C O N C E P T  P R O O S A L

Date: xxx xx, 2010

To deliver Leadership Training to Decatur Utilities’ personnel in leadership roles:

The Leadership Training will consist of six courses totaling 36 hours of instruction for up to xx Managers and Supervisors and will be delivered in four-hour sessions delivered on a monthly basis:

Courses to be Delivered (see attached for course details):

- Core Skills of Leadership (4 hours)
- Conflict Dynamics (4 hours)
- Understanding Your Role (4 hours)
- Teamwork (8 hours)
- Time Management (8 hours)
- Workplace Communication (8 hours)

Date & Time: To be determined by Decatur Utilities

Location: TBD—on-site or on-campus

Cost for Services: To be determined upon finalization of proposal.
Calhoun Workforce Solutions

xxxx

for

2010-2011

Global Corporate College
A World of Difference in Corporate Training
## Courses

<table>
<thead>
<tr>
<th>Title</th>
<th># Hours</th>
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<tbody>
<tr>
<td>Core Skills of Leadership</td>
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<td>Conflict Dynamics</td>
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<td>Understanding Your Role</td>
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Core Skills of Leadership

Successful leaders do more than manage well. They approach each situation as a leader and use influence and strategy to achieve results instead of relying on power and position. Advancing from manager to leader takes more than technical skills. This course helps participants learn the key skills of leadership and how to apply those skills in various situations.

Focus
This course is for emerging leaders or people who have recently changed roles.

Length 4 Hours

Performance Objectives

- Describe and apply key leadership skills.
- Use nine different techniques to influence others.
- Describe the leadership process and identify specific action steps involved.

Course modules include:

Core Skills of Leadership  Participants will learn the six skills successful leaders rely on to produce results.

Leading with Purpose  This module incorporates the role of purpose and mission into the components of leadership.

Extended Learning

- Learning Guide
- Supervisor Coaching Notes
- Follow Up InBox-Leadership Style
- Follow Up InBox-Motivational Goal
Conflict Dynamics

This program will explore five modes people use in dealing with conflict, how to determine when each mode is most appropriate/least appropriate and a six-step collaborative process for resolving conflicts.

Focus

The target audience for this program is managers and leaders seeking to create a more collaborative environment. The content focuses on creating actionable strategies to resolve conflict.

Length 4 Hours

Performance Objectives

- Identify the eight most common causes of conflict in the workplace.
- Use a six-step model to successfully collaborate in a conflict situation.
- Deal with difficult situations in a positive manner.

Course modules include:

Conflict Basics

The factors that cause conflict are reviewed, such as deriving intent from impact, assigning blame, taking an “either/or stance,” and focusing on “positions” versus the “interests” that underlie positions.

Conflict Dynamics

This module focuses on how to position conflict to seek resolution.

Strategies to Resolve Conflict

Participants practice different strategies to resolve conflict.

Extended Learning

- Learning Guide
- Supervisor Coaching Notes
- Follow Up InBox-Uncovering Conflict
- Follow Up InBox-Applying Conflict Management Skills
Understanding Your Role

In today’s corporate environment, we rely on supervisors more and more. However, supervisors are frequently promoted based on technical skills and not given the chance to develop the necessary skills to help their teams meet their goals. Supervisors are a critical link to enhancing the productivity and performance of the whole team. Understanding what it means to supervise will help your supervisors develop the skills they need to succeed.

Focus

The target audience for this course is supervisors new to the role or others who want to develop the skills necessary to achieve results through others.

Length 4 Hours

Performance Objectives

- Use key supervisory skills to develop operational excellence and build relationships.
- Value differences in styles of thinking and behaving.
- Use effective communication skills to relate to employees and achieve business results.

Course modules include:

Achieving Results Through Others

This module presents the core skills needed to succeed when achieving results through others, including delegation and creating a culture of accountability.

Lead by Example

This module addresses key self-management skills, including building trust and communication.

Extended Learning

- Learning Guide
- Supervisor Coaching Notes
- Follow Up InBox-Stress
- Follow Up InBox-Recognition Planner
Team Work

Creating and leading strong teams is a core skill of a successful manager. This learning unit builds on basic management skills to prepare participants to manage in a team setting or enhance existing skills. Course topics include team basics, roles of team members, stages of team development, communication in a team setting, decision making techniques, and resolving team conflict.

Focus

This course is designed to help people succeed as supervisors whether they are new to the role or old hands at supervising others.

Length 8 Hours

Performance Objectives

- Identify the fundamental components of effective teams.
- Apply practical techniques to improving team dynamics.
- Assess self-performance as team members and/or team leaders.
- Create an environment conducive to team success.

Course modules include:

What it Means to be a Team
Participants explore the key interpersonal dynamics required to be a team, including trust and communication.

Team Effectiveness Model
In this segment, participants explore the 4 elements of the team effectiveness model and apply key learning to their own team so that at the conclusion of the session they have a concrete action plan to enhance effectiveness.

Team Relationships
This module focuses on how the relationships of individuals impact the strength of the team.

Extended Learning

- Learning Guide
- Supervisor Coaching Notes
- InBox Follow Up-Team Meetings
- InBox Follow Up-Roles and Responsibilities
Time Management

Time management can be a misnomer: Do we manage time or does time manage us? Deadlines, shifting priorities, and the needs of superiors and subordinates can all derail plans to get things done. This program focuses on helping participants learn the critical skills of setting priorities and managing their time. Emphasis is placed on identifying how to use time more effectively. Participants learn specific tools and techniques to recognize and remedy things that consume time but do not enhance outcomes.

Focus

This course is designed to help supervisors and others interested in improving their personal effectiveness.

Length 8 Hours

Performance Objectives

- Understand the different ways that tasks can be prioritized and the benefits of each.
- Create good goals supported by plans to achieve them.
- Say no with conviction.
- Improve effectiveness by limiting interruptions and other distractions.

Course modules include:

1. **Fundamentals of Time Management**
   - This module introduces the core concepts that will be the foundation throughout the session, including various time management models, the truth about time and the importance of focusing on results.

2. **Time**
   - The focus of this module is looking at where we spend our time as the first step to managing how we use time.

3. **Dealing with the Time Demands of Others**
   - In this module, we look at limiting interruptions and saying “No” as two ways to minimize the impact of others.

4. **Goals**
   - The focus of this module is on planning and prioritizing goals to ensure that they are outcomes driven and aligned with broader organizational context.

Extended Learning

- Learning Guide
- Supervisor Coaching Notes
- InBox Follow Up-Time Log
- InBox Follow Up-See to List
Workplace Communication

Effective communication allows organizations to effectively function. Without it, organizations limit their ability to be productive and increase the chances for miscommunication. Workplace Communications provides an introduction to the critical skills of communication.

Focus

This course is designed for anyone who routinely communicates with others as part of their job function.

Length 8 Hours

Performance Objectives

- Recognize the components of the communication process.
- Utilize the strengths of individual communication styles to improve business relations.
- Create messages that are clear and concise.
- Recognize and reduce barriers to effective communication.

Course modules include:

Communication Styles

The module focuses on the relationship between communication styles and understanding and helps participants develop strategies to communicate with people who have a different style.

Effective Listening

The section focuses on the choices we tend to make when listening, as well as the impact of those choices.

Enablers and Barriers to Communication

Participants learn to identify and overcome various barriers to effective communication.

Extended Learning

- Learning Guide
- Supervisor Coaching Notes
- InBox Follow Up-Communication Plan
- InBox Follow Up-Communication Styles Roster