



Reshaping Your Management and Leadership Style
— Building Managers and Leaders at Every Level

Management and Leadership Series

Approved for Continuing Professional Education (CPE) credit through the Texas State Board of Public Accountancy.

Maximizing Team Effectiveness: Teamwork and Teambuilding

February 8-9, 2012

Gain insights into the key skills and techniques you need to inspire teamwork and teambuilding. Learn skills to support and lead your team, capitalize on team talent and skills, be an effective team member and develop strategies for communicating.

How to Improve Your Leader Communications Skills

March 15-16, 2012

Coping, competing and expanding professional credentials is absolutely critical as economic uncertainty continues to unfold.

Maximizing Team Effectiveness: Teamwork and Teambuilding

February 8-9, 2012

Shouldn't You Be Doing All You Can to Enhance Teamwork and Teambuilding?

This program is designed to challenge you to stretch your thinking beyond your day-to-day job requirements and to think in terms of the future of your organization, to effectively improve teamwork and teambuilding.

Through workplace cases and exercises, you will apply creative problem solving techniques to effectively improve teamwork and teambuilding. This two-day seminar, emphasizes gaining an understanding of and applying knowledge and skills, to resolve real issues.

Few would argue that most valuable management learning comes from hands-on experience. This workshop provides you an excellent platform for an educational experience, and in turn, will accelerate and inspire your teambuilding skills. It also gives you the opportunity to test and refine your ideas and instills a sense of confidence. In today's fast and flexible business environment, managers and supervisors must be able to innovate and implement quickly – requiring you to move with confidence. Of course, confidence is built on solid knowledge and key skills in a supervisor's strategic thinking and analysis, evaluation, and decision making.

While this workshop is practical and applied, it requires your commitment to inspire teamwork and teambuilding

No prerequisite required.

Key Benefits

- Action learning focus and lively, interesting workshop participation
- Participants from a diverse range of backgrounds enrich the learning environment
- Structured to encourage teamwork
- Practical and relevant tools and techniques with immediate application
- Learn creative problem solving techniques that lead to practical real-life solutions
- Address the most important questions you have about teamwork and teambuilding...how to support and lead your team, how to capitalize on the talents and skills of individual team members, how to be an effective team member, how to develop strategies for communicating with members, and how to solve conflict among team members.

Who Should Attend

- Managers and leaders who are attempting to improve teamwork and building teams
- Managers, supervisors, group leaders, project leaders, facilitators who work with others in these positions
- Professionals involved in continuous improvement activities
- IS/IT managers and supervisors

What You'll Learn

Understand techniques for dealing with changes and their impact on team performance

- Identify, analyze and design processes to enhance teamwork
- How to access and manage yourself first
- How to manage your entire team
- How to develop critical structure and behavioral dimension of teambuilding
- How to create, develop and maintain teams
- How to structure communication to maximize its impact
- How to use proven techniques for achieving better working relationships among team members

Your Workshop Leader — Dr. Gerald Graham

Dr. Gerald Graham is an extraordinary workshop leader renowned for his expertise in management, leadership and teaching. His lively use of exercises, examples and humor gives you practical management techniques that equip you with the skills necessary for you to become an exceptional manager and leader.

Dr. Graham is nationally recognized for his scholarship in the area of management and for his presentations to diverse businesses and professional organizations. In syndicated newspaper columns, he shares his exceptional insights into human behavior with managers nationwide. His numerous acclaimed research articles and textbooks are frequently cited by others.

Testimonial

“This class was excellent! I feel it provided pertinent information about teamwork and teambuilding that I can use and share with my organization.”

– Tina Spiller, Clinical Sales Representative, Digene Corporation

Course Agenda

Team Characteristics

- Definition
- Types of teams
- Team size
- Importance of teamwork
- Stages of team development
- Assessment of effectiveness

Understanding the Role of Various Types of Teams

- Members from same department and disciplines: 5 to 12 members
- Self-management teams: 10-15 members who take on supervisory responsibilities
- Cross-functional: 6-10 employees from different work areas
- Virtual: use computer technology

The Importance of Team Size and Requirements

- Less than 5 members
- 5-10 members
- 10 or more

Why Teamwork is Important

- Competition
- High quality
- Job satisfaction
- Synergy

Stages in Team Development

- Forming
- Storming
- Norming
- Performing
- Adjourning

Stages of Team Deterioration

- Not listening
- Not talking
- Not deciding
- Not forgetting
- Not committing

Teams Aren't Always the Answer

- Different perspectives
- Common purpose
- Interdependent tasks

Dimensions of Team Building

- Focus on results
- Clarify norms and roles
- Understand tasks and maintenance
- Improve team member trust
- Enhance team communications
- Use effective problem solving methods

Focus on Results

- Vision – what the team hopes to achieve
- Scope of work
 - Agreement between teams
 - Identify outcome and deliverables
 - Define work to be done
 - Identify work the team does not perform
- Superordinate Goals
- Deliverables
- Team Success

Team Norms: Guide How the Team Operates

- 18 team operation norms

Team Member Roles

- Leader
- Relationship
- Task
- Expert
- Critic
- Identifying relationship roles

Building Team Trust

- Definition
- Behaviors
- Increase trust

Team Communication Model

Team Member Communication Style

- Supportive
- Emotional
- Reflective
- Directive

Receive and Give Feedback

- Listen
- Interruptions
- Arguing
- Defensive
- Hear
- Building relationship
- Give example
- Check on feedback
- Give only one item
- Show confidence

How to Receive Feedback

- Evaluative: teach, explain and demonstrate
- Supportive: reduce stress
- Probing: questions and additional information
- Understanding: "Did you get it?"

How to Give Feedback

- Passive
- Aggressive
- Devious
- Assertive

Barriers to Communication

- Semantics
- Verbal and nonverbal conflicts
- Multiple messages

Team Problem Solving

- Leader decides
- Minority decision
- Majority voting
- Polling
- Consensus
- Nominal techniques
 - Members provide answers
 - Record and report answers
 - Discuss and clarify
 - Votes on issues

Creating Hot Teams

- Do not become rule-bound
- Don't be mean
- Like people
- Listen to the people
- Make work engaging
- Let them decide



How to Improve Your Leader Communication Skills

March 15-16, 2012

To be an effective leader, good communication is essential. Be it trying to instruct, support, motivate, delegate/empower, coach, or build commitment, communication is the necessary tool with which effective leaders execute. Think of ineffective leaders whom you've closely observed – supervisors, managers, coaches, teachers – a major cause of their ineffectiveness can be traced to poor communication skills.

This seminar is designed to help you (1) become more aware of the important role that communication plays in effective leadership, and (2) gain specific leadership communication skills. You will learn the strengths and weaknesses of your personal communication style, how to emphasize your thoughts and ideas, listen more sensitively and effectively, give and receive communication feedback, and learn some of the important written communication techniques used by successful leaders.

No prerequisite required.

Who Should Attend

- Managers and supervisors who want to sharpen their leadership skills.
- Newly promoted managers and supervisors in private and public organizations.

How You Will Benefit

- Understand how communication serves as the key skill in effective leadership
- Identify your communication strengths and weaknesses
- Discover how a leader encourages feedback from followers and others
- Explore positive approaches to give negative feedback to others
- Master how to utilize your listening skills to become a more effective leader
- Become influential once you understand the communication tools used by charismatic leaders
- Learn practical strategies and techniques for your important written messages
- Strengthen your ability to strategically use “emphasis” in improving your spoken and written leadership communications

Here are more reasons why you can't afford to miss this workshop

- You'll develop leadership communication skills and build a commitment to shared goals by getting your workers to buy-in to your ideas.
- You'll network with other professionals like yourself. Share real world experiences and apply what you learn today to the workplace.
- You'll discover how to use non-verbal communication to support your spoken message.
- You'll create better relationships with your workers by creating a favorable feedback climate so employees can be more successful.
- You'll get a sense of what works in the real world by identifying what effective leaders do.
- You'll leave this workshop equipped to be a more effective communicator than ever before in creating and implementing communication strategy.

Your Workshop Leader — Dr. Paul Pietri

Learn from a world-class educator, trainer and consultant, as well as a recognized icon in supervisory management. Dr. Pietri is an extraordinary workshop leader with a rare gift for teaching which has benefited thousands of management professionals.

He is Professor of Management at the University of South Alabama in Mobile. His workshops in management and communication have been presented to over 2000 managers and supervisors in 35 U.S. states and Canada. These have been conducted for private and public sector institutions in such diverse fields as healthcare, manufacturing, finance, service and governmental organizations. Clients include Charter Hospital, Toshiba USA, Weyerhaeuser, Shell Chemical, Regions Financial and the U.S. Departments of Defense, Labor and Agriculture. He has also taught leadership and communication courses in Germany and France. His book, *Supervisory Management: the Art of Inspiring, Empowering and Developing People*, continues to be one of the leading supervisory management books in the field. Paul strongly believes that participants learn best when instruction is accompanied by opportunities to actually practice the skills being targeted. You can count on a hands-on, active learning experience during his workshop!

**Register Today! Call 281.283.3133 or 281.283.3121
or enroll online at www.uhcl.edu/camp**

Course Agenda

Leadership: the Basics

- Leadership challenges
- Leading and managing: the same?
- Identifying what effective leaders do

The Leader's Communication Role

- Communicating goals, delegating, coordinating, motivating, supporting, giving performance feedback
- Communicating up, down, laterally
- How to build a favorable Communication environment
- **Communication exercise:** Up and down

What Makes You and Others Tick:

Personality and communication

- Determining your personal style
- Extroversion and introversion
- Sensing and intuition
- Thinking and feeling
- Judging and perceiving
- Your style's strengths and limitations

The Communication Process – Challenges to Leaders

- People barriers
- Language barriers
- Organizational barriers
- **Communication exercise:** Giving instructions

Non-Verbal Communication

- Using body language to support Your spoken messages
- How to read non-verbals of others

Feedback and Communication

- Overcoming feedback barriers
- Communicating praise
- How to give negative feedback: the "I" statement
- How to create a favorable feedback climate

Listening Skills: The leadership difference

- Challenges to good listening
- Casual, informational, analytical, and empathic listening
- Practices of good and weak listeners
- **Communication exercise:** Jones/Mohr Listening Test

The Key Listening Behaviors

- Attending skills
- Acknowledging skills
- Reflecting skills
- Information seeking skills – the art of asking questions
- **Communication exercise:** Practicing reflecting skills
- **Communication exercise:** Listening role plays

Using Strategic Emphasis to Get Your Messages Across

- Placement/position emphasis
- Space/time emphasis

Communicating Praise/Negative Feedback to Others

- How to praise
- How to craft an "I" statement: behavior, feelings, results
- **Communication exercise:** Burke-Stanley role play

Communication Techniques Used by "Charismatic Leaders"

- Alliteration
- Listing
- Contrast
- Problem-solution punch line
- Reinforcement/repetition
- Building the team: "We" instead of "I"
- Analysis of Dr. Martin Luther King's "I Have a Dream"

The Leader and Written Communication: Planning Your Message for Best Results

- Establish your purpose
- Profile your reader(s)
- Determine reader(s) needs for information, emotional support
- Plan the sequence – Direct or indirect?

Effective Writing Principles

- Prefer active to passive voice
- Emphasize the positive
- Use simple, specific language (instruction, documentation, etc.)
- Avoid inflammatory language
- Examples of leaders' written communication
- **Communication exercise:** "Organization problem solving"

Course Review/Summary

- Putting workshop principles into practice

Other great reasons to register for these workshops!

- Your free information-packed notebook for reference during the workshop and back on the job.
 - A certificate of completion, perfect for framing, from the University of Houston-Clear Lake.
 - CEUs of 1.4 for this two day course. CEUs are the nationally recognized unit of credit for professional development.
 - \$50 savings for second and subsequent participants registering from the same organization for the same seminar.
 - Continental breakfast included each day at 7:30 a.m., as well as lunch and refreshments in the afternoon.
 - Your instructor is available before and after the workshop for additional discussion.
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Heighten Your Skills and Strengthen Your Credentials!

Dear Managers and Leaders,

Position yourself for success. Successful managers and leaders know that the further a person advances in an organization, the more interpersonal skills replace technical skills as the crucial drivers of success. In today's highly interactive multicultural world, it's not enough to simply read the bestselling books published by the most popular authors on management and leadership. It's more important to examine styles of leadership, supervision, coaching, motivating and every management trend, each shift in employee profiles, and all shades of employee behavior and commitment.

You must build a deeper understanding of these factors and integrate them into your organization's management and leadership strategies, and implement solutions flexible enough to accommodate a constantly changing workplace, yet strong enough to endure. It is not easy. But if you'll learn how to approach these workplace challenges with the right know how, it can be done...and done well.

For those who want to gain the insight and skills that managers and leaders use to build support for successful implementation of their organization's vision and strategies; to inspire and energize the work environment; and motivate employees to greater productivity, the University of Houston-Clear Lake offers a Certificate Program in Management and Leadership. Earning this UHCL Certificate demonstrates your commitment to excellence, and provides skills you can apply immediately. Courses include:

- Effective Application of Supervisory Techniques
- Strategic Utilization of Leadership Skills
- Maximizing Team Effectiveness: Teamwork and Teambuilding
- Unlock the Secret of Strategic Negotiations
- Successfully Coaching and Motivating Employees
- Skillfully Managing Change and Conflict
- Strategic Hiring and Appraisal Feedback
- Influencing Without Authority
- Discover How to Manage Diversity in the Workplace: Strategies for Success
- How to Improve Your Leader Communications Skills
- Legal Aspects of Supervisory Management

To earn your certificate you must complete 84 hours of instruction. The program is designed for working adults and structured to meet your job and career requirements and goals. Many individuals are entering the Management and Leadership Certificate Program to energize their careers, update professional expertise, justify promotion through professional training, and create new career opportunities.

No matter how much management and leadership experience you may have, no matter how much you have to learn, you'll be amazed at what you can learn from this highly interactive learning environment, with a well balanced blend of lectures, class discussion, case studies and application exercises. You will gain essential tools and hear about the latest management and leadership thinking you need, not only to compete, but to flourish in today's changing workplace.

To be an effective manager and leader, you need a new set of skills that includes knowing where your organization stands today, visualizing where it is heading, and your role in driving that evolution. **Don't be left behind!**

Call us at 281.283.3133 or 281.283.3121 today to get started with these powerful seminars.

Bring This Workshop to Your Organization's Doorsteps

You can have these programs exactly described in this brochure or tailored to meet your organization's specific needs. Either way, you can be assured of an outstanding learning experience that will make an immediate difference. It's cost effective to train your entire supervisory team. Call us at 281.283.3133 and find out how cost effective it is to have on-site programs.



University of Houston Clear Lake

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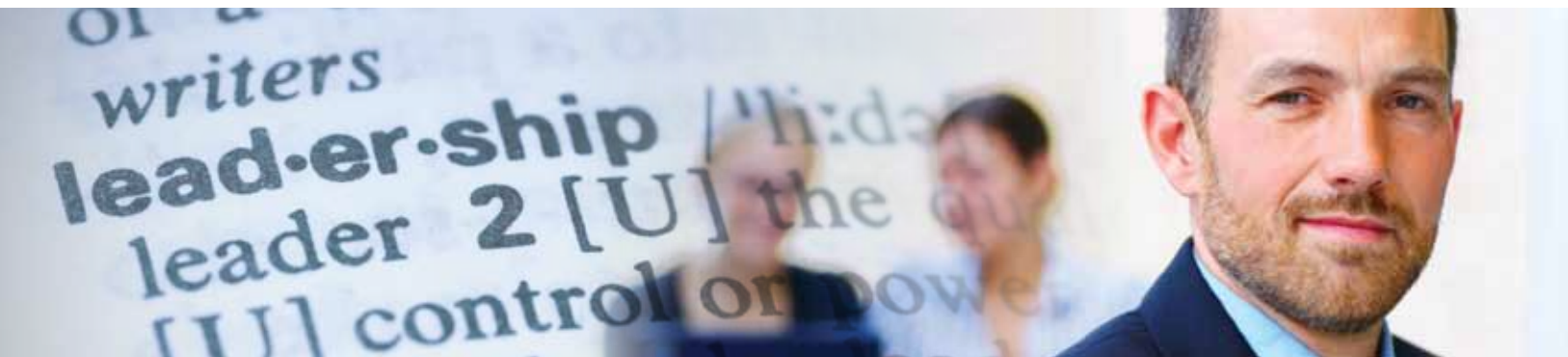
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Management and Leadership Certificate Program at-a-glance

Having the University of Houston-Clear Lake's Certificate in Management and Leadership assures you and prospective employers that you have validated your management and leadership skills by completing a series of tests, tests that gauge your professional competency.

You may have up to 3 years to complete the program requirements, after which you'll receive an official certificate from UHCL. The program requires 84 hours of classroom instruction and may be completed in as little as 1 year. Each course is approved for Continuing Education Units (CEUs).

POSITION YOURSELF FOR SUCCESS!



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