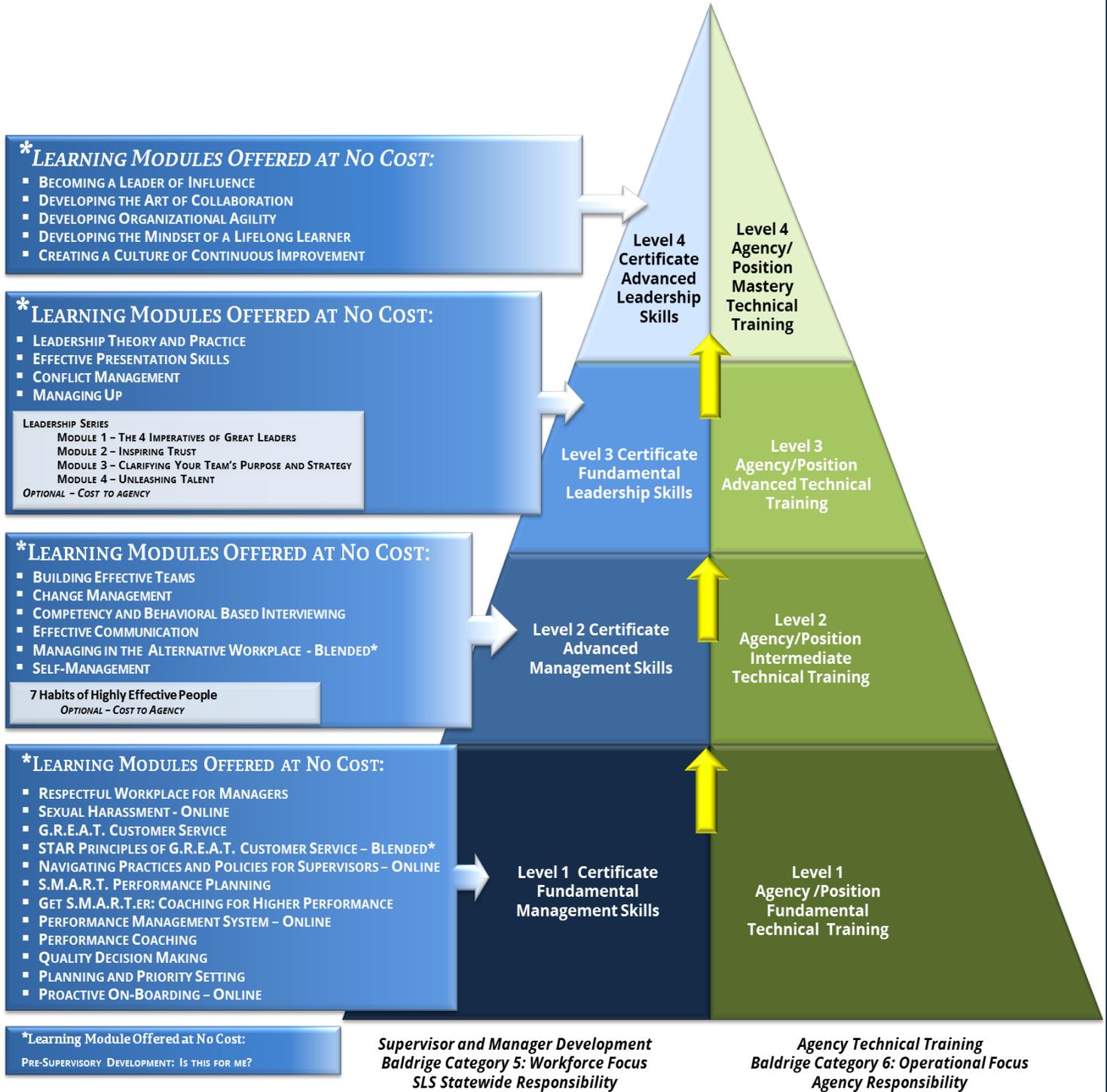


Performance Development

Management and Leadership Learning Pyramid

“Equipping Supervisors for Success”



*Blended learning workshop consist of an online prerequisite, followed by classroom.

Management and Leadership Learning Pyramid

Learning Module Descriptions

Strategic Learning Solutions, in collaboration with the Learning and Development Council, implemented learning initiatives designed to create lifelong learners to support Governor Bill Haslam priorities and operational goals for the State of Tennessee.

The strategy to support the Governor's initiatives was created by Commissioner Rebecca Hunter and Assistant Commissioner Trish Holliday, and is synthesized in the Learning Pyramid.

The Learning Pyramid is a four level certificate program for all state supervisors with 28 learning modules at no cost to the agencies and five optional modules. Certified agency trainers who would like to teach managers and supervisors in their respective departments and respected agents of change are also encouraged to enroll on the SLS website.

This document presents a synopsis of the description for the required learning modules for Level 1 and 2. The modules for Level 3 and Level 4 are in the process of being completed.

FACILITATION AND PROFESSIONAL DEVELOPMENT			
A	Pre-Supervisory Development: Is this for Me?	C	How to Facilitate Certification
B	Facilitation Fundamentals		
LEVEL 1 CERTIFICATE – FUNDAMENTAL SUPERVISOR SKILLS			
1	Respectful Workplace for Managers	7	Performance Management
2	G.R.E.A.T. Customer Service	8	Performance Coaching
3	STAR Principles of Great Customer Service	9	Quality Decision Making
4	Navigating Practices and Policies for Supervisors	10	Planning and Priority Setting
5	S.M.A.R.T. Performance Planning	11	Proactive Onboarding
6	Get S.M.A.R.T.er: Coaching for Higher Performance		
LEVEL 2 CERTIFICATE – ADVANCED MANAGEMENT SKILLS			
1	Building Effective Teams	4	Effective Communication
2	Change Management	5	Managing Virtual Teams
3	Competency and Behavioral Based Interviewing	6	Self-Management
LEVEL 3 CERTIFICATE – FUNDAMENTAL LEADERSHIP SKILLS (IN DEVELOPMENT)			
1	Leadership Theory and Practice	3	Conflict Management
2	Effective Presentation Skills	4	Managing Up
LEVEL 4 CERTIFICATE – ADVANCED LEADERSHIP SKILLS (IN DEVELOPMENT)			
1	Becoming a Leader of Influence	4	Developing the Mindset of a Lifelong Learner
2	Developing the Art of Collaboration	5	Creating a Culture of Continuous Improvement
3	Developing Organizational Agility		

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The strategy to support the Governor's initiatives was created by Commissioner Rebecca Hunter and Assistant Commissioner and State Chief Learning Officer, Dr. Trish Holliday, and is synthesized in the Learning Pyramid.

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PRE SUPERVISORY LEADERSHIP: IS THIS FOR ME?

The Pre-Supervisory Workshop is designed to help individual contributors make an informed decision about serving in a supervisory role. This workshop is an introductory course for the Statewide Pyramid of Learning Series offered to explore 5 skills to becoming a supervisor, common pitfalls for supervisors and making the transition from team member to supervisor.

Level 1 Certificate Fundamentals Management Skills

RESPECTFUL WORKPLACE FOR MANAGERS (3 ½ HOURS) – CLASSROOM/MANDATORY

During this workshop, participants 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, they 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 (2 HOURS) – CLASSROOM/MANDATORY/ IN DEVELOPMENT

During this workshop, participants learn to understand the definition of sexual harassment and the different types of sexual harassment. Participants learn how to effectively deal with sexual harassment based on the State's Policy Statement on Workplace Discrimination and Harassment. Supervisors and managers learn what, and how to prevent sexual harassment, how to handle complaints, and understand retaliation. This workshop can be accessed online on Edison.

G.R.E.A.T. CUSTOMER SERVICE (3 ½ HOURS) - CLASSROOM/MANDATORY

During this workshop, participants learn about the Customer Focused Government initiative and the G.R.E.A.T. customer service model. Participants will be able to identify internal and external customers and services provided. They 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.

STAR PRINCIPLES OF G.R.E.A.T. CUSTOMER SERVICE (3 ½ HOURS) - ONLINE / CLASSROOM / MANDATORY

During this workshop, participants learn how to create a customer focused culture. Behaviors identified are tailored to meet the specific needs of the agency's culture and customers. In addition, the objectives covered in this module are: learning how providing G.R.E.A.T. customer service impacts the agency's bottom line, how to move Tennessee forward to a customer focused culture, the 5 keys to G.R.E.A.T. customer service and identify mission critical service behaviors for the agency. Workshop prerequisite is completion of online STAR Principles of G.R.E.A.T. Customer Service.

NAVIGATING POLICIES AND PRACTICES FOR MANAGERS AND SUPERVISORS (2 HOURS) - ONLINE

During this workshop, participants are provided a detailed overview of policies, practices, and state rules. The topics covered include performance management, discipline, leave and attendance, equal opportunity training, appeals, structure of state government, laws and other areas of practice supervisors and managers must know to be effective in their roles. Participants also learn how laws are enacted and the structure of state rules derived from law.

S.M.A.R.T. PERFORMANCE PLANNING (3 ½ HOURS) - CLASSROOM/MANDATORY

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. The objectives for this workshop are to review the performance management process steps, learn the S.M.A.R.T. formula and how to use the formula to write work outcomes for an individual performance plan.

GET S.M.A.R.T.ER: COACHING FOR HIGHER PERFORMANCE (3 ½ HOURS) - CLASSROOM/MANDATORY

The Coaching for Higher Performance workshop provides supervisors with clear guidance on how to coach employees towards advanced and outstanding performance. The curriculum supports the state's Performance Management Model by providing tools needed to create a culture of continuous feedback and high performance. Supervisors explore the philosophy of higher performance; analyze the performance rating definitions for clarity to effectively evaluate performance; learn the five questions for coaching for higher performance, and practice the skill of coaching for higher performance.

PERFORMANCE MANAGEMENT SYSTEM (3 HOURS) - ONLINE / MANDATORY

The Performance Management System online course is an essential tool for supervisors to learn how to use the Edison portal to create and manage performance documents. Supervisors learn the components of individual performance planning, the importance of interim reviews, and the implementation of the performance coaching and feedback sessions. The course includes instruction on preparation for the annual review, the roles and responsibilities of reviewers and raters, and the definitions of performance ratings.

PERFORMANCE COACHING (3 ½ HOURS) - CLASSROOM/MANDATORY

The Performance Coaching workshop teaches supervisors how effective coaching enhances the performance management process. Supervisors learn the 5-step performance coaching model that provides them with the knowledge and skills needed to reinforce positive behavior and change negative behavior.

QUALITY DECISION MAKING (3 ½ HOURS) - CLASSROOM

During this workshop, participants learn critical theory of rational and non-rational decision making. Participants learn the value of both processes and the impact on leading people. Also, they learn how to apply forms of non-rational decision making when rational decision making is not an option based on timing and circumstances. Finally, they practice making decisions through the use of the non-rational decision making methods.

PLANNING AND PRIORITY SETTING (3 ½ HOURS) - CLASSROOM

During this workshop, participants learn skills to improve productivity, recognize, and demonstrate the competencies required for effective planning and priority setting. Participants also learn how to identify priorities that are urgent and important. In Addition they learn how to set goals and objectives to improve skills in planning and prioritizing. Finally, they learn the importance of planning, scheduling, and what makes them distinct.

PROACTIVE ON-BOARDING (1 HOUR) - ONLINE / MANDATORY

During this workshop, participants learn how to effectively onboard employees as a retention strategy and to enhance performance. They learn the definition of proactive onboarding, the 5 C's of proactive on-boarding as well as the benefits and importance of proactive on-boarding. Participants learn the difference between proactive on-boarding and orientation. Finally, participants learn the proactive on-boarding process – timelines, roles and responsibilities. They gain tools and resources to develop an effective on-boarding program in their agency. This workshop can be accessed online on Edison.

Level 2 Certificate Advanced Management Skills

BUILDING EFFECTIVE TEAMS (3 ½ HOURS) – CLASSROOM/ IN DEVELOPMENT

During this workshop, participants 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 underpinnings for the success of all teams.

CHANGE MANAGEMENT (3 ½ HOURS) – CLASSROOM/ IN DEVELOPMENT

During this workshop, participants learn how to effectively guide employees through workplace change. Participants 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 also acknowledge the key factors for successful organizational change and become familiar with a model to implement change.

COMPETENCY AND BEHAVIORAL BASED INTERVIEWING (3 ½ HOURS) - CLASSROOM

During this workshop, participants learn why using competency behavioral based questions are best practice. They 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 development that allows learners to practice incorporating the concepts and to receive feedback.

EFFECTIVE COMMUNICATION (3 ½ HOURS) – IN DEVELOPMENT - CLASSROOM

During this workshop, participants learn how to communicate more effectively. They learn how to facilitate the various aspects of communication. Participants learn the basics of communication, discover an effective communication model, understand the various ways people communicate, learn top communication barriers, demonstrate nonverbal communication, explore the importance of clarity, determine how to communicate more effectively in their agency and explore ways to implement strategies to go from good to great. Participants also learn why effective communication is a vital skill required for all employees to ensure all agencies in government are successful.

MANAGING IN THE ALTERNATIVE WORKPLACE (3 ½ HOURS) ONLINE /CLASSROOM/ IN DEVELOPMENT

During this workshop, participants examine the benefits and challenges of the alternative workplace and best practices for building alternative workplace teams. Topics covered are personnel management requirements for alternative workplace teams, the Tennessee State Alternative Workplace Policy, and best practices designed to build communication, engagement and performance among alternative workplace team members. Participants explore the specific facets of performance management and coaching for alternative workplace teams. Participants take away a clear definition of alternative workplace teams, describe key benefits and challenges of implementing alternative workplace teams, and learn best practices for building employee engagement, communication and productivity as alternative workplace team members. Prerequisite is completion of online AWS awareness information for supervisors.

SELF-MANAGEMENT (3 ½ HOURS) – IN DEVELOPMENT - CLASSROOM

During this workshop, participants learn that self-management is a critical competency to be a successful people leader. Participants explore the importance of a mental reset to positive thinking and describe how to establish their value in their organization. Participants practice self-management techniques to become more productive in their workplace. As a result of having attended this workshop, managers and supervisors learn to describe how using self-management practices can make a positive impact on their team and their career.