



**DATES:** Tuesday, September 1  
Tuesday, September 15  
Tuesday, October 6  
Tuesday, October 20  
Tuesday, November 3  
Tuesday, November 17

**TIME:** 8:30am - 11:30am. PST

**LOCATION:** Online, Adobe Connect Room

**TUITION:** \$850 per Person  
(for above 6 training dates)

**INCLUDES:**

- Electronic Binder of Course materials and handouts
- Performance Management Guide
- Certificate of Completion

**REGISTRATION:**

Jo Miller

[CLICK HERE](mailto:jmiller@rgs.ca.gov) or [jmiller@rgs.ca.gov](mailto:jmiller@rgs.ca.gov)

**FOR QUESTIONS:**

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*Develop Your Leadership Skills Remotely from Home or Work with RGS' New Virtual Leadership Academy*

**LEARNING OUTCOMES/SKILL BUILDING IN:**

- Getting Work Done Through People
- Engaging Employees to Create a Positive & Productive Workforce
- Exploring the Many Roles of Supervisors/Managers
- Identifying Leadership Levels
- Building Power and Influence
- Communicating Effectively as a Leader
- Conducting Difficult Workplace Conversations
- Leading Proactively
- Creating a Culture of Accountability
- Managing Performance
- Coaching for Success

*“The Academy makes you sit back and analyze your situation personally and strive to make positive changes.”*

- Academy Graduate

*“This Academy was by far the most helpful and interesting training I have attended.”*

- Academy Graduate



# SUPERVISOR/MANAGER 6-DAY ACADEMY

## SYLLABUS

*Designed for New or Experienced Leaders in Local Government  
by Trainers with Extensive Experience in Local Agencies*

**Learning Outcomes Include:** Getting Work Done Through People, Engaging Employees, Creating a Positive and Productive Workforce, Exploring Leadership Roles and Levels, Building Power and Influence, Communicating Effectively, Conducting Difficult Conversations, Leading Proactively, Creating a Culture of Accountability and Managing Performance.

<b>Role of the Leader</b>	<b>The Language of Leadership</b>	<b>Performance Management</b>
<p><b>Day 1:</b></p> <ul style="list-style-type: none"> <li>• Use Mission/Values to Focus Employee Performance</li> <li>• Be Familiar with Key Leadership Roles</li> <li>• Using Inquiry as Strategy for Effective Coaching</li> <li>• Building Power and Influence</li> </ul> <p><b>Day 2:</b></p> <ul style="list-style-type: none"> <li>• Giving Constructive Feedback</li> <li>• Strategy for Coaching</li> <li>• Learn How Successful Leaders Make Decisions</li> <li>• Set Personal Goals for Creating a Positive Work Culture</li> <li>• Eight Qualities of Effective Leaders</li> </ul>	<p><b>Day 3:</b></p> <ul style="list-style-type: none"> <li>• Attributes of Great Communicators</li> <li>• Aiming for Mutual Understanding</li> <li>• Engaging in Strategic Listening</li> <li>• Communicating Interests</li> <li>• Your Communication Style Assessment</li> <li>• Understanding and Flexing Your Communication Style</li> </ul> <p><b>Day 4:</b></p> <ul style="list-style-type: none"> <li>• Skill Building in Workplace Conversations</li> <li>• The Cost of Tension and Conflict</li> <li>• Having Difficult Conversations               <ul style="list-style-type: none"> <li>o Preparation</li> <li>o Surfacing the Issues</li> <li>o Moving Toward Agreement</li> </ul> </li> </ul>	<p><b>Day 5:</b></p> <ul style="list-style-type: none"> <li>• Impact of the Supervisor</li> <li>• Understanding the Parameters of Your Position</li> <li>• Defining Your Impact on End Results</li> <li>• Learning the Impact of Labeling</li> <li>• Creating a Culture of Accountability</li> </ul> <p><b>Day 6:</b></p> <ul style="list-style-type: none"> <li>• Your Role in the Performance Management Process</li> <li>• The Performance Management Cycle</li> <li>• Establishing Performance Goals</li> <li>• Coaching for Performance</li> <li>• Steps of Progressive Discipline</li> </ul>

These Academy sessions are highly interactive virtual classrooms. They require attendee participation and attention. Attendees will participate in small group breakout room discussions and will be asked at times to share audio and video at times during the course. Please treat employees attending as if they are away at training and allow them time to focus and participate without job demands or multi-tasking.

The Academy is conducted in Adobe Connect learning platform. The course requires you to download the Adobe Connect application. Additional requirements include a strong internet connection (LAN cable preferred), computer/laptop or tablet, as well as a telephone to dial-in for the session audio. A headset is recommended as well for a hands-free experience.

Click the following links to see [Adobe attendee system requirements](#), to [test your connection](#), and to [get a quick overview](#).