A picture containing logo

Description automatically generated

**Division of Training and Development**

**Dr. Cindy Hickman, Ed.D.** [**cindyhi@cumberlandcountynj.gov**](mailto:cindyhi@cumberlandcountynj.gov)

**Leadership Development Series (101)**

**Wellness Series: The Culture of Caring**

Gallup's State of the Global Workplace: 2021 Report shows, 80% of the world's workers are already not engaged or actively disengaged. Now more than ever, research has shown that the relationship between leaders and employee is pivotal to help spur a culture of engaged workers. Engagement, which is rooted in relationships, moves employee to do their best. The bottom line? Employees need to feel valued. This class will explore how leaders can create a caring workplace and how employee engagement drives the success of an organization.

**The Secrets of Leadership Success**

Successful leaders value their employees and by connecting with their staff daily. This foundational training will discuss the daily secrets which lead staff toward a culture of employee engagement. You will learn that feedback is the “breakfast of champions” (Blanchard). This class will review the overall agenda of the year and answer any question leaders may have about the year-long training initiative.

**Real Time Coaching: Continuous Employee Feedback**

Every great athlete had a great coach. Every great employee should have a great supervisor who coaches them throughout their workday and professional development. What does it mean to be a great coach? Coaching is a leadership tool which inspires the staff and help them develop a sense of ownership over their work. This session will discuss leader as coach and how you can inspire employees through the real-time coaching method.

**Strategic Leadership: The Challenge of Change (Executive, Department and Division Heads)**

The one thing that is constant is change and organizations as well as top leaders must adapt to prepare for the future. Managing change is both a personal and professional journey. This class will discuss how to support employees through the change process and the strategies to help them adapt. We will also discuss the challenges of resistance which is a natural process of change.

**Frontline to Supervisor Transition (For midline supervisors only)**

Possessing an organizational title does not automatically make you a successful leader. Leaders need to have the necessary people skills to help drive the mission, vision, and values of an organization. The main responsibility of a frontline supervisor is to manage their team. An effective supervisor understands their role as it relates to their team and how the team contributes to the success of the organization. The transition from front line employee to a leader’s role is challenging. This class discusses key issues all new leaders need to know to navigate the role and to understand how to properly lead a team.

**Law #6: The Law of Solid Ground (K. Blanchard)**

Credibility or lack thereof can make you a successful leader or one which your people choose to no longer follow you. One bad decision can lead to another and over time builds up and one day you can find yourself without one of the most connections to your team…trust. This workshop will discuss the importance of trust between you and your followers by exemplifying competence, connection, and character. This class is based on Ken Blanchard’s best selling book, “The 21 Irrefutable Laws of Leadership.”

**Communication Up: How to Talk to High Level Leaders**

Your success as a supervisor depends on effective two-way communication with upper management. Those relationships are mainly based on effective communication. Learning how to communicate up the organizational ladder effectively will help you fulfill your work duties. Some key points include but are not limited to: You must be able to effectively communicate your needs and concerns and being able to communicate information that addresses the needs and concerns of your supervisor and senior management.

**Handling Difficult People at Work: Resolving Conflict with Emotional Intelligence**

Successful leaders need Emotional Intelligence. EI is the ability to identify and manage your own emotions and the emotions of others. It is generally said to include three skills: emotional awareness; the ability to harness emotions and apply them to tasks like thinking and problem solving; and the ability to manage emotions, which includes regulating your own emotions and cheering up or calming down other people. We all need help identifying our areas of needed improvement. If you need to improve your EI, this class is for you.

**Performance Management and the Evaluation Process**

Performance management is a process that helps leaders achieve the goal of partnering with your employee to help them reach that full potential. In this course we will discuss the skills and key processes you will need to develop your employees to attain department and organizational goals. These skills will include setting clear expectations, providing positive and corrective feedback, and delivering an effective performance appraisal. The course will also review the County’s performance evaluation tools.

**Managing Conflicts- The 3 M Approach Audio via Email to all leaders**

Internal conflict is normal in any organization. However, it is important that leaders teach their employees how to cope with the own interpersonal conflicts. However, when employees do not effectively manage their conflict, it is time for the leader to coach them to the next step. This session is a review of how leaders should help employees confront difficult situations and mediate only when necessary.

**The Law of Priorities: Time Management for Supervisors**

Too much to do and not enough time?  The trick is not in the planning as much as it is in knowing your work priorities and managing conflicting ones. This training collaborates the research of both S. Covey and J. Maxwell to help you managing time and juggling workplace priorities.

**The Human Side of Leadership-Emotional Intelligence**

Leaders need Emotional Intelligence not a high IQ. Leaders who have EI can manage their own emotions and that of their staff.  This course discusses three elements: emotional awareness; the ability to harness emotions and apply them to tasks like thinking and problem solving; and the ability to manage emotions, which includes regulating your own emotions and cheering up or calming down other people.

**Delegation: A Necessary Tool for Success**

Delegating work to employees is one way to develop the competencies of their staff. Leaders must understand the difference between delegation and dumping.  Leaders must Give employees responsibility and then hold them accountable. This course will outline the steps to successful delegation.

**Professional Development Training Program (102)**

**Understanding Employee Engagement: Moving from Boss to Coach**

Leaders will gain an understanding workplace culture and the impact it has on employee engagement. Today’s new leader must learn how to tap the potential of their staff and assist them in developing their best self. The course will analyze the requirements of coaching conversations and the importance of feedback.

**Wellness and Workplace Resiliency**

Resiliency is the key skill for staff to combat. This course will leaders understand the current state of the American workplace, examine the importance employee resilience, and learn how to build morale, support mental health, and positive behaviors of a caring culture.

**How to Deliver Critical Conversations**

Delivering a critical conversation is one of the most challenging conversations to have with staff. This course will examine the how to deliver these conversations so that that they can encourage employees to improve and become more successful at work.

**Getting Beyond Teams, Creating Synergy in our People**

The goal of any leader is to build morale and empower their team to do what they were hired to do. Leaders must teach their team members to learn the importance of communicating ideas and experiences among the group to accomplish goals. This session will discuss how to build a better team.

**Workplace Ethics**

The objective of this training includes promoting ethics behavior, preventing misconduct, fostering a positive work environment, enhancing decision-making skills, and ensuring compliance with policies and procedures. It will guide leaders in making ethical choices, handling ethical dilemmas, and maintaining the organizations reputation.

# **Staff Development Series**

**Leaders may also choose to register for the following courses:**

**Course 1 - Business Ethics in the Workplace**

***Training Objectives:****This course will define integrity and ethics as it relates to your job. It has been said that integrity is doing the right thing when no one is looking.  We must remember that our County mission is to serve the county residents and provide those services in an ethical manner. When we serve with integrity, the residents of Cumberland County can trust us. This course will discuss the importance of ethical decision making.*

**Course 2 - Professionalism in the Workplace: The Value of Accountability**

***Training Objectives:****All of us are required to do what we are hired to do. However, at times, employees do not meet the demand of the workplace because they fail to accept complete personal responsibility for their job. This course will help the employees learn the definition of accountability in hope that employees will take ownership of their own attitude and behaviors. In the end, the class will teach the delicate balance of control versus influence and how to create a more positive workplace.*

**Course 3 - Human Challenge of Change for Staff**

***Training Objectives:*** *Organizational change affects everyone differently.  Even good change is stressful. This training will explore the importance of organizational change. The staff will learn how to recognize their own reaction to change and how to have a positive impact with their leader as they team up with all to move the change forward.*

**Course 4 -Resiliency in the Workplace**

***Training Objectives:****All of us experience work stress and today’s workforce is experiencing job burnout and stress in epidemic proportions. Employees report that their organization is understaffed and overworked. The reality is that no matter what our role is in the county we must learn to manage our own stress. Learn techniques to help you deal better with stress. In this workshop, you will learn how to recognize when you when you have “chronic stress overload” and how to deal better with many different types of real life situations.*

**Course 5 - Resolving Conflicts in the Workplace**

***Training Objectives:*** *You spend a majority of your workday facing challenges some of which can create difficult social interactions with families and co-workers. Learn how to become more successful at work by improving your conflict and negotiation skills. This class investigates conflict in the workplace and then examines the skills of successful interpersonal negotiations.*

**Course 6 - Time Management: How to Survive Balancing Your Plate**

*Too much to do and not enough time? This course will present Dr. Stephan Covey’s work on time management. His book, “First Things First” was groundbreaking and helps all of us both personally and professionally manage our time as it relates to our job requirements.*

**Course 7 - The Five Dysfunctions of a Team**

***Training Objectives:****Training is based on a best-selling book by Patick Lencioni which focuses on the five dysfunctions that could exist between individuals who work together on a team. The training reviews the Five Dysfunctions. At the conclusion of training, a brief quiz is completed to assess whether or not your team has evidence of dysfunctional behaviors.*

**Course 8 - Creating a New Culture: Building a Customer-Centered Organization**

***Training Objectives:****By the end of this training staff will understand the elements of an improved customer culture. The staff will learn how to become more equipped to handle customer challenges. The trainer will use role plays, scripts, and case studies to demonstrate customer  service scenarios.*

**Course 9 - Telephone and e-mail Etiquette**

***Training Objectives:****The course will review how to communicate effectively over the phone and to assist in creating a more professional and effective electronic message. The instructor will also review how to communicate effectively over the phone and support a positive customer service environment. Some of the topics include, general formatting, how to write without tone, create a great headline, know your audience, and additional tips of do’s and don’ts of e-mail etiquette.*

**Course 10 - Classic DiSC Dimensions of Behavior**

***Training Objectives:****This self-assessment helps one to confirm or learn ones strengths and limitations to one’s own communication style. This interactive workshop instructs how to adjust your own style to get along better with others, promote constructive and innovative group interactions and enable better teamwork and reduce team conflict.*

**Course 11 - Business Writing I \***

***Training Objectives:*** *Writing is part o our everyday professional lives. The Four's C's are taught is this basic business writing class. Correct, Clarity, Concise, and Complete are the pillars of effective writing. This class will enhance your writing skills though practice in all four areas.*

*\* Business Writing II and III offered upon request. BW I is a prerequisite for II, BW II is a prerequisite for III.*

**Course 12 -  Zest of the Best in the Workplace**

***Training Objectives:*** Do you find you have lost a positive attitude at your job? Well, we all can get in a rut but staying in the rut is not beneficial to you, your coworker or your organization. This course can help you understand the importance of a positive attitude in the workplace and how you can change to make you time at work enjoyable.

# 

**Workplace Excellence Institute**Frequently Asked Questions

**Cancellation**

Who do I notify if I cannot attend a training course?

*If possible, please contact the course instructor. If you are unable to contact the instructor, please call Dr. Cindy Hickman, Director of Training and Development at (856) 238-6799 or via e-mail at*[*cindyhi@co.cumberland.nj.us*](mailto:cindyhi@co.cumberland.nj.us)*.*

Will I receive a refund if I cancel?

*No. Refunds are ONLY given if the course is cancelled by the instructor.*

How am I notified if a course is cancelled (inclement weather, trainer unavailable)?

*All course cancellation information will be highlighted on the Workplace Excellence Institute homepage.*

**Cost of Training**

Is there a fee for training?

*It depends. Most training is free, however, a small fee may be applied to those courses offered through outside agencies. Please see department head or Dr. Hickman for more information. Some courses may be paid for by your department's training budget.*

What forms of payment are accepted for training courses?

*Credit cards, checks and/or money orders are accepted as payment for most courses.*

**Continuing Education Credits**

Do any courses qualify for continuing education credits?

*Some may qualify. If so, the credit is listed next to the course-examples (PWM - 3TECH) means this course qualifies for 3 technical      
continuing education credits for Public Entity Managers. Contact Dr. Hickman if you have any questions.*

**Facilities / Parking / Food & Beverage**

Is there parking at the facility and if so, is there a cost?

*All facilities are equipped with adequate parking at no cost.*

Are food and beverage permitted in the classrooms?

*No. Food and beverages are not permitted in classrooms*.

Are there any food/beverage vendors on site?

*Some entities are equipped with food and beverage vending machines. Varies upon location.*

**Registering for a course**

Employees should request training through their supervisors. Training and course registration will be coordinated through department heads and/or their designee.

**Technical Difficulties**

Who do I contact if I am unable to register for a course on-line?

*Please contact Dr. Cindy Hickman, Director of Training and Development at (856) 238-6799 or via e-mail at*[*cindyhi@co.cumberland.nj.us*](mailto:cindyhi@co.cumberland.nj.us)*.*

Who do I contact if I experienced difficulty during an on-line training course?

*Dr. Cindy Hickman, Director of Training and Development at (856) 238-6799 or via e-mail at*[*cindyhi@co.cumberland.nj.us*](mailto:cindyhi@co.cumberland.nj.us)*.*

**Who to Contact**

Who do I contact if I would like more information on a course?

*Please contact Dr. Cindy Hickman, Director of Training and Development at (856) 238-6799 or via e-mail at*[*cindyhi@co.cumberland.nj.us*](mailto:cindyhi@co.cumberland.nj.us)*.*

Who do I contact if I want to report an issue with an instructor?

*Please contact Dr. Cindy Hickman, Director of Training and Development at (856) 238-6799 or via e-mail at*[*cindyhi@co.cumberland.nj.us*](mailto:cindyhi@co.cumberland.nj.us)*.*

Who do I contact if I want to schedule training for a group?

*Please contact Dr. Cindy Hickman, Director of Training and Development at (856) 238-6799 or via e-mail at*[*cindyhi@co.cumberland.nj.us*](mailto:cindyhi@co.cumberland.nj.us)*.*