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FASTFACT
HUMAN RESOURCES

AICPA

December 24, 1997

JANUARY TRAINING CALENDAR

COURSE	LOCATION	DATE	TIME
Individual Development Programs			
The Leader in Each of Us	Room C	Wed., Jan. 7th	9-1
Time Management	Room 1	Wed., Jan. 14th	9-1
The Basic Principles for a Collaborative Workplace	Room 1	Wed., Jan. 21st	9-1
Facilitating for Results (2-day session)	Room C	Thurs., Jan 22nd Fri., Jan. 23rd	9-5
Management Development Programs			
The Challenge of Team Leadership	Room C	Tues., Jan. 13th	9-1
STAR	Room C	Thurs. Jan. 15th	9-5
Building a Foundation of Trust	Room C	Tues., Jan. 20th	9-1
Launching & Refueling Your Team	Room C	Tues., Jan. 27th	9-1
Team Performance Programs			
The Team Advantage	Room C	Thurs., Jan. 29th	9-1
CPEs for CPAs			
AICPA Experts' Premier Federal Tax Update		to be determined	

- To register for any of the above courses, **please e-mail the Human Resources mailbox**. You will receive a confirmation a week prior to the class.
- **TRAINING COSTS/CANCELLATIONS**: **You will note a course cost reflected with each class. This is to give staff an idea of the cost of training. Although your team will not be charged for attending a class, your team activity will be charged if you cancel or do not attend a class for which you registered. Unfortunately, we have experienced many last minute cancellations and no-shows which have drained training resources and reduced opportunities for others. Please enroll with the intention of attending the class and block that time out in your schedule.**
- If you need assistance, please contact Gabrielle Ulla at X3831.
- Program descriptions are attached.
- ***WATCH FOR THE NEW JANUARY-JULY 1998 STAFF CATALOG COMING TO YOU SOON!!***

FACILITATING FOR RESULTS (Conducting Effective Meetings)

This two day format offers participants greater opportunity to gain competence over the skills needed to effectively lead meetings.

Recommended for all employees who lead meetings.

$200

This course gives meeting leaders the skills necessary to effectively facilitate a variety of meetings. Participants learn practical skills that enable them to lead meetings that generate productive results by drawing on the knowledge, ability, and creativity of individual group members. At the completion of this training, participants will be able to:

- Plan for a focused meeting.
- Start a meeting by reviewing the purpose, desired outcome(s), ground rules and agenda.
- Use facilitation techniques to encourage a wide range of views on discussion topics.
- Explain the difference between meeting process and meeting content.
- Keep the discussion on track while maintaining an appropriate meeting pace.
- Assign action items and make follow-up plans to conclude a meeting.
- Explain how to evaluate a meeting.
- Describe how they plan to use the skills from this unit in meetings they lead.

LEADERSHIP 2000 Series

Recommended for **all employees**. This series of twelve modules provides a foundation of one-on-one interpersonal skills, plus the enhanced skills that support team initiatives, quality improvement, and process improvement efforts. In our team environment, it is important that all staff develop leadership skills and leadership is one of our seven key business competencies. **Each module is approximately 4 hours long.** Please select the modules that meet your needs. **The modules below are being given for the month of January.**

$40 per module

The Leader in Each of Us

Today, organizations face a host of competitive challenges, many of which were not visible even a few years ago. One of the key approaches for responding to these challenges is to develop leaders at every level of the organization. In this unit, participants explore some of the pressures for high performance that characterize today's workplace, including the need to deliver innovative, high quality products in shorter and shorter time frames. This unit defines the expanded, flexible role that individuals in both formal and informal leadership positions must assume in order to ensure success in a business world in constant flux.

The Basic Principles for a Collaborative Workplace

Organizations today require a workplace where everyone is willing and able to work together in new and collaborative ways. Collaboration positively impacts productivity, quality, customer expectations, and overall organizational performance. This unit shows how *The Basic Principles* create a climate where everyone is able to cooperate, share ideas, and work together for a common purpose. *The Basic Principles* provide a set of behaviors for putting an organization's shared values into practice to develop a strong network of relationships at every level of the organization.

MANAGEMENT DEVELOPMENT PROGRAMS

TEAM LEADERSHIP SERIES

*Recommended for **all staff with supervisory responsibility and team leaders**. Team Leadership gives the participants the understanding and skills they need to become leaders of successful teams. Overall, the program helps team leaders master the demanding new role required in expanding the involvement, commitment, leadership responsibility, and productivity of teams. The program addresses leadership issues relating to functional, cross-functional, conventionary supervised, and self-managed teams. This is a companion to the Team Advantage series. Each module is approximately 4 hours and can be taken separately.* **The modules below are being given for the month of January.**

$40 per module

The Challenge of Team Leadership

This unit examines the reasons organizations of the 90's are moving to teams and the special challenges this shift poses for team leaders. Participants analyze the forces that are moving them toward teams and discover how their own approach to leadership must evolve as a result. With this analysis, leaders develop a personal plan to reshape their own roles for more effective results.

Building A Foundation of Trust

This session helps leaders learn what to say and do to elicit the best efforts from team members in a world of fast-changing markets, frequent organizational upheavals, and increasing employee diversity. Participants explore how *The Basic Principles* can help them create the sense of trust that teams need in order to be creative, take risks, and try new approaches at each stage in the team's development.

Launching & Refueling Your Team

All teams need special care and feeding at various points throughout their existence. This unit consists of 14 tools and techniques leaders can use to get their teams started and keep them on track. Example include: preparing a mission statement, setting goals, evaluating progress, learning from mistakes, celebrating a success, and disbanding a team.

System to Accept Responsibility for Job Performance (STAR)

This course is required for all staff who have supervisory responsibility.

$30

STAR is a performance/discipline system which focuses on building commitment, self-discipline and individual responsibility for all employees. You will learn how to recognize and reinforce good performance which is a key component of this system and effective coaching methods. STAR will provide managers with effective techniques for addressing performance issues before they require formal disciplinary actions.

TEAM PERFORMANCE PROGRAMS

TEAM EFFECTIVENESS SERIES

Recommended for all employees. *Team effectiveness gives individuals the understanding and skills they need to become members of teams in which everyone shares responsibility for the team's performance. The program helps team members master the demanding new roles required in organizations that want to expand the overall authority, decision-making responsibility, and involvement of employees. Participants can take the whole series, or select the modules they need. These modules are most effective when teams sign up to take them together.* **The module below is being given for the month of January.**

$40 per module

The Team Advantage
In an overview of the new team-oriented workplace, participants look at different kinds of teams organizations are creating and explore how teams help organizations meet today's competitive challenges.

CPE FOR CPAs

AICPA Experts' Premier Federal Tax Update (ATU)

For staff CPAs.

$80

An annual "don't miss" course. Not only the latest development in all areas of federal taxation, but also how it all plays out in practice. In other words, what new legislation, regs, ruling and case law will really mean to you. By attending this course, you will gain a thorough understanding of recent changes and developments in tax law and procedures and the ability to accurately apply these changes to tax planning and tax return preparation and to matters before the IRS. Recommended CPE Credit of 8 hours.

Anticipated delivery January 1998. Watch FASTFACT, VIC, and your e-mail for details.