

**Federal Aviation Administration
Center for Management and Executive Leadership**

WORKSHOP OFFERINGS

September 2008

Workshop Offerings

CMEL workshops are four to eight hours in length and are typically delivered in a conference-type setting. Topics can be embedded within team workshops to meet specific training requirements of incorporated into facilitated conferences as required. Contact **Shepherd Curl** at **(386) 446-7132** for more information.

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Balanced Scorecard (BSC)

COURSE NUMBER FAA01284

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

It is a daunting task for those who are responsible for successful performance in a managing-for-results environment. Balanced Scorecard is about creating a business strategy where all organizational moves fit together in a simple to understand, cause-and-effect chain of events. A Balanced Scorecard provides tools that allow management to communicate a variety of metrics to keep stakeholders, upper management, team members, and employees up-to-date. Over 60% of Fortune 500 companies and several many public sector offices, including the FAA, now use the Balanced Scorecard approach.

Balanced Scorecard metrics also demonstrate a clear linkage of operational activities to the achievement of your agency's goals. This workshop introduces the participant to a framework for creating a public sector Balanced Scorecard System.

Through interactive discussions and exercises, students will practice using a balanced scorecard system to help align their organization's efforts with its strategy.

OBJECTIVES

- Describe the benefits of implementing a Balanced Scorecard system within your organizational responsibilities.
- Draft Balanced Scorecard measurements to your responsibilities.

KEY COMPETENCIES

- Accountability and Measurement
- Developing Talent
- Innovation
- Managing Organizational Performance
- Strategy Formulation

CLASS SIZE

18 participants

LENGTH 4 hours

(Class times may vary.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Managers involved with operational measures

ENROLLMENT

To arrange a *fee-for-service delivery*, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Measuring Organizational Performance (FAA01254)
Strategic Planning (FAA01275)
Systems Thinking (FAA01277)

Basic Principles of Interest-based Bargaining (IBB)

COURSE NUMBER **FAA01193**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Increased focus on labor/management partnership has begun to change the informal, if not official, definition of "bargaining." Associated terms such as "traditional" and "interest-based" seem to cloud the issue. Many supervisors, managers, employees and union representatives are skeptical of the interest-based approach. Some of that skepticism may stem from not fully understanding the concept, some from resistance to the need for new skills and attitudes, while some may stem from negative experiences with other types of negotiations. The ability to find common ground, to reach agreement, and to put positions aside has become increasingly important as the Agency strives to become more efficient. This workshop provides an overview of the tools and techniques necessary to reach high value negotiated decisions in support of agency goals.

Designed to provide an introduction to the principles of interest-based bargaining, this highly interactive workshop provides dynamic lecturettes, small group discussions, and brief application activities. Participants will discover the differences between the process of negotiating from a "position" with little flexibility and an interest-based approach which seeks to find common ground. This session *lays the foundation* for the skills built in CMEL courses such as *Building Effective Agreements* and *The Partnership Challenge*; it does not in any way substitute for them.

OBJECTIVES

- Differentiate between bargaining based on positions and bargaining based on interests.
- Apply the four principles of interest-based bargaining to the workplace.
- Articulate their role in an interest-based negotiation.
- Identify four phases of an interest-based problem solving model.

KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Communication
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

CLASS SIZE

24 participants

LENGTH 4 hours

(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees responsible for reaching agreements or resolving disputes

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Labor Management Relations (FAA01205)
Managing Change (FAA01306)
Systems Thinking (FAA01277)

Combating Negativity (CN)

COURSE NUMBER FAA01209

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Do the words angry, frustrated, anxious, stressed, resentful, or confused describe you or the people with whom you work? If so, it's possible that you are combating negativity. This workshop is designed to help participants recognize and deal with the insidious nature of negativity and its impact on their success. Participants will learn a five-step process for attacking and conquering negativity.

Participants will be introduced to "Negaliens," come to understand the impact of "Negattacks" on productivity and quality, and identify their personal vulnerability to these dangerous entities. Fortunately, they will also develop strategies to recognize personal negattack triggers and to defeat their own negativity in the middle of the battle. Additionally, participants will learn to support others in accomplishing similar goals - recognizing the impact of negativity and overcoming patterns of negative communication. During the workshop session, participants will receive feedback, complete worksheets, and engage in small group activities to help clarify concepts and increase personal awareness.

OBJECTIVES

- Recognize and combat negativity in themselves and others.
- Demonstrate strategies for overcoming and/or avoiding negativity.
- Support others in overcoming their own negativity.

KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Interpersonal Relations and Influence

CLASS SIZE

24 participants

LENGTH 4 hours

(Class times may vary.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees who desire to contribute to a more positive work environment

ENROLLMENT

To arrange a *fee-for-service delivery*, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Managing Change
(FAA01306)
Systems Thinking
(FAA01277)

Critical Examination of Mental Models (CMM)

COURSE NUMBER **FAA01244**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Mental models are internal pictures, images, maps, assumptions, theories about how the world works. We may not know they are there but they influence what we see and do. When our models are outdated or inaccurate, our reactions to situations can hamper our individual effectiveness making it difficult for the Agency to accomplish its goals.

In this workshop, participants will identify and analyze the impact of mental models to determine how they limit personal and organizational learning, reduce the effectiveness of decisions, and minimize employee potential. Participants will identify and revise mental models regarding critical agency issues such as people, policies, unions, leadership, and accountability.

Interactive lectorettes will be used to introduce and clarify information and a case study will be used to apply the concepts to an FAA related situation. Through structured group activities, participants will identify and revise mental models related to current FAA issues.

OBJECTIVES

- Recognize their mental models, assumptions, generalizations, and ideas that influence their decisions and actions.
- Use a dialogue process to uncover and assess mental models that may limit workplace effectiveness.

KEY COMPETENCIES

- | | |
|-------------------------------------|---|
| • Agility | • Integrity and Honesty |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Building a Model EEO Program | • Managing Organizational Performance |
| • Communication | • Problem Solving |
| • Developing Talent | • Strategy Formulation |
| • Innovation | • Vision |

CLASS SIZE

24 participants

LENGTH

4 hours

(Class times may vary.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees who have a need to understand how internal beliefs and assumptions shape our actions

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Inquiry, Influence & Implications (FAA01249)
Strategic Planning (FAA01275)
Systems Thinking (FAA01277)

Effective Questioning: A Different Way to Communicate (EQT)

COURSE NUMBER **FAA01253**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Effective communication tools have become a more essential part of every employee's day-to-day interactions and are a requirement for success at work. Questioning is a powerful tool that is often overlooked in communications training. Effective Questioning: A Different Way to Communicate brings a unique insight into the effects of positive questioning, not only as a method of gathering information or interrogating, but as a communication skill that can assist in coaching, problem solving, stimulating ideas, encouraging discussion, expanding alternatives, and gaining understanding.

Participants will see how astute questioning can enhance conversations, job performance, and capacity to influence, as well as improve the quality of all work relationships. The workshop is designed for employees at every level of your organization.

The activities in this workshop are designed to give the participant an opportunity to classify questions according to purpose, recognize the various types of questions, and to identify individual questioning styles. Activities include lecture, written exercises, large and small group discussion, and questioning practice.

OBJECTIVES

- Discuss the value of questioning as a communications technique.
- Classify various questions based on their purpose.
- List strategies for overcoming barriers to successful questioning.
- Develop and practice questions that encourage discussion and influence others.

KEY COMPETENCIES

- Agility
- Building Alliances
- Communication
- Interpersonal Relations and Influence

CLASS SIZE

18 participants

LENGTH

3½ hours

(Class times may vary.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees who desire to improve communication skills

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Effective Communication Skills
(FAA01186)

Ethics: Impact and Challenges (EIC)

COURSE NUMBER **FAA01248**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

The discussions and activities in this workshop challenge participants to examine their own ethical behaviors in the face of rapid change, internal competition, and concern for stability while living in chaos; and to implement a risk analysis tool designed to support acting on ethical choices.

Through interactive lecture/discussion and case studies, participants will investigate several research based standards of ethical behavior in government, and develop a working definition of ethics in their own workplace. During the workshop session, participants will practice the use of a risk analysis model and apply it to ethical dilemmas which they face as individuals and/or as work group members. The activities will support participants in minimizing the risks associated with ethical behavior.

If time permits, participants will practice skills that encourage others to apply the risk assessment model, and to more consistently make highly ethical choices in the workplace.

OBJECTIVES

- Consciously assess their own behavior against the highest standards of ethics.
- Practice implementation strategies for minimizing associated risks.
- Plan to increase the consistency of their own ethical behavior.
- Practice supporting others in making and acting on highly ethical choices. (Lab only).

KEY COMPETENCIES

- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Developing Talent
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation
- Vision

CLASS SIZE

24 participants

LENGTH

4 hours
plus 4-hour optional lab
(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently
available only as a
fee-for-service delivery.

WHO SHOULD ATTEND

All public sector employees

ENROLLMENT

To arrange a **fee-for-service delivery**,
call Shep Curl at
(386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Managing Change
(FAA01306)
Systems Thinking
(FAA01277)

The FAA Budget in Brief (BIB)

COURSE NUMBER FAA01223

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

One of the biggest challenges of government reform is accomplishing all of our mission requirements in an era of limited financial resources. We live in an environment where the taxpayer is demanding the highest quality return on tax-dollar investment. The federal budget is the process that activates the federal programs that serve the American people. In order for this process to be effective, it requires that employees are knowledgeable about budget functions and consistently work to derive maximum value for our FAA dollars.

This session, *The FAA Budget in Brief*, is designed to enhance participants' understanding of the Federal Budget processes down to and including the expenditure of funds by the local FAA Facility. Through the processes of discussion, lecture, and a class exercise, participants will develop skills in understanding the overall FAA budget cycle, planning documents associated with the budget, Congress's role in the process, and criteria for sound budget justifications.

OBJECTIVES

- Identify relationships between the FAA budget process and the U.S. budget process.
- Identify major components of the FAA budget and their interrelationships.
- Describe the process of executing (expenditures and tracking) the FAA budget.

KEY COMPETENCIES

- Building Alliances
- Business Acumen
- Strategy Formulation

This course may be customized for non-FAA organizations in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

CLASS SIZE

24 participants

LENGTH 4 hours

(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Agency employees who have budget responsibilities

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Strategic Planning
(FAA01275)
Systems Thinking
(FAA01277)

FAA Guidance on Conduct and Discipline (COP)

COURSE NUMBER **FAA01232**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

FAA Personnel Reform and other Agency initiatives have resulted in new procedures for the management of employee conduct and discipline. It is often difficult for supervisors to stay abreast of the most current orders, the appropriate forms, and the right procedures. This workshop introduces participants to the latest documents and orders associated with these tasks. Participants will become familiar with selected Personnel Reform Implementation Bulletins (PRIBs), the most current Supervisors Handbook, and the most current FAA orders associated with conduct and performance.

The simulation used in this workshop requires participants to document performance and conduct, award monetary and time off awards, monitor conduct, and determine appropriate discipline. Instructors will clarify information based upon questions which arise during the simulation. This simulation activity has proven very successful with supervisors and others responsible for managing employee performance and conduct.

OBJECTIVES

- Determine appropriate actions in response to conduct and performance issues.
- Effectively document employee performance and conduct and issues.
- Cite and clarify applicable sections of the Supervisors Handbook, Personnel Reform Implementation Bulletins, and FAA Orders.

KEY COMPETENCIES

- Building Alliances
- Building Teamwork and Cooperation
- Integrity and Honesty

This course may be customized for non-FAA organizations in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

CLASS SIZE

24 participants

LENGTH 4 hours

(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Agency employees responsible for handling employee conduct and discipline issues

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Labor Management Relations
(FAA01205)

Managing Change
(FAA01306)

Systems Thinking
(FAA01277)

Facilitator Tools for Effective Meetings (FTEM)

COURSE NUMBER **FAA01199**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Increasing demands, decreasing resources. There are team meetings, staff meetings, partnership meetings, special project meetings, etc., etc. Sometimes it seems like all we do is attend meetings! It has become increasingly crucial that meetings are efficient and effective strategies for accomplishing Agency objectives and fostering collaboration among all segments of the workforce. Often, meetings are neither efficient nor effective, and do not accomplish the objectives. This workshop, which is consistent with CMEL's *Facilitator Training Course (FTC)*, provides many of the tools and techniques for creating and participating in effective meetings.

Through interactive lecturette, small group discussion, and the completion of a self/group assessment checklist, participants will learn how to be more effective in facilitating meetings.

OBJECTIVES

- Identify the responsibilities of a facilitator, group recorder, and effective group members.
- Identify the benefits of developing and using operating guidelines.
- Support meeting productivity by clarifying outcomes and recognizing stages of group development.

KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Communication
- Integrity and Honesty

CLASS SIZE

18 participants

LENGTH

4 hours
(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees responsible for creating effective meetings or participating more productively as members

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Facilitator Training Course
(FAA01523)

Implications Charting: Analyzing Systemic Problems (IMP)

COURSE NUMBER **FAA01245**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Under time constraints and other pressures, people often jump to solutions to complex issues, without effectively exploring their impact or possible consequences. Implications charting, one of the many powerful tools taught in CMEL's Systems Thinking course, is used to review and assess potential solutions prior to implementation. It is a method for anticipating possible short and long term results of an action and evaluating their impact on a system or organization.

The session will consist of mini-lecturettes and small work group practices and presentations. Participants begin by writing a problem statement related to a workplace issue. Next they generate several possible solutions. Working outward in concentric circles, participants create possible sequences of events. Creativity is enhanced by avoiding strictly logical progressions and encouraging "out of the box" thinking.

After generating several paths for each solution, participants evaluate the consequences in terms of their likelihood as well as positive and negative effects. They conclude the process by identifying specific steps to help achieve desired results and pinpointing areas to avoid. Participants end the session with work group presentations.

OBJECTIVES

- Use the tools and techniques of implications charting.
- Generate and explore possible implications of adopting alternative solutions to a problem.
- Analyze the probability of possible events occurring, their impact, and effective actions to promote or lessen the likelihood of those events.

KEY COMPETENCIES

- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Business Acumen
- Communication
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation
- Vision

CLASS SIZE

24 participants

LENGTH

4 hours
(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees who deal with complex issues and need to apply analytical tools that address the "bigger picture"

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Inquiry, Influence & Implications (FAA01249)
Strategic Planning (FAA01275)
Systems Thinking (FAA01277)

Introduction to Conflict Management (ICM)

COURSE NUMBER **FAA01286**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Introduction to Conflict Management is an introduction to the concept of conflict management. It is designed to build on the managerial competencies identified in the FAA's Managerial Success Profile (MSP). Specifically, ICM covers the theory behind conflict management strategies and the benefits of managing conflict through collaboration.

Methodologies include lecture, discussion, small and large group activities, and self-assessment.

OBJECTIVES

- Recognize his/her conflict management style and the styles of others.
- Employ techniques to proactively approach conflict.
- Practice communicating effectively during conflict situations.

KEY COMPETENCIES

- Building Teamwork and Cooperation
- Communication
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving

This course may be customized for your organization in a *fee-for-service delivery*. Call **(386) 446-7132** to discuss options.

CLASS SIZE

Variable

LENGTH

 4 hours

(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

FAA Managers

ENROLLMENT

To arrange a *fee-for-service delivery*, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Constructive Conflict Management: The Choices We Make (FAA01318)

Frontline Manager Course-Phase 3 (FAA01292)

Labor Management Relations (FAA01205)

Managerial Coaching and Mentoring (FAA01299)

Middle Manager Course (FAA01291)

Improving Work Processes (IWP)

COURSE NUMBER **FAA01227**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Improving Work Processes suggests a strategy for applying process management to the routine and recurring work of an organization as a tool for dealing with shrinking resources. Participants will have the opportunity to identify and begin implementation of critical changes that will transform core processes to create customer value.

Engaging in interactive lecture/discussion during the workshop sessions, participants will review process management strategies and develop a working ability to quickly use those strategies as a tool to identify incremental changes in their task areas.

During the session, individuals and/or small groups will apply process management tools to specific, individually identified task related processes. Guidance will be provided in the use of the tools. Participants will gain insights into their opportunities for incremental improvements. Examples will be discussed to illustrate common opportunities across the agency.

OBJECTIVES

- Recognize opportunities for applying process management tools to work-related processes.
- Construct a flowchart of their top priority work process.
- Describe the value of continuous improvement resulting from process management.

KEY COMPETENCIES

- Agility
- Building Alliances
- Business Acumen
- Innovation
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation

CLASS SIZE

16 participants

LENGTH 4 hours

(Class times may vary.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees responsible for improving work processes

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Inquiry, Influence & Implications (FAA01249)
Strategic Planning (FAA01275)
Systems Thinking (FAA01277)

Influencing Skills (INS)

COURSE NUMBER **FAA01239**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

This session might be called the “Skills Tool Box” for those who are expected to lead in an empowered environment. Most organizations are actively engaged in many initiatives designed to improve safety, customer satisfaction, and efficient use of taxpayer dollars. This workshop is designed as one step in support of expanding the skills of those expected to successfully lead the organization through those changes.

The perspective presented is that each employee - regardless of position, title, or assigned “leadership” responsibility - has both opportunity and obligation to lead in the empowered environment necessary to achieve the organizations mission. During this workshop, participants will focus on their ability and willingness to proactively influence the actions of others. Specifically, they will sharpen the skills needed to accomplish four key outcomes: create shared knowledge, maintain a supportive environment, trust and be trustworthy, and model desired behaviors.

Through interactive lectures, small group discussion, skill practices, and personalized application activities, participants will develop the specific skills necessary to lead in today’s leaner organization. While participants may have been exposed to the skills of presenting information, making effective language choices, and questioning in a way which encourages open dialogue, this workshop provides specific HOW TOs, sample phrases and models.

OBJECTIVES

- Present information and/or requests in a persuasive manner.
- Make language choices which support a collaborative environment.
- Communicate and behave in a way that collaborative, trusting relationships are established and maintained.

KEY COMPETENCIES

- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving
- Strategy Formulation

CLASS SIZE

24 participants

LENGTH

4 hours

(Class times may vary.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees expected to execute leadership roles in an empowered environment

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Inquiry, Influence & Implications (FAA01249)
Systems Thinking (FAA01277)

Introduction to Myers Briggs Type Indicator (MBTI)

COURSE NUMBER FAA01195

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

During this workshop, participants will learn their Myers-Briggs Personality type and gain an understanding and appreciation for how various personalities focus attention, gather information, make decisions, and relate to the outside world. Common workplace characteristics of each type and areas of potential conflict with other types will also be explored.

During the session, participants will engage in interactive lecture and small group discussions.

OBJECTIVES

- Understand the common workplace characteristics of one's own type.
- Improve communication with co-workers of different types.
- Recognize and value the diversity of types.
- Identify appropriate resources for further application of the MBTI.

KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Developing Talent

CLASS SIZE

30 participants

LENGTH 3 hours

(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees who have a need for understanding basic personality dynamics

ENROLLMENT

To arrange a *fee-for-service delivery*, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Managing Change
(FAA01306)
Strategic Planning
(FAA01275)
Systems Thinking
(FAA01277)

Introduction to the Project Management Process (IPM)

COURSE NUMBER **FAA01252**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Regardless of their position, title, or designated responsibilities, everyone manages projects from time to time. For example, the administrative officer manages arrangements for a meeting of field personnel. The personnel specialist manages a project to pilot a new compensation system. The computer specialist manages a project to implement a new software package. These employees can benefit from using the same tools of project management that engineers and construction contractors use. The principles are the same.

This course introduces the basic concepts and special tools of project management. Through interactive lecture/discussion, participants will discuss what a project is and how managing a project is different from managing in general. They will explore the phases of a project's life cycle and the typical activities associated with each phase. Working in small groups on a case study, they will practice using project management tools to plan tasks and allocate project resources.

OBJECTIVES

- Explain basic project management concepts and terminology.
- Apply tools and techniques for project planning and control, including work breakdown structures, Gantt charts, and PERT diagrams.

KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Business Acumen
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation

CLASS SIZE

18 participants

LENGTH 4 hours

(Class times may vary.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees interested in using the tools of project management

ENROLLMENT

To arrange a *fee-for-service delivery*, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Measuring Organizational Performance (FAA01254)
Strategic Planning (FAA01275)
Systems Thinking (FAA01277)

Introduction to Staff Studies (ISS)

COURSE NUMBER **FAA01247**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Introduction to Staff Studies enhances the skills needed to effectively execute the increasingly critical and expanding requirements for staff studies. Participants will examine the major components of a staff study and identify methods to increase both their efficiency when doing a study and the effectiveness of the study. The session will consist of mini-lecturettes, interactive discussion, and small group work. Participants will gain a clear and consistent understanding of suggested skills and processes, have an opportunity to practice those skills and expand their awareness of available resources by learning from each other. A single case situation, designed to facilitate session activities, will be provided and worked during the session.

Through these processes, participants will develop skills in developing and writing a purpose statement, analyzing data and options, and selecting a recommendation. They will come to understand the value of specific processes and workflow models and become more comfortable operating independently to execute projects requiring an effective staff study.

OBJECTIVES

- Demonstrate the procedures to conduct an effective staff study.
- Write a purpose statement that meets provided criteria.
- Demonstrate the techniques for gathering, organizing, and analyzing data.
- Demonstrate generating, narrowing, and analyzing options.
- Demonstrate the procedures for selecting a recommendation.
- Identify the components of a staff study written report and a staff study briefing.

KEY COMPETENCIES

- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Business Acumen
- Communication
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving
- Strategy Formulation

CLASS SIZE

24 participants

LENGTH 8 hours

(8:00 a.m. – 5:00 p.m.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Administrative support staff and others responsible for executive research and recommending action

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Staff Study Fundamentals (FAA01259)
Strategic Planning (FAA01275)
Systems Thinking (FAA01277)

Labor Management Relations: Understanding the Answers (LMR-UA)

COURSE NUMBER **FAA01229**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Anyone who has read the Federal Service Labor Management Relations Statute (5 USC, Chapter 71 or Title VII of the Civil Service Reform Act of 1978) knows that "the statute" is something less than easy to understand. This workshop is designed to clarify basic information related to your daily interactions in a labor/management environment. The information presented in this workshop is the same as that discussed during the first day of CMEL's *Labor/Management Relations* course.

Working in small groups, participants will complete a "search and find" question/answer activity that helps them become familiar with the statute and their unique union contracts. Detailed discussion of the answers will increase their understanding of the parameters established by law or contract. Supervisors frequently face issues of representational rights in various situations and are challenged regarding management's obligation to bargain. This workshop clarifies those requirements. The increased understanding gained from this workshop lays the foundation for interacting with union representatives and other employees in a more comfortable and confident manner.

OBJECTIVES

- Identify applicable sections of the Labor-Management Relations statute.
- Determine appropriate management actions based upon an understanding of those sections.
- Define appropriate union representation during Formal and Weingarten discussion and in bargaining appropriate issues.

KEY COMPETENCIES

- Building Alliances
- Communication
- Interpersonal Relations and Influence

CLASS SIZE

24 participants

LENGTH 4 hours

(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

All employees in a labor management environment

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Managing Change
(FAA01306)
Mediation Techniques for
Conflict Resolution
(FAA01236)
Negotiating Effectively
(FAA01285)

Managing Others Through Change (MOTC)

COURSE NUMBER FAA01246

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

As technology and our effectiveness increase so does the speed of change. As leaders, you are called upon to support significant organizational change and look for more effective ways to solve the complex problem of ensuring organizational success. Leaders must also manage the perhaps more difficult challenge of helping others to accept new directions, with shifting objectives, and ambiguous parameters. This workshop addresses that challenge.

This workshop introduces information to support leaders in moving others through the resistance stage of change. Interactive lecture, participant discussions, and skill practice sessions will help participants: identify causes for resistive behaviors, develop their inquiry skills as a tool for understanding such behavior, and practice strategies for working with resisters in the workplace. Consistent with CMEL's *Managing Change* course, this workshop focuses on the resistance stage, and supports participants in accepting that both change and resistance to it are natural consequences of growth and time.

OBJECTIVES

- Recognize resistive behaviors.
- Use inquiry skills to understand the causes of resistive behavior.
- Identify strategies for supporting others in overcoming resistance to change.

KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Developing Talent
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation
- Vision

CLASS SIZE

24 participants

LENGTH

4 hours

(Class times may vary.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Leaders and employees working in a changing environment

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Managing Change
(FAA01306)

Managing Performance – 1 Day (MP1)

COURSE NUMBER **FAA01268**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

This one-day workshop provides an overview of the essential skills for managing individual performance on a daily basis through the FAA's Performance Management System. The skills include conveying the organization's goals and their relationship to the individual's goals, collaboratively setting expectations, documenting performance, giving feedback, writing and communicating performance summaries.

OBJECTIVES

- Explain the importance of the FAA's Performance Management System and its relationship to other processes.
- Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
- Describe the components of the Performance Management System and the importance of each.
- Identify the elements of effective performance expectations.
- Describe the roles and responsibilities of both the manager and the employee in component of the system, to include methods to facilitate the training of the employees.
- Demonstrate the skills necessary to effectively manage performance.
- Utilize the Job Aids for each component in the system.

KEY COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent
- Managing Organizational Performance

This course is designed for FAA employees. It can be customized for non-FAA organizations through a **fee-for-service** partnership. Call **(386) 446-7132** to discuss options.

CLASS SIZE

18 participants

LENGTH

1 day
(8:00 a.m. - 5:00 p.m.)
8 hours

LOCATION

Customer site
or FAA Center for
Management and
Executive Leadership,
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Managers and supervisors

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Measuring Organizational Performance (FAA01254)
Strategic Planning (FAA01275)
Systems Thinking (FAA01277)

Managing Performance – 2 Day (MP2)

COURSE NUMBER **FAA01266**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

This two-day workshop builds essential skills for managing individual performance on a daily basis through the FAA's Performance Management System. The skills include conveying the organization's goals and their relationship to the individual's goals, collaboratively setting expectations, documenting performance, giving feedback, writing and communicating performance summaries.

OBJECTIVES

- Explain the importance of the FAA's Performance Management System and its relationship to other processes.
- Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
- Describe the components of the Performance Management System and the importance of each.
- Identify the elements of effective performance expectations.
- Describe the roles and responsibilities of both the manager and the employee in component of the system, to include methods to facilitate the training of the employees.
- Demonstrate the skills necessary to effectively manage performance.
- Utilize the Job Aids for each component in the system.

KEY COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent
- Managing Organizational Performance

This course is designed for FAA employees. It can be customized for non-FAA organizations through a **fee-for-service** partnership. Call **(386) 446-7132** to discuss options.

CLASS SIZE

18 participants

LENGTH 2 days
(Class times may vary)
16 hours

LOCATION

Customer site
or FAA Center for
Management and
Executive Leadership,
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently
available only as a
fee-for-service delivery.

WHO SHOULD ATTEND

Managers and supervisors

ENROLLMENT

To arrange a **fee-for-service delivery**,
call Shep Curl at
(386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Measuring Organizational
Performance
(FAA01254)
Strategic Planning
(FAA01275)
Systems Thinking
(FAA01277)

Managing Performance – 3 Day (MP3)

COURSE NUMBER **FAA01265**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

This three-day workshop builds skills for managing individual performance on a daily basis through the FAA's Performance Management System. The skills include conveying the organization's goals and their relationship to the individual's goals, collaboratively setting expectations, documenting performance, giving feedback, writing and communicating performance summaries.

OBJECTIVES

- Explain the importance of the FAA's Performance Management System and its relationship to other processes.
- Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
- Describe the components of the Performance Management System and the importance of each.
- Identify the elements of effective performance expectations.
- Describe the roles and responsibilities of both the manager and the employee in component of the system, to include methods to facilitate the training of the employees.
- Demonstrate the skills necessary to effectively manage performance.
- Utilize the Job Aids for each component in the system.

KEY COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent
- Managing Organizational Performance

This course is designed for FAA employees. It can be customized for non-FAA organizations through a **fee-for-service** partnership. Call **(386) 446-7132** to discuss options.

CLASS SIZE

18 participants

LENGTH 3 days
(Class times may vary)
23 hours

LOCATION

Customer site
or FAA Center for
Management and
Executive Leadership,
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently
available only as a
fee-for-service delivery.

WHO SHOULD ATTEND

Managers and supervisors

ENROLLMENT

To arrange a **fee-for-service delivery**,
call Shep Curl at
(386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Measuring Organizational
Performance
(FAA01254)
Strategic Planning
(FAA01275)
Systems Thinking
(FAA01277)

Managing Performance Employee Training (MPET)

COURSE NUMBER FAA01273

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

This one-day workshop builds essential skills for employees to collaborate effectively in the FAA's Performance Management System. The workshop provides information about each component of the Performance Management System, as well as an overview of how the Superior Contribution Increase process compares to it.

Participants will observe videotaped vignettes of the face-to-face meetings required in the Performance Management System and practice writing generic performance expectations and self assessments.

OBJECTIVES

- Explain the importance of the FAA's Performance Management System and its relationship to other processes.
- Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
- Describe the components of the Performance Management System and the importance of each.
- Identify the elements of effective performance expectations.
- Describe the roles and responsibilities of both the manager and the employee in component of the system, to include methods to facilitate the training of the employees.
- Demonstrate the skills necessary to effectively contribute to the Performance Management System processes.
- Recognize the difference between the FAA PMS and the Superior Contribution Increase process.

KEY COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent

This course is designed for FAA employees. It can be customized for non-FAA organizations through a **fee-for-service** partnership. Call **(386) 446-7132** to discuss options.

CLASS SIZE

24 participants

LENGTH 1 day

(Class times may vary.)
8 hours

LOCATION

Customer site
or FAA Center for
Management and
Executive Leadership,
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently
available only as a
fee-for-service delivery.

WHO SHOULD ATTEND

FAA employees

ENROLLMENT

To arrange a **fee-for-service delivery**,
call Shep Curl at
(386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Measuring Organizational
Performance
(FAA01254)
Strategic Planning
(FAA01275)
Systems Thinking
(FAA01277)

Measuring Organizational Performance-Workshop (MOP-W)

COURSE NUMBER **FAA01269**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Measuring Organizational Performance Workshop is an intensive 2½-day learner-centered course for work groups and teams writing performance goals and measures. This course is ideal for intact teams with planning experience wishing to develop organizational measures.

This customizable course teaches common terminology, drivers for instituting performance measurement, organizational implications of implementing performance measurements to designing the measure, collecting data, and using information for continuous improvement. Activities lead to the development of actual performance measures and will give participants a good start toward the development of their performance goals.

Instructional methods include discussion, readings, written skill practices, and highly interactive exercises to simulate the challenges of the workplace.

OBJECTIVES

- Explain how organizational performance measurement supports an agency's cost and performance management system.
- Examine the life cycle of the metrics development process to include design, data collection, compilation, analysis, usage, and standardization.

KEY COMPETENCIES

- Business Acumen
- Customer Focus
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation
- Vision

CLASS SIZE

24 participants

LENGTH

2½ days
(Class times may vary)
24 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Managers and staff personnel involved in the organizational and work unit performance measurement process

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Inquiry, Influence & Implications
(FAA01249)
Strategic Planning
(FAA01275)
Systems Thinking
(FAA01277)

Managing Your Workload for Success (MYW)

COURSE NUMBER FAA01240

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

This session challenges participants to evaluate how they plan and prioritize their work in order to produce effective and on-time results.

This highly interactive, skill practice workshop will provide participants with an opportunity to self assess their current skills and practices in the area of time management and how they manage their workload around it. Through assessment instruments, small and large group discussion, and case studies, participants will be exposed to techniques that help them to better organize and prioritize their important tasks at work. At the end of the session, participants will identify action steps that can be applied in their work environment.

OBJECTIVES

- Identify present uses of time.
- Identify ways to prioritize the most important work tasks.
- Apply methods to avoid time wasters.

KEY COMPETENCIES

- | | |
|---------------------|---|
| • Agility | • Interpersonal Relations and Influence |
| • Communication | • Problem Solving |
| • Developing Talent | • Strategy Formulation |
| • Innovation | |

CLASS SIZE

24 participants

LENGTH 4 hours

(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees who have a need for organizing their workload more effectively

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Managing Change
(FAA01306)
Systems Thinking
(FAA01277)

Managing Yourself Through Change (MYTC)

COURSE NUMBER **FAA01198**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

The rapid nature of technological change and shifting managerial focus can create a sense of instability in many professions. Reorganization, reduction in supervisory and management level positions, ongoing technological transition and changing expectations from Congress, private industry and the public have combined to create tremendous pressure for personal change. Our ability to manage ourselves through rapid change cycles has a direct impact on our effectiveness at work.

This workshop will provide basic background information and critical tools for supporting individuals in their own change efforts. Combining powerful elements, including activities from the *Change Agent* and *Managing Change* courses, this workshop focuses on preparing individuals to change their own attitudes and behaviors in order to become an effective part of their organization's future.

Participants will engage in both large and small group discussions, illustrative activities and personal assessments. They will come to recognize the impact of their natural reactions to change; and, as appropriate, develop alternative responses, which may serve them more effectively.

OBJECTIVES

- Apply basic change theory.
- Recognize the impact of change.
- Identify personal responses to change.
- Devise alternative personal strategies for responding to change.

KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Developing Talent

CLASS SIZE

24 participants

LENGTH 4 hours

(Class times may vary.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees working in a changing environment

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Managing Change
(FAA01306)

Mediating Conflict (MDC)

COURSE NUMBER FAA01219

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Conflict occurs in all aspects of our lives. In many cases, parties involved in the conflict are unable to find shared solutions, and require the support of an outside objective party. The ability to facilitate a mutual agreement between parties in conflict is called "mediation". Mediation can be an effective option for peacemaking or problem solving in dealing with interpersonal conflicts in the FAA work environment.

Those who can successfully use mediation techniques in the workplace demonstrate unique interpersonal and communication skills. This workshop is designed to clarify those skills and support participants in becoming more effective in their use.

While *Mediating Conflict* is an introductory session, it moves beyond basic interest-based negotiation and conflict management techniques. The workshop begins by identifying appropriate applications for mediation techniques and exploring the skills and behaviors of successful mediators. Through discussion and skill practice situations, participants move through the phases of a mediation process model and practice the associated communication and interpersonal skills.

OBJECTIVES

- Differentiate mediation from other conflict resolution methods.
- Identify communication skills of effective mediators.
- Identify appropriate opportunities for application of mediation techniques.
- Recognize effective mediation of low level interpersonal workplace conflict.

KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Communication
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

CLASS SIZE

40 participants

LENGTH 4 hours

(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees responsible for resolving conflict

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Constructive Conflict Management (FAA01318)
Managing Change (FAA01306)
Systems Thinking (FAA01277)

Problem Solving (PS)

COURSE NUMBER FAA01281

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

This course is designed for employees who are in positions or roles with problem-solving responsibilities. We all have our own unique styles of responding to a problem situation when confronted. This course examines a four-step problem solving model including problem definition, situation analysis, options generation and analysis, and problem solution. It utilized interactive lecture/discussion, application exercises, and small group work. It also reviews various methods and tools which support successful completion of each of the four steps in the model.

OBJECTIVES

- Demonstrate the procedures to resolve identified work issues.
- Write a problem statement that meets provided criteria.
- Demonstrate the techniques for analyzing issue(s) to identify causes.
- Demonstrate the process to identify possible solutions.
- Demonstrate the procedures to selecting a solution.
- Develop an action plan for the selected solution.

KEY COMPETENCIES

- Building Alliances
- Communication
- Innovation
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

CLASS SIZE

12 participants

LENGTH

6 hours

(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Individuals and intact teams responsible for addressing organizational or operational issues within their groups

ENROLLMENT

To arrange a *fee-for-service delivery*, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Staff Study Fundamentals (FAA01259)
Systems Thinking (FAA01277)

Staff Study Workshop (SSW)

COURSE NUMBER **FAA0120001**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Most public sector organizations are experiencing the impact of downsizing, budget cuts, and demands for more effective resource allocation. One increasingly visible impact is the need for decisions to be made with reliable data provided by staff studies.

Participants will examine the major components of a staff study and identify methods to increase their effectiveness when doing a study. The course consists of mini-lectures, interactive discussion, and some small group work. A specific case situation, which can be a current issue provided by the participant, will be worked through the course.

Through these activities, participants will develop skills in identifying data and presenting information, and become more comfortable operating independently to execute projects requiring effective staff work.

Staff Study Workshop is a condensed version of the 3-day Staff Study Fundamentals course (FAA01259). The 3-day version provides more in depth information and opportunity for practice and feedback.

OBJECTIVES

- Demonstrate the procedures to conduct an effective staff study.
- Write a purpose statement that meets provided criteria.
- Demonstrate the techniques for gathering, organizing and analyzing data.
- Demonstrate generating, narrowing, and analyzing options.
- Demonstrate the procedures for selecting a recommendation.
- Demonstrate a staff study briefing.

KEY COMPETENCIES

- Business Acumen
- Communication
- Problem Solving
- Strategy Formulation

CLASS SIZE

14 participants

LENGTH 2 days
(8:00 a.m. - 5:00 p.m.)
16 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Administrative support staff and others responsible for executive research and recommendations

ENROLLMENT

To arrange a *fee-for-service delivery*, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Facilitator Training Course
(FAA01523)
Strategic Planning
(FAA01275)
Systems Thinking
(FAA01277)

Strategic Planning: Navigating Toward the Future (NTF)

COURSE NUMBER **FAA01228**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Congress, the FAA, and other public sector organizations have seen the importance of strategic planning in the last few years. Significant changes to the way an agency conducts their business signal an improved opportunity to not only create, but execute, strategic plans.

Participants will explore the six elements of the strategic planning process used in CMEL's Strategic Planning courses (SP and POV). By utilizing sample plans, checklists, and process models, participants will develop a challenging and yet realistic organizational action plan for their area of responsibility.

Brief lecturettes and large group discussion will be used to set context, overview strategic planning, and provide necessary information. Each participant will spend the majority of the workshop developing a draft vision statement and strategies to achieve the vision. Working in small groups, they will receive coaching and feedback from instructors and other participants.

OBJECTIVES

- Identify the elements of a strategic planning process.
- Develop vision statements which focus group energy and inspire performance.

KEY COMPETENCIES

- Building Alliances
- Business Acumen
- Strategy Formulation

CLASS SIZE

20 participants

LENGTH

 4 hours

(Class times may vary.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees responsible for planning

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Managing Change
(FAA01306)

Strategic Planning
(FAA01275)

Systems Thinking
(FAA01277)

Taking Responsibility for Your Own Stress (STRESS)

COURSE NUMBER **FAA01194**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Rapid change, fewer people, increased responsibilities, limited resources, and confusion about what each of us has control over all seem to be adding to a sense of helplessness, frustration, and lack of choice. This workshop provides strategies for effectively dealing with stress. Participants will focus on making the distinction between those things over which they do and do not have control or influence.

Participants will critically examine their leadership behaviors, especially as they relate to coping during times of ambiguity. They will consider the power of choosing proactive responses, rather than just reacting to situations, and will discuss the application of principle-centered choice to the workplace.

Making these personal choices to be more effective can be difficult. Participants will be provided Stress Management information with suggested stress reduction techniques. During the session, participants will engage in facilitated dialogue, simulations, and interactive lectures to discover the value of personal choice in a professional environment and the strength to take such action.

OBJECTIVES

- Differentiate among reaction and principle-centered choice.
- Identify strategies for solving problems through principle-centered choices.
- Reduce associated job stress.

KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving

CLASS SIZE

20 participants

LENGTH

4 hours
(Class times may vary.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees who have a need for increased self-management and reduction of job related stress

ENROLLMENT

To arrange a *fee-for-service delivery*, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Managing Change
(FAA01306)

Team Workshop (TW)

COURSE NUMBER FAA01217

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

Team Workshops are designed to provide instructional and consultative services to organizations and teams (natural and ad-hoc), tailored to their specific needs. Deliveries may consist of existing CMEL courses, abbreviated or modified deliveries of existing courses, or facilitation around specific issues; e.g., Visioning, Team Building, Goal Setting, Reengineering, Consolidating, Transition of Leadership, and Interpersonal Communications Training. The overall outcome is to build effective work groups that share a sense of community and a commitment to resolving issues. Methodologies include interactive discussion, lecturettes, skill practices, collaborative data generation, indoor and outdoor hands-on activities.

OBJECTIVES

The outcomes of this type of intervention will vary in accordance with the specific needs of the group being supported. The following list illustrates topics that can be addressed.

- Establish organizational vision, mission, goals, and objectives.
- Improve interpersonal communication skills.
- Enhance atmosphere of trust of co-workers and commitment to shared goals.
- Increase appreciation for the value of diversity.
- Empower the team to be responsible for solutions and increased understanding of the contribution each member adds to organizational success.
- Identify and apply effective problem solving and decision making processes.
- Confront and effectively resolve conflicts.
- Develop matured attitudes about continuous improvement, self assessment, and the responsibility and ability to self manage.
- Clarify roles and responsibilities.

KEY COMPETENCIES

- | | |
|-------------------------------------|---|
| • Accountability and Measurement | • Innovation |
| • Agility | • Integrity and Honesty |
| • Building Alliances | • Interpersonal Relations and Influence |
| • Building Teamwork and Cooperation | • Managing Organizational Performance |
| • Building a Model EEO Program | • Problem Solving |
| • Business Acumen | • Strategy Formulation |
| • Communication | • Vision |
| • Developing Talent | |

CLASS SIZE

18 participants

LENGTH

2 to 5 days

(Class length will vary based on client needs.)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Any work group committed to a common goal

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

- Managing Change (FAA01306)
- Strategic Planning (FAA01275)
- Systems Thinking (FAA01277)

Using an Interest-based Approach to Building Agreements (IBA)

COURSE NUMBER **FAA01283**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

The continued need for long-term, sustainable agreements makes this workshop a necessity for people at all levels of the organization. To build those agreements, it is important for people to be able to use effective communication skills and uncover the underlying issues and interests at hand and put aside the more traditional position-based approach.

This workshop is designed to provide the basic tools and skill-building opportunities needed to utilize the six-step interest-based negotiation model from the Harvard Negotiation Team. It involves focused discussions, the use of video clips, two Harvard case studies, and one generic FAA scenario. While this session provides the same model and process and some of the same application activities as CMEL's *Building Effective Agreements (BEA)*, it does not involve the negotiation of participants' own issues.

OBJECTIVES

- Use an interest-based approach for building agreements.
- Complete a Negotiation Planner.
- Demonstrate effective communication skills during negotiation.

KEY COMPETENCIES

- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Interpersonal Relations and Influence
- Problem Solving

CLASS SIZE

18 participants

LENGTH 8 hours

(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Individuals with a need for enhanced conflict resolution skills

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Building Effective Agreements (FAA01179)

Labor Management Relations (FAA01205)

Systems Thinking (FAA01277)

Working Styles and Team Effectiveness (WSTE)

COURSE NUMBER **FAA01282**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

This workshop is built around the **True Colors®** Communication System that, for over 20 years, has assisted people in finding more success in their endeavors. It reinforces some of the most important skills necessary to succeed at work. These include personal respect, dignity, a sense of worthiness and capability, positive communication, the ability to motivate others, successful teamwork, and the prevention and resolution of conflict.

The methodologies used in this workshop include self-assessment, small and large group activities, discussion, and lecture. The session is designed for four hours. This workshop is appropriate for employees at all levels of the organization.

OBJECTIVES

- Describe the historical relationship of **True Colors** with other theories of personality characteristics and types.
- Identify their own unique blend of strengths, qualities, and preferences.
- Create strategies for understanding and appreciating their colleagues to add value to the workplace.
- Identify strategies to be more effective in the workplace.

KEY COMPETENCIES

- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Developing Talent
- Interpersonal Relations and Influence

CLASS SIZE

50 participants

LENGTH

4 hours
(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Any employee or intact work group

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Managing Change
(FAA01306)

Systems Thinking
(FAA01277)

Working Together Effective using Collaborative Team Processes
(FAA01255)

Workplace Violence: What Everyone Should Know (WPV)

COURSE NUMBER **FAA01256**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

According to some experts, workplace violence has become an epidemic. Each year nearly 1 million individuals become victims of violent crime while working or on duty. The Bureau of Labor Statistics reports that homicides were the second leading cause of all death in the workplace. In addition over 2 million personal thefts and over 200,000 car thefts occur annually while people are at work. The financial loss has been estimated at \$36 billion annually. The psychological and emotional toll, the work interruptions, repairs and clean-up to buildings and equipment, medical and legal costs, damage to employee confidence, low morale, lower productivity, employee turnover, harm to community and national image, all result in incalculable losses. It is important for all employees to develop an awareness of this issue in order to recognize and manage events before they become the extreme examples we read in the newspaper headlines.

This session is designed to give participants a realistic perspective of workplace violence and some useful guidelines for recognizing the warning signs of violent behavior, and some resources for prevention and intervention. Large and small group discussion, videos, case study examples, and written exercises will be used during the workshop to gain understanding and achieve these skills.

OBJECTIVES

- Recognize patterns of behavior that may indicate violent potential.
- Describe techniques and strategies to minimize the frequency and seriousness of workplace violence.
- Develop a list of resources for continued education and support.

KEY COMPETENCIES

- Building Teamwork and Cooperation
- Problem Solving

CLASS SIZE

24 participants

LENGTH

4 hours

(Class times may vary)

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees working in a changing environment

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Labor Management Relations (FAA01205)
Managing Change (FAA01306)
Systems Thinking (FAA01277)

Writing an Effective Self Assessment (WESA)

COURSE NUMBER **FAA01272**

For information about this course, contact:
FAA Program Manager: Shepherd Curl
(386) 446-7132

DESCRIPTION AND LEARNING STRATEGY

This one-day workshop focuses on strategies and writing techniques that help employees provide relevant, focused input about their performance when completing self-assessments used in the new Performance Management System, Superior Contribution Increase process, or other performance-related situations.

OBJECTIVES

- Identify critical elements required to complete Self-Assessments.
- Develop and practice writing strategies appropriate for PMS/SCI situations.
- Practice writing and giving feedback on self-assessments.

KEY COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent
- Interpersonal Relations and Influence

This course is designed for FAA employees. It can be customized for non-FAA organizations through a **fee-for-service** partnership. Call **(386) 446-7132** to discuss options.

CLASS SIZE

20 participants

LENGTH

1 day
(8:00 a.m. – 5:00 p.m.)
8 hours

LOCATION

Customer site
or FAA Center for
Management and
Executive Leadership,
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Any person covered by the Performance Management System and/or Core Compensation

ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Staff Study Fundamentals
(FAA01259)

Federal Aviation Administration
Center for Management and Executive Leadership
4500 Palm Coast Parkway, SE
Palm Coast, FL 32137

For information, contact

Shepherd Curl
Program Manager
(386) 446-7132

shepherd.curl@faa.gov

Visit our website

www.cmel.faa.gov