

# Management Development Certificate (MDC) Program Course Descriptions

**Please note:** Required and elective courses may vary between different MDC Enrollment periods. MDC participants should refer to their MDC Curriculum to determine their required and elective courses.

MDC participants may check the MDC Curriculum for schedules of course offerings by visiting the Delaware Learning Center on our web site: <http://hrm.omb.delaware.gov/training/>.

MDC participants should check website listings often for regular updates throughout the year.

**Except where indicated, courses are one-day and have no fee and online courses are self-paced and can be started and stopped at the participant's convenience.** When you request a course that requires a fee, ensure your supervisor is included in the approval process.

## **REQUIRED COURSES:**

### **360 Degree Feedback (\*only for MDC participants) (estimated fee: \$175)**

This process, which includes a half-day orientation session and a full-day workshop will help MDC participants to get a better understanding of how they and others view their communication, management, and leadership skills. Through an online 360 Degree Survey, participants will assess their own performance and obtain feedback from their supervisor, direct reports, peers, and customers (internal or external) in a constructive and confidential way. The overall objective is to provide participants with valuable information to help them develop desired areas for growth and specific competencies from the MDC program.

### **Diversity: Food for Thought**

This one day course will provide you with a new approach to diversity. You will be given ideas on how to value diversity in your workplace and learn how to acknowledge differences. You will also learn how to successfully build relationships with people of diverse backgrounds.

### **Ethical Conduct in Government (½ day)**

The State Code of Conduct sets forth specific ethical standards to guides the conduct of State employees, officers, and officials. This seminar provides information on prohibited conduct. It also discusses the role of the State Public Integrity Commission in issuing advisory opinions on whether certain conduct is prohibited, granting waivers to specific prohibitions where permitted, and investigating complaints of unethical conduct.

**Fundamentals for Leadership Series, which includes the following seven courses:** All courses are half-day, unless noted otherwise. **Please note four of the courses require a fee of \$60 and you need to ensure your supervisor is included in your request for approval to attend:**

**1. Basic Principles of Leadership: Building Trust Under Pressure (Fee \$60)**

This course presents a set of basic leadership principles that are the foundation for the Fundamentals for Leadership Series. Regular use of these principles will enable participants to build trust with others, establish a network of effective relationships, maintain a positive work environment, and defuse highly charged situations with others.

**2. Providing Constructive Feedback (Fee \$60)**

This course provides skills that let participants give constructive feedback in a way that builds openness and mutual respect, and promotes problem solving and learning.

**3. Developing Others (Fee \$60)**

This course provides skills for helping others expand their capabilities so they have the confidence to take on new challenges and work more independently.

**4. Correcting Performance Problems (Fee \$60)**

This workshop provides a set of skills for addressing recurring or serious performance problems to get an individual's performance back on track.

**5. Recognizing Positive Results**

This workshop provides skills to encourage and reinforce employee actions that lead to optimal performance.

**6. Planning & Reviewing Performance (9:00 a.m.-4:00 p.m.)**

This course provides participants with skills and tools for clarifying expectations and for conducting effective performance reviews that recognize successful performance and plan for improvement or development, using the State of Delaware's Performance Review process.

**7. Problem Solving (9:00 a.m.-4:00 p.m.)**

This course provides participants with skills, strategies, and tools for collaborative problem solving by focusing on integrating the two fundamental components: people and process.

**HR Basics (Online) (Self-paced)**

This course provides an overview of human resource policies and procedures. Topics include: human resource practices, the hiring process, workplace expectations and issues, performance management, and an overview of HRM (Human Resource Management) sections.

**Know Your State Government (Online) (Self-paced)**

This course outlines the organization and functions of Delaware's State Government. This course presents an overview of the three branches of government and how they are interrelated, with a primary focus on the Executive Branch of Delaware government. The budget process is outlined and discussed.

**Principles of Quality: An Introduction**

This course is an introduction to core concepts and principles of performance improvement using a systems approach to continuous quality improvement. The course is team-taught using instructors from several State agencies who are experienced and knowledgeable in working with organizations implementing quality processes.

**Principles of Quality: Customer Service and Employee Engagement**

This is a high-level course on providing effective customer service and employee engagement. The course focuses on identifying customers and getting feedback on satisfaction; and on using a participatory management style. The course is team-taught using instructors from several State agencies who are experienced and knowledgeable in working with organizations implementing quality processes.

**Workforce Planning**

Introduction to Workforce Planning - Effective workforce planning is a continuous process that ensures an agency has the right number of people in the right jobs at the right time. With almost 30% of state employees eligible to retire in the next few years, agencies must think strategically about how to prepare for the potential retirement exodus. This course describes the workforce planning process and its objectives, and is designed for those who may be called on to participate in the workforce and succession planning process as well as Human Resources staff that will support it. A detailed description of the workforce planning model, tools, and techniques will be presented. Examples of specific agency workforce planning strategies, factoids, state demographics, and discussion of issues surrounding our multigenerational workforce will also be discussed.

**ELECTIVE COURSES: Required to attend at least four elective courses.**

**Coaching and Counseling**

Managers and supervisors who wish to influence, direct, teach, and motivate employees need to develop expertise in two essential skills: coaching and counseling. Anytime we teach a new skill, we are coaching. Anytime someone seeks us out for assistance or advice, we are counseling. Benefits and

guidelines for each skill will be discussed, as well as those for giving effective feedback. This course is intended for managers, supervisors, and certificate participants.

### **Conflict Resolution**

Focusing on effective communication and collaborative problem solving skills, the conflict resolution workshop provides participants with a basic understanding of conflict management styles and techniques to achieve win-win solutions; communication techniques and a problem solving process for resolving conflict themselves or assisting others to resolve differences. This interactive training will include lecture, discussion, and large/small group activities. The skills acquired in this course are applicable in the workplace as well as the home and community settings.

### **DEL Tutorial (Online) (Self-paced)**

This online tutorial includes an overview of the DEL (Delaware Employment Link) system, creating hiring requisitions, managing the referral list, and managing the e-list in DEL

### **Emotional Intelligence**

It's not just knowledge and technical skills that get you hired and promoted anymore. Today's employers are looking for people who can recognize and handle their emotions and who can relate well to others. Using a combination of discussion, small group activities, and individualized exercises, this course will describe the various dimensions of Emotional Intelligence (or EQ). Participants will learn about interpersonal and intrapersonal dynamics and how it is important in the workplace. You will learn how to improve your Emotional Intelligence for a more productive lifestyle at work and home.

### **Facilitation Skills for Planning Meetings**

A facilitator's role is to keep a group on track, and provide a structure and process so that it can succeed in achieving the group's purpose. This course is designed to help managers and supervisors use effective facilitation skills in planning meetings and can be successfully applied in any type of group: team meetings, training environments, and gathering input from others. Participants will learn basic facilitation skills, understand how these skills are utilized to maximize the involvement of participants in any group, and understand how these skills can be applied in learning situations, interviewing/data collection, and groups/teams. This interactive session will provide participants with the opportunity to practice basic facilitation skills in a supportive environment. Learn how to tap into the benefits of learning and collective wisdom that occurs through the effective use of facilitation.

### **Knowledge Transfer**

Through group discussion and activities, this course offers participants the opportunity to explore different knowledge management strategies. Participants will practice and receive practical tools to capture and transfer knowledge that can be beneficial for individuals, supervisors/managers, teams, and agencies.

### **Managing Generational Differences**

Generational conflict costs organizations in many ways, including lost productivity and low morale. This course is designed to educate and stimulate positive interaction among participants. It will also show you ways to dramatically reduce workplace conflict and provide managers and supervisors with strategies for effectively addressing generational differences in a positive way.

### **Project Management**

This course teaches you how to confront real-life project challenges with basic project and change management tools and techniques. Through hands-on interactive exercises with your peers, you will learn how to successfully plan, manage, and deliver projects.

### **Selection Interviewing Online Tutorial (Online) (Self-paced)**

Participants taking this course will learn the purpose of interviewing, how to develop interview questions, what questions to avoid, how to determine the best candidate, and more.

**Using the Employee Assistance Program (EAP) as a Performance Improvement Resource (½ day)**

Do you have problems with your employees with lateness, absenteeism, poor attitudes, friction with other employees, difficulty concentrating, or following directions?

Do you have difficulty confronting employees about performance issues?

Do you feel yourself becoming involved in your employees' personal problems?

If you answered "yes" to any of the above, then this training is for you! This seminar is designed to inform managers and supervisors on how they can use the EAP to improve performance.

**Work Process Improvement Tools and Techniques**

This one-day course is designed as a follow up to our Principles of Quality courses, and emphasizes a hands-on approach to solving problems by focusing on a number of problem solving tools; including flowcharting, cause and effect diagrams, and brainstorming to provide participants the opportunity to practice using these tools.