



**DATES:** Thursday, February 23  
Thursday, March 23  
Thursday, April 20

**TIME:** 9:00am - 3:30pm

**LOCATION:** Police & Fire Admin. Bldg.  
(Auditorium)  
1000 Villa St.  
Mountain View, CA 94041

**TUITION:** \$750 per Person  
(for all 3 Non  
Consecutive Days)

**INCLUDES:**

- Lunch
- Performance Management Guide
- Follow-up Coaching
- Certificate of Completion

**REGISTRATION:**

Jo Miller  
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**FOR QUESTIONS:**

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650.587.7309

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

**LEARNING OUTCOMES/SKILL BUILDING IN:**

- Getting Work Done Through People
- Engaging Employees to Create a Positive & Productive Workforce
- The Many Hats of Supervisors/Managers
- Leadership Levels
- 3 Keys to Communicate Effectively as a Leader
- How to Conduct Difficult Workplace Conversations
- Leading Proactively
- Creating a Culture of Accountability
- Managing Performance
- Encouraging Success
- Performance Coaching
- Positive Discipline
- Performance Evaluations

*“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 3-DAY  
ACADEMY**

**Topic Layout Per Day**

**Learning Outcomes Include: Skill Development in Getting Work Done Through People, Employee Engagement, Pro-Active Communication, Improving Effectiveness of Difficult & Critical Conversations, Pro-active Leadership and A Culture of Accountability.**

<b>Day 1- Six Hours</b>	<b>Day 2- Six Hours</b>	<b>Day 3- Six Hours</b>
<p><b>Getting Work Done Through People</b></p> <p><b>Employee Engagement Techniques to Create a More Positive and Productive Work Environment</b></p> <ul style="list-style-type: none"> <li>• Aligning Work to:               <ul style="list-style-type: none"> <li>o Mission/Values/Goals</li> <li>o Big Picture and</li> <li>o Business Reasons for the Work</li> </ul> </li> <li>• Encouraging Performance</li> <li>• Acknowledging Performance</li> </ul> <p><b>Skill Building in the Many Hats of Supervision/Management</b></p> <ul style="list-style-type: none"> <li>• Director of Work</li> <li>• Teacher</li> <li>• Mentor</li> <li>• Provider of Resources</li> <li>• Problem Solver</li> <li>• Performance Manager</li> </ul> <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Levels</li> <li>• Styles</li> </ul>	<p><b>Learning the Language of Leadership</b></p> <ul style="list-style-type: none"> <li>• Attributes of Great Communicators</li> <li>• Guiding Principles</li> </ul> <p><b>Pro-Active Communication</b></p> <ul style="list-style-type: none"> <li>• Aiming for Mutual Understanding</li> <li>• Listening for Their Interests</li> <li>• Communicating Your Interests</li> <li>• Detecting and working with Communication Styles</li> <li>• Creating a Mutual Exchange</li> </ul> <p><b>Skill Building in Serious/Important Workplace Conversations</b></p> <ul style="list-style-type: none"> <li>• Common Pitfalls and Cautions</li> <li>• Prepare Ahead</li> <li>• Start Consciously</li> <li>• Keep it Constructive</li> <li>• Describe the difference between the Goal and Current Reality</li> <li>• Address the Gap with a Plan               <ul style="list-style-type: none"> <li>o Dialogues for Common Situations: “Managing from the Middle”</li> </ul> </li> </ul>	<p><b>Learning Techniques of Proactive Leadership</b></p> <ul style="list-style-type: none"> <li>• How to Hire the Right People</li> <li>• Overview of Various Documents that Guide Your Behavior</li> </ul> <p><b>A Culture of Accountability Through The Performance Management Cycle</b></p> <ul style="list-style-type: none"> <li>• <b>The Work Plan</b></li> <li>• <b>Encouraging Performance</b></li> <li>• <b>Performance Coaching</b></li> <li>• <b>Positive Discipline</b></li> <li>• <b>Effective Performance Evaluations</b></li> </ul> <p><b>Self-Assessment and Goal Setting of Leadership Skills</b></p>

The Academy is designed for the new or experienced Supervisor/Manager and includes participants discussing and practicing skill sets and setting goals for specific self- improvement.

**Developed by trainers with extensive experience working in and for local government!**