



Sharp HealthCare Essential Management and Leadership Skills 2011 Series

Growth is *essential*, and to flourish in leadership you need a solid foundation. **The Essential Management and Leadership** program helps you make the move toward continued success in your career.

This program provides the essential skills needed to effectively lead a team in today's ever-changing work environment. It's time to make your move and become more effective in critical management and leadership competencies.

Location of Classes

Sharp Spectrum Center
8695 Spectrum Center Blvd.

SHARP[®]

2011 Courses



Effective Leadership Behavior

Instructor: Steve Murphy

Date: Wednesday, April 6

Covers a variety of concepts related to effective leadership behavior. Areas of focus are: leadership and leadership style defined; leadership versus management; leading teams; behavioral styles and their relationship to effective leader behavior; and why self-assessment and self-awareness is critical in leadership development. Participants will complete a mini DISC inventory. The DISC inventory profiles four primary behavioral styles each with a very distinct and predictable pattern of observable behavior. It can lead to professional and personal insights and has empowered millions internationally to better understand themselves and others.

[Courses continued on back >>](#)

Register early!
Class sizes
are limited.

All class times are 8-11:30 am

Fees: \$149 per class per person

Seating is limited due to space.

Register now to guarantee your spot.

Register today at (619) 594-5152 or
www.neverstoplearning.net/sharp



Essential Management and Leadership Skills

2011 Courses (cont.)

Managing Within the Law

Instructor: Steve Murphy
Date: Tuesday, May 3

Become familiar with current and applicable labor laws and other compliance issues that govern and affect your decision-making. Areas covered include: key federal and state workplace laws and guidelines; employer/employee rights and responsibilities; and, general labor concepts. Learn about the laws that impact employment – from absence and discrimination laws to wage and hour issues – to make sure you’re operating on the right side of them.

Behavior-based Interviewing Strategies

Instructor: Maureen Orey
Date: Thursday, June 9

Discuss behavior-based interviewing as an approach to the employee selection process. The session focuses on: writing and using strong competency-based questions; knowing the difference between legal and illegal questions; conducting legally defensible interviews; improving comfort level with conducting an interview; and, creating a suitable interview assessment and evaluation process.

NEW! Communicating Powerfully and Maintaining Relationships

Instructor: Jordan Goldrich
Date: Wednesday, July 13

Develop usable communication tools that are critical for successful executives, supervisors, and managers. Learn a mind-set and techniques for maintaining composure in conversations involving negative feedback and emotional reactions – the ability to communicate positive and negative feedback, make requests, and give directives while maintaining morale and positive relationships. Topics include how to: deliver negative feedback in a way that maintains a positive relationship; develop a script for a candid conversation you’ll need to have in the near future; utilize five techniques for working with upset internal and external customers; and, manage strong negative emotions.

Managing Employee Performance

Instructor: Jan Zaragoza
Date: Tuesday, August 9

Learn practical techniques to effectively manage and simplify the performance review process, making it run more smoothly and successfully for both manager and employee. Topics include: identifying the purposes and

value of performance reviews; preparing for and conducting the performance review meeting; keeping good records and use specific examples to minimize the subjectivity of performance reviews; writing effective performance review narratives that are consistent and ensure improved employee performance; setting specific, measurable performance goals aligned with organizational goals; consistently providing ongoing corrective and positive feedback; and, successfully handling difficult performance conversations by giving feedback that won’t get a defensive response, but will generate results.

NEW! Productive Management of Conflict

Instructor: Jordan Goldrich
Date: Wednesday, Sept. 7

Define and describe the causes of workplace conflict. Learn how to select an appropriate strategy from five conflict resolution modes, utilize an internal customer service approach to gaining buy-in and cooperation, know how to be 100% successful in conversations about serious performance issues, acquire a tool for setting boundaries regarding offensive or rude behavior, discuss the impact of intention for resolving conflict, identify and implement five techniques for managing strong emotions.

NEW! Leading in the Face of Change

Instructor: Edwina McKinney
Date: Wednesday, Oct. 5

Identify the organizational and individual dynamics required to successfully lead change. Learn the skills needed by leaders in their role as change agents, discover tools and methods to assist teams transitioning through change, identify a new way of communicating changes using Future Focused Feedback, and study a four-step process for managing resistance to change.

NEW! Leading Teams

Instructor: Edwina McKinney
Date: Wednesday, Nov. 9

Focus on the foundation of team success, characteristics of effective teams and potential pitfalls, steps to workgroup excellence, leadership requirements for building trust within the team, stages of team development and the role of the manager for high-performing teams. The session is designed to cover a range of management activities from identifying critical team needs to management requirements that lead teams to achieving workgroup excellence.

Class withdrawals or transfers must be made prior to the first day of class – please contact SDSU at (619) 594-5152 for more information or to transfer or withdraw from a class.

The Education Reimbursement Program is available to assist employees in attaining education and training goals. For more information, go to “Education Reimbursement” on SharpNET.