

**WEST VIRGINIA DEPARTMENT OF TRANSPORTATION**  
**DIVISION OF HIGHWAYS**  
**HUMAN RESOURCES DIVISION**



**SUPERVISORY TRAINING COURSE CATALOG**  
**FISCAL YEAR 2018**

# Instructors

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- B.S., West Virginia State College  
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# What's new for 2018?

➤ **“Keeping Your Cool: How to Handle Workplace Aggression” (3 CEUs)**

In order to prevent workplace violence, it is essential that managers and employees are able to identify individuals who could become violent and understand how to diffuse dangerous situations. Violent behavior does not appear out of nowhere. Violence accounts for roughly one quarter of work related deaths in the United States. There are different behaviors that indicate possible violence over time. In this hands-on training, we will learn how to identify specific aggressive behaviors and how to handle them, how to differentiate between hostile and malicious behaviors, learn some positive and negative statements that affect others' aggressive behavior, and how we can keep our own aggression levels from becoming a problem.

➤ **The Good, The Bad and The Ugly: Managing Positive and Negative Behaviors in the Workplace (3 CEUs)**

Every organization has employees that exhibit positive behavior and negative behavior. Positive behavior is easy to address, but is often ignored. Negative behavior takes more effort to address but is often ignored. In this course, we will examine, the good, the bad and the ugly behaviors that are often exhibited in the workforce. The training will address steps that a supervisor can take to address behavioral issues, tips for documentation and identify a proven method for handling difficult conversations.

**Note: This workshop is also available as an e-Learning course.**

➤ **Critical Thinking for Supervisors (3 CEUs)**

We live in a knowledge based society, and the more critical you think the better your knowledge will be. Critical Thinking provides you with the skills to analyze and evaluate information so that you can obtain the greatest amount of knowledge from it. It provides the best chance of making the correct decision, and minimizes damages if a mistake does occur.

Critical Thinking will lead to being a more rational and disciplined thinker. It will reduce your prejudice and bias which will provide you a better understanding of your environment. This workshop will provide you the skills to evaluate, identify, and distinguish between relevant and irrelevant information. It will lead you to be more productive in your career, and provide a great skill in your everyday life.

**Note: This workshop is also available as an e-Learning course.**

➤ **“We Have to Start Meeting Like This” (3 CEUs)**

This training course is designed to give you the basic tools you need to initiate and manage your meetings. You will learn planning and leading techniques that will give you the confidence to run a meeting that will engage your attendees and leave a positive and lasting impression.

# Past Courses

➤ **Dr. Who? (6 CEUs)**

Travel with Time Lord, Doctor Who to examine a world of peculiar people and explore your core being. Who are some of these strange people that I work with? Why does my boss get so irritated with me? How do I communicate with that employee that is so different from the rest of the crew? The internationally recognized Keirsey™ Temperament Sorter® II will help you understand yourself and discover normal differences in people. The application of this knowledge can help in enhancing relationships and organizational outcomes.

➤ **Generational Gaps in the Workplace (3 CEUs)**

The ability to relate and communicate effectively with all types of people is one of today's leadership skills. There are many situations that are, and many that are not, generational in nature. Today's most effective organizations seek out the diversity represented by our multi-generational workforce. Today's best companies also recognize and appreciate the variety of perspectives, styles, and opinions of these groups. This workshop will explore the four different generations in today's workforce and how to manage these groups.

**Note:** This workshop is also available as an e-Learning course.

➤ **Leadership in Action (3 CEUs)**

Leadership is not telling others what to do. Leadership is inspiring others to do what needs to be done. Many people around the world who are in leadership positions are not leaders. Dictators call themselves leaders but they are not – they are tyrants. Genuine leaders take a stand and motivate others to join them in a noble purpose. What is it that makes a leader, and what separates the good from the great? This workshop will explore what actions a leader displays and examine what makes a great leader.

➤ **Ethical Intelligence: A Roadmap for Making the Right Decision (3 CEUs)**

The Ethical Intelligence training session can help strengthen the core ethics of your district or division. The training session serves as a roadmap on how to make the right choices in the workplace. It also gives supervisors tools for recognizing unethical behavior in their employees and the characteristics that make up an ethical employee. A look at the WV Ethics Act will allow participants to gain a greater understanding of ethical behavior required for state agencies as it

relates to Private Gain, Gifts, Dual Compensation and other issues. Sometimes ethical decisions are very easy to make and the answer is always clear. At other times, the line between right and wrong is blurry. What is right for one situation may be wrong for another. This session includes guidelines that teach the participants how to make the best possible choice.

By the end of this workshop, the participant will be able to:

- Define workplace ethics
- Identify universal rules of ethics
- Recognize characteristics of an ethical employee
- Analyze five principles of ethics
- Examine The Ethics Act
- Identify common ethical violations by employees
- Provide a model to help make ethical decisions

➤ **On Common Grounds (3 CEUs)**

It is common for organizations to address their diversity issues in a legalistic and policy-driven way; employees are introduced to harassment and anti-discrimination policies. Although these activities may be recommended for legal reasons, they are unlikely to significantly improve diversity relations. A list of detailed policies in an employee manual probably will not make your employees help each other reach their maximum potential.

In this workshop, you will be introduced to a less controversial approach to working with people that may be different than yourself.

By the end of this workshop, the participant will be able to:

- Define what conversity® is and what it is not
- Recognize commonalities we share with others and focus less on differences
- Explain the importance of communication with personal and professional issues
- Recommend behavioral tools for fostering a more cohesive workplace

➤ **Teamwork Part I: Creating an Effective Team (3 CEUs)**

People throughout history have come together in work groups to accomplish goals and tasks. Groups or teams have played a major role in our survival as human beings and in developing our cultures. Some would argue that our ability to work together was, and is, the key to human survival and advancement. In this class, you will learn about: the importance of the team socialization process and its outcomes, how team consensus affects our decision making, the

importance of cohesion, your personal effectiveness as a team member, your personal communication styles and how they affect working with your team, how your team's communication climate affects the work you do, and some differences in formal and informal leadership roles.

By the end of this workshop, the participant will be able to:

- Identify the five group socialization phases
- Identify the outcomes of socialization
- Discuss the importance of group consensus and how groupthink can affect decision-making in groups
- Discuss the importance of cohesion in workgroups
- Explain the importance of effective decision-making in your team
- Explain the problem-solving technique "The Five Whys"
- Identify your personal effectiveness as a team member
- Identify your workgroup's levels of performance
- Differentiate between formal and informal leadership roles

➤ **Teamwork Part II: Communicating Effectively in Your Team (3 CEUs)**

People throughout history have come together in work groups to accomplish goals and tasks. Groups or teams have played a major role in our survival as human beings and in developing our cultures. Some would argue that our ability to work together was, and is, the key to human survival and advancement. In this class, you will learn about: the importance of the team socialization process and its outcomes, how team consensus affects our decision making, the

importance of cohesion, your personal effectiveness as a team member, your personal communications styles and how they affect working with your team, how your team's communication climate affects the work you do, and some differences in formal and informal leadership roles.

By the end of this workshop, the participant will be able to:

- Discuss how relational communication affects your workgroup
- Identify your personal conflict-handling style
- Identify your personal communication styles
- Explain how to survive the ten most common communication mistakes
- Describe the seven listening sins and virtues
- Explain the nature of change and how it can be communicated more effectively in your team
- Explain innovativeness and how it affects teams in the workplace

➤ **Competency-Based Interviews: A Structured Behavioral Approach (3 CEUs)**

This course will prepare the supervisor to be more effective in developing and conducting candidate selection interviews. Lessons include: preparing to interview job candidates; types of job interviews; candidate competencies; how to develop selection interview questions; making objective, measurable assessments; and legal issues with interviewing. Activities will focus on developing and conducting interviews for new staff.

By the end of this workshop, the participant will be able to:

- Identify the three-step process of interviewing
- Identify the five main competencies
- Develop competency-based interviewing questions
- Explain how to develop a structured interview
- Identify interviewers' common mistakes

➤ **How to Argue and Win (3 CEUs)**

Over the years, you have probably had many arguments about controversial issues which were constructive, stimulating, and provocative. Along with these pleasant experiences, you have also probably had some confrontations you would like to forget. All of us have probably had arguments which resulted in hurt feelings, anger, frustration, confusion, embarrassment, and even damaged or broken personal and professional relationships. You might have even been



involved in an argument which resulted in physical violence. It is only natural that you might come to the conclusion that argument is to be avoided at all costs. However, in this workshop you will learn that arguments can be some of our very best communication experiences, or some of our worst. You will learn about the destructive and constructive sides of argument, how to create and present very logical, stimulating arguments over issues, how to analyze your adversary, and how to manage the relationships with those you conduct arguments.

By the end of this workshop, the participant will be able to:

- Define argumentativeness
- Explain the effects of verbal aggression
- Explain the benefits of effective argument
- Explain the Inventional System
- Analyze your adversary

➤ **Communicating With the Public (3 CEUs)**

Interacting with the public in your community is often times a critical agency function. Whether we are on the job or not, we are ambassadors of the Division of Highways. Therefore, effective communication skills and customer service are the keys to success in our professional and personal lives. Better service enhances productivity, and treating customers right the first time saves time and money. Creating satisfied customers reduces the likelihood that irate citizens will take their complaints to higher sources, or to a public forum where negative word-of-mouth can be damaging. In this workshop you will learn the basic communication process, how nonverbal language enhances your messages, what phrases and responses can trigger a negative feeling or emotion in a person or the public as whole, and how to active listening creates trust and builds relationships.

By the end of this workshop, the participant will be able to:

- Describe the basic communication process
- Explain how non-verbal behaviors send and enhance your message
- Describe how active listening creates trust and builds relationships
- Identify how to project an image of care and concern
- Identify phrases and responses that can trigger a negative feeling or emotion

➤ **Successful Negotiating (3 CEUs)**

Although we usually think of boardrooms, lawsuits, and million-dollar deals when we hear the word “negotiation,” the truth is that we negotiate all of the time. Did you ever decide where to eat dinner with your friends? Have you ever decided on chore assignments with your family? These are all situations which involve negotiating. In this workshop, you will learn the phases of

negotiation, tools to use during negotiation, ways to build win-win situations for all involved, and how to use a process to negotiate more effectively.

By the end of this workshop, the participant will be able to:

- Identify your negotiation style
- Identify the three phases of negotiation
- Identify the key skills for negotiation
- Establish your best alternative to a negotiated agreement
- Identify your zone of possible agreement
- Recognize your latitudes of acceptance/rejection
- Identify your walk away price
- Create a negotiation framework
- Provide common negotiation outcomes

➤ **The “Right Stuff:” Motivating Your Employees (3 CEUs)**

Employee motivation is becoming ever more important in our workplace as time goes on, and everyone agrees that a motivated workforce is far more likely to be a successful workforce. The happier and more professional an employee is, the better the results he or she will deliver for you. Of course, every employer wants to make sure that they have a workforce that will do the best work, but this does not simply mean making the job easier for employees. In fact, part of the problem of motivation is that where the job is too easy, employees become complacent. It's a challenge for all of us to deliver the right balance between a confident, motivated workforce and a workforce which is driven to attain goals. It's been described as a mix between the pleasure of a comfortable working environment and the fear of failure. No matter how it's characterized, it's important to get the right balance in order to ensure that you have a motivated workforce.

By the end of this workshop, the participant will be able to:

- Identify the importance of motivation and the employer's role in it and how the employee can play a part
- Method of employee motivation
- Describe Herzberg's theory of employee motivation and how it pertains to our workforce
- Identify personality type and how they fit into a plan for employee motivation
- Identify specific issues in the field, and address these issues

➤ **The Give and Take of Constructive Criticism (3 CEUs)**

One aspect of delivering constructive criticism is in knowing the right time and opportunity to deliver it. Some instances can be addressed on your employee's annual performance appraisal, while others should be addressed right away. If you deliver constructive criticism too soon, it could make the employee doubt his or her abilities and affect job performance. If delivered too

late, then the employee may ignore it altogether and dismiss any help at all. Identifying the key situations can help decide when you should deliver feedback. This workshop will help you understand what constructive criticism is, how it is used, and its purpose.

By the end of this workshop, the participant will be able to:

- Explain when feedback should take place
- Prepare and plan to deliver constructive criticism
- Determine the appropriate atmosphere in which criticism should take place
- Identify the proper steps to be taken during the session
- Describe how emotions and certain actions can negatively impact the effects of the session
- Set goals and explain the method used to set them
- Follow up with the employee after the session

➤ **Managing Rudeness at Work (3 CEUs)**

Failing to smile at co-workers, or even just having a tendency to smirk at someone's unusual request, may not seem like much at first glance. These seemingly innocuous behaviors can be costly in the long run. It's important then to be appraised of the nature of civility, its behavioral indicators, and why its practice is imperative within an organization. In this workshop, you will be introduced to the concept of civility and the idea that even a little consideration can go a long, long way. Signs of uncivil behavior, its costs and rewards, as well as the case for promoting civility in the workplace will be discussed.

By the end of this workshop, the participant will be able to:

- List steps for dealing with difficult people
- Identify and rephrase blunt wording for more professional communication
- Understand and demonstrate the use of to-do lists and the ABC prioritization technique
- Explain methods for handling typical office interruptions: visitors, phone calls, requests from the boss or subordinates
- Outline tactics for overcoming procrastination
- Develop an action plan to improve professionalism in work areas

➤ **Intense Conversations: Handling Annoying People (3 CEUs)**

Emotional intelligence is defined as a set of competencies demonstrating the ability one has to recognize his or her behaviors, moods, and impulses, and to manage them best according to the situation. Since we cannot be responsible for someone else's behaviors, we must learn how to improve ours so that when confronted with difficult, annoying people, we are better able to

handle the situation. This workshop will give you the tools you need to be emotionally intelligent in your workplace. An employee with high emotional intelligence can manage his or her own impulses, communicate with others effectively, manage change well, solve problems, and use humor to build rapport in tense situations. These employees also remain optimistic even in the face of adversity, are gifted in educating and persuading others and in resolving complaints. After all, we can only expect to control ourselves. Controlling others takes an immense amount of time and energy and can lead to stress and burnout. We aim to enhance our own communication with others by changing the way that we communicate with difficult people, thereby triggering positive change in their behaviors. This results in a healthier and more productive workplace.

By the end of this workshop, the participant will be able to:

- Explain when feedback should take place
- Prepare and plan to deliver constructive criticism
- Determine the appropriate atmosphere in which criticism should take place
- Identify the proper steps to be taken during the session
- Describe how emotions and certain actions can negatively impact the effects of the session
- Set goals and explain the method used to set them
- Follow up with the employee after the session

➤ **Knowledge Management (3 CEUs)**

Every organization is in danger of losing employee knowledge. Knowledge management helps your organization obtain and transfer valuable information before it walks out the door. It is an ongoing process designed to dispense company information in a user-friendly way for both current and future employees. The goal of this process is to preserve knowledge assets, enabling your organization to work more effectively.

By the end of this workshop, the participant will be able to:

- Minimize the risk and cost of lost knowledge
- Increase the speed by which individuals assuming new responsibilities become competent
- Create knowledge and skill repositories that support creative job and learning design
- Lower training costs through repurposing assets across various employee groups

➤ **To Coach or Not to Coach...That is the Question (3 CEUs)**

Supervisors and managers require the requisite knowledge, skills, and attitudes to engage in an effective and continuous coaching process. The process with staff must focus on delivery of services to clients. In order to coach staff to positive performance, the supervisor or manager must have a working knowledge of coaching skills that can be used to develop the full potential of staff. Supervisors and managers must be able to monitor and evaluate workers' abilities to foster open communication and effective feedback with clients. Coaching skills for supervisors will prepare the supervisor to model and teach the attitudes, knowledge, and skills necessary for effective job performance. It will also prepare the supervisor to structure supervisory conferences with staff members to review and monitor their work.

By the end of this workshop, the participant will be able to:

- Explain the four components of the GROW acronym and how each component applies to coaching employees
- Identify open and closed questioning techniques and their importance in coaching
- Identify negative attention behaviors in their employees
- List and explain the four guidelines for effective feedback

➤ **Big Results from Small Groups (3 CEUs)**

Working in a small group can be an exciting time when joint efforts are recognized and celebrated, when relationships with new people are formed, and when you can identify your contributions to making a small group effort successful. On the other hand, working in a small group can be frustrating due to the lack of cooperation that may exist among members, the possibility of the emergence of conflict, and the clash of personalities of group members. Regardless of the feelings you have about working and communicating in a small group, knowing about the small group communication process is beneficial.

By the end of this workshop, the participant will be able to:

- Define small group communication
- Differentiate among the eight types of groups
- Explain why individuals join groups
- Identify the benefits of small group communication
- Identify and describe the five informal group roles
- Identify the four-step process in decision making

➤ **Persuasion: Influencing Others for Effective Change (3 CEUs)**

Persuasion and arguing controversial issues can be very stimulating, challenging, and constructive. Because interest and enjoyment is so high in such situations, we could conclude that there are few more rewarding ways of interacting with people. Contrasted with these pleasant experiences are encounters which we would like to forget. All of us have probably participated in arguments which resulted in hurt feelings, anger, frustration, confusion, embarrassment, and even damaged or broken relationships. Such experiences may have led us to conclude that arguing is a destructive form of communication which should be avoided. Some people seem to go to almost any length to avoid a potential argument. In your role as supervisor, however, you must learn how to argue, or persuade, others both above and below you. Persuasion, or argument, is a constructive communication skill which you can develop or enhance. In this workshop you will learn how to: recognize constructive and destructive argument, how to prepare and organize your argument more effectively, how to defend your position and attack others' positions, and manage your relationships during arguments.

By the end of this workshop, the participant will be able to:

- Differentiate among ethos, logos, pathos
- List the five universal principles of influence
- Explain the importance of effective persuasion

➤ **Enhancing Your Nonverbal Communication Skills for Work (3 CEUs)**

Our nonverbal behaviors have a significant impact on human communication. In fact, it has been estimated that about two-thirds of the perceived meaning in any communication situation is likely to be stimulated by nonverbal messages. We can better understand these messages by investigating the different factors that affect our nonverbal communication. In this workshop, you will discover why many people fail at communication; how verbal and nonverbal messages work together; why nonverbal messages are often more important than verbal ones; identify myths about nonverbal communication; explore the eight categories of nonverbal messages; explore the supervisor-employee relationship from a nonverbal communication context; and identify specific strategies you can use to improve your nonverbal communication skills.

By the end of this workshop, the participant will be able to:

- Discover why many people fail at nonverbal communication
- Explain how verbal and nonverbal messages work together
- Explain why nonverbal messages are often more important than verbal ones
- Explore some of the eight categories of nonverbal messages
- Determine your personal communicator style
- Identify specific strategies you can use to improve your nonverbal communication skills

➤ **Taming the Dragon: Managing Verbal and Physical Aggression in the Workplace (3 CEUs)**

The aggression workshop is designed to help learners prevent aggression before it gets started, prevent physical assaults before they happen, recognize and identify potential aggressive employees and act to prevent them from acting out on their anger, and learn the basics of de-escalation of aggressive behaviors. Too often, we see aggressive situations that could have been prevented by intervening before conflict occurs. Additionally, it is important to be able to recognize how our own aggressive behavior can escalate as a natural response to others' aggression. Once we understand how we react to stressors we can learn how to monitor our own aggressive reactions.

By the end of this workshop, the participant will be able to:

- Recognize and identify potentially aggressive employees
- Recognize how my own aggressive behavior can escalate as a response to others' aggression
- Identify basic methods for de-escalating aggressive behavior
- Identify ways to monitor my own aggressive reactions

➤ **Beating Burnout (3 CEUs)**

We all may someday find ourselves burning out from too much work, too much stress, or too much negativity. This workshop help trainees to identify the following issues: his/her own burnout potential, the "Three R" approach to dealing with burnout, the four signs and stages of burnout, stress relievers for work and home, strategies for supervisors to help employees deal with stress, and strategies for building resilience. Lastly, you will learn to differentiate between stress and burnout and some personality traits that contribute to burnout.

By the end of this workshop, the participant will be able to:

- Identify burnout and its consequences
- List and explain the four types of stress
- Discuss why positive and negative thinking can have an impact on one's stress levels

➤ **Managing Different Generations in the Workplace (3 CEUs)**

The generation we belong to is one of the many differences we may have with our co-workers. These differences can cause stress, discomfort, conflict, and frustration. They can also become a source for creativity and productivity. The ability to relate and communicate effectively with all types of people is one of today's leadership skills. There are many situations that are, and many that are not, generational in nature. Today's most effective organizations seek out the diversity represented by our multi-generational workforce. Today's best companies also recognize and appreciate the variety of perspectives, styles, and opinions of these groups. In this workshop you will explore how to identify your generation, how to adapt your style to others and how to manage the "mix." You will also explore how to recruit and retain staff for each generation. And last, but not least, you will learn about how other generations might perceive you.

By the end of this workshop, the participant will be able to:

- Identify the four generations in today's workforce and place each onto the Generational Timeline
- Identify observable traits by naming generational values and motivational factors from each generation
- Discuss methods for communicating with a mixed generation group
- Understand the gaps in communication among the four generations and identify communication that bridges those gaps

➤ **Tackling Conflict (6 CEUs)**

Do you have or have you had conflict in your workplace? If so, then this workshop is for you. In this workshop you will learn to identify causes of workplace conflict, identify the five conflict response styles, and methods to resolving conflict. Communication is the key to managing conflict and resolving problems. Feeling heard, you and your adversary can now take the next step toward reconciliation.

By the end of this workshop, the participant will be able to:

- Formulate a definition of conflict based on each group perception of conflict
- Recognize the causes of conflict in the workplace and it's positive and negative effect
- Identify and understand how to diffuse irritants that can escalate conflict
- Identify the five responses to conflict and determine their response style
- Become familiar with ways to de-escalate and resolve conflict
- Understand the steps to conflict resolution
- Understand the relationship between active listening and conflict resolution
- Explore ways of preventing conflict in the workplace



## Non-Supervisory Sessions (By special request)

### ➤ **Effective Business Writing and Correspondence (3 CEUs)**

Dale Carnegie once said, “There are four ways, and only four ways, in which we have contact with the world. We are evaluated and classified by these four contacts: what we do, how we look, what we say, and how we say it.” This class will guide participants on what we say and how we say it. Participants will learn the importance and appropriate use of punctuation, capitalization, numbers and grammar in business writing. Participants will also be guided through correspondence guidelines that are specific to the Department of Transportation. This includes business letters, memos, email protocols and mailing procedures.

### ➤ **Effective Business Grammar & Technical Writing (3 CEUs)**

Dale Carnegie once said, “There are four ways, and only four ways, in which we have contact with the world. We are evaluated and classified by these four contacts: what we do, how we look, what we say, and how we say it.” This class will guide participants on what we say and how we say it. Participants will learn the importance and appropriate use of punctuation, capitalization, numbers and grammar in business writing. Participants will also be given specific technical writing guidance including exercises on how to construct logical procedures.