process for composing effective written communications.

Participants will discuss the characteristics of effective writing for business, apply the 10 C's of business writing, identify common grammar mistakes, and analyze email and texting etiquette.

Level 3

Boss Relationships – Classroom

It is important to maintain a good working relationship. As an employee, having a healthy working relationship with your boss is critical.
The workshop will help learners discover the benefits of good boss relationships and explore the causes of poor boss relationships in the workplace. This course offers strategies to maintain/improve boss relationships.

Conflict Management – Classroom

Managing conflict is essential for a successful workplace. This half-day workshop defines conflict, identifies sources of conflict, and differentiates between productive conflict and unproductive conflict.

Learning and Leadership Development Pyramid

Individual Contributor Course Descriptions

Participants will learn the five stages of conflict and explore a process to address and effectively manage conflict.

Participants will engage in a self-assessment to help them discover how they respond to conflict and learn strategies for better conflict management.

Effective Presentation Skills – Classroom

This half-day workshop focuses on developing participants' basic public speaking and facilitation skills.

These skills include understanding the difference between a facilitator and a presenter, creating an engaging atmosphere conducive to a positive learning experience, controlling class or audience behaviors, and exuding confidence during the process.

Participants will build their skill base in effective use of PowerPoint presentations to develop succinct and impactful presentations and learn how to integrate PowerPoint to build engaging presentations.

Emotional Intelligence – Classroom

Emotional Intelligence can help you build effective relationships at work. This workshop helps learners understand the framework of emotional intelligence and how emotional intelligence impacts understanding others in the workplace.

Learners will practice strategies for personal and social competence and building on one another, starting with a greater awareness of self and others, and ending with managing relationships that are critical to their personal and professional life.

Managing Up – Classroom

Managing up is described as establishing and maintaining a positive and productive relationship with your manager so that your manager's needs are met, and you get what you need from your manager to support your team.

In this half-day workshop participants will define managing up, learn behaviors associated with the skilled level of managing up, and explore the employee's role in managing up.

Learning and Leadership Development Pyramid

Individual Contributor Course Descriptions

Participants will identify obstacles to managing up, be provided strategies for managing up, and an opportunity to apply those strategies through scenario- based activities.

Level 4

Being an Influencer – Online

Having a vision is just one aspect of being a leader. Just as critical is the ability to influence others in achieving the vision. Participants will learn how to make an impact and ensure they are heard, understood, and supported by others.

During this one-hour workshop, participants will obtain 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.

Creativity and Innovation – Online

Creativity and innovation are not external forces or rare skills but habits that can be learned and exercised daily. This workshop helps learners to discover how to use creative and alternative thinking to develop new ideas for and answers to work-related situations.

The workshop also discusses practical processes for being creative and innovative at work and how using the Systematic Inventive Thinking process help generate better ideas faster. Participants will also practice creative problem solving.

Critical Thinking & Problem Solving – Online

Good decisions are the product of strong critical thinking skills and thoughtful problem-solving, and like all skills, you can learn, practice, and get better at them.

This workshop discusses how to think critically while reviewing critical thinking traps such as logical fallacies, data manipulation, group think, and small group pitfalls.

By the end of the workshop, the learner will be able to generate potential solutions to problems by learning two problem-solving techniques to help come up with more insightful options and how to use logic to select the right solution to workplace and organizational problems.

Learning and Leadership Development Pyramid

Individual Contributor Course Descriptions