

Moving Ahead . . .



With Great Ideas and Great Leaders



Virginia Department of Juvenile Justice
600 East Main Street, 20th Floor
Richmond, Virginia 23219
804.371.0700

2016 – 2017



Dear Colleague,

It is with great pleasure that I provide you with the Virginia Department of Juvenile Justice's **2016-2017 Leadership Development Program** course catalog. This is a program that my staff and I have diligently been developing over the course of the last year, and it embodies three leadership levels:

- **Frontline Leadership:** This series has been specifically designed for employees who are aspiring to be or currently serving in a supervisory role.
- **Emerging Leadership:** This series has been specifically designed for employees who are currently serving in a leadership role in which they manage day-to-day operations.
- **Strategic Leadership:** This series has been specifically designed for employees who are currently serving in a senior level leadership role in which they have operational oversight (day-to-day) and strategic (long-term visionary) responsibilities.

When developing this program, we not only included our strategic mission and values, but also principal leadership competencies required in today's workforce. This comprehensive approach will equip our leaders with greater understanding of our core business functions and deepen confidence to take on greater cross-functional assignments as we guide our employees through the transformation of DJJ.

We look forward to seeing you in one of the upcoming leadership development program series so that we may continue **moving ahead with great ideas and great leaders**.

Sincerely,

J. Patrick Bridge

J. Patrick Bridge
Director of Training and Development
Department of Juvenile Justice

TABLE OF CONTENTS

Frontline Leadership Series

<i>Balancing Today's Priorities</i>	3
<i>Civil Liability</i>	4
<i>Coaching for Development</i>	5
<i>DiSC®-overing What Makes You Unique!</i>	6
<i>Diversity Awareness</i>	7
<i>Employment Law in Today's Workplace</i>	8
<i>Leadership Dynamics</i>	9
<i>Motivating Employees</i>	10
<i>Principles of Effective Communication</i>	11
<i>Taking Control of Workplace Conflict</i>	12
<i>Team Roles and Responsibilities</i>	13
<i>Today's Leadership Challenge</i>	14

Emerging Leadership Series

<i>Conflict Resolution: Improving Workplace Relationships</i>	15
<i>Decision-Making: Overcoming Doubts and Dilemmas</i>	16
<i>DiSC®-overing What Makes You Unique!</i>	17
<i>Leading Others Through Change</i>	18
<i>Learning to Manage Others</i>	19
<i>Speak Like A Leader: Communication Skills for Emerging Leadership</i>	20
<i>Team Excellence Skills for the Emerging Leader</i>	21
<i>The Art of Influencing Others Through Skillful Collaboration</i>	22

Strategic Leadership Series

<i>Building Organizational Trust</i>	23
<i>Developing Direct Reports</i>	24
<i>Incorporating Systems Thinking Into Strategic Management</i> ...	25
<i>Leading Strategic Change</i>	26
<i>Motivating Employees for Optimal Engagement</i>	27
<i>Navigating Difficult Conversations</i>	28
Leadership Series Contact Information	29

BALANCING TODAY'S PRIORITIES: MEETING DEADLINES AND EXPECTATIONS

Our Agency is going through a major transformation. Not only must we do our jobs in less time and with fewer resources, we often work for more than one boss and on more than one team.

As a result, we may face conflicting tasks, deadlines, and expectations, making it difficult to identify what's most important.

This course will enable you to properly prioritize your obligations, allowing you to improve performance and productivity. As a result, you'll also achieve a better work/life balance, minimize the stress related to managing your tasks efficiently, and, ultimately, improve working relationships.



Course Objectives

Successful completion of this course will increase your ability to:

- Understand why it is important to manage your priorities.
- Describe obstacles to managing your priorities.
- Prioritize your tasks, activities, and responsibilities.
- Employ strategies for making the best use of your time.
- Describe ways to use technology to stay on track.

Key Topics Covered

This course explores the following subjects in depth:

- Understanding factors that make it difficult or impossible to manage multiple priorities successfully.
- Establishing clear, relevant goals and the action steps needed to complete them to help you focus your time and effort.
- Sorting activities and responsibilities into categories of urgency/importance to help you decide when to handle them.
- How to assign work to employees, team members, and co-workers by creating a delegation plan.
- Implementing strategies for keeping yourself organized and avoiding time delays.
- Creating and maintaining realistic, useful schedules and to-do lists.
- Communicating respectfully with others to appropriately manage conflicting expectations.
- Identifying common time-wasting activities and how to avoid them.
- Choosing and appropriately using technological tools to improve efficiency.

CIVIL LIABILITY

The array of legal liabilities of employees of a public agency (such as the Department of Juvenile Justice) charged with the responsibility of public safety are many and varied.

Legal liabilities apply to all employees serving in the criminal justice system, and thus may be held liable for any and all state and federal law provisions based on a single act.

In this three-hour class, we will explore all the types of liabilities that employees are liable for, including but not limited to: civil action for deprivation of rights; acting under the “color of law”; constitutional violations; intentional tort; and negligent tort.

Course Objectives

Successful completion of this course will increase your ability to:

- Examine the supervision duties as it relates to liability.
- Review civil liability under state law (torts).
- Review civil liability under federal law (§ 1983 and § 1985).
- Review criminal liability under federal law (§ 241, § 242, and § 245).
- Review examples of vicarious liability.
- Review examples of improper supervision.
- Explore key efforts for prevention of litigation.



Key Topics Covered

This course explores the following subjects in depth:

- Understanding the definition of state tort.
- Exploring intentional tort in two areas: physical and nonphysical.
- Exploring negligence tort and the elements of negligence tort, such as: legal duties owed to a complaining party; a breach of that duty by omission or commission; the complaining party must have suffered an injury as a result of that breach; and the defendant’s act must have been the proximate cause of the injury.
- Recognizing the differences between state and federal statutes as it applies to civil liability.
- Developing an understanding of the requirements for a liability lawsuit to succeed.
- Defining the role of a supervisor under state and federal statute.
- Expanding on direct and vicarious liabilities a supervisor faces.
- Summarizing supervisory liability under state and federal laws and the variety of circumstances, all based on some degree of negligence.
- Identifying categories of defenses (*i.e.*, immunity) available to officials.

COACHING FOR DEVELOPMENT

We value our staff and in order to retain valuable employees, we need to address problems that interfere with productivity, and help staff achieve their full potential. But the traditional “command and control” method of managing employees has been shown to be less effective than involving people in their own development—and the best way to do this is to guide them through improvement.

A Society for Human Resources study revealed that 55 percent of organizations use or have used formal coaching programs to aid in their employees’ development. The study also showed that coaching is a good investment that can have a positive impact on an organization’s bottom line.

The ability to coach helps you increase your employees’ commitment and level of engagement, and helps you avoid and handle problems that interfere with working relationships and productivity. Coaching others can also make it easier for you to achieve your own goals and make you more valuable to your organization.

Course Objectives

Successful completion of this course will increase your ability to:

- Learn to discern the difference between coaching and other development strategies.
- Discover the key elements to successful coaching relationships.
- Understand the coaching process and how to apply each step.
- Identify common challenges to successful coaching.
- Discover effective strategies for managing challenges.
- Establish and maintain a successful coaching relationship with an employee.

Key Topics Covered

This course explores the following subjects in depth:

- How coaching differs from teaching, mentoring, counseling, and directing.
- Laying the foundation for successful coaching through rapport and trust.
- How to set specific, relevant, and achievable goals by asking the right questions.
- Creating a development plan with specific actions, a timeline, and necessary resources.
- Rewarding efforts and acknowledging small wins to encourage motivation and goal commitment.
- Strengthening relationships and ensuring goals are understood with active listening.
- Providing helpful feedback to be sure the employee is on the right track and to identify areas for improvement.
- Identifying and handling common coaching challenges.
- Evaluating the goals and situation when coaching doesn’t achieve the desired results.



DiSC®-OVERING WHAT MAKES YOU UNIQUE!

In order to understand your relationships with other people, you must first understand yourself. Successful leaders throughout history have one thing in common—they know themselves. This means they don't underestimate what they can do, they don't sell themselves short, and they know their own limitations. More importantly, by understanding themselves, they are able to develop plans to overcome their shortcomings and take full advantage of their strengths to improve their effectiveness with others.



DiSC®-overing What Makes You Unique! (Frontline Leadership) course provides a powerful method for better understanding yourself and others, and provides great insight into observable behaviors. Behaviors are the *how* of your life and are apparent in the things you do and how you act or react to situations. Whether you know it or not, these behaviors are so predictable that to react differently requires conscious effort and focused attention.

The DiSC® behavior styles that are so popular today are based on theories developed by the Harvard educated psychologist, Dr. William Moulton Marston. Dr. Marston's DiSC® profile theory recognizes four basic, predictable behavior patterns: Dominance, Influence, Steadiness, and Conscientiousness. The science behind DiSC® behavioral styles suggests that all people possess these four basic behavioral tendencies to differing degrees. By understanding DiSC® behavioral styles of others as well as your own you can improve communications, reduce stress, and improve productivity within our organization.

Course Objectives

Successful completion of this course will increase your knowledge and ability to:

- Provide an overview of DiSC® theory and how it relates to human behavior.
- Identify your personal behavioral style and compare it to the other behavioral styles.
- Recognize the key qualities of each behavioral style, including: pace (task-focused v. person-focused); motivation; fears; communication; and empowerment.
- Develop effective leadership strategies when interacting with each of the four behavioral styles.

Key Topics Covered

This course will empower you to do the following:

- Develop a thankfulness for your own performance style and an appreciation of your aptitudes and strengths that you add to the Virginia Department of Juvenile Justice.
- Grow a respect for the way others approach situations, valuing them for the aptitudes and strengths they add to the Virginia Department of Juvenile Justice.
- Gain greater sensitivity to others around you.
- Resolve internal conflicts and power struggles more quickly.
- Enhance teamwork among the Virginia Department of Juvenile Justice staff.
- Develop strategies for implementing positive change based upon DiSC® assessments.

DiSC® is a registered trademark of Everything DiSC®, a Wiley Brand (formerly Inscape Publishing, Inc.).

DIVERSITY SELF-AWARENESS: FOSTERING A CLIMATE OF INCLUSION, SENSITIVITY, AND RESPECT IN THE WORKPLACE

A survey by Korn/Ferry International found that more than 2 million people leave their jobs each year because of unfairness in the workplace, costing employers an estimated \$64 billion a year in hiring costs. In addition, people of color were three times more likely than white heterosexual males to say unfairness was the reason they quit their jobs.

What is the source of unfair treatment and differences among people in organizations? Traditional diversity awareness programs have focused on the treatment of women and minorities. However, differences arise from a host of other traits as well, including age, sexual orientation, religious beliefs, physical abilities, educational background, whether someone has children, even being an engineer versus being a salesperson. These traits or “profiles” cause people to make inaccurate assumptions, create separation, and, yes, treat people unfairly. The goal of diversity awareness is to promote an inclusive work environment.

Course Objectives

Successful completion of this course will increase your ability to:

- Understand the subtle ways that bias occurs.
- Identify instances of devaluing others through small, subconscious behaviors and micro-inequities.
- Establish a framework to increase inclusion at every level within the Department of Juvenile Justice (DJJ).
- Recognize different ways of conveying respect.
- Address conflict productively and respectfully.
- Lead by example and be part of the solution.

Key Topics Covered

This course explores the following subjects in depth:

- The problem that exists within the historical approach to diversity training and the solution.
- How to recognize and overcome a fundamental attribution error.
- Examples of micro-affirmations which help to compensate for micro-inequities and make others feel valued.
- What employee and manager behaviors to exhibit and how to restructure workplace design to create a framework for inclusion in the Department of Juvenile Justice (DJJ).
- Recognizing what respect means to each individual and how to communicate according to five specific categories of respect.
- Behaviors and perspectives necessary for successful and respectful conflict resolution before, during, and after the resolution process.
- Exhibiting behaviors that influence others to be part of the solution.
- How to give and receive feedback on negative behavior in a respectful manner.
- Understanding ways to surpass barriers and seek personal growth.

EMPLOYMENT LAW IN TODAY'S WORKPLACE

Hardly a week goes by without the media reporting that an organization is being sued for employment law violations. Indeed, employment law cases continue to increase—so much so, in fact, that employment lawsuits continue to be one of the fastest-growing types of litigation. In particular, the last few years have seen a veritable “explosion” in class action litigation over workplace issues, including employment discrimination and wage-hour issues.



From October 1, 2013 through September 30, 2014, 88,778 workplace discrimination charges were filed with the U.S. Equal Employment Opportunity Commission (EEOC), the agency that enforces the federal employment discrimination laws, and the agency obtained \$318 million in relief.

Retaliation charges were at an all-time high, representing nearly 43% of the 88,778 charges filed and thus continuing an upward trend since 2009. A considerable number of EEOC charges now include retaliation in addition to a discrimination claim. Retaliation is a question of fact, rather than a question of law. Therefore, inclusion of retaliation in a discrimination complaint makes it more difficult for an employer to win summary judgment motion in the event a lawsuit is filed as a result of the EEOC charge.

In addition, retaliation claims have a greater potential for punitive damages given the necessarily intentional nature of such claims, thus making them an attractive avenue for employees and the plaintiffs' bar.

Course Objectives

Successful completion of this course will increase your ability to:

- Having a working knowledge of key employment law and best management practices.
- Avoid unnecessary risk and exposure and learn how to protect your organization.
- Know when to include human resources in issues that may result in corrective action or escalate from a litigation standpoint.
- Identify and understand the various liabilities a supervisor may personally face, under tort law, if found guilty of discriminatory practices.
- Discuss strategies to facilitate a workplace environment free of discrimination.
- Describe ways to use technology to stay on track.

Key Topics Covered

This course explores the following subjects in depth:

- Identifying the EEOC's guidelines on discrimination because of gender discrimination, including but not limited to sexual orientation and transgender discrimination.
- Understanding the key differences between a hostile work environment and quid pro quo, and how to recognize each in the workplace.
- Monitoring personal behaviors to avoid misinterpretations that may lead to claims of discrimination or unfair treatment.

LEADERSHIP DYNAMICS

One of the most critical issues confronting 21st century organizations is leadership. The need is great and if you and our organization are to reach our potential, it will only be accomplished through effective leadership. But what is genuine leadership and how do we recognize it?



Leadership is much more than a destination, it's a journey. And, as with a journey of any kind, you need to be prepared – prepared for both the expected obstacles and the unexpected detours. In fact, your leadership journey can be downright treacherous if you're not equipped to handle all that may lie ahead. So, to insure your leadership effectiveness and success you need the right equipment, the right direction, and the right guide.

That's where the **Leadership Dynamics** course comes in. The Leadership Dynamics course is designed to help provide you with the necessary tools and equipment to make your leadership journey a success. The journey will begin with learning to create and share a vision and then move on to fundamentals of leadership, such as: communicating effectively; building confidence; understanding behaviors that undermine leadership; promoting teamwork; and demonstrating leadership in a crisis.

Course Objectives

Successful completion of this course will increase your ability to:

- Identify key characteristics of leaders.
- Build trust and confidence with employees.
- Avoid behaviors that undermine leadership.
- Promote teamwork and *Esprit de Corps*.
- Act decisively.
- Demonstrate leadership in a crisis.

Key Topics Covered

This course explores the following subjects in depth:

- Developing a vision that: continually looks for new ideas and opportunities; filtering and evaluating ideas based upon the vision; assessing ongoing tasks and responsibilities; focusing on the goal and not getting distracted by irrelevant tasks; and not reacting to day-to-day noise.
- Modeling the ingredients to effective leadership communication.
- Building confidence in employees by: providing lots of opportunities for employees to succeed; including a variety of challenges, not just a single focus; involving the employee to build upon success; celebrating victories, no matter how small; making safe to fail; and not comparing employees to other employees as each employee is an individual with specific skill sets.
- Actively engaging employees by: not hiding in your office; making sure employees know where the organization is going and what's in it for them; working with employees to understand their individual career goals and align them with the organizational goals; and developing effective relationships.
- Acting decisively by: using a system of asking the right questions; deciding what you need to know; gathering information; turning information into knowledge; and making a decision.

MOTIVATING EMPLOYEES FOR OPTIMAL ENGAGEMENT

Towers Watson conducted a Global Workforce Study and found that only about a third of the global workforce is highly engaged, leaving the remaining two-thirds less engaged or not engaged. This is important because highly engaged employees are emotionally committed to their organization's goals and use their discretionary effort to go the extra mile on behalf of their organization.

What do employees who are not highly engaged do? They might look for work elsewhere—or perhaps even worse, stay and do the bare minimum to remain employed. There are many studies that investigate why good employees leave their jobs. These studies have consistently discovered the following reasons for employee departure:

- Poor leadership
- Lack of meaningful work
- Lack of trust and respect
- Lack of support from direct supervisors and management
- Lack of appreciation
- Constantly shifting priorities and reorganization
- Feeling ignored or micromanaged

Course Objectives

Successful completion of this course will increase your ability to:

- Recognize the importance of knowing every employee as a unique individual.
- Identify each employee's strengths and how to leverage them in the workplace.
- Show your support by minimizing obstacles that frustrate employees—including yourself!
- Create a career path and meaningful work for each employee.
- Foster an environment where employees feel free to ask and say anything.
- Show appreciation and recognition in a way that is meaningful to each employee.

Key Topics Covered

This course explores the following subjects in depth:

- Behaviors managers can exhibit and activities they can initiate to show they care.
- Questions the manager and employee can answer together in order to determine the employees' strengths and how to best leverage them.
- Common obstacles to engagement as well as techniques for reducing and overcoming them.
- Skills and methods for helping employees to establish direction in their career path and feel a sense of importance in their work.
- Principles of and strategies for effective communication.



PRINCIPLES OF EFFECTIVE COMMUNICATION

No matter what we do, a large part of our daily tasks involves communication with other people. Communication takes place in many forms, such as voice, body language, tone, written material, and through electronic media. The purpose of any communication is to convey your thoughts and ideas and receive information from others.



Acquiring communication skills is a life-long learning experience and we are all familiar with it at different stages of our life. What is your current understanding of effective communication skills? Do you consider yourself a good communicator? Do you ever wish you could be better or more natural at delivering a message? Do you feel afraid to

hurt other people's feelings? Do you try to avoid difficult conversations because you are afraid that they may get out of control.

This is a four-hour course with a variety of activities designed to make you more familiar with the skill of communication. Participants will understand explore: two models of communication, empathy, and feedback, and then will have opportunity to try out new techniques in each area.

Course Objectives

Successful completion of this course will increase your ability to:

- Communicate effectively with others to achieve the desired results.
- Use different communication styles when needed, based upon circumstances of the situation.
- Express yourself assertively, confidently, and precisely.
- Avoid misunderstandings and overcome communication barriers.
- Empathize to establish trust and communicate more effectively.
- Deliver feedback, both positive and constructive, and receive a positive response.

Key Topics Covered

This course will empower you to do the following:

- Explore aggressive, passive, and assertive styles of communication and understand which one is the most effective style when communicating.
- Discover the four different orientations of communication each of us use, but one with more comfort.
- Understand what leads to misunderstandings and initiate new strategies for when misunderstanding occur.
- Recognize the most common communication barriers, including physical, systems, attitudinal, emotional, and generational.
- Initiative and maintain successful relationships by establishing rapport and building trust with empathy and the HEAR Model.
- Appropriately read body language and various gestures when communicating.
- Recognize how voice tonality can change the meaning of a message.
- Identify the different types of reinforcement and understand which ones are the most effective.

TAKING CONTROL OF WORKPLACE CONFLICT

When you think of your job, conflict probably—hopefully—isn't the first thing that comes to mind. But have you ever found yourself complaining about having to work with a colleague who is particularly stubborn or bossy? Or perhaps replaying an encounter with your supervisor that left you feeling frustrated? Most people have been involved in some form of conflict in the workplace, its extent ranging from mild disagreements to explosive standoffs.

In fact, a study by CPP, Inc. found that 85% of employees at all levels experience conflict to some degree, and that employees spend a staggering 2.8 hours per week dealing with conflict—the equivalent of \$359 billion of paid hours. Another study, cited by Psychometrics Canada, found that 76% of respondents have seen conflict result in personal insults and attacks, and 81% have seen conflict lead to someone leaving the organization.

Clearly, conflict can be an obstacle to organizational success and personal job satisfaction. When two or more people work together, conflict is almost inevitable. Although you may not eliminate conflict entirely, you *can* take control of it—that is, create a positive working environment in which conflict is dealt with maturely and collaboratively. This program will show you how to do just that. By identifying the source of conflict and implementing effective resolution strategies, you'll learn how to successfully handle conflict and even prevent unnecessary conflict from occurring in the first place.

Course Objectives

When you complete this course, you will be able to:

- Identify your preferred strategy for handling conflict.
- Understand the characteristics and drawbacks of each typical approach to conflict.
- Recognize the various sources of conflict that most often occur in the workplace.
- Implement strategies for effectively resolving conflicts that stem from each source and practice behaviors that minimize conflict.
- Proactively address issues before they escalate into problems.



Key Topics Covered

This course explores the following subjects in depth:

- The five strategies that people use for managing conflict, as well as the underlying theory and model behind them.
- When it is appropriate to use each of the conflict strategies and how to overcome the habit of overusing any one approach.
- Creating a conflict resolution plan to think clearly during conflicts instead of succumbing to stress and automatic responses.
- The process of “unpacking” a complex, layered conflict with multiple sources.
- How to model right behaviors by practicing active listening and communicating clearly and tactfully about sensitive issues that are causing tension.

TEAM ROLES AND RESPONSIBILITIES

Every employee is dependent on fellow employees to work together and contribute efficiently to the organization. No employee can work alone; s/he has to take the help of colleagues to accomplish the tasks efficiently. It has been observed that the outcome comes out to be far better when employees work in a team rather than individually as every individual can contribute in his best possible way. In organizations, individuals having a similar interest and specializations come together on a common platform and form a team.

Teams are formed when individuals with a common taste, preference, liking, and attitude come and work together for a common goal. Teams play a very important role in organizations as well as our personal lives



This is a course with a variety of activities designed to make you more familiar with defining team roles and responsibilities. Participants will understand explore: how to define team direction with a mission statement; clarify a team's mission statement and explain what it means to individual team members; individual values and identify conflicts with behavior; understand team norms and how they are created; and identify productive and destructive team members and respective behaviors.

Course Objectives

- Recognize the difference between teams and groups.
- Understand the need for balance between task behaviors and team behaviors.
- Take steps toward clarifying your team's position.
- Prepare a mission critical action plan.
- Obtain unconditional commitment and accountability from team members.
- Establish team guidelines.
- Define effective individual team roles.

Key Topics Covered

This course will empower you to do the following:

- Explore aggressive, passive, and assertive styles of communication and understand which one is the most effective style when communicating.
- Recognize the differences between teams and groups.
- Initiate and balance task-oriented and team-oriented responsibilities by working together to create a cohesive environment.
- Structure a successful, high performance team involving very member contributing to the mission.
- Develop team operating guidelines answering critical questions, as: *How will we work together? How will we make decisions? How will we measure progress? How will we communicate formerly and informally?*
- Identify the characteristics of productive team members, as well as characteristics of destructive team members and effective corrective measures in working with destructive team members.

TODAY'S LEADERSHIP CHALLENGE: ADAPTING TO SITUATIONS IN THE WORKPLACE

Adapting leadership style is given to impacting the environment. It addresses a very active form of leadership, not passive effort taken merely to adjust to circumstances found. Adapting leadership style to the situations that arise in the workplace provide the following benefits:

- ✓ Attention is focused on activities.
- ✓ Attention is focused on value-added outcomes.
- ✓ Roles are fluid. Within limits, people are expected to substitute for one another.
- ✓ Authority is accorded a place, but reliance on it is played down. Greater influence is accorded to people who demonstrate the ability to add value.
- ✓ Cooperation is a highly-regarded value in the organization and is far more easily gained.
- ✓ Newer values such as cooperation and responsiveness, along with treating other units as internal "customers".

Course Objectives

Successful completion of this course will increase your ability to:

- Identify the qualities of an effective leader.
- Make the mental shift from individual productivity to influencing others.
- Recognize style differences in others and adapt to their preferences.
- Build rapport using verbal and nonverbal messages.
- Conduct constructive one-on-ones.
- Give positive and negative feedback to different styles.
- Develop individual motivation approaches for employees.
- Facilitate a meeting effectively.

Key Topics Covered

This course explores the following subjects in depth:

- Qualities managers can exhibit and activities they can initiate to show effectiveness.
- Model the behaviors you want to see in others: demonstrate integrity and credibility; take action when it matters; and treat every employee as an individual.
- Communicate with passion and conviction by: making our message optimistic yet realistic; using stories and action-oriented language; and using inclusive language such as "we" and "I".
- Engage and involve others by: appealing to common beliefs and values; sharing information and responsibility; encouraging celebration of milestones, interim accomplishments, and partial wins; recognizing effort and initiative as well as tangible success; and fostering collaboration.

CONFLICT RESOLUTION: IMPROVING RELATIONSHIPS IN THE WORKPLACE

In recent studies completed by the Center for Creative Leadership, conflict resolution skills were identified as being critical skills for any leader, especially individuals moving into leadership roles. In fact, the studies found that:

- Fifty percent (50%) of the 1,144 managers who completed the survey were rated by their direct reports as being ineffective at managing conflict.
- The ability to ‘confront others skillfully’ was rated as a development need by more than 40% of the 7,028 peers and direct reports who completed the survey.
- Less than 22% of all respondents indicated that they had received any type of conflict resolution training during their professional careers.



Clearly, conflict can be an obstacle to organizational success and personal job satisfaction. When two or more people work together, conflict is almost inevitable. Although you may not eliminate conflict entirely, you *can* take steps now to improve working relationships so that when and if a conflict arises, the ability to work through the conflict will be much easier.

This program will help you practice conscious management by assessing situations objectively, choosing your areas of focus carefully, and analyzing your interactions with other individuals. By implementing proactive strategies to improve working relationships, you’ll learn how to successfully handle conflict and even prevent unnecessary conflict from occurring in the first place.

Course Objectives

Successful completion of this course will increase your knowledge and ability to:

- Recognize your network of relationships at work and your part in them.
- Positively manage professional relationships to avoid unnecessary conflict.
- Use effective conflict resolution steps when conflict occurs.
- Effectively deal with difficult team members.

Key Topics Covered

This course will empower you to do the following:

- Manage interpersonal conflicts to ensure harmony and productivity in the workplace.
- Minimize miscommunication by avoiding the three most common communication roadblocks.
- Communicate information in an assertive and confident manner, as opposed to the aggressive or passive-aggressive manners, both of which typically escalate a minor disagreement to a major conflict.
- Develop a strategy when working with individuals in which you already have a rocky relationship.
- Improve working relationships and mutual respect by remaining attentive to employees’ needs and concerns, and utilizing the four steps of conflict resolution.

DECISION-MAKING: OVERCOMING DOUBTS AND DILEMMAS

According to Dr. Sheena Iyengar, author of *The Art of Choosing* and one of the world's experts on choice, a person makes an average of 70 choices per day. Many of these decisions are easy and don't require any deep thought. But others are difficult, and we struggle with the decision-making process, wondering whether we've made the right choice and worrying about the cost of the wrong choice.

In the workplace, some people get stuck overanalyzing all of their choices—they want a spreadsheet packed with data before proceeding with any decision. Others swear by their intuition and have no data to back up how they arrived at a particular decision.

So, how can you make a high-impact decision that is effective, practical, and successful? By having a clear objective, gathering and evaluating information in a structured way, avoiding common decision traps, and by using your intuition to confirm or question your decision. This course will enhance your confidence and skill at making—and implementing—tough decisions, allowing you to increase your value to the Virginia Department of Juvenile Justice (DJJ) and actively contribute to our success.

Course Objectives

Successful completion of this course will increase your ability to:

- Understand the role that emotions play in decision-making.
- Describe how to make a decision effectively, recognizing key steps to take before, during, and after the decision-making process.
- Identify your values in order to guide your actions, behaviors, and decisions.
- Put into practice various methods for collecting and evaluating information.
- Recognize—and avoid—the most common traps that complicate tough decisions.
- Develop strategies to overcome your concerns about making and implementing tough decisions.

Key Topics Covered

This course explores the following subjects in depth:

- What makes a decision “tough,” and how tough decisions differ from important decisions.
- The connection between emotions and decision-making, examining several breakthrough studies about the significance of emotions.
- Key steps of making tough decisions, including defining your values and objective and aligning them with DJJ's values and objectives.
- Structured approaches to gather and evaluate data, with a focus on weighted criteria and decision tree analyses.
- Five common traps that interfere with making good decisions.
- Strategies to overcome your concerns about: delivering a difficult message; dealing with a fear of failure; and implementing a change.

DiSC®-OVERING WHAT MAKES YOU UNIQUE!

Each person's perspective is built into who they are. Some people call it “personality” and some refer to it as “temperament.” Ever notice how different that your family and friends can be from you? You may have caught yourself asking, “Why did they do that?” or “What were they thinking?” The **starting point** of understanding people is to realize and accept one simple fact: *everyone is not like you!*

DiSC®-overing What Makes You Unique! (Frontline Leadership) course provides a powerful method for better understanding yourself and others, and provides the answers to those questions of “Why did they do that?” or “What were they thinking?” The DiSC® behavior styles that are so popular today are based on theories developed by the Harvard educated psychologist, Dr. William Moulton Marston. Dr. Marston’s DiSC® profile theory recognizes four basic, predictable behavior patterns observed in human beings.

D i S C is an acronym for the four behavioral styles of **D**ominance, **I**nfluence, **S**teadiness, and **C**onscientiousness. The science behind DISC® behavioral styles suggests that all people possess these four basic behavioral tendencies to differing degrees. By understanding DiSC® behavioral styles of others as well as your own you can improve communications, reduce stress, and improve productivity within our organization.

Course Objectives

Successful completion of this course will increase your knowledge and ability to:

- Provide an overview of DiSC® theory and how it relates to human behavior.
- Identify your personal behavioral style.
- Recognize the distinctions of each DiSC® behavioral style and how they interact.
- Recognize clues for identifying the style of other employees.
- Develop effective working relationship strategies when working with each of the four styles.



Key Topics Covered

This course will empower you to do the following:

- Enhance relational time professionally and personally.
- Maximize personal strengths and minimize weaknesses.
- Resolve internal conflicts and power struggles more quickly.
- Enhance teamwork among the Virginia Department of Juvenile Justice staff.
- Assess a person's nonverbal communication.
- Identify how and why people make decisions.
- Develop strategies for implementing positive change based upon DiSC® assessments.

DiSC® is a registered trademark of Everything DiSC®, a Wiley Brand (formerly Inscape Publishing, Inc.).

LEADING OTHERS THROUGH CHANGE: A THREE-PHASE MODEL FOR SUCCESS

Change is here to stay. That’s probably no secret to you. For years we’ve all heard that the “only constant is change.” Change is present in every aspect of your life and has become the norm in all organizations. The frequency and pace at which leaders must ask employees to change course or adapt to new systems and initiatives continues to accelerate.

The word “crisis” in the Chinese language is composed of two characters: one represents danger and the other represents opportunity. Change has the same negative and positive connotation. It can be antagonistic, undesirable, and perilous; or it can be pleasant, welcomed, and exciting. It is a leader’s job to identify the positive prospects and communicate the opportunity that change imposes upon the organization.

Leading others through change successfully requires thoughtful planning and innovative options. This course will provide you with a clearer understanding of what happens to people when an organizational change initiative occurs. It also introduces the tools and techniques you can use to more effectively lead change efforts within the Virginia Department of Juvenile Justice, ultimately allowing you to leave the course feeling better prepared to address the myriad of changes that come your way.

Course Objectives

Successful completion of this course will increase your ability to:

- Understand why change initiatives fail and how to ensure their success.
- Implement a framework to actively lead change efforts.
- Plan for the success of future change through close evaluation of the current initiative.
- Identify, acknowledge, and manage resistance to ensure an efficient transition.
- Apply techniques for increasing and gaining commitment to the change.



Key Topics Covered

This course explores the following subjects in depth:

- The three phases of the ACT model that help to guide specific steps in leading the change effort.
- Tactics for communicating the vision and goals of DJJ’s change initiatives.
- How to assess DJJ’s environment, including your department employees, to determine its readiness for change.
- Increasing employee commitment and motivation for the change by establishing good communication skills.
- The importance of data collection and the numerous outlets for gathering it.
- Identifying common reasons for resistance and how to manage them at all levels.
- Organizing the change effort by designing the implementation and completing a RACI chart.
- Making the change a lasting part of the culture.
- How to evaluate the impact, process, and leader of the current initiative to plan for the success of future change efforts.

LEARNING TO MANAGE OTHERS: TOOLS AND TECHNIQUES FOR EMERGING LEADERS

Making the transition from doing work yourself to managing others can feel overwhelming. *Learning to Manage Others* is designed to help minimize the stress and walk you through the process of management by targeting five specific areas. You'll learn to successfully handle staff, projects, performance, conflict, and even yourself as you evaluate and continuously improve your effectiveness as a manager.

No doubt, taking on a managerial role for the first time can be hard. You may be supervising former colleagues or getting to know an entirely new department and set of employees. You'll feel pressure from below and above. So, how do you set yourself up for success? It can be helpful to think about effective and ineffective managers you have encountered in your career.

Course Objectives

Successful completion of this course will increase your ability to:

- Understand how to make the transition into management.
- Avoid the common pitfalls that derail new managers.
- Discover how to communicate effectively up and down the Virginia Department of Juvenile Justice (DJJ).
- Explore ways to effectively delegate work and encourage employee development.
- Identify how to manage task-related and interpersonal crises.
- Develop self-awareness and determine the support you need to successfully manage employees.

Key Topics Covered

This course explores the following subjects in depth:

- Tasks and obligations of a manager.
- Knowing what traits and behaviors employees.
- Communicating effectively with employees and upper management including being aware of the effects of body language.
- Identifying distracting listening habits and learning how to listen attentively.
- Establishing objectives and measurements of success.
- What to consider when prioritizing work and which tasks to delegate.
- Exploring ways to help employees grow in both the short- and long-term.
- Recognizing symptoms that you're not dealing with problems effectively.
- Encouraging employees to resolve both task-related and interpersonal problems themselves.
- Where and how to gain the support you need to be successful.
- The seven common pitfalls of management and best practices for avoiding them.
- How to develop solid relationships with employees.

SPEAK LIKE A LEADER: COMMUNICATION SKILLS FOR EMERGING LEADERSHIP



The average person speaks up to 16,000 words per day. Are your words meaningful or meaningless? A PBS Benchmark Study based on the following statements indicates just how much better best-of-the-best organizations compare when it comes to communication:

- *“Communication flows effectively from upper management to employees.”* The best-of-the-best exceeded the benchmark by 13%.
- *“When good or bad things happen at my company, employees hear about it in a timely manner.”* The best-of-the-best exceeded the benchmark by 17%.
- *“My supervisor/manager keeps us informed about our organization’s plans.”* The best-of-the-best exceeded the benchmark by 14%.
- *“Managers and supervisors in my organization seek the opinions and thoughts of the employees who work here.”* The best-of-the-best exceeded the benchmark by 16%.
- *“I am clear on my organization’s goal and future direction.”* The best-of-the-best exceeded the benchmark by 15%.

Clearly, the best-of-the-best organizations excel at communicating with their employees. But how do you know which messages are most important for leaders to communicate? There are a multitude of specific messages to communicate but they can be organized into four general categories: (1) *I have a vision for the organization;* (2) *I have the skills to carry out that vision;* (3) *I know and care about you;* and (4) *I want to help you.*

Course Objectives

Successful completion of this course will increase your ability to:

- Discover key communication phrases that express your vision and competence.
- Learn key communication phrases that reinforce your relationships and support of others.
- Explore ways to demonstrate accountability and insist on it in others.
- Learn how to deliver constructive criticism effectively and understand how to show appreciation and offer meaningful praise to others.

Key Topics Covered

This course will empower you to do the following:

- Inspire enthusiasm in employees by expressing passion, using inclusive phrases, indicating personal benefits, and showing support.
- Increase productivity and concentration by connecting individual performance with the Virginia Department of Juvenile Justice’s progress and demonstrating credibility.
- Minimize miscommunication and delays in productivity by speaking and acting decisively.
- Communicate bad news in a way that reduces the chance for negative backlash and encourages understanding.
- Encourage organizational progression by taking accountability for your actions and asking probing questions.

TEAM EXCELLENCE SKILLS FOR THE EMERGING LEADER

According to a survey conducted by the Center for Creative Leadership, 91% of respondents agreed with the statement, “Teams are central to organizational success,” and 87% said, “Our team collaborating with other teams is essential for success.”

Clearly, teams are a vital part of almost every organization, which are depending on them to use resources more effectively, solve problems more creatively, and provide greater productivity than individual employees working alone.

The goal of every team is to perform at its highest level, and the secret to achieving high performance is this—having team members who CARE. Care in the literal sense, as well as in the sense of the acronym for the following traits: Communication, Ability, Results, and *Esprit de Corps*. These four traits are the foundation of team excellence. You will find practical strategies for developing each trait throughout the remainder of the program.

Course Objectives

Successful completion of this course will increase your ability to:

- Recognize the communication characteristics of high-performing teams and team members.
- Assess individual strengths in order to ensure the best possible team performance.
- Set goals successfully and avoid common goal-setting mistakes.
- Foster accountability among team members to ensure all members succeed.
- Develop *Esprit de Corps* and coordinate effective team-building activities.

Key Topics Covered

This course explores the following subjects in depth:

- How to ensure team members talk and listen equally, display energy, connect with one another, converse informally, and hold productive “idea” conversations.
- Key considerations for assembling teams to create synergy and maximize performance.
- Goal-setting mistakes to avoid and techniques for setting goals that produce success and encourage member commitment to achieving those goals.
- The meaning of accountability and how to implement it within your team.
- Characteristics of ownership, integrity, connectedness, and confidence or the four elements that build *Esprit de Corps*.
- Ways to capitalize on new ideas, foster creativity, and ensure members continuously improve their skills.
- Dos and Don’ts for organizing effective team-building activities.



THE ART OF INFLUENCING THROUGH SKILLFUL COLLABORATION

The old expression “two heads are better than one” is certainly true when collaboration runs smoothly—when everybody gets along, contributes unique perspectives and skills, and works together to resolve problems productively. But what about when people argue, work gets stalled, and contention is prevalent?

Successful collaboration involves far more than just working side-by-side. It’s a process that requires attitudes, skills, and practices that can be learned and strengthened—and mastering them will not only make your job easier, it will help you become more successful professionally.

A 2013 survey by the Level Playing Field Institute found that American employers and employees think that being a team player is the most important factor in getting ahead in the workplace. They ranked this factor higher than others including “merit and performance,” “leadership skills,” “intelligence,” and “making money for the organization.” By working well with others to achieve a common goal, you can become a sought-after resource and team member, and maximize your value to the Virginia Department of Juvenile Justice.



Course Objectives

Successful completion of this course will increase your ability to:

- Understand when collaboration is an effective and beneficial approach to a project—and when it isn’t.
- Establish and communicate expectations to group members to ensure a successful collaboration.
- Recognize the inward attitudes and outward behaviors necessary to collaborate well.
- Implement communication strategies that foster collaboration and avoid those that hinder it.
- Build your network to increase your ability to collaborate.
- Identify non-collaborative behaviors and implement strategies to cope with them.

Key Topics Covered

This course explores the following subjects in depth:

- Why collaboration is often necessary in today’s business climate, and how it can benefit both DJJ as an organization and individual employees.
- Deciding who to involve in a specific collaboration, as well as how to determine the objective, define roles, and agree on operating norms.
- How to develop a collaborative mindset and demonstrate a willingness to collaborate with observable actions and behaviors.
- How expressing your thoughts carefully and conscientiously can greatly support collaboration and build good relationships.
- How to strengthen your network, display collaborative leadership, and establish effective communities of practice.
- Dealing with six common behaviors that create obstacles to collaboration.

BUILDING ORGANIZATIONAL TRUST: STRENGTHEN AND RESTORE RESPECT AND INTEGRITY AT WORK

Trust is essential for any organization to succeed in today's increasingly competitive global environment. Research has found that organizations with high levels of trust are more credible, productive, flexible, innovative, and able to adapt to changing circumstances and effectively handle crises.

Organizations with high levels of trust, such as Google, which in 2013 ranked #1 on Fortune Magazine's list of the best companies to work for, are better able to recruit and retain the best people because they provide an environment that helps employees to do their best work.

Not only is trust essential for an organization, it is essential for individuals, especially those in leadership or managerial positions, because employees will respect and more readily accept the ideas of those they trust. In this program, we'll learn how trust improves relationships at all levels, and we'll learn how to exemplify the characteristics and behaviors of a trustworthy person. We'll look at how your team can embody those traits and ultimately reduce the stress that often results from low levels of trust, improve your reputation, and increase team members' productivity, innovation, and ability to work effectively with others both within and outside of the organization.

Course Objectives

Successful completion of this course will increase your ability to:

- Assess the level of trust in your organization and your own trustworthiness.
- Be mindful of the results of distrust between employees and within an organization.
- Identify the characteristics that engender trusting employees and organizations.
- Discover the common "trust busters" and specific actions you can take to prevent their presence in the workplace.
- Explore the ways organizations and teams can build a culture of trust.
- Identify the warning signs of a low-trust organization and how to restore trust when it's been lost.

Key Topics Covered

This course explores the following subjects in depth:

- Various perspectives of what it means to trust
- Affect distrust has on employees who do not trust one another and on an organization that is distrusted by employees.
- Personal attributes and behaviors that make people and organizations most trustworthy.
- Common trustbusters, or the characteristics and actions that create barriers to trust.
- Ways leaders can both, set the example, and continue to establish a solid foundation, for trust
- Steps organizations can take to demonstrate and encourage trust at all levels.
- Current employee behaviors that indicate a low-trust environment exists or is likely to ensue.
- Best practices for organizations to restore the trust that may have been lost.



DEVELOPING DIRECT REPORTS

A main goal of managing is developing your direct reports. This involves not only coordinating their work in a way so our organization's business objectives are met, but also empowering them and providing opportunities for them to meet their own professional development objectives.

This course provides an overview of the importance and benefits of developing your direct reports as a manager, and tactical strategies for doing so. Specifically, this involves an examination of the steps required to assess the development needs of your employees by differentiating individual requirements.

Also covered in this course is the importance and methods for creating a development plan with your employees based upon their individual strengths, and ways to support their continued growth. Finally, this course introduces ways to continue supporting employees through follow up and monitoring, and ongoing and timely feedback.

Course Objectives

Successful completion of this course will increase your ability to:

- Recognize the difference between performance management and development coaching.
- Implement a strengths-based approach to development.
- Provide employees with the tools to assess their strengths and development needs.
- Conduct a positive development discussion.
- Identify a variety of paths to development.
- Create an effective individual development plan.

Key Topics Covered

This course explores the following subjects in depth:

- Explore the 4-step process to advance employee goals and ensuring alignment with the Department of Juvenile Justice's mission.
- Develop employee's strengths through a strengths assessment.
- Outline key components to pre-conversation preparation for goal setting purposes.
- Develop an understanding of positive coaching behaviors by asking open-ended questions; avoiding questions that put the employee on the defensive; avoid leading questions; using silence as active listening; demonstrating encouragement with words and body language; and paraphrasing to ensure understanding and agreement.
- Learn how the different paths to development can lead to an engaged workforce. Such paths include: training; on-the-job-training; shadowing; job rotation; cross-training; job enrichment; self-directed learning; mentoring; and delegation.
- Practice developing and reviewing an Individual Development Plan (IDP).
- Create an atmosphere conducive to open conversation; find a private place to talk; eliminate distractions; and allow plenty of time.

INCORPORATING SYSTEMS THINKING INTO STRATEGIC MANAGEMENT

Organizations are made up of a series of interconnected parts. And while each function may appear to operate efficiently on its own, a change in just one cog can throw the whole system out of whack, creating a continuous chain reaction of problems.

Systems thinking is a proactive problem-solving approach that examines the relationships between various organizational functions and how they impact each other. What makes systems thinking so powerful is that it enables you to predict the consequences—intended and unintended—of a potential change, eliminate silo thinking, adjust perspectives to see different viewpoints, and remain focused on the big picture. By understanding and implementing the systems thinking process, you will be able to help the Virginia Department of Juvenile Justice (DJJ) find optimal solutions to complex challenges, improve innovation, and increase productivity.

The bottom line is that systems thinking empowers you to solve problems so that they stay solved. Instead of offering quick-fix solutions that work only in the short term, systems thinking gives you the insight—and foresight—to make decisions and take actions that benefit the Virginia Department of Juvenile Justice (DJJ) in the long run.

Course Objectives

Successful completion of this course will increase your ability to:

- Explain what *systems thinking* is.
- Identify the benefits of using systems thinking in the workplace.
- Apply the tools of systems thinking to address a problem or situation.
- Minimize the unintended consequences of major decisions.
- Recognize the pitfalls of not implementing systems thinking in the workplace.
- Use systems thinking to improve innovation and productivity.

Key Topics Covered

This course explores the following subjects in depth:

- The core principles of systems thinking, and how this approach differs from traditional analysis.
- Determining when and how to implement systems thinking in the workplace.
- The essential terms and diagrams involved in systems thinking, and how to use them to analyze a problem.
- Three common factors that can derail systems thinking—and how to overcome them.
- How to apply systems thinking in the workplace in ways that benefit you and DJJ: encouraging innovation, boosting productivity, learning from mistakes, and enhancing leadership and management skills.

LEADING STRATEGIC CHANGE

Agency leaders are under constant pressure from stakeholders to comply with their demands. As a result, such leaders are striving to continuously formulate new strategies that will help them deliver more value to their stakeholders.

Unfortunately, studies show that over 80% of all change management efforts result in failure. Some research suggests that some organizations realize only 60% of the potential value of their strategies due to inadequacies in planning and implementation. In fact, in the United States, \$149M is lost for every \$1B spent on strategic initiatives, due to poor performance management. This equates to nearly 15% of every dollar spent on strategic initiatives is lost. (*Source: Price Waterhouse Coopers, 2012*).

This course will help participants explore the 5 most common challenges of strategic execution, common barriers, as well as utilize a 10 step process to develop an inclusive approach to avoid becoming part of the failure statistics.

Course Objectives

Successful completion of this course will increase your ability to:

- Recognize current and future challenges of Strategic Execution of change management efforts.
- Understand the concept of Leading Strategic Change.
- Identify the fifteen (15) common barriers to successful implementation of change management initiatives.
- Understand Strategic Leadership's roles and responsibilities with change management initiatives.
- Develop an inclusive approach to future change management initiatives.

Key Topics Covered

This course explores the following subjects in depth:

- The five challenges of strategic execution and how each challenge results in an increased risk of failure due to oversight.
- Understanding the difference between strategic management and strategic leadership and which one is needed for change management initiatives.
- Explore the fifteen (15) most common barriers to determine which ones, if any, the Virginia Department of Juvenile Justice (DJJ) may encounter or be encountering.
- Emphasize the 10 roles of strategic leadership actions.
- Outlining the benefits that could be realized if 10 elements are performed effectively.

MOTIVATING EMPLOYEES FOR OPTIMAL ENGAGEMENT

Towers Watson conducted a Global Workforce Study and found that only about a third of the global workforce is highly engaged, leaving the remaining two-thirds less engaged or not engaged. This is important because highly engaged employees are emotionally committed to their organization's goals and use their discretionary effort to go the extra mile on behalf of their organization.



What do employees who are not highly engaged do? They might look for work elsewhere—or perhaps even worse, stay and do the bare minimum to remain employed. There are many studies that investigate why good employees leave their jobs. These studies have consistently discovered the following reasons for employee departure:

- ❖ Poor leadership.
- ❖ Lack of meaningful work.
- ❖ Lack of trust and respect.
- ❖ Lack of support from direct supervisors and management.
- ❖ Lack of appreciation and feeling ignored or micromanaged.
- ❖ Constantly shifting priorities and reorganization.

Course Objectives

Successful completion of this course will increase your ability to:

- Recognize the importance of knowing every employee as a unique individual.
- Identify each employee's strengths and how to leverage them in the workplace.
- Show your support by minimizing obstacles that frustrate employees—including yourself!
- Create a career path and meaningful work for each employee.
- Foster an environment where employees feel free to ask and say anything.
- Show appreciation and recognition in a way that is meaningful to each employee.

Key Topics Covered

This course explores the following subjects in depth:

- Behaviors managers can exhibit and activities they can initiate to show they care.
- Questions the manager and employee can answer together in order to determine the employees' strengths and how to best leverage them.
- Common obstacles to engagement as well as techniques for reducing and overcoming them.
- Skills and methods for helping employees to establish direction in their career path and feel a sense of importance in their work.
- Asking the right questions to tailor recognition and offering the right kind of praise.

NAVIGATING DIFFICULT CONVERSATIONS

Difficult conversations are inevitable in any workplace. Those conversations can create unhappiness, stress, and tension. They can also impair and even destroy relationships. When handled poorly, they are likely to result in serious problems that interfere with productivity and leave everyone involved feeling frustrated and dissatisfied.

You can't avoid these kinds of conversations, but you can learn how to handle them more effectively. Developing the ability to handle these challenges will pay off in terms of reduced stress, increased confidence, improved relationships, increased trust, fewer problems, better teamwork, higher productivity, and better career opportunities.

Course Objectives

Successful completion of this course will increase your ability to:

- Understand the nature of difficult conversations and what it takes to handle them.
- Identify the seven stages of handling difficult conversations.
- Use empathy in a way that minimizes negative responses and strengthens relationships.
- Apply best practices for preparing, initiating, and delivering the conversation.
- Discover how to generate solutions and bring the conversation to a close.

Key Topics Covered

This course explores the following subjects in depth:

- Types of conversations people find difficult to carry out and the reasons why their difficult.
- Essential questions to consider before carrying out the conversation.
- Using empathetic language to establish trust and understanding.
- Key methods for getting the conversation off on a good start.
- Techniques for delivering the message tactfully, respectfully, and productively.
- Best practices for listening and responding.
- Common types of difficult responses and strategies for coping with them.
- How to generate alternatives and solutions.
- Guidelines for bringing closure to the conversation and tips for following up on the conversation, as well as your own skills.



DJJ LEADERSHIP SERIES

For questions or more information, contact:

**Vickie Virvos, Training Program Manager
DJJ Training Academy**

Office: 804-537-6652

Cell: 804-836-8854

Email: victoria.virvos@djj.virginia.gov

Stay tuned for upcoming training!