COURSE DESCRIPTIONS

Information Concerning Courses

Information concerning courses taught at the FAA Center for Management Development may be obtained from Regional Training Program Management Offices, the Training Coordinators in your line organizations, or by contacting the FAA Director's office at the Center for Management Development. To ensure that you have current information, this document is updated monthly.

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CMD is committed to providing equal access to this training for our students with disabilities. If you require special arrangements while at CMD, please contact Student Services at 386-446-7223.

Interested In College-Level Credits Recommendations?

In certain CMD courses, you may receive college-level credit recommendations through the American Council on Education (ACE). ACE is the umbrella organization for the nation's colleges and universities. Each year, ACE reviews selected CMD courses to determine college credit recommendations. ACE's endorsement of a course gives CMD participants the chance to receive college-level credits at community colleges or universities. FAA courses that may be taken for ACE credit recommendations, including correspondence programs, are listed in the National Guide to Educational Credit for Training Programs available at most registrars' offices. The CMD Library has one copy of the National Guide in the reference section. While you are at CMD, be sure to let us know whether you would like more information on how to obtain ACE credit recommendations.

Information on Competencies

In 2001, the FAA updated its leadership competencies. Based on the Executive Workforce Planning studies, the current ***Managerial Success Profile*** model provides 16 sets of the most important skills and abilities needed for leaders to maximize their contribution to the FAA. The CMD curriculum addresses these competencies as indicated for each course under the heading "Related Competencies." See pages 73-74 to review the 16 competencies.

The course descriptions and learning objectives will give you helpful information about what you will learn and the methods used in the courses.

Accreditation

The FAA Center for Management Development is accredited by the Commission of the Council on Occupational Education.

COUNCIL ON OCCUPATIONAL EDUCATION

Students having issues, concerns, and/or grievances concerning their stay at CMD that are not settled at the local level are provided the following address:

Council on Occupational Education
41 Perimeter Center East, N.E., Suite 640
Atlanta, GA 30346

770-396-3898
or 800-917-2081
www.council.org

COURSE TITLE: **Air Traffic Labor Management Relations*: Roles, Rights, and Responsibilities*, Phase I (AT-LMR-I) 01235**

SPONSOR: **ATX-100**
Program Resource Person: Sherry Reese (405) 954-2505
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
This course is designed specifically for Air Traffic personnel that require a detailed knowledge of AT-specific Labor Management Relations. Participants will learn to apply LMR methods that will enable management to operate in an effective and systemic manner. Content will focus on the Air Traffic environment and strategic decision-making in LMR situations. Activities include case studies, analysis skill practice, and systemic problem-solving group work.

Before taking this course, participants are required to complete the following CBI "LMR for Leaders" modules:

MGT01 Labor Statutes, Laws, and Contracts
MGT02 Management Rights and Responsibilities
MGT03 Union and Employee Rights and Responsibilities
MGT04 Grievances and Unfair Labor Practices

Two additional modules are strongly recommended:

MGT05 The Bargaining Process
MGT06 MOUs, Facility Directives and Past Practices

LEARNING OBJECTIVES:
Participants in *AT-LMR-I* will:

1. Describe the relationship among statute, contract, Executive Orders, Regulations, Policy, and Orders.
2. Distinguish Management, Union, and Employee rights and responsibilities under statute and contract provisions.
3. Explain the systemic impacts of managers' and specialists' decisions both within and outside the Air Traffic organization.

RELATED COMPETENCIES:

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

TARGET AUDIENCE: Air Traffic Regional Branch Managers, Labor Relations Specialists, Supervisory Personnel Management Specialists, Facility Managers, and other personnel that require a detailed knowledge of Air Traffic specific LMR.

LENGTH: 3 Days; 24 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Air Traffic Labor Management Relations*: Negotiation to Resolution,* Phase II (AT-LMR-II) 01257**

SPONSOR: **ATX-100**
Program Resource Person: Sherry Reese (405) 954-2505
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
This course is specifically designed for Air Traffic personnel who engage in negotiations with union representatives. Participants will learn and apply proven negotiation and conflict management techniques. Content will focus on the Air Traffic environment and negotiations in LMR situations. Instructional methods include: small and large group discussions, case studies, video, skill practice with peer and instructor feedback, and a negotiation simulation.

AT-LMR-II is considered a high-level course and requires prerequisite knowledge of LMR in order to receive the greatest benefit from the training. Course #01235, AT-LMR, Phase I, is not a prerequisite for this course, although its completion is strongly recommended. If a participant has not completed AT-LMR Phase I, completion of the following CBI modules is required prior to attending AT-LMR-I:

MGT01 Labor Statutes, Laws, and Contracts
MGT02 Management Rights and Responsibilities
MGT03 Union and Employee Rights and Responsibilities
MGT04 Grievances and Unfair Labor Practices

For all participants, regardless of previous training, the completion of the following CBI modules is strongly recommended:

MGT05 The Bargaining Process
MGT06 MOUs, Facility Directives, and Past Practices

LEARNING OBJECTIVES:
Participants in *AT-LMR-II* will:
1. Identify subjects of negotiations.
2. Demonstrate negotiation skills.
3. Demonstrate use of appropriate communication techniques in resolving conflict.
4. Identify criteria for documenting resolutions, both verbal and written.
5. Discuss regional trends and issues involving negotiations with 540 representative.

RELATED COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Communication
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation

TARGET AUDIENCE: Air Traffic Regional Branch Managers, Labor Relations Specialists, Supervisory Personnel Management Specialists, Facility Managers, and other personnel that require a detailed knowledge of Air Traffic-specific LMR.

LENGTH: 3 Days; 24 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Building Effective Agreements (BEA) 01179**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
This course is designed to provide participants experience in the use of an interest-based negotiation process to enhance organizational relationships. Participants will be enabled to generate agreements that satisfy the interests of each party that are both efficient and durable.

BEA is a three-day course that includes the theory and the model for building effective agreements, as well as a variety of application opportunities. Participants will learn by utilizing an interest-based process to resolve conflicts by progressing through simple interactions to multi-party issues, and then on to more complex FAA scenarios.

The course activities include large and small group discussions, group activities, written exercises, and skill practices. Throughout the application activities, participants will give and receive feedback on their skills.

LEARNING OBJECTIVES:
At the conclusion of the session, participants in *BEA* will be able to:
1. Demonstrate effective communication skills;
2. Complete a Negotiation Planner, and
3. Demonstrate an interest-based process as an effective method of conflict resolution.

RELATED COMPETENCIES:
- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Interpersonal Relations and Influence
- Problem Solving

TARGET AUDIENCE: Individuals, Team members, Team Leaders, Supervisors, and Managers with a need for conflict resolution skills.

LENGTH: 3 Days; 24 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Change Agent Workshop (CA) 01553**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Change Agent is designed for those within the FAA who serve as internal consultants. The course provides participants an opportunity to enhance their effectiveness in supporting groups in resolving complex problems and facilitating systemic organizational change. Through classroom simulations, video, and application exercises, participants will practice skills in forming a consulting relationship, working with a customer organization, and terminating the customer relationship when appropriate. The Change Agent course is designed for experienced facilitators who have completed the *Facilitator Training Course (01523)* and are actively engaged with working groups.

LEARNING OBJECTIVES:
Participants in *CA* will:
1. Identify roles and values and self-assess current abilities as a change agent.
2. Receive and give feedback.
3. Recognize that values, attitudes, biases and prejudices impact decision making and effectiveness of teams.
4. Model behaviors that are appropriate as change agents.
5. Understand Organization Development dynamics and intervention models.
6. Evaluate and prescribe an appropriate problem solving strategy and/or conflict resolution intervention.
7. Develop strategies for influencing groups.
8. Explore the Dynamics of Change Theory; identify barriers to change and develop strategies to overcome them.

RELATED COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Developing Talent
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

TARGET AUDIENCE: Individuals who are actively involved in the role of supporting organizational change and have completed the *Facilitator Training Course (01523)*.

LENGTH: 4½ Days (Monday, 8:00 a.m. through Friday, 12:00 noon); 36 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Effective Communication Skills (ECS) 01186**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Effective Communication Skills is a two-day, skill-based workshop designed to enhance the communication skills of FAA employees who communicate directly with the public. The course focuses on teaching the student to effectively present the facts of a given situation, and the FAA's position relative to those facts. Emphasis is placed on understanding strategies, format, style, procedures, and processes necessary to communicate in the public affairs arena. Delivering messages with credibility is paramount to course success.

Methodologies include: interactive lecture/discussion; individual and collaborative development of communication pieces using case studies; simulated scenarios using extensive video taping followed by critique sessions.

LEARNING OBJECTIVES:
Participants in ECS will:
1. Articulate the FAA's message(s) appropriately by preparation and execution.
2. Communicate critical issues, facts, and Agency philosophy to the general public.
   - Formulate and deliver clear, concise, and accurate messages;
   - Express technical information in a manner understandable to the general public;
   - Effectively participate in radio, video, remote and print interviews;
   - Develop/sustain the FAA's image as open, forthcoming, and committed to the public's right to know.

RELATED COMPETENCIES:
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Strategy Formulation

TARGET AUDIENCE: FAA Senior Managers

LENGTH: 2 Days (8:00 a.m. - 5:00 p.m.); 16 Hours

LOCATION: FAA Center for Management Development

COURSE TITLE: **Facilitator Training Course (FTC) 01523**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
This course is intended for those employees who have or are expected to have responsibilities as facilitators in the Agency. Methodologies in the course are a combination of theory presentation/large group discussion and skill practice. Students are given several opportunities to apply their learning as facilitators, during videotaped sessions. They will give and receive feedback with other participants and instructors.

LEARNING OBJECTIVES:
Participants in *FTC* will:
1. Manage group processes towards the desired outcome.
2. Implement and reinforce the use of operating guidelines.
3. Use group memory techniques.
4. Develop strategies for moving groups through the stages of group development
5. Use effective intervention techniques.
6. Identify methods to reduce individual stress reactions associated with facilitation.
7. Identify effective preparation strategies for facilitating.

RELATED COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Problem Solving

TARGET AUDIENCE: Individuals responsible for facilitating Agency meetings including, but not limited to, those associated with Quality Programs.

LENGTH: 4½ Days (Monday, 8:00 a.m. through Friday, 12:00 Noon); 36 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Influence, Inquiry & Implications:**
***A Leader's Path to the Future* (I^3) 01249**

SPONSOR: **FAA Center for Management Development**
Contact: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Many experienced managers have, and will continue to derive increased professional leadership skills through the *Influence, Inquiry & Implications* experience. In support of a more effective workplace, participants will focus on enhanced organizational influence and self-management. They will consider strategies to integrate technological and interpersonal capabilities and make an impact on the resolution of cross-functional and systemic issues. The greatest organizational benefit is achieved when participants come to the course with a sincere desire to enhance their abilities in each of these areas.

Participants develop their abilities through a series of leadership skills assessments, structured experiences, skill-based workshop sessions, group dialogue, evening preparation activities, and opportunities to reflect. The course goal is to integrate improved self-management behaviors with expanded influencing strategies to support, initiate, and guide positive organizational outcomes in the FAA.

LEARNING OBJECTIVES:
While participating in *I^3*, participants will:

1. Enhance their ability to influence workplace behaviors, outcomes, and decisions.
   - 1.1. Enhance feedback, inquiry, and networking communication skills;
   - 1.2. Integrate cultural awareness and systems thinking techniques as a strategy for identifying and resolving organizational issues;
   - 1.3. Select specific opportunities and develop plans to influence their workplace.

2. Identify and develop strategies for enhanced self-management.
   - 2.1. Recognize, and adjust for, the impact of perceptions, assumptions, habits, and actions on workplace effectiveness.
   - 2.2. Identify individual development strategies associated with implementing positive organizational outcomes;
   - 2.3. Integrate enhanced conflict management and self-management skills with strategies for influencing their workplace.

RELATED COMPETENCIES:

- Accountability and Measurement
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Communication (Inquiry and Feedback)
- Innovation
- Interpersonal Relations and Influence
- Problem Solving
- Strategy Formulation

TARGET AUDIENCE:
Participants who demonstrate the following characteristics will gain the most from participating in *Influence, Inquiry & Implications*:

- Perform in a middle or senior level management position; desire to better integrate their technological, interpersonal, and organizational capabilities; and are motivated to expand their sphere of organizational influence.

LENGTH: 6½ Days (Tuesday, 8:00 a.m. through Wednesday of the following week, ending at 12:00 noon); 52 Hours

LOCATION: FAA Center for Management Development.

COURSE TITLE: **Labor Management Relations (LMR) 01205**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
In order for supervisors and managers to achieve positive outcomes in a multiple interest, bargaining unit work environment, they must know and be able to apply LMR principles and law. Supervisors and managers will learn to create effective labor management relations in the workplace through an understanding of the rights and responsibilities as defined by the law, collective bargaining agreements, and executive orders. The methodologies used in this highly interactive course include case studies, lecture/discussion, small/large group activities, and video scenarios.

LEARNING OBJECTIVES:
Participants in *LMR* will:
1. Apply knowledge of Statutes, Executive Orders, and collective bargaining agreements to workplace situations.
2. Distinguish between various types of problem-solving processes to resolve differences between labor and management.
3. Exhibit behaviors that demonstrate knowledge of the rights and responsibilities that promote effective, collaborative work relationships.
4. Explain the systemic impact of management decisions in a bargaining unit environment.

RELATED COMPETENCIES:
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

TARGET AUDIENCE: FAA supervisors and managers who need a thorough understanding of LMR principles and law in order to achieve positive outcomes in a bargaining unit work environment. This course is targeted primarily at first-time attendees, and those in need of an LMR refresher to continue leading effectively in a changing work environment.

LENGTH: **CMD/Field:** 4½ Days (Monday, 8:00 a.m. through Friday, 12:00 Noon); 36 Hours

LOCATION: Customer site or FAA Center for Management Development

COURSE TITLE: **Leadership Development and Labor Relations (LDLR) 01183**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Leadership Development and Labor Relations is intended for newly selected supervisors who require the foundational knowledge and skills of LDP-I and who would also benefit from a more in-depth knowledge of Labor Management Relations. (For those who need only a minimal knowledge of LMR, see LDP-I). In LDLR, participants will recognize their supervisory roles and responsibilities; examine their leadership style and interpersonal skills; apply coaching and conflict resolution techniques to workplace situations; understand the rights and responsibilities of management and unions as defined by law, contracts, and executive orders; and practice the principles of interest-based communication to build collaborative relationships with unions in the FAA. Methodologies include lecture/discussion, videotapes, small group work, skill practices, case studies, and student presentations, indoor/outdoor action-based learning initiatives and leadership simulations.

LEARNING OBJECTIVES:
Participants in *LDLR* will:
1. Analyze how leadership style impacts job performance.
2. Give and receive feedback in work-related situations.
3. Demonstrate interpersonal communication skills in various work-related scenarios.
4. Apply recommended procedures to resolve performance and conduct issues.
5. Apply knowledge of FAA policies and programs in supervisory situations.
6. Apply knowledge of the Statute, collective bargaining agreements, and Executive Orders to workplace situations.
7. Apply rights and responsibilities to promote effective, collaborative work relationships.
8. Explain the systemic impact of management decisions in a LR environment.
9. Develop an action plan to support continued growth in supervisor/leadership effectiveness.

RELATED COMPETENCIES:
- Accountability and Measurement
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Developing Talent
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

TARGET AUDIENCE: Newly selected supervisors and team leaders working with bargaining unit employees.

LENGTH: 8 Days (Tuesday, 8:00 A.M. through Thursday, 4:00 p.m.);
63 Hours.

LOCATION: FAA Center for Management Development

COURSE TITLE: **Leadership Development Program, Phase I (LDP-I) 01210**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington Ph.D. (386) 446-7132
(To enroll, contact your regional training office.)

DESCRIPTION:
Leadership Development Program, Phase I, is intended for newly selected supervisors who are not managing in a bargaining unit environment. (For those who need LMR in-depth knowledge, enroll in Leadership Development and Labor Relations [LDLR]). LDP-I expands and integrates foundational knowledge and skills for new supervisors to be effective leaders. In LDP-I, participants will recognize their supervisory roles and responsibilities; examine leadership styles; apply policy information in work situations using interpersonal communication skills, coaching and conflict resolution techniques; and develop action plans. Instructional methods include videotapes, readings, skill assessment instruments, skill practices, indoor and outdoor (low element challenge course), and highly interactive exercises to simulate the challenges of the workplace.

LEARNING OBJECTIVES:
Participants in *LDP-I* will:
1. Analyze how leadership style impacts job performance.
2. Give and receive feedback in work-related situations.
3. Demonstrate interpersonal communication skills in various work-related scenarios.
4. Apply recommended procedures to resolve performance and conduct issues.
5. Apply knowledge of FAA policies and programs in supervisory situations.
6. Develop an action plan for supporting continued growth in supervisor/leadership effectiveness.

RELATED COMPETENCIES:
- Accountability and Measurement
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Developing Talent
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

TARGET AUDIENCE: Newly-selected supervisors of non-bargaining unit employees and all others with supervisory responsibilities.

LENGTH: 4½ Days (Monday, 8:00 a.m. through Friday, 12:00 Noon);
36 Hours.

LOCATION: FAA Center for Management Development

COURSE TITLE: **Leadership Development Program, Phase II (LDP-II) 01211**

SPONSOR: **FAA Center for Management Development**
Program Manager: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Leadership Development Program, Phase II, is designed for experienced supervisors who have completed Leadership Development Program, Phase I, or the Leadership Development and Labor Relations course. During LDP-II participants will: apply the basic concepts of dealing with changes in the current FAA environment; increase their self-insight; enhance their ability to be self directed; develop additional leadership skills, and build effective work relationships.

LDP-II provides an opportunity for participants to engage in a wide range of activities, each designed to challenge current assumptions, increase behavioral options and provide enhanced skills. Interactive activities include: indoor and outdoor challenges simulating the current work environment; small group analysis of work-related issues, and facilitated discussion of concepts presented through a series of videos. Personal reflection activities include: examining results of a "360 degree" Leadership Assessment and Personal Stress Management Survey completed prior to the course; completing a series of workbook exercises; and planning effective application of learnings back in the work place.

LEARNING OBJECTIVES:
Upon completion of the course, participants will be able to:
1. Apply strategies to identify and take advantage of opportunities in a changing environment.
2. Identify areas to improve their effectiveness as leaders through expanded self knowledge and understanding of others;
3. Prioritize work based on its importance and their ability to influence outcomes;
4. Create a climate of teamwork and trust where individuals are valued and encouraged to work collaboratively; and
5. Model effective leadership behaviors, such as problem solving, networking, trusting and earning the trust of others, and adapting to change.

RELATED COMPETENCIES:
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Developing Talent
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving

TARGET AUDIENCE: Experienced supervisors and leaders who have had LDP-I or LDLR.

LENGTH: 4½ days (Monday, 8:00 a.m. through Friday, 12:00 Noon); 36 Hours.

LOCATION: FAA Center for Management Development

COURSE TITLE: **Managing Change (MC) 01306**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (904) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Managing Change is designed for managers, supervisors, and others who are impacted by current organizational change initiatives or are responsible for implementing change in their organization. The course provides participants opportunities to increase individual awareness about their attitudes, approaches, perspectives, and possible reactions to change. This learning is accomplished through a variety of exercises, videos, and discussions related to individual and Agency major change initiatives. Participants provide feedback to each other and contribute to the learning experience by openly discussing the impact and effectiveness of their previously-held and newly-formed perspectives. As perspectives shift, students create strategies designed to increase their ability to effectively contribute in a changing environment.

LEARNING OBJECTIVES:
Participants in *MC* will:
1. Identify concepts, skills, and tools for the effective management of change.
2. Evaluate personal effectiveness in response to change.
3. Apply concepts, skills, and tools to support themselves and others during organizational change.

RELATED COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Interpersonal Relations and Influence
- Innovation
- Problem Solving

TARGET AUDIENCE: Individuals and intact work teams who are engaged in developing personal strategies for managing change in the workplace.

LENGTH: 3 Days (Tuesday, 8:00 a.m. through Thursday, 5:00 p.m.); 24 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Managing Partnership Realities (MPR) 01187**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
For FAA/DOT working partner pairs who have been actively engaged in a partnership effort and who want to maintain, enhance and expand their partnership effectiveness.

Participants will assess the effectiveness of their partnership, determine what has helped or hindered their partnership efforts, use effective tools for ongoing partnership maintenance and enhancement, and plan actions to improve their partnership behaviors and interpersonal skills that will optimize individual and organizational effectiveness.

Learning methodology will include a combination of standard measurement/assessment instruments, classroom discussion, and case study simulation and application. Current realities in today's FAA will be addressed in a supportive partnership classroom environment.

LEARNING OBJECTIVES:
Participants in *MPR* will:
1. Review the partnership relationship through the use of a pre-course questionnaire and assessment instruments.
2. Assess the quality of the working partnership through the use of a Partnership Profile.
3. Learn examples of effective partnership behaviors.
4. Practice partnership behaviors in case studies and skill practice.
5. Plan for improvement in and mentoring of partnership back in the workplace through the use of an action plan.

RELATED COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving

TARGET AUDIENCE: FAA working partner pairs who have completed *The Partnership Challenge (TPC)* and/or who have been actively involved in a partnership effort for more than six months.

LENGTH: 2½ days; 20 Hours
(8 a.m. - 4:30 p.m. Day 1 and 2)
(8 a.m. - 12:00 Noon Day 3)

LOCATION: Any FAA/DOT field location. At CMD upon request.

COURSE TITLE: **Managing Performance (MP1) 01268**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
By the end of the workshop, the participants will:
1. Explain the importance of the FAA's Performance Management System and its relationship to other processes.
2. Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
3. Describe the components of the Performance Management System and the importance of each.
4. Identify the elements of effective performance expectations.
5. Describe the roles and responsibilities of both the manager and the employee in each component of the system, to include methods to facilitate the training of the employees.
6. Demonstrate the skills necessary to effectively manage performance.
7. Utilize the Job Aids for each component in the system.

RELATED COMPETENCIES:
1. Accountability and Measurement
2. Communication
3. Developing Talent
4. Managing Organizational Performance

TARGET AUDIENCE: Managers and Supervisors

LENGTH: 1 Day; 8 Hours

LOCATION: Customer Designated Site

COURSE TITLE: **Managing Performance (MP2) 01266**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
By the end of the workshop, the participants will:
1. Explain the importance of the FAA's Performance Management System and its relationship to other processes.
2. Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
3. Describe the components of the Performance Management System and the importance of each.
4. Identify the elements of effective performance expectations.
5. Describe the roles and responsibilities of both the manager and the employee in each component of the system, to include methods to facilitate the training of the employees.
6. Demonstrate the skills necessary to effectively manage performance.
7. Utilize the Job Aids for each component in the system.

RELATED COMPETENCIES:
- Accountability and Measurement
- Communication
- Developing Talent
- Managing Organizational Performance

TARGET AUDIENCE: Managers and Supervisors

LENGTH: 2 Days; 16 Hours

LOCATION: Customer Designated Site

COURSE TITLE: **Managing Performance (MP3) 01265**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
This three-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.

LEARNING OBJECTIVES:
By the end of the workshop, the participants will:
1. Explain the importance of the FAA's Performance Management System and its relationship to other processes.
2. Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
3. Describe the components of the Performance Management System and the importance of each.
4. Identify the elements of effective performance expectations.
5. Describe the roles and responsibilities of both the manager and the employee in each component of the system, to include methods to facilitate the training of the employees.
6. Demonstrate the skills necessary to effectively manage performance.
7. Utilize the Job Aids for each component in the system.

RELATED COMPETENCIES:
- Accountability and Measurement
- Communication
- Developing Talent
- Managing Organizational Performance

TARGET AUDIENCE: Managers and Supervisors

LENGTH: 3 Days; 22½ Hours

LOCATION: Customer Designated Site

COURSE TITLE: **Managing Performance Employee Training (MPET) 01273**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
By the end of the workshop, the participants will:
1. Explain the importance of the FAA's Performance Management System and its relationship to other processes.
2. Identify the relationship between organizational goals and the performance expectations of individuals in the organization.
3. Describe the components of the Performance Management System and the importance of each.
4. Identify the elements of effective performance plans and performance expectations.
5. Describe the roles and responsibilities of both the manager and the employee in each component of the system.
6. Demonstrate the skills necessary to effectively contribute to the Performance Management System processes.
7. Recognize the difference between the FAA PMS and the Superior Contribution Increase process.

RELATED COMPETENCIES:
- Accountability and Measurement
- Communication
- Developing Talent

TARGET AUDIENCE: Employee

LENGTH: 1 Day; 8 Hours

LOCATION: Customer Designated Site

COURSE TITLE: **Measuring Organizational Performance (MOP*)* 01254**

SPONSOR **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Measuring Organizational Performance is intended for managers and staff personnel who are involved in the organizational and work unit performance measurement process. An intensive learner-centered skill building course, *MOP* will guide participants through the identification of common terminology, drivers for instituting performance measurement, and organizational implications of implementing performance metrics to designing metrics, collecting data, and utilizing information for continuous improvement. Instructional methods include discussions, readings, written skill practices, and highly interactive exercises to simulate the challenges of the workplace.

LEARNING OBJECTIVES:
Participants in *MOP* will:
1. Explain how organizational performance measurement supports the FAA cost and performance management system.
2. Examine the life cycle of the metrics development process to include design, data collection, compilation, analysis, usage, and standardization.

RELATED COMPETENCIES:
- Accountability and Measurement
- Business Acumen
- Communication
- Customer Focus
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation
- Vision

TARGET AUDIENCE: Managers and staff personnel involved in the organizational and work unit performance measurement process.

LENGTH: 4 Days (Monday, 8:00 a.m. through Wednesday, 5:00 p.m. Thursday, 8:00 a.m. to 4:00 p.m.); 31 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Measuring Organizational Performance Workshop (MOP-W) 01269**

SPONSOR: **FAA Center for Management Development**
Contact: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
Participants in the *Measuring Organizational Performance Workshop* will:
1. Explain how organizational performance measurement supports the FAA cost and performance management system.
2. Examine the life cycle of the measurement development process to include design, data collection, compilation, analysis, usage, and standardization.

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

TARGET AUDIENCE: Managers and staff personnel involved in the organizational and work unit performance measurement process.

LENGTH: 2½ Days; 20 Hours (This course may be customized by adding an extra half day of instruction.)

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Mediation Techniques for Conflict Resolution (MTC) 01236**

SPONSOR **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
This course is designed to give participants experience in the use of mediation techniques to increase/enhance workplace productivity, relationships, and morale. Participants will learn to assist others to resolve workplace conflicts by asking effective questions, clarifying interests, developing options and minimizing or eliminating non-productive behaviors.

Mediation Techniques for Conflict Resolution includes both a Distance Learning component and a classroom component. To prepare for the classroom portion, participants will be required to complete a 1-hour Distance Learning module "Introduction and Self-Assessment." This component provides a basic overview of the course and gives participants the opportunity to assess their current conflict management styles.

The classroom portion of the course includes large and small group discussions, group activities, written exercises, videotaped skill practices, and giving and receiving of peer and instructor feedback.

LEARNING OBJECTIVES:
Participants in *MTC* will:
1. Assess conflict resolution behaviors.
2. Recognize alternative methods for managing conflict.
3. Describe a five-step mediation process.
4. Demonstrate effective mediation techniques.
5. Demonstrate techniques to minimize non-productive behaviors.
6. Give and receive feedback on effectiveness of mediation skills and techniques.

RELATED COMPETENCIES:
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Interpersonal Relations and Influence
- Problem Solving

TARGET AUDIENCE: Supervisors and Managers who have **NOT** had previous mediation training.

LENGTH: 2 Days

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Negotiating Effective Agreements (NEA) #01285**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:

This three-day course focuses on developing participants' skills in negotiating workplace issues with union representatives. The skills include using Labor Relations Order 3710.18 and related Standard Operating Procedures (SOPs) in application exercises concerning FAA workplace scenarios. Participants will practice effective negotiation techniques during the application exercises.

Methodologies for this course include:
- Highly interactive exercises to simulate the challenges of the workplace
- Interactive lecture/discussion
- Issue analysis using case studies

LEARNING OBJECTIVES:

At the conclusion of the course, participants will be able to:
1. Identify bargaining obligations in FAA scenarios.
2. Develop negotiation strategies aligned with FAA Order 3710.18 and related SOPs.
3. Demonstrate effective negotiation skills.

RELATED COMPETENCIES:
- Business Acumen
- Communication
- Interpersonal Relations and Influence
- Problem Solving
- Strategy Formulation

TARGET AUDIENCE: Supervisors, Managers, Labor Relations Specialists who work with unions.

LENGTH: 3 Days; 8:00 a.m. to 5:00 p.m. Tuesday through Thursday; 24 hours

LOCATION: Customer site or FAA Center for Management Development

COURSE TITLE: **The Partnership Challenge: *Experiencing Collaborative Leadership* (TPC) 05004**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
The Partnership Challenge: Experiencing Collaborative Leadership (TPC) is intended for actual labor-management partners, i.e., working counterparts, who desire to create a more collaborative working relationship. The course integrates the use of the challenge course to explore the opportunities for learning beyond the classroom. Other methodologies include case studies on breaking through barriers of stereotyping, skill practice in Interest Based Bargaining, developing effective mentoring techniques, and action planning through partnership agreements.

LEARNING OBJECTIVES:
Participants in *TPC* will:
1. Choose to value others by using behavior and language which demonstrates collaboration.
2. Identify mutual values and common needs and interests.
3. Recognize how individual behavior impedes or enhances partnership.
4. Identify and describe the roles and responsibilities of both partners.
5. Resolve work issues by applying interest-based problem solving strategies.
6. Identify specific ways the partners can build a more effective and productive working relationship.
7. Practice interest-based negotiating techniques and problem solving skills.
8. Determine and commit to actions that model and promote collaboration with employees and customers.

RELATED COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving

TARGET AUDIENCE: Labor-management partners who regularly work issues that impact their work environment.

LENGTH: 4½ Days (Monday, 8:00 a.m. through Friday, 12:00 Noon); 36 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Performance Planning and Budget Integration (PBI) 01271**

SPONSOR **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Performance Planning and Budget Integration is a three-day course designed for managers, supervisors, and staff personnel involved in developing performance measures for their orgnaization and linking them to the budgeting process. Participants will explain how organizational performance measurement supports organizational performance management and examine the life cycle of the budget development process. Upon completion of the course, participants should be able to develop effective performance goals for both outcomes and outputs and integrate them with the budgeting process. Instructional methods include guided discussions, readings, written skill practices, and interactive exercises that explore the challenges of the workplace.

LEARNING OBJECTIVES:
Participants in *PBI* will:
1. Develop effective performance goals for both outcomes and outputs.
2. Integrate performance goals with the budgeting process.

RELATED COMPETENCIES:
- Accountability and Measurement
- Business Acumen
- Managing Organizational Performance
- Strategy Formulation
- Vision

TARGET AUDIENCE: Managers, Supervisors, and Staff personnel

LENGTH: 3 Days; 23 Hours

LOCATION: Customers site or FAA Center for Management Development

COURSE TITLE: **Presentation Techniques (PT) 01263**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Presentation Techniques is a three-day program that prepares content experts to deliver information and skill-building activities effectively and confidently. The course provides strategies for handling challenging situations; tactics for adapting briefing materials to be more interactive; ways to encourage learner involvement; along with how to use classroom technology, field questions, and gauge how well learning is progressing. The class uses videotaping, discussion, and application exercises.

LEARNING OBJECTIVES:
By the end of this three-day workshop, participants will:
1. Identify the characteristics of today's adult learners.
2. Demonstrate the use of tools and techniques to create a non-threatening and bias-free learning environment.
3. Modify presentations to provide active learner-centered activities to stimulate interaction.
4. Identify ways to deal with difficult people and situations.
5. Practice overcoming resistance to learning.

RELATED COMPETENCIES:
- Agility
- Communication
- Developing Talent
- Managing Organizational Performance
- Problem Solving

TARGET AUDIENCE: Subject matter experts who provide briefings, presentations, or training.

LENGTH: 24 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Professional Techniques for Systemic Change (PTSC) 01258**

SPONSOR: **ANI**

DESCRIPTION:
The FAA's NAS Implementation organization (ANI) has initiated many systemic changes in the way it achieves its mission and accomplishes its goals. Professional Techniques for Systemic Change (PTSC) workshop has been designed to support ANI employees adapting to change. This is a highly interactive workshop focused on creating a willingness to explore change from a systemic perspective. Participants 1) learn communication techniques that support mutual understanding for collaborative decision-making, 2) identify the most effective ways they can influence change initiatives within ANI, and 3) consider short-term and long-term implications of their decisions.

There is a pre-course component that is e-mailed to participants 3-4 weeks prior to the workshop and must be completed and brought to class. Workshop methodology includes computer simulations, case studies, lecturettes, large and small group discussions and self-assessments.

The course goal is to enable ANI employees to proactively manage their transition experience by being open to exploring organizational change.

LEARNING OBJECTIVES:
During this workshop, participants will:
1.0 Apply change management tools that allow individuals to move themselves and encourage others through transitions by exploring their perceptions about ANI organizational changes.
2.0 Apply systems thinking concepts and strategies to ANI workplace situations, recommendations and decisions.
3.0 Identify an ANI change initiative for which they can provide leverage and create a recommendation.

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

TARGET AUDIENCE: All ANI Employees

PREREQUISITE: ANI Change Awareness Dialog and Information Session

LENGTH: 3 Days

LOCATION: ANI Engineering and Implementation Centers

COURSE TITLE: **Staff Study Fundamentals (SSF) 01259**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
The FAA, like other government and private organizations, is 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. The importance of a good staff study has increased exponentially during this time of change in the FAA.

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 small group work. Participants will gain a clear and consistent understanding of suggested skills and processes through opportunities to practice those skills and to expand their awareness of available resources. 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 dealing with data and presenting information; understand the value of specific processes and work flow model; and become more comfortable operating independently to execute projects requiring effective staff work.

LEARNING OBJECTIVES:
Participants in this course will:
1. Demonstrate the procedures to conduct an effective staff study.
2. Write a purpose statement that meets provided criteria.
3. Demonstrate the techniques for gathering, organizing and analyzing data.
4. Demonstrate generating, narrowing and analyzing options.
5. Demonstrate the procedures for selecting a recommendation.
6. Demonstrate a staff study briefing.

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

TARGET AUDIENCE: Administrative support staff and others responsible for executive research and recommending action.

LENGTH: 3 Days (8:00 a.m. to 5:00 p.m.); 24 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Strategic Planning (SP) 01275**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
This course is designed for FAA managers and leaders who have facility, program, or project responsibilities. It provides the skills and knowledge necessary to maximize leadership effectiveness. Participants practice skills that help them set the vision, strategies, and measures for their facility, program, or project and enables them to articulate a clear strategic plan. Instructional approaches used are: self-assessment, individual and group work sessions, videos, action-based learning, and a case study. Participants and their co-workers complete a computer-based feedback assessment instrument prior to attending.

LEARNING OBJECTIVES:
In *SP* students will:
1. Identify individual strengths and areas for improvement relative to manager/leader skills.
2. Identify ways that wellness actions can positively impact job performance.
3. Gain understanding of DOT and FAA future directions, and identify where to locate this information.
4. Develop a vision of a more desirable future (one to three years) for his/her area of responsibility.
5. Communicate a strategic plan that enrolls stakeholders in working toward a shared vision.
6. Develop strategies and implementation plans that will enhance the organization's progress toward the shared vision.
7. Develop measures that can be used to assess the status of plan implementation.
8. Develop strategies to create an environment where diversity, teamwork, collaboration, and a shared vision promote commitment to an organizational strategic plan.

RELATED COMPETENCIES:
- Accountability and Measurement
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Business Acumen
- Communication
- Customer Focus
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Strategy Formulation
- Vision

TARGET AUDIENCE: FAA managers and leaders who have facility, program, or project responsibilities.

LENGTH: 4½ Days (Monday, 8:00 a.m. through Friday, 12 Noon); 36 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Strategic Planning Through the Power of Vision (POV) 01274**

SPONSOR: **DOT**
FAA Center for Management Development
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
This course is designed for DOT managers and leaders who have facility, program, or project responsibilities. It provides the skills and knowledge necessary to maximize leadership effectiveness. Participants practice skills that help them set the vision, strategies, and measures for their facility, program, or project and enables them to articulate a clear strategic plan. Instructional approaches used are: self-assessment, individual and group work sessions, videos, experiential learning, and a case study. Participants and their co-workers complete a computer-based feedback assessment instrument prior to attending.

LEARNING OBJECTIVES:
In *POV* students will:
1. Identify individual strengths and areas for improvement relative to manager/leader skills.
2. Identify ways that wellness actions can positively impact job performance.
3. Gain understanding of DOT and FAA future directions, and identify where to find this information.
4. Develop a vision of a more desirable future (one to three years) for his/her area of responsibility.
5. Communicate a strategic plan that enrolls stakeholders in working toward a shared vision.
6. Develop strategies and implementation plans that will enhance the organization's progress toward the shared vision.
7. Develop measures that can be used to assess the status of plan implementation.
8. Create an environment where diversity, teamwork, collaboration, and a shared vision promote commitment to an organizational strategic plan.

RELATED COMPETENCIES:
- Accountability and Measurement
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Business Acumen
- Communication
- Customer Focus
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Strategy Formulation
- Vision

TARGET AUDIENCE: Any public sector leader with responsibilities for programs or facilities.

LENGTH: 4½ Days (Monday, 8:00 a.m. through Friday, 12 Noon); 36 Hours

LOCATION: FAA Center for Management Development

COST: For **FAA** participants, this is a centrally-funded course.
For **non-FAA** participants, tuition, lodging, and meals are funded through intra-agency agreements. Travel is not funded.

COURSE TITLE: **Systems Thinking (SYT) 01277**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Systems Thinking is designed to provide FAA leaders and problem-solvers with the knowledge and skills necessary to analyze specific organizational issues within the context of the larger organizational system. Participants enhance their problem solving skills by: (a) applying systems thinking in analyzing issues and designing strategic interventions, (b) engaging in effective inquiry and advocacy, and (c) identifying individual assumptions and organizational patterns that influence individual and organizational effectiveness. Methodologies include systems simulations on the computer and in the classroom, videos, worksheets, case studies, and lecture/discussion.

LEARNING OBJECTIVES:
Participants in *SYT* will:
1. Use System Thinking Concepts to identify individual and organizational assumptions which influence work-related situations.
2. Identify and analyze how the interaction among the components of a system influences outcomes.
3. Use inquiry skills to clarify assumptions and to explore how assumptions limit organizational learning and innovation.
4. Use systems thinking principles, concepts, and tools to design alternative ways of addressing specific organizational issues.
5. Use tools and techniques to generate and explore possible implications of a systemic problem or issue and determine the probability of possible events occurring, their impact, and effective actions.

RELATED COMPETENCIES:
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Innovation
- Problem Solving
- Strategy Formulation
- Vision

TARGET AUDIENCE: Course is appropriate for anyone who deals with complex issues and needs to apply analytical tools that address the "bigger picture." The course is adaptable for intact groups or cross-organizational classes.

LENGTH: 4 Days (Monday, 8:00 a.m. through Thursday, 5:00 p.m.); 32 Hours

LOCATION: Field Sites and FAA Center for Management Development

COURSE TITLE: **Team Workshop (TW) 01217**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
The 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 CMD 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.

LEARNING OBJECTIVES:
The outcomes of this type of intervention will vary in accordance with the specific needs of the group being supported. The following list includes but does not limit the range of subjects that can be addressed.

1. Establishment of organizational vision, mission, goals and objectives.
2. Improved interpersonal communication skills.
3. Enhanced atmosphere of trust of co-workers and commitment to shared goals.
4. Increased appreciation for the value of diversity.
5. Empowerment of the team to be responsible for solutions and increased understanding of the contribution each member adds to organizational success.
6. Effective problem solving and decision making processes.
7. Ability to confront and effectively resolve conflicts.
8. Matured attitudes about continuous improvement, self assessment, and the responsibility and ability to self manage.
9. Clarification of roles and responsibilities.

RELATED COMPETENCIES MAY INCLUDE:
- Accountability and Measurement
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Business Acumen
- Communication
- Customer Focus
- Developing Talent
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation
- Vision

TARGET AUDIENCE: Any work group committed to a common goal.

LENGTH: Varies, generally 2 - 5 days.

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Working Together Effectively *using* Collaborative Team Processes (WTE/CTP) 01255**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
The **Working Together Effectively *using* Collaborative Team Processes** (WTE/CTP) course is designed to enhance the collaborative skills of work team members. This 4½-day course focuses on the attitudes, strategies, and tools needed for effective communication and teamwork. Participants will also learn to define team problems, analyze causes and potential solutions, reach collaborative decisions, and manage conflict situations appropriately.

The course uses interactive lecturettes and class discussions, case studies, structured experiences and style preference instruments. Significant time is also spent in workshop skill practices where real team issues are addressed using the skills and tools provided.

LEARNING OBJECTIVES:
Participants in *WTE/CTP* will:
1. Enhance trust and mutual respect among team members.
2. Apply collaborative communication techniques to team activities.
3. Promote active involvement in accomplishing team goals.
4. Give and receive feedback in a manner which enhances individual and team productivity and product quality.
5. Identify team problems and apply problem-solving methods.
6. Apply decision-making techniques to team problems.
7. Define individual and/or team conflict situations and apply appropriate conflict management strategies.

RELATED COMPETENCIES:
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Problem Solving

TARGET AUDIENCE: Work team members

LENGTH: 4½ Days (Monday, 8:00 a.m. through Friday, 12:00 p.m.); 36 Hours

LOCATION: FAA Center for Management Development or Customer Site

COURSE TITLE: **Writing an Effective Self-Assessment (WESA) 01272**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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. Students will learn to 1) identify required critical elements for self-assessments; 2) develop and practice appropriate writing strategies; and 3) to critique self-assessments for clarity and effectiveness from the reader's perspective.

LEARNING OBJECTIVES:
By the end of the workshop, the participants will:
1. Identify critical elements required to complete Self-Assessments.
2. Develop writing strategies appropriate for PMS/SCI situations.
3. Practice writing and giving feedback on self-assessments.

RELATED COMPETENCIES:
- Accountability and Measurement
- Communication
- Developing Talent
- Interpersonal Relations and Influence

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

LENGTH: 1 Day; 8 Hours

LOCATION: Customer Designated Site

CMD WORKSHOPS

The following pages contain descriptions of CMD workshops that are typically available in a conference-type setting. The workshops are four to six hours in length. Customers can select the topics that are most appropriate and arrange for a series of workshops that best meet their needs.

These workshop topics can be embedded within team workshops to meet specific training requirements of the team, and they can also be incorporated into facilitated conferences as required.

Course numbers are assigned to workshops allowing for participants to receive training credit for each session attended.

To arrange for CMD workshops at your facility, contact CMD's special program coordinator, George Weaver, at 386-446-7222.

COURSE TITLE: **Balanced Scorecard (BS) 01284**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:

People and their managers are working so hard
to be sure things are done right, that they hardly have time
to decide if they are doing the right things.

Steven Covey

This workshop introduces participants to a framework for creating a Balanced Scorecard system that translates organizational strategies into measurable outcomes.

The workshop provides tools to build upon current FAA goals and performance metrics. These tools allow management to communicate a variety of metrics to keep stakeholders, upper management, team members, and employees up to date. Balanced Scorecard metrics also demonstrate a clear linkage of operational activities to the achievement of FAA's goals.

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

LEARNING OBJECTIVES:
As a result of attending this workshop, you will be able to:
1. Describe the benefits of implementing a Balanced Scorecard system within your FAA organizational responsibilities; and
2. Draft Balanced Scorecard measurements to your FAA responsibilities.

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

TARGET AUDIENCE: Managers involved with operational measures.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Basic Principles of Interest-Based Bargaining (IBB) 01193**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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 CMD courses such as *Building Effective Agreements* and *The Partnership Challenge*; it does not, in any way, substitute for them.

LEARNING OBJECTIVES:
As a result of attending this workshop, participants will be able to:
1. Differentiate between bargaining based on positions and bargaining based on interests;
2. Apply the four principles of interest-based bargaining to the workplace;
3. Articulate their role in an interest-based negotiation; and
4. Identify four phases of an interest-based problem solving model.

RELATED COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Communication
- Interpersonal Relations and Influence
- Problem Solving

TARGET AUDIENCE: Agency employees responsible for reaching agreements or resolving disputes.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Combating Negativity (CN) 01209**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
As a result of attending the workshop on this topic, participants will be able to:
1. Recognize and combat negativity in themselves and others;
2. Demonstrate strategies for overcoming and/or avoiding negativity; and
3. Support others in overcoming their own negativity.

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

TARGET AUDIENCE: Agency employees desiring to contribute to a more positive work environment.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Critical Examination of Mental Models (CMM) 01244**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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 FAA issues such as people, policies, unions, leadership, and accountability.

Interactive lecturettes 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.

LEARNING OBJECTIVES:
As a result of attending this workshop, participants will be able to:
1. Recognize their mental models, assumptions, generalizations, and ideas that influence their decisions and actions; and
2. Use a dialogue process to uncover and assess mental models which may limit workplace effectiveness.

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

TARGET AUDIENCE: FAA employees who have a need to understand how internal beliefs and assumptions shape our actions.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Effective Questioning: *A Different Way to Communicate* (EQT) 01253**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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 the Agency.

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.

LEARNING OBJECTIVES:
As a result of attending this workshop, participants will be able to:
1. Discuss the value of questioning as a communications technique;
2. Classify various questions based on their purpose;
3. List strategies for overcoming barriers to successful questioning; and
4. Develop and practice questions that encourage discussion and influence others.

RELATED COMPETENCIES:
- Agility
- Building Alliances
- Communication
- Interpersonal Relations and Influence

TARGET AUDIENCE: Any FAA employee who desires to improve communication skills.

LENGTH: 3.5 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Ethics: *Impact and Challenges* (EIC) 01248**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
Participants in this workshop, and optional lab, will:
1. Consciously assess their own behavior against the highest standards of ethics;
2. Practice implementation strategies for minimizing associated risks;
3. Plan to increase the consistency of their own ethical behavior; and when possible,
4. Practice supporting others in making and acting on highly ethical choices. (Lab only)

RELATED 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

TARGET AUDIENCE: Any FAA employee.

LENGTH: 4 Hours (plus 4-hour Optional Lab)

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **The FAA Budget in Brief (BIB) 01223**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
Specifically in this session, the participant will be able to:
1. Identify relationships between the FAA budget process and the U.S. budget process;
2. Identify major components of the FAA budget and their interrelationships; and
3. Describe the process of executing (expenditures and tracking) the FAA budget.

RELATED COMPETENCIES:
- Building Alliances
- Business Acumen
- Strategy Formulation

TARGET AUDIENCE: Agency employees who have budget responsibilities.

LENGTH: 6 Hour

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **FAA Guidance on Conduct and Discipline (COP) 01232**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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 discipline.

The simulation used in this workshop requires participants to document conduct and determine appropriate discipline. Instructors will clarify information based upon questions which arise during the session.

LEARNING OBJECTIVES:
After attending this workshop, participants will be able to:
1. Determine appropriate actions in response to conduct and discipline issues;
2. Effectively document employee conduct;
3. Cite and clarify applicable sections of the Supervisors Handbook, Personnel Reform Implementation Bulletins, FAA Orders, and negotiated agreements;
4. Identify representational issues associated with discipline and how to handle them;
5. Identify types of evidence and how they are relevant to a case;
6. Effectively facilitate a Weingarten meeting; and
7. Coach for conduct.

RELATED COMPETENCIES:
- Building Alliances
- Building Teamwork and Cooperation
- Integrity and Honesty

TARGET AUDIENCE: Agency employees responsible for handling employee conduct and performance issues.

LENGTH: 3½ Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Facilitator Tools for Effective Meetings (FTEM) 01199**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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 work force. Often, meetings are neither efficient nor effective, and do not accomplish the objectives. This workshop, which is consistent with CMD'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.

LEARNING OBJECTIVES:
As a result of attending this workshop, participants will be able to:
1. Identify the responsibilities of a facilitator, group recorder, and effective group members;
2. Identify the benefits of developing and using operating guidelines; and
3. Support meeting productivity by clarifying outcomes and recognizing the stages of group development.

RELATED COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Communication
- Integrity and Honesty

TARGET AUDIENCE: Agency employees responsible for creating effective meetings or participating more productively as members.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Implications Charting: *Analyzing Systemic Problems* (IMP) 01245**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
In the world of work, individuals are paid to find an answer to a problem. Under time constraints and other pressures, people often jump to solutions to complex issues, without effectively exploring their impact or possible consequences. Unanticipated effects can sometimes cause more problems than the original issues. Organizations must then use scarce resources in attempting to solve the resulting problems. Using implications charting can help minimize these types of negative consequences.

Implications charting, one of the many powerful tools taught in CMD'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.

LEARNING OBJECTIVES:
After attending this workshop, participants will be able to:
1. Use the tools and techniques of implications charting;
2. Generate and explore possible implications of adopting alternative solutions to a problem; and
3. Analyze the probability of possible events occurring, their impact, and effective actions to promote or lessen the likelihood of those events.

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

TARGET AUDIENCE: Agency employees who deal with complex issues and need to apply analytical tools that address the "bigger picture."

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Improving Work Processes (IWP) 01227**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Improving Work Processes provides 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 which 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.

LEARNING OBJECTIVES:
As a result of participating in this session, participants will be able to:
1. Recognize opportunities for applying process management tools to their work related processes;
2. Construct a flowchart of their top priority work process; and
3. Describe the value of continuous improvement resulting from process management.

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

TARGET AUDIENCE: Agency employees responsible for improving work processes.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Influencing Skills (INS) 01239**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
This session might be called the "Skills Tool Box" and is offered for those who are expected to lead in the FAA's empowered environment.

The Agency is actively engaged in many initiatives designed to improve safety, customer satisfaction, and efficient use of taxpayer dollars. Each initiative is both a pre-requisite to change, and a strategy to affect specific change in how we do business. None can stand alone, nor can any of these initiatives succeed without effective leadership throughout the agency. This workshop is designed as one small step in support of expanding such leadership.

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 FAA's 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. Enhanced ability to achieve these outcomes results in enhanced leadership capacity.

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 to's, sample phrases and models.

LEARNING OBJECTIVES:
As a result of participating in this workshop, participants will be able to:
1. Present information and/or requests in a persuasive manner;
2. Make language choices which support a collaborative environment; and
3. Communicate and behave in a way that collaborative, trusting relationships are established and maintained.

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

TARGET AUDIENCE: Individuals expected to execute leadership roles in an empowered environment.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Introduction to Myers-Briggs Type Indicator (MBTI) 01195**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
As a result of participating in the session, participants will be able to:
1. Understand the common workplace characteristics of one's own type;
2. Improve communication with co-workers of different types;
3. Recognize and value the diversity of types; and,
4. Identify appropriate resources for further application of the MBTI.

RELATED COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Developing Talent
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving

TARGET AUDIENCE: FAA employees who have a need for understanding basic personality dynamics.

LENGTH: 3 Hours

LOCATION: Customer Site or FAA Center for Management Development

PRE-SESSION WORK: There is approximately one hour of pre-session work that is required prior to attending. Participants will need to view the video "Introduction to Myers-Briggs Type Indicator" (MV#1248) and complete the self-report MBTI questionnaire. Each will take about thirty minutes.

COURSE TITLE: **Introduction to the Project Management Process (IPM) 01252**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
After attending this workshop, participants will be able to:
1. Explain basic project management concepts and terminology; and
2. Apply tools and techniques for project planning and control: work breakdown structures, Gantt charts, and PERT diagrams.

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

TARGET AUDIENCE: Agency employees interested in using the tools of project management.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Introduction to Staff Studies (ISS) 01247**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
The FAA, like other government and private organizations, is experiencing the impact of downsizing, budget cuts and demands for more effective resource allocation. One impact that is becoming increasingly visible is the need for more employees to be able to effectively accomplish more tasks and to operate more independently. People in the position of Administrative Support Staff have historically played a vital role in the efficient operation of various offices. The importance of that role has increased exponentially during this time of change in the FAA.

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 dealing 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.

LEARNING OBJECTIVES:
Participants in this workshop will:
1. Demonstrate the procedures to conduct an effective staff study;
2. Write a purpose statement that meets provided criteria;
3. Demonstrate the techniques for gathering, organizing, and analyzing data;
4. Demonstrate generating, narrowing, and analyzing options;
5. Demonstrate the procedures for selecting a recommendation; and
6. Identify the components of a staff study written report and a staff study briefing.

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

TARGET AUDIENCE: Administrative support staff and others responsible for executive research and recommending action.

LENGTH: 7 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Labor Management Relations*: Understanding the Answers* (LMR-UA) 01229**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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 CMD'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. 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.

LEARNING OBJECTIVES:
As a result of attending this workshop, participants will be able to:
1. Identify applicable sections of the Labor-Management Relations statute;
2. Determine appropriate management actions based upon an understanding of those sections; and
3. Define appropriate union representation during Formal and Weingarten discussions and determine issues appropriate for bargaining.

RELATED COMPETENCIES:
- Building Alliances
- Communication
- Interpersonal Relations and Influence
- Problem Solving

TARGET AUDIENCE: All employees in a labor management environment.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Managing Conflict (MGC) 01286**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Conflict occurs in all aspects of our lives. In many cases, the people involved in the conflict are unable to manage the situation effectively. Those who can successfully manage conflict in the workplace demonstrate unique interpersonal and communication skills. This workshop is designed to add to and strengthen those skills and support participants in becoming more effective.

The workshop begins by distinguishing between destructive and constructive conflict, and understanding the cycles of each and exploring the skills and behaviors of effectively managing conflict. Through discussion and skill practice situations, participants practice the associated competencies for managing conflict constructively.

LEARNING OBJECTIVES:
During the course, the participants will:
1. Analyze personal responses to conflict situations;
2. Practice collaborating with others to manage conflict; and
3. Practice communicating constructively during conflict situations.

RELATED COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Interpersonal Relations and Influence
- Integrity and Honesty

TARGET AUDIENCE: FAA employees who have responsibility for managing conflict.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Managing Performance (MP1) 01268**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
By the end of the workshop, the participants will:
1. Explain the importance of the FAA's Performance Management System and its relationship to other processes.
2. Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
3. Describe the components of the Performance Management System and the importance of each.
4. Identify the elements of effective performance expectations.
5. Describe the roles and responsibilities of both the manager and the employee in each component of the system, to include methods to facilitate the training of the employees.
6. Demonstrate the skills necessary to effectively manage performance.
7. Utilize the Job Aids for each component in the system.

RELATED COMPETENCIES:
- Accountability and Measurement
- Communication
- Developing Talent
- Managing Organizational Performance

TARGET AUDIENCE: Managers and Supervisors

LENGTH: 1 Day; 8 Hours

LOCATION: Customer Designated Site

COURSE TITLE: **Managing Others Through Change (MOTC) 01246**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
This workshop assumes you already have a solid understanding how your own thoughts, feelings, beliefs, and attitudes toward change enable or diminish your ability to respond to a changing environment.

As leaders in the FAA, you will be called upon to support significant organizational change as we explore the benefits of reform and restructuring and look for more effective ways to solve the complex problem of ensuring a safe aerospace system.

As technology and our effectiveness increase so does the speed of change. Leaders must also manage the perhaps more difficult challenge; 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 resistors in the workplace. Consistent with CMD'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.

LEARNING OBJECTIVES:
As a result of attending this workshop, participants will be able to:
1. Recognize resistive behaviors;
2. Use inquiry skills to understand the causes of resistive behavior; and
3. Identify strategies for supporting others in overcoming resistance to change.

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

TARGET AUDIENCE: Agency employees working in a changing environment.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Managing Your Workload for Success (MYW) 01240**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
As a result of the workshop, participants will be able to apply strategies/tools for getting more control over time and tasks in the workplace by:
1. Identifying present uses of time;
2. Identifying ways to prioritize the most important work tasks; and
3. Applying methods to avoid time wasters.

RELATED COMPETENCIES:
- Agility
- Communication
- Developing Talent
- Innovation
- Interpersonal Relations and Influence
- Problem Solving
- Strategy Formulation

TARGET AUDIENCE: Agency employees who have a need for organizing their workload more effectively.

LENGTH: 4-6 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Managing Yourself Through Change (MYTC) 01198**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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 insertion and changing expectations from Congress, the industry and the public have combined to create tremendous pressure for personal change within the FAA. 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 a effective part of the FAA'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.

LEARNING OBJECTIVES:
As a result of attending this workshop, participants will be able to:
1. Apply basic change theory;
2. Recognize the impact of change;
3. Identify personal responses to change; and
4. Devise alternative personal strategies for responding to change.

RELATED COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Developing Talent

TARGET AUDIENCE: Agency employees working in a changing environment.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Mediating Conflict (MDC) 01219**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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 interest-based negotiation and the conflict management techniques presented in CMD courses such as *LDP-1* and *LMR*.

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.

LEARNING OBJECTIVES:
During the course, the participants will:
4. Differentiate mediation from other conflict resolution methods;
5. Identify communication skills of effective mediators;
6. Identify appropriate opportunities for application of mediation techniques; and
7. Recognize effective mediation of low level interpersonal workplace conflict.

FAA COMPETENCIES:
- Agility
- Building Teamwork and Cooperation
- Business Acumen
- Building a Model EEO Workplace
- Communication
- Interpersonal Relations and Influence
- Problem Solving

TARGET AUDIENCE: Agency employees who have responsibility for resolving conflict.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Problem Solving (PS) 01281**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
This course is designed for FAA 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.

LEARNING OBJECTIVES:
Participants in this workshop will:
1. Demonstrate the procedures to resolve identified work issues;
2. Write a problem statement that meets provided criteria;
3. Demonstrate the techniques for analyzing issue(s) to identify causes;
4. Demonstrate the process to identify possible solutions.
5. Demonstrate the procedures to selecting a solution.
6. Develop an action plan for the selected solution.

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

TARGET AUDIENCE: Individuals and intact teams responsible for addressing organizational or operational issues within their groups.

LENGTH: 6 Hours

LOCATION: Any FAA/DOT field location. At CMD upon request.

COURSE TITLE: **Strategic Planning: *Navigating Toward the Future* (NTF) 01228**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
Congress has recently acknowledged the importance of strategic planning to the FAA. Two very visible changes have demonstrated that awareness: a five year budget approval and a five year term for the FAA Administrator. These changes signal an improved opportunity for the agency to not only create, but execute, strategic plans.

Participants will explore the six elements of the strategic planning process used in CMD's *Strategic Planning* (SP). 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.

LEARNING OBJECTIVES:
As a result of attending this workshop, participants will be able to:
1. Identify the elements of a strategic planning process; and
2. Develop vision statements which focus group energy and inspire quality performance.

RELATED COMPETENCIES:
- Building Alliances
- Business Acumen
- Strategy Formulation

TARGET AUDIENCE: Agency employees responsible for planning.

LENGTH: 5 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Taking Responsibility for Your Own Stress (STRESS) 01194**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

As in CMD's *Leadership Development Program, Phase II,* participants will critically examine their leadership behaviors, especially as they relate to leading 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.

LEARNING OBJECTIVES:
As a result of attending this workshop, participants will be able to:
1. Differentiate among reaction and principle-centered choice;
2. Identify strategies for solving problems through principle-centered choices; and
3. Reduce associated job stress.

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

TARGET AUDIENCE: Agency employees who have a need for increased self management and reduction of job related stress.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Using an Interest-Based Approach to Building Agreement (IBA) 01283**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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 CMD's *Building Effective Agreements (BEA)*, it does not involve the negotiation of participants' own issues.

LEARNING OBJECTIVES:
As a result of attending this workshop, participants will be able to:
1. Use an interest-based approach for building agreements;
2. Complete a Negotiation Planner; and
3. Demonstrate effective communication skills during negotiation.

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

TARGET AUDIENCE: Individuals with a need for enhanced conflict resolution skills.

LENGTH: 8 Hours

LOCATION: Customer Site or FAA Center for Management Development

COURSE TITLE: **Working Styles and Team Effectiveness (WSTE) 01282**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
Upon completion of this workshop, participants will be able to use their understanding of ***True Colors*** to:
1. Describe the historical relationship of ***True Colors*** with other theories of personality characteristics and types.
2. Identify their own unique blend of strengths, qualities, and preferences.
3. Create strategies for understanding and appreciating their colleagues to add value to the workplace.
4. Identify strategies to be more effective in the workplace.

RELATED COMPETENCIES:
- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Workplace
- Communication
- Developing Talent
- Interpersonal Relations and Influence

TARGET AUDIENCE: Agency employees

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

True Colors® is a registered trademark of True Colors, Inc. and is based on the research of Don Lowry.

COURSE TITLE: **Workplace Violence: *What Everyone Should Know* (WPV) 01256**

SPONSOR: **FAA Center for Management Development**
Program Resource Person: Roberta Sappington, Ph.D. (386) 446-7251
(To enroll, contact your line organization's training coordinator.)

DESCRIPTION:
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.

LEARNING OBJECTIVES:
Using large and small group discussion, videos, case study examples, and written exercises, the participant will:
- Recognize patterns of behavior that may indicate violent potential;
- Describe techniques and strategies to minimize the frequency and seriousness of workplace violence; and
- Develop a list of resources for continued education and support.

RELATED COMPETENCIES:
- Building Teamwork and Cooperation
- Problem Solving

TARGET AUDIENCE: Agency employees working in a changing environment.

LENGTH: 4 Hours

LOCATION: Customer Site or FAA Center for Management Development

DISTANCE LEARNING OPPORTUNITIES

Distance Learning at CMD is any training outside the traditional classroom setting where the delivery medium may include any of the following:

- Correspondence courses;
- Audio/videotape sessions (CMD Library Collection);
- Interactive Video Teletraining (as scheduled and announced);
- Computer-Based Training;
- Personal Audiotapes (PATs); and
- Pre-course materials (mail and electronic transmission).

CMD provides a variety of training opportunities through distance learning. This approach is intended to assist you in achieving your learning goals by making training available to you at your work site or home. This type of training is self-paced and can be used to:

- Complement resident training courses;
- Meet special training needs; or
- Develop new skills and knowledge.

A list of current distance learning courses appears on the following pages.

We welcome your suggestions about training needs that may be met through distance learning. Please contact Myles Lund, FAA Program Manager, at (386) 446-7258 or on e-mail or visit our web site at:

http://www.cmd.faa.gov

CMD CORRESPONDENCE COURSES
14000 Series

Correspondence Study Courses offered by the Center for Management Development are intended to strengthen overall leadership skills.
These courses are offered for training record credit.

Enrollment Procedures:
Your manager or supervisor must approve your enrollment in a correspondence study course. You can now use the web-based correspondence study system to:

- Register as a student;
- Enroll in your correspondence study course selection;
- Change/update your personal information;
- Submit tests and exams; or
- Check status of your enrollment and exam results.

Access this system at https://www.academy.jccbi.gov/ama310c/default.asp.

For those students without Internet access, the **Correspondence Study Enrollment Application** (AC Form 3145-2 4/02) is available for reprint on page 69.

#14010: Briefing and Presentation Techniques
A course on how to conduct briefings, orientations, and general presentations. Designed to improve oral communication skills and delivery techniques. Use of training aids, audience analysis, and determining objectives covered.

#14014: Writing Improvement
A course designed to improve and enhance skills in report and letter writing. Areas addressed include arrangement of ideas and facts, sentence and paragraph construction, avoiding complexity, abstraction, and pomposity.

#14019: Staff Specialist
Designed to provide skills in gathering and analyzing information, exploring and documenting in writing options and possibilities related to solving agency issues and processes. "Staff" can be thought of as any person or segment of the organization that provides information, research, or advice for making decisions. A "short" version of ***Staff Specialist*** can be found in Stand-alone Module (SAM) #011.

#14025: Effective Discipline in a Changing Workplace
A practical course for anyone needing information and training about current FAA policies and procedures regarding conduct and discipline issues. Topics include appeals, grievances, collective bargaining, penalties, observations, data collection, and interpersonal tools. Individual topics within this course can be found in the Stand-alone Modules (SAMs) #030 - #031, available in print or online at **www.cmd.faa.gov**.

#14027: Report Analysis and Consolidation
At the end of this course, students will understand the purpose and function of various report types. The organization of data, formulation and support of conclusions, presentation formats, and interpretation of report results are all covered. Course targeted towards staff functions, but is open and suggested for employees at all levels.

#14033: Interpersonal Skills for the Leadership Role
A workplace-oriented course that encompasses the key aspects of interpersonal skills most pertinent to the leadership role. The course addresses maintaining objectivity, communicating expectations, active listening, giving and receiving feedback, coaching, managing conflict, and the self-assessment of personal skills.

#14038: Building Organizations and Managing Work
This course presents the FAA mission and helps you, as the FAA leader, advance that mission through your everyday work. Designed for first-line supervisors, employees, or team members seeking advancement to leadership. Topics include organizations, mission, goals and objectives, team roles and function, principles of management, and scheduling techniques.

#14040: Introduction to Basic Labor Relations
Course focuses on applicable labor relations statute and collective bargaining agreement. Intended to help supervisors and managers interact with employees and union representatives. Materials include Overview, Statutes, Agreement Administration, Grievances, and Conduct and Discipline. Individual topics within this course can be found in the Stand-alone Modules (SAMs) #032 - #035, available in print or online at **www.cmd.faa.gov**.

#14041: The FAA Budget Process
Course provides the historical background necessary to understand the Federal and FAA budget processes. Covers the topics of budget cycles and resource management. Not intended as a training tool for budget analysts. Target audience is general for overall employee development. Individual topics within this course can be found in the Stand-alone Modules (SAMs) #036 - #039.

STAND ALONE MODULES (SAMs)

SAMs are short courses on a variety of pertinent topics and are available to all employees. Some SAMs are, in fact, separate modules of correspondence courses, e.g., **Introduction to Basic Labor Relations** and **The FAA Budget Process**. SAMS can be used as "refresher" training or kept as reference materials. SAMs, when completed, are not documented in an individual's Permanent Training Record.

SAM 011: Staff Specialist
This Stand-Alone Module (SAM) is a review of the concepts and the skills used in doing staff work which were covered in the correspondence study course. Course includes developing a staff study written report using an outline and other materials that are provided.

SAM 030: Formal Discipline Process and Procedures *(also available online*)*
This Stand-Alone Module (SAM) is intended to be an introductory lesson or refresher which includes Formal Discipline, Determining Just Cause, Formal Penalties, and The Formal Discipline Process.

SAM 031: Grievance and Appeal Procedures *(also available online*)*
This Stand-Alone Module (SAM) is intended to be an introductory lesson or refresher which includes Employees' Rights to Review, Grievance Defined, The Administrative Grievance Process, What is Grievable, What is an Appeal, The Appeal Procedure, and Supervisor's Responsibilities.

SAM 032: Basic Labor Relations: *Overview* *(also available online*)*
This Stand-Alone Module (SAM) is intended to be an introductory lesson or refresher which includes Historical Perspective; Hierarchical Structure; Campaign, Petition, and Election; and Roles, Rights, and Responsibilities.

SAM 033: Basic Labor Relations: *Statute* *(also available online*)*
This Stand-Alone Module (SAM) is intended to be an introductory lesson or refresher which includes Statute Overview, Formal Discussions, Information Requests, Obligation to Bargain, and Unfair Labor Practices.

SAM 034: Basic Labor Relations: *Agreement Administration and Grievances*
(also available online)* This Stand-Alone Module (SAM) is intended to be an introductory lesson or refresher which includes Agreements, Grievances, and Interest-based Bargaining.

SAM 035: Basic Labor Relations: *Conduct and Discipline* *(also available online*)*
This Stand-Alone Module (SAM) is intended to be an introductory lesson or refresher which includes Conduct and Discipline, Weingarten (Investigatory Meetings), Douglas Factors, and Arbitration.

SAM 036: The FAA Resource Triangle
This Stand-Alone Module (SAM) is designed to support field level supervisors and/or team leads in accomplishing specific work goals through an understanding of the ***FAA Resource Triangle*** *- Human Resources, Dollars, and Work.*

SAM 037: Federal and FAA Budget Processes: An Overview
This Stand-Alone Module (SAM) is intended to be an introductory lesson or refresher which includes Federal and FAA budget cycles, planning documents, budget execution, and FAA budget categories.

SAM 038: Budget Formulation: Developing an Organizational Budget
This Stand-Alone Module (SAM) is intended to provide an introductory lesson which includes budgeting and strategic planning, factors affecting budgets, components of a budget, justifying statements, and budget cycles.

SAM 039: Budget Execution: Controlling an Organizational Budget
This Stand-Alone Module (SAM) is intended to provide an introductory lesson which includes budget training, organizational goals, the budget control process, controlling budgets, and unauthorized procurements.

SAM ORDERING INSTRUCTIONS:

You may order your Stand-Alone Module by contacting the CMD Distance Learning Program Manager, Myles Lund, at (386) 446-7258 or by faxing or mailing a completed Order Form found on page 71.

The following SAMs are now available online at: www.cmd.faa.gov/LR-SAMS/

SAM	**030**	**033**
	031	**034**
	032	**035**

COMPUTER-BASED INSTRUCTION

In addition to CMD's web-based SAMs, the FAA's (CBI) **National Program Office** is responsible for the development and delivery of over **250 courses** using the latest CD, DVD, and web-based technology. The list of CBI courses is available at: http://www.academy.jccbi.gov/cgi/course.cgi?CHAP=CBI.

The CBI Office supports and maintains a vast network of state-of-the-art multimedia platforms located worldwide throughout the FAA. Through CBI, FAA workforce skills are developed, maintained, and enhanced.

You can contact the National CBI Office in Room 218 of the Academy Building, Mike Monroney Aeronautical Center in Oklahoma City, OK. Their phone number is (405) 954-4568, and fax number is (405) 954-4387.

e-Learning is available to all FAA employees with access to the Intranet/Internet. It provides for information technology, office automation, and Business Skills training delivery.

The FAA Academy, in conjunction with SkillSoft, offers more than 1000 titles. Courses can be downloaded for offline learning or accessed online from the desktop. Access the **e-learning home page** at http://www.faa-elearn.faa.gov/skillport/.

U.S. Department of Transportation - Federal Aviation Administration
CORRESPONDENCE STUDY ENROLLMENT APPLICATION

INSTRUCTIONS: Use this form for enrolling in correspondence study courses. It will serve as a source document for the correspondence study automated on-line processing system. Therefore, please print or type all information. In the blocks that are subdivided by short marks, the first character of information should occupy the left most subdivision. If your organization has no assignment routing symbol, please use an appropriate abbreviation in the "Routing Symbol" blank. For instance, station identifiers may be used as routing symbols for air traffic control facilities. Avoid unnecessary delays in your study plans by making certain all applicable data fields are completed correctly. Rules and procedures for enrolling in correspondence study courses are given on the reverse side of this form. **Previous editions of this form are obsolete and should be destroyed.**

After your completed application has been approved by your supervisor, a requirement of Order 3000.6C. Training, fold it along the fold lines indicated on the reverse side. Insert the folded form in a window envelope so the address of the Aeronautical Center appears in the widow and mail. Franked mail may be used for correspondence study enrollment application.

(1) SOCIAL SECURITY NO. | **A** | **(2) COURSE NO.** | **(3) COURSE TITLE** | **(3a) EDUCATIONAL LEVEL (Use Numbers Only)**

(4) E - Mail Address and Phone Number | **(5) Name (Last, First, Middle)**

(5a) ☐ **MANAGER** ☐ **SUPERVISOR** ☐ **NONSUPERVISOR** | **(5B) YEARS OF SERVICE**

(7) MAILING ADDRESS **(Where Course Materials Are To Be Shipped)**

(8) CITY | **(9) STATE** | **(10) ZIP CODE**

(11) ROUTING SYMBOL | **(12) FOREIGN COUNTRY** **(if any)** | **(13) GRADE/RANK.**

(14) This block for SIDP candidates only
SIDP level ☐ **1** ☐ **2** ☐ **3**

(15) SIGNATURE OF APPLICANT

(16) POSITION AND TITLE

(17) EMPLOYER OR SPONSOR IF OTHER THAN FAA

(18) REGION **(Example - AEA Eastern)**

(19) Non - FAA

(20) FACILITY OR OFFICE NAME

(21) MAILING ADDRESS

(22) CITY | **(23) STATE** | **(24) ZIP CODE**

(25) NAME AND SIGNATURE OF APPROVING SUPERVISOR
NOTE: Items 25 thru 29 are to be completed by the supervisor
Print Name: _____
Signature: _____

(26) DATE

(29) APPROVING SUPERVISOR'S E - MAIL ADDRESS AND PHONE NUMBER
E-Mail Address: _____
Phone Number: _____

(6) SERVICE **(Check One Box)**
- ☐ AIRWAY FACILITIES
- ☐ AIR TRAFFIC
- ☐ FLIGHT STANDARDS
- ☐ LOGISTICS
- ☐ SYSTEMS MAINTENANCE
- ☐ OTHER **(Specify)**

FOR FAA ACADEMY USE ONLY
SERVICE ☐☐ **NON - FAA** ☐
COURSE MATERIAL ISSUED ☐ **FINAL EXAM REQUIRED** ☐

ENROLLMENT TYPE
☐ **PREREQ** ☐ **REIMB**

(27)
THIS COURSE IS REQUESTED AS:
- ☐ **As prerequisite for additional training**
- ☐ **As part of an integrated program**
- ☐ **A training requirement**
- ☐ **Career Development**
- ☐ **Refresher training**
- ☐ **Follow - on training**

(28) JUSTIFICATION **(For courses Not Job Related)**

AC Form 3145 - 2 (4/02) Supersedes Previous Editions

SEND COMPLETED FORM TO: Mike Monroney Aeronautical Center, Attn: AMA-310C
P.O. Box 25082
Oklahoma City, Oklahoma 73125-4955

Return To:

Mike Monroney Aeronautical Center **Attention: AMA - 310C**
P.O. Box 25082
Oklahoma City, Oklahoma 73125 - 4955

PRIVACY ACT NOTICE FOR: AC FORM 3145 - 2. This information is provided pursuant to Public Law 93 - 579 (Privacy Act 0f 1974), December 31, 1974, for individuals completing Federal nomination for training forms...AUTHORITY - The Government Employees Training Act of 1958 (U.S. Code, Title 5, Sections 4101 to 4118). The AC Form 3145 - 2 is used for the following purposes: (1) Enrollment form requesting correspondence study training; (2) Input document to the Consolidated Personnel Management Information System (CPMIS); and (3) Acceptance Form...EFFECTS OF NONDISCLOSURE - The disclosure of this information is voluntary; however, omission of an item means you may not receive full consideration for training in which this information is needed... INFORMATION REGARDING DISCLOSURE OF YOUR SOCIAL SECURITY NUMBER UNDER PUBLIC LAW 93 - 579 SECTION 7(b) - Disclosure by you of you Social Security Number (SSN) is mandatory to obtain the services, benefits, or processes that you are seeking. Solicitation of the SSN by the United States Office of Personnel Management is authorized under provisions of Executive Order 9397, dated November 22, 1943. The SSN is used as an identifier throughout your Federal career from the time of application through retirement. It will be used primarily to identify your records that you file with the Office of Personnel Management or agencies. The Office of Personnel Management and other Federal agencies in connection with lawful requests for information about you from your former employers, educational institutions, and financial or other organizations also will use the SSN. The information regulations and published notices of systems of records. The SSN also will be used for the selection of persons to be included in statistical studies of personnel management matters. The use of the SSN is made necessary because of the large number of present and former Federal employees and applicants who have identical names and birth dates, and whose identities can only be distinguished by the SSN.

RULES AND PROCEDURES FOR ENROLLING IN CORRESPONDENCE STUDY COURSES

ENROLLMENT PROCEDURES (ORDER 3000.6C)

a. All FAA enrollees must complete blocks 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 15, 16, 18, 20, 21, 22, 23, and 24.

b. If you are enrolling in a management courses then you must complete blocks 3a, 5a, and 14. Use the chart below:

00	
01	NO FORMAL EDUCATION OR SOME ELEMENTARY SCHOOL
02	ELEMENTARY SCHOOL COMPLETED
03	SOME HIGH SCHOOL
04	HIGH SCHOOL GRADUATE OR CERTIFICATE
05	OCCUPATIONAL PROGRAM - UNFINISHED
06	OCCUPATIONAL PROGRAM - COMPLETED
07	SOME COLLEGE - LESS THAN ONE YEAR
08	1 YEAR COLLEGE
09	2 YEARS COLLEGE
10	ASSOCIATE DEGREE
11	3 YEARS COLLEGE
12	4 YEARS COLLEGE
13	BACHELOR'S DEGREE
14	POST - BACHELORS
15	FIRST PROFESSIONAL DEGREE
16	POST - FIRST PROFESSIONAL
17	MASTERS DEGREE
18	POST - MASTERS
19	SIXTH - YEAR DEGREE
20	POST - SIXTH YEAR
21	DOCTORATE DEGREE
22	POST - DOCTORATE

d. Supervisors must complete blocks 25, 26, 27, and 29. If the course is not job related a justification must be given in block 28.

e. Applications should be forwarded to the address at the top of this page. Franked mail may be used for correspondence study enrollment applications.

ENROLLMENT BY NON - FAA PERSONNEL (ORDER 30006.C)

Personnel of other federal organizations, state and civil aviation groups, and foreign countries may enroll in correspondence study courses as FAA Academy resources permit.
Requests for enrollment of foreign students and requests for test materials for use in foreign countries shall be made through the Office of International Aviation Affairs. Reimbursement charges will be made in accordance with established policy.

If you are an international student complete blocks 2, 3, 5, 7, 8, 9, 10, 15, 16, 17, 21, 22, and in block 19 put ICO.

Request for enrollment by other federal and state organizations and individual must include reimbursement charges (check) or billing instructions.

If you are a non - FAA enrollee you must complete blocks 1, 2, 3, 4, 5, 7, 8, 9, 10, 15, 16, 17, 21, 22, 23, 24, and in block 19 put SPC. Your supervisor should complete blocks 21, 22, 23, 24, 25, 26, 27, and 29.

NOTE: All enrollments are subject to approval of the Superintendent, FAA Academy, based on Academy capabilities and resources.

AC Form 3145 - 2 (4/02) Supersedes Previous Editions

STAND ALONE MODULE ORDER FORM

NAME _____ DATE _____

WORK PHONE # _____ FAX # _____

HOME PHONE # _____

FACILITY _____ ROUTING SYMBOL _____

ADDRESS _____ REGION _____

_____

CITY _____ STATE _____ ZIP _____

FOR CMD USE ONLY

SAM #	TITLE	QTY#	SENT	BACK ORDERED

DIRECTIONS:

1. **Make copies of this blank form to use for placing orders for additional Stand Alone Modules.**

2. **FAX** the completed form to **(386) 446-7200** or **mail to:**

CMD DISTANCE LEARNING PROGRAM MANAGER
AHM-100 / Myles Lund
FAA/CMD
4500 Palm Coast Parkway S.E.
Palm Coast, FL 32137-8011

MANAGERIAL SUCCESS PROFILE COMPETENCY DEFINITIONS

Accountability and Measurement --- Takes responsibility for achievement of established performance objectives; acknowledges personal failures as well as achievements; establishes accountability for achieving objectives; uses accepted procedures to monitor progress and identify problem areas; reaches agreement with other managers on common goals and mutual accountability; and evaluates organizational successes and failures and applies lessons learned.

Agility --- Works effectively under pressure (flexible, adaptable, resilient); changes viewpoints, behavior, and work methods in response to new information; copes with complex or ambiguous situations; demonstrates a positive attitude toward achieving results; recovers quickly from setbacks; pursues self-development based on feedback; and learnes from experience (failures and successes).

Building Alliances --- Represents FAA and organizational positions effectively to stakeholders; understands the organization's impact on stakeholders; fosters networks, alliances, and other business relationships, recognizes and develops common ground among a wide range or organizational stakeholders (e.g., other operational units, labor, industry, public, international, or other government entities); and builds and maintains external stakeholder trust and confidence.

Building Teamwork and Cooperation --- Uses teamwork effectively to achieve business results; capitalizes on the diversity of talent to enhance team performance; encourages differing opinions to be expressed and respected; coaches teams toward goal achievement; equips teams with resources to accomplish objectives; anticipates barriers and resistance to change and looks for solutions; and works effectively across functions and cultures (e.g., facility, office, organization).

Building a Model EEO Workplace --- Creates an environment in which people thrive and accomplish their best results; recognizes and rewards high performance; encourages people to take pride in their work; manages people effectively in a multicultural work environment; prevents or eliminates discrimination and harassment; understands and respond to the differing needs of people; promptly addresses problems, disagreements, and conflicts in the work environment; and demonstrates leadership and commitment in creating and maintaining a model EEO workplace.

Business Acumen --- Uses business analysis skills to justify resource requirements (e.g., cost-effectiveness, return on investment); works with other managers to resource critical priorities (e.g., business and aerospace safety objectives); aligns available resources with business objectives; makes appropriate people and budget adjustments to achieve objectives; allocates and managers human, financial, and material resources effectively; and tracks costs of doing business.

Communication --- Communicates openly and honestly; listens effectively and communicates understanding; effectively interprets intent, influence, and non-verbal elements of communication; fosters open exchange and exchange of ideas and knowledge; tailors communication style to fit different groups and circumstances; and facilitates lateral communication.

Customer Focus --- Actively seeks customers' feedback and suggestions regarding organizational performance; uses customers' feedback and suggestions to enhance organization's effectiveness; shares information and ideas with customers; plans for and adapts to customer's changing situations and requirements; and recognizes the needs and constraints of customers and other stakeholders (e.g., political and economic factors).

Developing Talent --- Provides constructive feedback to employees to facilitate their development; coaches, mentors, and guides development of employees; plans for the development and deployment of talent (e.g., new equipment/procedures, turnover, organizational requirements); focuses training and development investments on defined priorities; makes duty assignments to provide development opportunities (e.g., details).

Innovation --- Acts as a leader for operational or organizational change; models creative thinking and innovation; challenges the status quo (e.g., seeks better efficiency, effectiveness); helps others build realistic expectations toward organizational change; enables implementation of new ideas and innovative approaches; supports and rewards individuals who take responsible risks; and champions implementation of new systems and technology.

Integrity and Honesty --- Acknowledges personal failures as well as achievements; leads with consistency, dignity, compassion, and integrity; demonstrates and fosters high standards and ethical behavior; fulfills commitments; stands behind decisions; presents viewpoints with courage and conviction; and models commitment to public service and the mission of the FAA.

Interpersonal Relations and Influence --- Builds and sustains commitment to decisions; collaborates with others to achieve results; helps build consensus; consistently treats others with respect; builds rapport with other managers; and handles emotionally charged or controversial issues responsibly.

Managing Organizational Performance --- Sets key individual and organizational performance objectives; effectively addresses individual and organizational performance issues; adjusts the way work is performed to meet changing conditions and demands; instills a sense of individual responsibility, importance, and pride for organizational performance; takes corrective actions to ensure that critical programs meet budget and schedule requirements; and adopts new management procedures and available technology to improve quality and productivity.

Problem Solving --- Provides clear direction but gives space for initiative and creativity; resolves organizational issues that impede success; anticipates the impact and consequences of decisions; recognizes and takes into account that managing involves a variety of complex factors; engages affected parties (stakeholders) in making critical decisions; makes tough decision; seeks win-win solutions in the face of multiple viewpoints; and helps resolve problems beyond own function that affect overall unit or organizational performance.

Strategy Formulation --- Balances a long-term view of mission and purpose with short-term requirements; determines objectives and sets priorities; identifies immediate and longer range objectives; analyzes the potential effects of different options and determines appropriate course of action; and plans for changing trends that can affect operations.

Vision --- Builds a shared vision with others across the organization; communicates organizational direction and priorities clearly; anticipates changes that will impact mission (e.g., economic, technological, political, etc.); looks for trends to determine how the organization will change in the future; articulates the connection between the efforts of employees and the mission of the agency; and engages others in translating vision into action.