

Emerging Leaders

Leadership Training Series



What is “Emerging Leaders”?

- It is a series of 7 training classes offered to leaders at NFP. Courses are approximately 1.5 hours each and require pre-work and/or homework in between sessions.

Purpose of “Emerging Leaders” Series:

- To provide leaders with core leadership training that strengthens their ability to lead our organization
- To learn through other leaders and to apply leadership best practices on the job

How does it work?

- Classes are offered in a virtual/live instructor-led online training format. Leaders can choose which classes they want to attend.
- Leaders who complete all 7 courses in this series are awarded a framed Management Certificate of Completion.

Who should attend?

- Anyone who manages others and wants to practice and develop leadership skills. Courses are also perfect for those preparing to move into leadership roles.

How do leaders register?

- Look for training announcements from NFP every few months that advertise these classes and provide registration links.

Courses: 7 leadership classes in the Emerging Leaders series:

Course	Focus
Discovering the Leader Within	Helps leaders identify their leadership style and values
Coach for Success	Teaches leaders to coach employees on the job
Leading Millennials	Helps leaders understand how to motivate and lead Millennial-generation employees
Employment Law	Covers what leaders need to know about employment laws and NFP policies
Driving Performance through Effective Feedback	Provides a framework for providing feedback and an overview of NFP’s progressive discipline process
Leading with Emotional Intelligence	Helps leaders recognize and manage their emotions when leading others
Select the Best	Provides ‘best in class’ interview techniques

Questions? Contact Learning@nfp.com

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2016 SCHEDULE

	Course	Session Date(s)	Time (CST)	Link
C1	Driving Performance Through Effective Feedback	Feb 18 & 25	1:00p.m. – 2:30p.m.	Register Here
	Leading Millennials	March 2	10:00a.m. – 11:30a.m.	Register Here
	Leading with Emotional Intelligence**	March 8 & 11	10:00a.m. – 11:30a.m.	Register Here
	Select the Best	March 23 & 30	1:00p.m. – 2:30p.m.	Register Here
C2	Discover the Leader Within*	April 5 & 12	10:00a.m. – 11:30a.m.	Register Here
	Guide to Employment Law	April 20	1:00p.m. – 2:30p.m.	Register Here
	Coach for Success	April 28 & May 5	10:00a.m. – 11:30a.m.	Register Here
	Leading Millennials	May 10	2:00p.m. – 3:30p.m.	Register Here
	Driving Performance Through Effective Feedback	May 18 & 25	1:00p.m. – 2:30p.m.	Register Here
	Leading with Emotional Intelligence**	June 7 & 14	10:00a.m. – 11:30a.m.	Register Here
	Select the Best	June 22 & 29	1:00p.m. – 2:30p.m.	Register Here
C3	Discover the Leader Within*	July 7 & 14	10:00a.m. – 11:30a.m.	Register Here
	Guide to Employment Law	July 19	1:00p.m. – 2:30p.m.	Register Here
	Coach for Success	July 27 & Aug 3	10:00a.m. – 11:30a.m.	Register Here
	Leading Millennials	Aug 9	10:00a.m. – 11:30a.m.	Register Here
	Driving Performance Through Effective Feedback	Aug 18 & 25	1:00p.m. – 2:30p.m.	Register Here
	Leading with Emotional Intelligence**	Aug 31 & Sept 7	10:00a.m. – 11:30a.m.	Register Here
	Select the Best	Sept 15 & 22	10:00a.m. – 11:30a.m.	Register Here
C4	Discover the Leader Within*	Oct 4 & 11	10:00a.m. – 11:30a.m.	Register Here
	Guide to Employment Law	Oct 19	1:00p.m. – 2:30p.m.	Register Here
	Coach for Success	Oct 27 & Nov 3	10:00a.m. – 11:30a.m.	Register Here
	Leading Millennials	Nov 9	10:00a.m. – 11:30a.m.	Register Here
	Driving Performance Through Effective Feedback	Nov 15 & 17	1:00p.m. – 2:30p.m.	Register Here
	Leading with Emotional Intelligence**	Nov 30 & Dec 8	10:00a.m. – 11:30a.m.	Register Here
	Select the Best	Dec 13 & 16	1:00p.m. – 2:30p.m.	Register Here

*\$100 assessment and material cost per person; invoiced to firm

**\$85 assessment cost per person; invoiced to firm



COURSE DESCRIPTIONS

Discovering the Leader Within (3 hours; two 1.5 hour virtual sessions)

Leading in today's dynamic, global, and multi-generational workplace provides new challenges and requires innovative new approaches to leadership. At a time of increasing complexity, leadership involves far more than driving results and delivering numbers. To affect change, leaders must be able to articulate a clear organizational purpose and vision, build strong teams, and enlist the engagement of those they lead.

This course provides an overview of transformational leadership principles and builds self-awareness to improve productivity and unlock leadership potential.

Learning Objectives:

- Leverage key elements and behaviors of transformational leadership.
- Utilize key competencies most valuable to ensuring NFP's success.
- Communicate an inspiring vision of the future to mobilize employees.
- Understand your own leadership style using the DISC Profile Assessment.
- Practice communicating to build ever-stronger, trust-based relationships with your people.
- Practice communication techniques to effectively manage execution of work.
- "Flex" your leadership style to fit varying styles of your staff.

Coach for Success; Coaching Employees on the Job (3 hours; two 1.5 hour virtual sessions)

If you are a supervisor or manager, you are challenged to manage performance and develop team members to achieve outstanding business results. NFP's Coach for Success training class provides you with the tools and framework you need to get results by coaching your employees in a highly effective manner that promotes employee engagement and ownership. Come join us to learn "Best Practice" coaching!

After the class, you'll be given an assignment to coach another participant on a pre-selected skill over a 30-day period. You will return for a follow up session to share results and to learn from others.

Course is not considered complete unless the 30-day coaching assignment is completed.

Learning Objectives:

- Demonstrate an understanding of the benefits of coaching for performance and development.
- Define coaching and differentiate it from mentoring and counseling.
- Articulate when and how to coach using the 7 step coaching model.
- Demonstrate the necessary skills and steps in conducting effective coaching sessions.

Guide to Employment Law; What Managers Need to Know (1.5 hours; one virtual session)

This course provides a review of key policies from the NFP Employee Handbook, with discussion and case studies regarding issues that managers and supervisors face on a daily basis. Learn current HR laws behind NFP's policies and how to apply them on the job.

Topics Covered:

- EEO Laws
- Workplace and Sexual Harassment
- Key Employee Handbook Policies
- Code of Business Conduct and Ethics
- Personal Code of Conduct / Disciplinary Action

Leading Millennials (2 hours; one virtual session)

The workforce is changing. While many Baby Boomers are retiring, Millennials are entering the workforce. This generation of workers is different – not in the ways you think, but in ways that require changes in your management and leadership. These younger workers bring important new skills, ideas and energy to the workplace. However, they are also harder to hire, motivate and demand more of you and your organization. In general they see the world differently and in order to keep them, leaders need to embrace new ways of leading them and adapt.

This course offers insight about how Millennials think about work and tips for effectively leveraging their talents and leading them.

Learning Objectives:

- Gain insight about what makes the Millennial generation tick and how their needs are different from that of other generations in the workplace.
- Articulate key motivators for Millennials and identify ways to motivate and inspire them.
- Apply key strategies for meeting Millennial needs while also meeting department goals.

Driving Performance through Effective Feedback (3 hours; two 1.5 hour virtual sessions)

Learn proven ways to bring about positive change in people with employee discipline training — without incurring resentment, making enemies or destroying relationships. Here's a proven system for dealing with first time occurrences of problems – as well as difficult or recurring employee performance issues.

With this program you'll learn how to distinguish the different types of employee performance issues and how to correct the problem with clear standards, realistic action plans and, when needed, progressive discipline.

Learning Objectives:

- Approach an employee about the problem behavior in a way that minimizes accusations, hostility, and defensiveness.
- Gain employee commitment.
- Co-create an effective action plan with the employee.
- Document the process to encourage steady progress.
- Document your actions and conversations.
- Handle performance problems in a straightforward, effective manner.

Leading with Emotional Intelligence (3 hours; two 1.5 hour virtual sessions)

Leaders achieve their positions with a combination of IQ (intellect), Functional/Technical expertise and EQ (emotional intellect). Research has shown that, out of these three factors, the one that distinguishes best bosses from worst bosses is Emotional Intelligence (EQ).

This course will guide participants in understanding the components of Emotional Intelligence and through an analysis of their own a self-assessment, gain a better understanding of self-management and self-awareness. A central objective of the course is to offer participants better insight and control over their actions and emotions, resulting in a positive impact on their professional and personal lives.

Learning Objectives:

- Recognize the benefits of Emotional Intelligence (EI) to personal development and leadership.
- Understand EI competencies and how to develop them.
- Identify personal strengths/limitations using the assessment EQi 2.0.
- Leverage appropriate EI competencies in utilizing leadership styles to achieve results.
- Create a culture that delivers results through effective work relationships.
- Build a developmental action plan that strengthens emotional intelligence skills.

Select the Best; Interviewing & Selection Best Practices (3 hours; two 1.5 hour virtual sessions)

How can you ensure that you are selecting the best candidate for a job when you might only spend 45 minutes with them in an interview? How do you select the best person for the job vs. the person with the best interviewing skills?

Behavior-based interviewing can help you identify the candidates that best fit the position as well as NFP's culture. Instead of relying on your gut instinct, you will learn a structured, objective approach to evaluating top talent.

Learning Objectives:

- Apply behavioral event interviewing concepts in all job interviews.
- Notice “red flags” on résumés that need to be explored during the interview.
- Choose the most appropriate interview questions to ask based on job competencies and company culture. Take action on steps that need to take place before, during and after the interview.
- Conduct an effective behavior-based interview.
- Evaluate the presence or absence of critical job-related skills, attitudes or organizational values.
- Dig deeper to explore areas of concern.
- Conduct interviews using legally compliant interview questions and techniques.

Respond after the interview to candidates who are not your top choice, while keeping the top candidate interested until hiring paperwork and background checks are processed.