



Hey, Leaders - Who's Running Who?

Many leaders gained their positive reputation in an organization because they were good at doing their previous position. Once promoted, what helped them gain that positive reputation is of little help. Now they are judged on their ability to get work done through their employees: delegation. Learning to effectively delegate and empower is one of the most valuable skills a leader can master. So, leaders, take control of your most important assets, your employees, and delegate to them. When they are no longer running you, you can do your job as a leader: maximize employee performance and profits!

Trainer: Lisa Schaefer

Date: Thursday, Sept. 9, 2021 Time: 8 - 10 a.m.

Motivating and Engaging Different Generations in the Workplace

Every generation has a valid point of view. It's not "out with the old, in with the new." It's about creating an environment in which five generations can work side-by-side. So let's talk about the practical ways organizations can identify and bridge the gaps that could significantly affect bottom-line performance if not addressed. We'll illustrate "real world" characteristics of each generation, why they can clash, how to communicate and lead all of them, and how to get your employees to recognize the value that a multi-generational workforce brings to the table.

Trainer: Lisa Schaefer

Date: Thursday, Sept. 9, 2021 Time: 10 a.m. - Noon

COURSE #79644

LEADERSHIP ACADEMY

TIER 2: DEVELOP YOUR TEAM

 **Sept. 9 – Oct. 28**

 8 a.m. - Noon.

 Town Clock Business Center

 \$1,549

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& Lisa Schaefer

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REGISTER TODAY.

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LEADERSHIP ACADEMY: TIER 2 DEVELOPING YOUR TEAM – RETAINING LEADERSHIP

Dealing With Difficult People

Successful businesses are effective builders of relationships - both internal and external, and they know that artful communication is essential to working effectively with difficult people. Whether they are employees, bosses or customers, people who have developed undesirable patterns of behavior can wreak havoc on productivity, service and morale. Supervisors must be able to identify the difficult behaviors and either get the undesirable behavior to stop or limit its impact on everyone else. This class will complete a DiSC® Assessment, examine the contributors to the negative behavior and offer proven strategies for keeping things positive with even the most challenging people.

Trainer: Lisa Schaefer

Date: Thursday, Sept. 16, 2021 Time: 8 - 10 a.m.

Love'Em or Lose'Em: Engaging, Motivating and Retaining Key Employees

Unless organizations are willing to provide what their most talented employees need and expect in a work culture, the best and brightest will unashamedly seek opportunities elsewhere, leaving the company scrambling to replace them. How can we develop a more employee-centric culture in order to attract and retain today's savvy, highly-educated employees? We will have to let go of old ideas and attitudes that shaped traditional organizational structures, acknowledge what enthruses and motivates those key employees, and examine the impact our own leadership styles have on the career satisfaction and retention of our team members and attainment of our business goals. Aren't they worth it?

Trainer: Lisa Schaefer

Date: Thursday, Sept. 16, 2021 Time: 10 a.m. - Noon

Emotional Intelligence

Although our IQ is very difficult to change, we do have control over our EQ - the emotional intelligence quotient. The generally accepted definition of EQ is the extent to which one manages emotions and thoughts, copes with and responds to pressure, and is able to read the social cues of others in relationships or groups. So how can we recognize, improve and utilize our own EQ to succeed? This class addresses the concept of EQ and its components, "measuring" EQ skills, and understanding the impact of EQ in the workplace.

During this class you will:

- Understand what EQ is and how to use it to succeed
- Practice recognizing high and low EQ skills
- Explore four EQ skills
- Discuss using EQ at work and with your team

Trainer: John Rotz

Date: Thursday, Sept. 23, 2021 Time: 8 - 10 a.m.

LEADERSHIP ACADEMY: TIER 2 DEVELOPING YOUR TEAM – RETAINING LEADERSHIP

Embracing & Managing Change

There are few constants in the workplace today, but change is one of them and it seems to be happening more rapidly than ever. The manner in which we, as leaders, communicate expectations and implementation of change significantly influences how our employees respond. During this class, we'll work with you to develop an effective, proactive change strategy, discover appropriate ways to react to an unplanned change, and minimize the potential of negative reactions from your employees.

During this class you will:

- Learn why change initiatives frequently fail
- Identify normal reactions to change
- Define the change curve
- Discover how best to help employees through change

Trainer: John Rotz

Date: Thursday, Sept. 23, 2021 Time: 10 a.m. - Noon

Are We Making Money?

Profit is the obvious goal of any business - the "bottom line." In order to answer the question of whether a business is profitable, leaders and managers must interpret and analyze financial reports regularly. Knowing how to read these reports is essential for identifying the financial performance of the organization, department or service line.

During this class you will:

- Analyze three main financial reports (Balance Sheet, Income Statement, Cash Flow)
- Define the data included and how to analyze it
- Define the difference between accrual and cash accounting
- Calculate key financial ratios

Trainer: Kathie Rotz

Date: Thursday, Sept. 30, 2021 Time: 8 - 10 a.m.

Presenting & Training

Throughout your career you will be training people - the new person in the office, someone from a different department who you've been assigned to work with on a project and maybe even groups of coworkers or external customers. Teaching is a part of work and life, yet we don't often acknowledge that adults learn differently than kids. In this class we will explore adult learning styles, apply interactive examples of adult learning to instructional planning and presenting, and practice using technology to engage and help adult learners retain content.

During this class you will:

- Understand adult learning styles
- Practice planning effective learning sessions
- Apply interactive examples into your learning sessions
- Communicate effectively with your peers
- Understand presentation faux pas
- Practice presenting with technology

Trainer: Kathie Rotz

Date: Thursday, Sept. 30, 2021 Time: 10 a.m. - Noon

LEADERSHIP ACADEMY: TIER 2 DEVELOPING YOUR TEAM – RETAINING LEADERSHIP

Managing from Afar

Managing employees is an important responsibility and one that is not always easy to do well. Managing employees *remotely* adds an even greater degree of difficulty! The quality of the supervisor's support and leadership is the key to helping all employees be successful, regardless of the employees' work location. The supervisor who manages from a distance must develop and practice creative ways to engage, communicate with and build a functional team.

During this class you will:

- Develop skills to effectively manage employees despite the challenges of varying time zones or geographical distances.
- Learn to create opportunities for remote employees to enjoy high employee engagement
- Foster a team environment regardless of where an employee physically works
- Practice the extra effort necessary for effective daily interaction with team members without the benefit of reading their non-verbal communication

Trainer: Kathie Rotz

Date: Thursday, Oct. 7, 2021 Time: 8 - 10 a.m.

Accelerating Your Leadership - Level 1

Join this mastermind session to dive into "The 21 Irrefutable Laws of Leadership" by John C. Maxwell. We will describe and discuss the 21 laws to help you identify where you have opportunities for growth and development, and then choose one of those opportunities to focus on in the next session.

Trainer: Kathie Rotz

Date: Thursday, Oct. 7, 2021 Time: 10 a.m. - Noon

Networking for Results

The job security of mid-level managers can be greatly impacted by business changes including organizational flattening, outsourcing and updated business models. Straddling the oversight of day-to-day operations and leadership of higher-level strategic initiatives requires the mid-level manager to negotiate what often feels like two different worlds. A strong and active network is necessary in order to navigate these two forces. This class will expand on networking fundamentals, examining how relationships in a network may change along with the manager's level of responsibility.

Trainer: John Rotz

Date: Thursday, Oct. 14, 2021 Time: 8 - 10 a.m.

Trust & Unity

The cumulative choices made within a workplace will create either an environment of unity and collaboration or one that divides and weakens the team. Leaders sometimes write off trust and unity as just touchy-feely fluff that is a distraction from the work at hand. As a result, lack of trust is an unfortunate reality in too many organizations and teams, leaving them wounded, vulnerable and unable to reach their potential. This class is designed to explore the sources of trust, how to employ them in the workplace, and how to regain trust once it has been threatened. Additionally, the elements of team unity including awareness and morale will be explored.

Trainer: John Rotz

Date: Thursday, Oct. 14, 2021 Time: 10 a.m. - Noon

LEADERSHIP ACADEMY: TIER 2 DEVELOPING YOUR TEAM – RETAINING LEADERSHIP

Implementing a Department's Vision, Mission & Goals

A well-crafted vision, mission and set of values are the foundation for any organization's practices and strategic plans. They guide today's actions and create a picture of the future of the organization with directions to reach those goals. Operating without these guideposts is like flying a plane without a flight plan. If you are in the cockpit of your organizational plane, this class will help you make your mission, vision and values more evident and meaningful to your employees, interpret the values into actionable goals, and establish clear markers that direct the organization back on track when actions are incongruent with values.

Trainer: Lisa Schaefer

Date: Thursday, Oct. 21, 2021 Time: 8 - 10 a.m.

Maximizing Marketing

In today's internet-driven culture, the market expects content from your company. Content is how you are found, how you build trust and how you convert knowledge into business. It's also a lot of work, which is why companies looking to maximize their marketing are building cultures of content. Every function - from marketing to sales to operations and even human resources - should be aligned to project a consistent brand identity message and contribute relevant content. If the notion of being asked to create marketing content frightens you, this course will ease your mind, empower you to contribute and help your company maximize marketing.

Trainer: Lisa Schaefer

Date: Thursday, Oct. 21, 2021 Time: 10 a.m. - Noon

Assessing Your Team

Assessment, which is essentially measurement, is everywhere in our personal and professional lives. Our homes are assessed for taxes, doctors assess our health, insurance companies assess risks and a multitude of self-help quizzes are available to help you assess everything from your parenting style to your romantic relationships. Smart leaders and managers use strengths-based or personality assessment tools to gather information about team members. The data gathered during an assessment is interesting, but how do we use that information and insight to impact our employee teams?

During this class you will:

- Identify various assessment tools
- Create analytical, visual resources to report assessment data in a meaningful way
- Practice using assessments to better communicate with your team

Trainer: Kathie Rotz

Date: Thursday, Oct. 28, 2021 Time: 8 - 10 a.m.

Accelerate Your Leadership - Level 2

Are you motivated? How? Why? Does recognition of your efforts and talents contribute to your motivation? Can you motivate others? That's a lot of questions! But understanding how recognition and motivation are connected is a powerful leadership tool. And realizing that you are never "done" motivating your team is important, too. After the first mastermind session during which you identified areas for growth as a leader, this interactive session is focused on application of Maxwell's 21 Laws of Leadership. You will create a practical approach to your own professional development to continue honing your leadership skills.

Trainer: Kathie Rotz

Date: Thursday, Oct. 28, 2021 Time: 10 a.m. - Noon