



Building Performance Excellence Management Certification

- **Developed and presented by:** The Human Resource Consortium, LLC
- **Objective:** To learn how to handle tough leadership challenges such as motivating staff, creating teams, developing low performers, retaining star employees, overcoming conflict and inspiring excellence while increasing your organization's productivity and strategic goals.
- **Who should attend:** Managers at all levels from directors, team leaders, supervisors, and any leader responsible for the daily management of people.
- **Dates:** 4/4/08 – 11/30/08 (No pre-registration is required. Class materials will not be mailed but available from the internet once registration has been paid and approved.)
- **Classes:** There are 10 classes, which are 30 minutes to 1 hour each. (Classes do not have to be taken sequentially, can be viewed more than once, and at any time.)
- **Exam:** The exam comprises 100 questions and is taken online.
- **Price:**
 - **HTVN Subscriber** - \$295 per student
 - **Non-Subscriber** - \$595 per student
- **Price includes:** Access to 10 online classes, student guide, online exam, one-on-one correspondence with trainers, and a management certificate (presented in a wooden plaque).
- **Payment:** Major credit card or offline/check. (Allow two weeks for processing and approval.)
- **Questions?:** Contact HTVN toll-free (800 ● 873-0242) or email:
 - **Lori Luponio** at ext. 639 or lluponio@housingcenter.com
 - **Jackie Biega** at ext. 220 or jbiega@housingcenter.com
- **To register:** <http://htvn.maplelearn.com>

COURSE LISTINGS

Part 1: Building Employee Engagement

Part 2: Developing Effective Roles

Part 3: Hiring Right

Part 4: Managing Across Gender Differences

Part 5: Setting Performance Goals

Part 6: Developing Appreciative Conflict

Part 7: Performance Feedback & Coaching

Part 8: Conducting Respectful Terminations

Part 9: Developing Employees

Part 10: Recognizing & Rewarding Achievement

COURSE DESCRIPTIONS (Part 1 – 10)

Part 1: Building Employee Excellence

Instructors: *Richard Doran & Andrew Smith*

Objective: To acquire skills that build trust and engagement through honesty, leadership, communication, understanding and action.

Part 1 looks at why employees today are not as connected or interested in their workplace as they were in previous generations. It examines different ways a manager can engage their employees, inspire positive behavior, and create trust which is a factor in all communications. It discusses L.E.A.D., trust traps, and different communication styles. Students learn about issues that impact employee engagement, why body language is important in communicating, and how language bias can sometimes detract from the message being conveyed. The program explains what things *to do* and *not to do* that overcome barriers to a more productive and positive work environment.

Length = 1 hour

Part 2: Developing Effective Roles

Instructor: *Kathy Molloy*

Objective: To design job responsibilities, which accurately reflect the true expectations of an employee's role.

Part 2 begins by looking at the current demands of a business and why carefully designing a role really does matter. The program defines how to determine workgroups and workflow based on a company's mission, output, and strategy. It explains *Core Business Processes*, how to identify and resolve inefficiencies and overlap, clarify work boundaries, and define roles. This class explores in detail how to define a person's role and once defined, explains ways to compare it to similar roles in an industry. It outlines ways to develop the job description, requirements needed to do it, and how to keep the job flexible based on a company's changing strategy.

Length = 30 minutes

Part 3: Hiring Right

Instructor: *Kathy Molloy*

Objective: To prepare for the interviewing process and conduct a successful BEI (Behavioral Event Interview) to ensure the best individual is selected.

Part 3 explains the various steps needed when preparing for the interviewing process, from reviewing the candidate's paperwork to screening and rating the candidate pool. It looks at assessing a candidate's skills, motives, and values using selection tools and techniques. The program provides ways to target competencies, define selection criteria for the interviewers, and obtain objective scoring and comparison of candidates. Students learn the systematic process in conducting an effective BEI and the questions to ask at each point during the interview. The *do's* and *don'ts* of selection interviewing and the documentation necessary in the final selection decision are explained. Role plays are used throughout this class to emphasize key points.

Length = 45 minutes

Part 4: Managing Across Gender Differences **Instructor:** *Kathy Molloy*

Objective: To overcome stereotypes and generalizations and develop trust that is based on appreciating the values of others.

Part 4 begins by defining gender bias and the leadership role. It looks at how performance feedback is perceived when it is delivered by a woman versus a man, and how stereotypes can hurt the manager-employee relationship. The program outlines ways to create positive interactions using the three elements of interpersonal trust and how to understand values through appreciative communication. It also describes the techniques of practical listening, which can help to overcome gender bias. Role plays are used throughout part 4 that demonstrate different ways to communicate, replace judgments with open interactions, and overcome gender-based bias.

Length = 45 minutes

Part 5: Setting Performance Goals **Instructor:** *Susan Colantuono*

Objective: To manage beyond the obvious, set SMART goals and create conditions that achieve performance excellence.

Part 5 talks about creating an atmosphere that inspires employees to work together. It starts by examining your performance and how external pressures can influence success or failure. Students learn how to develop sustainable resources by positioning their employees to succeed and understanding potential gaps that could impede their success. The program looks at ways to close any potential gaps and establish **SMART** goals, which are **S**pecific, **M**easurable, **A**ctionable, **R**elevant and **T**ime bounded objectives. In addition, this class outlines the steps necessary when writing, communicating and engaging others in co-creating SMART goals. Attendees learn why a fair process drives performance, and how to align your team to excel in their position.

Length = 1 hour

Part 6: Developing Appreciative Conflict **Instructor:** *Scott Davis*

Objective: To understand the dynamics of conflict, and how to turn conflict into a positive working experience.

Part 6 defines conflict, where it might occur, and how to overcome it so the conflict doesn't become a "who's right" or "more right" battleground. It explains the dynamics of conflict and strategies to resolve it involving facts, job responsibilities, directions, and different belief systems. The program explains the key points involving conflict styles and how they work and don't work in competition, collaboration, compromise, avoidance and accommodation. Role plays are used throughout part 6 to emphasize the cycles of conflict along with effective negotiations guidelines.

Length = 45 minutes

Part 7: Performance Feedback & Coaching

Instructor: *Scott Davis*

Objective: To learn the skills necessary for delivering feedback and conducting a coaching session.

Part 7 begins by outlining why effective performance management is critical to an organization and what essential skills are needed to do it successfully. The class defines what to include when conducting feedback using SMART goals and other effective techniques. This program further discusses the various aspects to coaching, how it can be used to inspire and motivate, why it is an important developmental tool and when conducted correctly, brings out the best in employees. The program explains the types and functions of coaching and when to conduct a coaching session.

Length = 30 minutes

Part 8: Conducting Respectful Terminations

Instructors: *Richard Doran & Andrew Smith*

Objective: To know when and how to conduct a termination that's safe and respectful.

Part 8 starts by explaining how to ensure employee dignity, as well as organizational safety, throughout the termination process. Students learn how to deliver the message, and how body language can ultimately affect the process. It outlines the general aspects involved in termination from the right time and the right place to conduct it and what to say during the meeting. This program also discusses legal considerations, at-will employment, and the types of termination which include disciplinary, performance and layoff.

Length = 45 minutes

Part 9: Developing Employees

Instructors: *Richard Doran & Andrew Smith*

Objective: To understand the components necessary when creating and implementing a development plan.

Part 9 looks at the various components in a development plan. It starts by explaining accountability and who is ultimately accountable for developing employees. This class describes how to ensure alignment and then to communicate it to staff. The preparation process is outlined and includes the manager's and employee's individual responsibility in it, and why joint ownership is really needed to ensure its long-term success. Students learn about delegation skills, the delegation and decision-making model and the critical components involved in both.

Length = 45 minutes

Part 10: Recognizing Achievement

Instructors: *Richard Doran & Andrew Smith*

Objective: To know the difference between recognizing and rewarding an employee and what is necessary to communicate both.

Part 10 looks at the assumptions involved in rewarding and recognizing staff. It starts by explaining the assumptions associated with both, why acknowledgments need to be timely and sincere, and when a committee may be necessary to determine monetary and non-monetary rewards. The program examines expectations, when employee input is needed in the process, and the criteria that should be used. The program also explains why aligning cultural norms of the organization with employee recognition should be considered.

Length = 45 minutes

COURSE INSTRUCTORS

Susan Colantuono

Susan Colantuono has been delivering innovative HR solutions to organizations since the early 1970's, partnering with her clients to align their business strategy with creative solutions. She has brought her expertise to a variety of national and multi-national corporations including: AT&T Capital Corporation, the CIA, Cellular One, CIGNA, Columbia Medical Plans, Exxon, Marriott Hotels, NYNEX, the U.S. Department of Education, Victoria General Hospital (Canada), and webMethods. Prior to becoming a consultant, Ms. Colantuono worked for Connecticut General Life Insurance Company as an information systems project manager, human resources generalist and training department manager. She completed her graduate studies at the School of Education at the University of Massachusetts, and has authored "Build Your Career" and "Make Room for JOY!"

Scott Davis

Scott Davis has more than fifteen years of experience providing organization development solutions in the areas of management, leadership, career development, executive coaching, 360 feedback, conflict management, team building, diversity, and change management. Scott has been a consultant with more than one hundred of the Fortune 500 companies including: Aetna, AT&T, Bayer, Bristol Myers Squibb, Dexter, Fleet Bank, Pfizer, SBA, Travelers, and Yale University to mention a few. His work has been featured in articles in *The New York Times*, *Newsweek*, *National Employment Business Weekly*, *Job Search Bulletin*, *The Hartford Courant*, and *The Bottom Line*. Prior to his consulting career, Mr. Davis was Manager of Corporate Training for CIGNA Corporation. He completed his Bachelors at the University of Vermont in Political Science, and took additional education at UCLA's School of Management in Organizational Behavior. He is a Certified Professional Specialist in Organizational Development, a Certified Member of the Outplacement Institute, and Member of the Advisory Board for the University of Hartford's School of Entrepreneurship.

Richard Doran

Richard Doran is a nationally recognized professional in the field of organization development; culture change; workforce diversity; and conflict management within diverse business, academic and community environments. As a consultant, he has consulted to mid-sized and Fortune 500 firms including Exxon, Mobil, Conoco, Hannaford, Wild Oats, and United Airlines, as well as to colleges, universities, and police departments. Prior to external consulting, Mr. Doran led the human resource functions at Digital Equipment and Ben & Jerry's Homemade, Inc. At Atlantic Electric, Winchester Rifles, and Ben & Jerry's he partnered with labor unions to bring about change for all levels of employees within the organization. No stranger to turnaround situations, he partnered with a leading turnaround specialist in three different companies where organizational assessment, reorganization of senior management, and the design and implementation of a new organizational structure were integral to the turnarounds' success. Before venturing into the field of human resource management Mr. Doran worked in the field of law enforcement for the cities of New Haven and Hartford (Connecticut), and earned his degree in Criminal Justice from the University of New Haven.

Kathy Molloy

Kathleen Molloy has twenty years of experience building high performance domestic and global organizations. Her work is focused on aligning culture, leadership, and structure with business strategy, which includes global executive coaching and development, cross-cultural management, and management systems design. Ms. Molloy has consulted with firms, which include: American Express Financial Advisors, ConnectiCare, Creative BioMolecules, Deloitte & Touche, Genzyme Pharmaceuticals, Habitat for Humanity, Johnson & Johnson, LEGO Systems, and Towers Perrin. Prior to consulting, she worked at Aetna Life and Casualty as Director of Performance Planning and Development, Manager of Executive Development & Organizational Effectiveness for Personal Lines, and later for Aetna International. Some of Ms. Molloy's certifications include: International Institute for Human Resource Management, Cultural Adaptability Profile, and Center for Creative Leadership's Leadership Architect. She earned her MBA in International Business from UCONN and her Masters in Social/Cultural Anthropology from Duke University.

Andrew Smith

Andrew Smith is a nationally recognized professional in the field of organization development, specifically in culture change, workforce diversity, teambuilding, leadership development, and executive coaching. His thirty years of organization development consulting are grounded by financially sound business acumen gained through his origins in accounting and finance. Mr. Smith has consulted with numerous Fortune 1000 and mid-cap companies and has brought innovative solutions to the public sector and non-profits. Some of his clients include: Amtrak, Bank One, Con Edison, Department of Homeland Security, Internal Revenue Service, JP Morgan Chase, NYNEX/Verizon, Phillip Morris, PMUSA, Reebok, Transco of the United Kingdom, and United Technologies Corporation. Prior to consulting, he held management roles at General Foods, Pillsbury, Green Giant, DuPont, Xerox Learning Systems, Roche Diagnostic Systems and American Cyanamid. Mr. Smith earned his Bachelor of Science in Business Administration from Kentucky State University and MBA in Organization Development and Finance from the University of Minnesota.