Learning and Leadership Development Pyramid

Manager/Supervisor Course Descriptions

Manager/Supervisor (M/S) – a person with 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 Manager/Supervisor 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 workshop is designed to provide supervisors with the knowledge and skills for documenting and rating direct reports within the Performance Management process.

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 to meet job performance goals.

Participants will 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 and 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.

Participants will learn 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.

Supervisor Essentials – Classroom

Building effective supervisory skills that can help you and your agency succeed starts with this highly interactive, micro learning approach, skills-based workshop.

Supervisor Essentials introduces the Six Foundations of Managing People and the Six Moments of Impact.

Each foundation introduces supervisors to practices and policies for managing others and each moment of impact explores the skills necessary for success.

Level 2

Building Effective Teams – Online or Classroom

During this workshop, participants will learn techniques and best practices to develop and maintain effective teams.

Communication, problem solving, defining key characteristics and components of high performing teams are explored.

Participants will be able to describe why trust, conflict resolution, commitment, accountability, and attention to results are key for the success of all teams.

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Change Management – Classroom

During this workshop, participants will learn how to effectively guide employees through workplace change.

Participants will identify the importance of change management and the relevance of taking into account the human side of any change to understand how employees deal with it.

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

Competency and Behavioral Based Interviewing – Classroom

During this workshop, participants will explore why using competency behavioral based questions are best practice.

Participants will learn how to write and use such questions for interviewing applicants for job positions within their agency and how to make certain that such interview questions are legally acceptable to use during an interview.

This is an experiential based workshop that allows learners to practice incorporating the concepts to receive feedback.

Developing Direct Reports and Others – Classroom

Developing Direct Reports and others discusses the importance of developing direct reports.

Participants will learn proven methods for developing direct reports and practice applying the steps in the DDRO process.

Effective Communication – Classroom

During this workshop, participants will learn how to communicate more effectively. This workshop reviews an effective communication model, top communication barriers, and nonverbal communication.

It discusses the importance of clarity as well as active listening in which participants will practice.

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Planning and Priority Setting – Classroom

During this workshop, participants will learn skills to improve productivity, recognize, and demonstrate the competencies required for effective planning and priority setting.

Participants will also learn how to identify which priorities are urgent and which are not and how to set goals and objectives accordingly.

Finally, participants will learn the importance of planning, scheduling, and what makes them distinct.

Quality Decision Making – Classroom

During this workshop, participants will take a self assessment of their decision making skills.

Participants will explore Daniel Kahneman's theory on intelligent decision making as well as confirmation bias and its implications on decision making.

Finally, participants will be introduced to and will practice making decisions using the rational decision-making method.

Self-Management – Classroom

During this workshop, participants will identify self-management skills and explore the state's self-management model that includes self awareness, building professional skills, accountability and building a personal brand.

Participants will gain self awareness, discover their learning gaps, and develop a professional development plan to address them.

Participants will also learn networking essentials designed to make a positive impact on their team and their career.

Written Communications – Classroom

Writing skills are an important part of our jobs since employees are expected to write reports, emails, and/or memos which their direct reports, supervisors and customers will read.

Good writing skills allow us to communicate our message with clarity and ease.

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Participants will learn a structured process for composing effective written communications, and emails.

Level 3

Conflict Management – Classroom

This workshop teaches sources of conflict, the five stages of conflict and 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 to improve their conflict management skills.

Difficult Conversations – Classroom

In this workshop, participants will learn how to prepare for having a difficult conversation. They will also learn the steps for holding a difficult conversation based on a model by Cornell University.

In addition, participants will learn the S.T.O.P. tool to manage emotions and will have an opportunity to practice having a difficult conversation using the Cornell model.

Effective Presentation Skills – Classroom

This 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.

Participants will learn effective use of PowerPoint presentations to develop succinct, impactful and engaging presentations.

Emotional Intelligence – Classroom

This workshop helps learners to understand the framework of emotional intelligence and how emotional intelligence impacts understanding others and building effective relationships in the workplace.

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Learners will practice strategies for personal and social competences including a greater awareness of self and others and management of relationships.

Leadership Theory and Practice – Classroom

In this workshop, participants will learn the difference between management and leadership.

Participants will have the opportunity to study and compare common leadership theories and identify the strengths, weaknesses, and application methods for those leadership theories.

Finally, they will learn how to use the Five Practices of Leadership to be a more effective leader.

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 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.

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.

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.

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Creating a Culture of Continuous Improvement – Online

Truly successful organizations have a culture that fosters continuous improvement of its workforce.

This workshop discusses the importance of leadership and creating a learning organization.

Using the framework presented in The Fifth Discipline: The Art and Practice of the Learning Organization by Peter Senge, participants will be able to design a strategy that leads to developing a culture that encourages employees to continuously improve.

Developing the Art of Collaboration – Online

Successful teamwork requires leaders to understand what true collaboration is and how to foster it within the workplace.

During this one-hour workshop, participants will gain applicable tools to help establish rapport and gain trust by finding common ground with others.

Participants will be introduced to a practical list of what to do and not do for building mutually beneficial partnerships and will discover a set of methods for organizing and implementing collaborative efforts.

In addition, a set of diagnostic tools for anticipating, assessing, and resolving conflicts and issues will be provided.

Developing Organizational Agility – Online

The mark of a successful leader in today's work environment is the ability to maneuver within an organization.

During this one-hour workshop, participants will discover the intricacies of how organizations work, and how to achieve results through a variety of channels.

The importance of discerning the culture of an organization and reasoning behind policies, practices and procedures will be discussed.