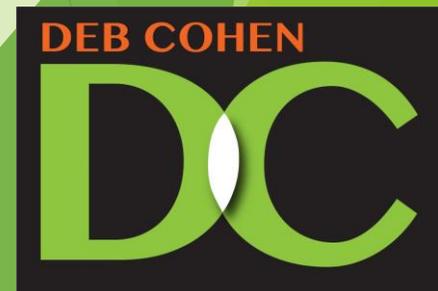


# Management Development Curriculum Catalogue

Training Options for Developing Managers/Leaders

Deb Cohen Ph.D., SHRM-SCP



# Management and Leadership Development

- ▶ Leadership development is an activity that is focused on developing the leadership capability of managers and leaders at all levels.
- ▶ Effective leadership development will expand the knowledge, skills, and abilities of individuals who participate in the program.
- ▶ Managers may or may not have people management responsibilities, but often do or are groomed to do so.
- ▶ Classroom learning, supplemented by exercises and interactive assignments can be effective in developing leaders and reinforcing leadership behaviors.
- ▶ Experiential and collaborative learning as well as learning over an extended time can reinforce the development and adoption of learning.

## Staff Training

- ▶ Employees and non-people managers can often benefit from training on the same topics; exercises and discussions may differ, while the content is applied

# Leadership and Management Development Options

- ▶ Behavioral Interviewing
- ▶ Business Acumen
- ▶ Change Management
- ▶ Coaching, Feedback & Mentoring
- ▶ Compliance
- ▶ Conflict Management
- ▶ Cross-cultural Sensitivity
- ▶ Delegation
- ▶ Difficult Conversations
- ▶ Diversity and Inclusion
- ▶ Employee Motivation
- ▶ Ethics and Values
- ▶ Goal Setting
- ▶ Feedback
- ▶ Leadership
- ▶ Listening
- ▶ Managing Others
- ▶ Managing Teams
- ▶ Negotiation
- ▶ Performance Management
- ▶ Problem Solving
- ▶ Sexual Harassment
- ▶ Stress Management
- ▶ Time Management
- ▶ Unconscious Bias
- ▶ Workplace Civility

# Curriculum Approach

- ▶ In the following slides, each of the 25+ topics will be described in brief.
- ▶ The following assumptions underlie the presentation of these topics
  - ▶ Each topic will be covered in a 3-4-hour session; longer can be accommodated
  - ▶ Each development session will include some lecture and sharing of knowledge
  - ▶ Experiential exercises, cases, and discussion will be developed for each topic
- ▶ These 25+ topics are not an exhaustive list, not presented in a particular order, and may or may not each need the same amount of time to cover.
- ▶ If a curriculum of multiple or sequential sessions is developed, the order of topics should be considered for greater effectiveness.
- ▶ A similar approach to each session should be developed to create consistency. For example, an introductory lecture, followed by an individual assessment, followed by a group exercise, followed by group discussion, etc.

# Behavioral Interviewing

- ▶ Selecting the right candidates to fill open positions is critical to the success of any organization. Behavioral Interviewing (BI) is a technique used to ensure candidate selection aligns with the needs of the organization. BI allows managers to determine the competencies needed; that is, the knowledge, skills, abilities and other characteristics (KSAOs) needed for a position and to conduct effective and fair interviews.
- ▶ Possible topics covered in session:
  - ▶ Define what a competency is in the context of hiring, job performance and behavioral interviewing.
  - ▶ Evaluate candidate information obtained using BI to make a more informed hiring decision.
  - ▶ Be able to write BI questions for any position.
  - ▶ Understand how to evaluate question responses and probe for additional information.

# Business Acumen

- ▶ Business Acumen relates to one's ability to understand business situations and to deal with such situations in a way that will result in positive outcomes. Business acumen needs may be different depending upon one's orientation
- ▶ Possible topics covered in session:
  - ▶ What are the key areas of business for business leaders regardless of function
  - ▶ How is business acumen developed and maintained
  - ▶ What is executive/leadership thinking; how is it demonstrated
  - ▶ What makes someone business savvy and how is this established?
  - ▶ What is the role of finance and financial literacy in being business savvy?

# Change Management

- ▶ Change Management refers to the process that must take place when organizations adopt a new idea, policy, or behavior. Regulation changes, technological advances or changes in products or strategies are some examples necessitating change.
- ▶ Possible topics covered in session:
  - ▶ Why change occurs
  - ▶ Why, how, and consequences of resisting change
  - ▶ How to effectively facilitate change - both for small-scale issues and large-scale
  - ▶ Managing the change process
  - ▶ Factors in successful change management

# Coaching and Mentoring

- ▶ Coaching and Mentoring refer to techniques for employee development that usually employ one-on-one discussions with individuals with the (formal) purpose of growing knowledge, skills, abilities and other attributes. People managers can and should build this skill to use with their staff and others in the organization. Distinctions can be drawn between coaching and mentoring though for purposes of a development course, can be combined.
- ▶ Possible topics covered in session:
  - ▶ What is coaching and mentoring
  - ▶ What a coaching culture looks like in an organization
  - ▶ Effective practices for coaching in different size organizations
  - ▶ When to use coaching or mentoring as an intervention
  - ▶ How to determine who needs coaching and what techniques to use

# Compliance

- ▶ Workplace compliance is important and needs to be understood by all managers. Compliance issues such as but not limited to: Civil Rights legislation, OSHA, ADEA, ADA, FMLA Retaliation and Whistleblower, GDPR, HIPPA, FLSA, Immigration, Harassment, etc. can be covered and will be dictated by the client's preferences. Information will be presented in a straight-forward and user-friendly way that speaks to the needs of managers.
- ▶ Possible topics/approaches can include:
  - ▶ Lunch and learn discussion for safe and non-threatening discussions
  - ▶ Presentation of federal and state laws as appropriate related to employment

# Conflict Management

- ▶ Conflict management refers to the process of understanding how and why conflicts arise and what techniques to use to cope with issues and bring about positive resolution that ultimately enhance learning and enhance performance - particularly in group or team settings.
- ▶ Possible topics covered in session:
  - ▶ Understanding conflict management, causes and consequences
  - ▶ Conflict resolution techniques
  - ▶ Strategies for avoiding conflict
  - ▶ Strategies for encouraging and managing constructive conflict
  - ▶ How to match conflict resolution strategies to different situations

# Cross-cultural Sensitivity

- ▶ Cross-cultural sensitivity refers to awareness and understanding of other cultures for the purpose of accepting and embracing cultural differences to facilitate organizational effectiveness.
- ▶ Possible topics covered in session:
  - ▶ What are cultural differences and models explaining culture
  - ▶ What does cultural sensitivity and awareness look like
  - ▶ Implications of cultural sensitivity on individual and organizational performance
  - ▶ Techniques for cultural sensitivity and building awareness among employees
  - ▶ How to develop and maintain cultural awareness

# Delegation

- ▶ Delegation refers to the management skill of effectively assigning responsibility for tasks and projects to others such that work is accomplished and distributed by successfully matching the right skills with the right assignments.
- ▶ Possible topics covered in session:
  - ▶ Defining and understanding delegation
  - ▶ Knowing when to delegate and how to delegate effectively
  - ▶ Why people don't delegate and knowing who should delegate
  - ▶ Steps to effective delegation and controlling the process
  - ▶ Understanding differences in levels of delegation
  - ▶ Psychological contracts

# Difficult Conversations

- ▶ Effective conflict management is an essential skill for every manager and aspiring leader. When harnessed properly, conflict can be a force to build both company culture and competitive advantage. Learning to surface issues within the workplace and successfully navigate challenging conversations with direct reports, peers, or supervisors. When emotions run high or important things are not voiced, positive and effective outcomes may not be realized.
- ▶ Possible topics covered in session:
  - ▶ Understanding when and how message confusion can occur.
  - ▶ When does a message need to be developed and delivered with care?
  - ▶ Preparing for and leading challenging conversations
  - ▶ Defining next steps and follow-up needed after a challenging conversation
  - ▶ Conversations across cultures
  - ▶ How do you modify a message if delivery is not going well?

# Diversity and Inclusion

- ▶ Diversity and inclusion (D & I) refers to differentiating between groups and individuals, respecting differences and appreciating the inclusion and presence of such differences in the workplace. Issues included, but not limited to, gender, age, ethnicity, religion, disability, and so forth.
- ▶ Possible topics covered in session:
  - ▶ What is D & I and why is it important at all levels of the organization
  - ▶ Leveraging D & I for effective employee engagement and innovation
  - ▶ Creating an inclusive culture; focus on teams and recruitment/selection
  - ▶ Unconscious bias - what it is, how it happens and how to avoid it
  - ▶ Managing the diverse workforce

# Employee Motivation

- ▶ Motivation is a theoretical construct. Employee motivation refers to the behavior of employees that demonstrates their actions or desire to perform in a certain way and to explain why behavior occurs. Motivation is related to but different from **employee engagement** - though this topic could be called “engagement” as this is current and common terminology.
- ▶ Possible topics covered in session:
  - ▶ What is motivation; what is engagement; how are the two related and different
    - ▶ Theory and practical applications
  - ▶ Motivational techniques (such as but not limited to job design, participation and rewards)
  - ▶ Factors that encourage motivation and create effective practice
  - ▶ Factors that demotivate and derail performance
  - ▶ Employee involvement

# Ethics and Values

- ▶ Ethics typically refers to an accepted principles or actions set forth by an organization or profession whereas values refers to a person's standards and beliefs. Values can also be used to describe an organization's culture and may reflect the ethics of the organization. Values usually describe what is important to individuals and organizations.
- ▶ Possible topics covered in session:
  - ▶ What are ethics and how is a culture of ethics developed and reinforced
  - ▶ What influences ethics in an organization
  - ▶ Attributes of ethical decision making
  - ▶ Establishing values and communicating values in an organization
  - ▶ Workplace ethics; implications for hiring and performance management

# Feedback

- ▶ Employee feedback refers to the process of providing observations, input, assessment, and comments to an employee for the purpose of both reinforcing behavior and improving behavior. It is meant to be helpful information, whether it is positive or critical. It is often difficult to give and difficult to receive - but critically important to an organization and manager.
- ▶ Possible topics covered in session:
  - ▶ What is feedback - everyday applications and more formal applications
  - ▶ How to effectively develop and give both positive and critical feedback
  - ▶ How to receive feedback and coach others to receive feedback
  - ▶ Providing feedback from employee attitude surveys
  - ▶ 360 feedback and other applications

# Goal Setting

- ▶ Goal setting refers to one of the most effective motivational theories that exists and is a method of creating concrete targets and objectives. It can be used for individuals, teams and organizations. It is a method of clearly stating intentions and performance indicators.
- ▶ Possible topics covered in session:
  - ▶ What is goal setting and how does it work - theory and practice
  - ▶ How to identify important goals for individuals, teams and organizations
  - ▶ How to set S.M.A.R.T. goals and why
  - ▶ How to create a culture of goal setting
  - ▶ Using goal setting with performance management

# Leadership

- ▶ Leadership refers to the practice or action of leading or influencing individuals or groups within organizations. Effective leadership occurs when action is inspired, employees are engaged and positive results are attained.
- ▶ Possible topics covered in session:
  - ▶ What is leadership and what does it look like in practice
  - ▶ Differences in leadership styles - what works and what doesn't
  - ▶ How to recognize leadership and how to develop leadership talent
  - ▶ Creating a culture to embrace leadership development
  - ▶ The most important leadership qualities

# Listening

- ▶ Listening refers to a fairly complex process that includes receiving and interpreting messages in an accurate way. It is part of the communication process and can influence behavior in a significant way.
- ▶ Possible topics covered in session:
  - ▶ What is listening and how does it influence the workplace
  - ▶ How to prepare yourself and others to listen effectively
  - ▶ Active listening skills
  - ▶ How listening can influence leadership
  - ▶ Listening and followership

# Managing Others

- ▶ Managing others refers to any employee who is not only an individual contributor but also a people manager. From first time supervisor to seasoned manager, the responsibility for others under your direction is a balancing act of listening, delegating, understanding, motivating and more. A good manager should also be a leader but at the core, there are key responsibilities that must be met.
- ▶ Possible topics covered in session:
  - ▶ Expectations of people managers verses individual contributors
  - ▶ Managing the work of others
  - ▶ Managing relationships and social contracts; earning trust
  - ▶ Effectively managing day-to-day activities
  - ▶ Managing and motivation for productivity and growth
  - ▶ Understanding yourself and your style as a manager

# Managing Teams

- ▶ Managing teams refers to the skill of managing a group who have a common link and a common purpose. A distinction of this topic (over “Managing Others”) is that this can refer to teams that are comprised of people who come from different parts of an organization and who may not report to the same leader. The team leader may, or may not, be a people manager.
- ▶ Possible topics covered in session:
  - ▶ What is team management and how does it differ from generally managing others
  - ▶ Virtual teams as distinguished from face-to-face teams
  - ▶ Setting common goals and defining team roles and responsibilities
  - ▶ Conflict, commitment and trust in teams
  - ▶ Team building activities; how often, when and what

# Negotiation

- ▶ Negotiation refers to the process of reaching an agreement or consensus through discussion. It is a dialogue that takes place between two or more people with the objective of reaching an agreement or beneficial outcome.
- ▶ Possible topics covered in session:
  - ▶ What is negotiation; identify the various strategies for negotiation
  - ▶ Adversarial or not, keeping negotiations on track
  - ▶ The role of emotions in negotiations
  - ▶ Barriers to negotiation and how to avoid or address them
  - ▶ The role of communication - especially nonverbal communication
  - ▶ Negotiation tactics - what works and when does it work

# Performance Management

- ▶ Performance Management (PM) refers to the process of dealing with and improving performance of individuals and teams. It can focus primarily on performance appraisal or can be interpreted much more broadly to include, discipline, coaching, talent development and productivity improvement.
- ▶ Possible topics covered in session:
  - ▶ What activities are covered in performance management; focus of the session
  - ▶ Importance, value and strategy for performance management
  - ▶ Individual and organization development (OD) as it relates to PM
  - ▶ Setting and communicating performance standards for individuals and teams
  - ▶ Partnering with employees for effective performance management
  - ▶ Improving performance and ensuring clarity in performance goals

# Problem Solving

- ▶ Problem Solving refers to the process of identifying, then resolving or addressing problems that occur either at a tactical or at a strategic level. It refers to finding solutions in a fashion or approach that can be replicated by using techniques that are known to garner superior results.
- ▶ Possible topics covered in session:
  - ▶ Approaches to problem solving and problem identification
  - ▶ How to identify and decipher problems
  - ▶ How to avoid problems from occurring in the future
  - ▶ Strategies for problem solving: when, how and why they may work
  - ▶ Barriers to problem solving: why they exist and how to overcome
  - ▶ Creativity in problem solving

# Sexual Harassment

- ▶ Sexual harassment is illegal under federal law. Title VII of the Civil Rights Act makes it illegal to discriminate against employees because of race, color, religion, sex or national origin. This law gives employees the right to a workplace free of intimidation, insult or ridicule based on any of these factors. Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature are sexual harassment.
- ▶ Possible topics covered in session:
  - ▶ What is or is not sexual harassment?
  - ▶ What is an employer's responsibility under the law and to employees?
  - ▶ Types of harassment and prevention of sexual harassment
  - ▶ Conducting investigations and creating a safe environment for all
  - ▶ The value of policies covering harassment of all types
  - ▶ Bystander awareness and responsibility

# Stress Management

- ▶ Stress exists at all levels in organizations and stress management refers to the process of understanding stress and dealing with the existence and easing of stress such that outcomes are better for the individual and the organization.
- ▶ Possible topics covered in session:
  - ▶ Understanding the normal occurrence and process of stress
  - ▶ Consequences of stress for individuals and organizations
  - ▶ Recognizing stress and the sources of stress at home and at work
  - ▶ Coping with stress: role of the individual, the manager and the organization
  - ▶ Stress management techniques

# Time Management

- ▶ Time Management refers to the process of effectively and efficiently using one's time. Although this can apply to home or work, this topic will especially focus on time management at work. It refers to the process of planning and organizing tasks and activities to be efficient and improve productivity.
- ▶ Possible topics covered in session:
  - ▶ Understanding time relative to your work environment
  - ▶ How to set priorities with respect to time and environmental constraints
  - ▶ Discussing and agreeing on time commitments across the organization
  - ▶ Workload management and commitment to task completion
  - ▶ Barriers to time management: what they are and how to avoid

# Unconscious Bias

- ▶ Unconscious or implicit bias occurs when we allow our own attitudes, feelings, stereotypes, or beliefs to impact our judgment or understanding of other people. It is called unconscious because it isn't something we do blatantly; instead, it is involuntary and based on our deep-seated thoughts.
- ▶ Possible objectives and topics include:
  - ▶ Define unconscious bias and describe the difference between explicit bias versus unconscious bias.
  - ▶ Identify how unconscious bias may affect our decision-making in hiring, staffing assignments, performance evaluation, day-to-day interactions, and other employment-related issues.
  - ▶ Identify the impact of unconscious bias in the workplace.
  - ▶ Be able to accept that we are all *naturally unconsciously biased*.
  - ▶ Be able to take a shared and an individual responsibility to address unconscious bias.

# Workplace Civility

- ▶ In any organizations workplace behavioral problems can occur. There are consequences to incivility - some may be visible (e.g.s., turnover, shouting matches and so forth) and some may not be as visible (e.g.s., low productivity, absenteeism, etc.) The overall risk (including potential lawsuits) can be high and devastating to any organization. Awareness of civility absolutely helps.
- ▶ Possible objectives and topics include:
  - ▶ Define workplace civility and describe the difference between civility and incivility in the workplace.
  - ▶ Identify how incivility and workplace behaviors may affect our decision-making, productivity, performance evaluation, day-to-day interactions, and other employment-related concerns.
  - ▶ Identify the impact of incivility in the workplace.
  - ▶ Identify strategies for addressing work behavior challenges when they occur
  - ▶ Bystander responsibility

# Other Considerations in Curriculum Development

- ▶ Some management topics will have overlap. For example, Time Management and Goal Setting will have intersecting discussions. Coaching and Mentoring will intersect with Performance Management and so forth. As a result, the sequence and selection of topics will be important.
- ▶ A needs assessment, either broadly or specific to an organization or a target audience can and should dictate topics or nuances within topics.
- ▶ Broad-based presentations with respect to the topics can and should be developed but in-session customization should be attempted by talking with participants at the start of the session to learn specific concerns or examples that can be used as learning points throughout the session.
- ▶ Depending upon the length, all sessions should include interaction and where possible exercises, case discussions and activities designed to reinforce learning

# Who is Deb Cohen?

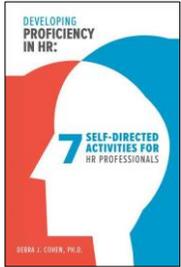
## Professional

- ▶ Ph.D. in Management and HR
  - ▶ Masters and Ph.D. from Ohio State
- ▶ Author
  - ▶ 4 books; 50 + articles
- ▶ Executive
  - ▶ 16 years as an association exec
- ▶ Professor
  - ▶ 15 years GWU (and GMU)
- ▶ The Conference Board
  - ▶ Distinguished Principal Research Fellow

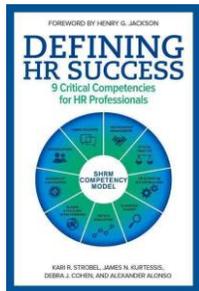
## Personal

- ▶ Born in NY; grew up in RI
  - ▶ Spent 9 years in OH
- ▶ Live in McLean, VA - since 1992
  - ▶ Resident of VA since 1987
- ▶ Poker player
  - ▶ Love any kind of cards and games
- ▶ Love to travel
- ▶ Have one son, Jacob
- ▶ Enjoy writing

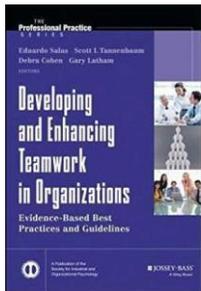
# Books and Other Publications



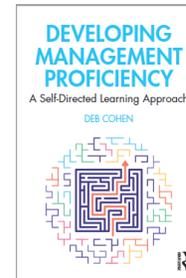
*Developing Proficiency in HR:  
7 Self-directed Learning Activities*



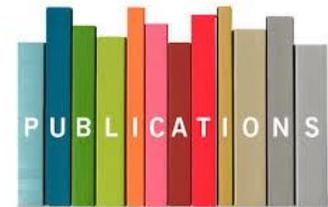
*Defining HR Success:  
9 Critical Competencies*



*Developing and Enhancing  
Teamwork in Organizations*



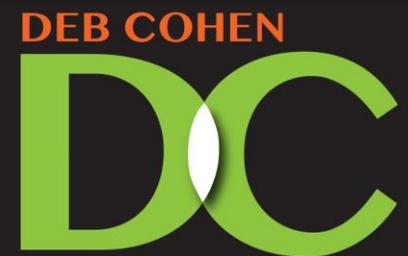
*Developing Management  
Proficiency (published 2020)*



Over 50 journal and magazine articles, and book chapters



Media quotations include:  
*USA Today, Bloomberg, CIO,  
Aljazeera America, HR Magazine (UK)*





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Deb Cohen, Ph.D., SCP

Deb Cohen, Ph.D., is an author, trainer and management consultant with more than 25 years of experience advising, speaking and guiding nonprofit, academic and for-profit entities. Her latest book (2020) ***Developing Management Proficiency*** focuses on self-development. As a former SVP with the Society for Human Resource Management (SHRM), Cohen was responsible for a 50-person Division covering knowledge services, original research, and the development of a profession-wide competency model. Under her direction, research services were transformed into a significant revenue stream, a curriculum guide for the HR profession was established and a competency model that forms the basis for a world-wide certification credential was created.

A subject matter expert in HR, management and organizational behavior, Cohen's expertise lies in creating and executing new initiatives that support and develop organization strategy. She is a skillful facilitator, speaker, trainer and researcher. She has been called upon as an **Expert Witness** in employment cases. Dr. Cohen received her Ph.D. in Management and Human Resources and her Master's Degree in Labor and Human Resources both from The Ohio State University. She is a certified HR professional with the designation *SHRM-SCP*.

Deb is a *Distinguished Principal Research Fellow* with The Conference Board and is an Adjunct Professor at George Washington University teaching MBA courses in Strategic HR.

Deb is co-author of the 2016 book ***Developing Proficiency in HR*** and 2015 book ***Defining HR Success: 9 Critical Competencies for HR Professionals*** and co-editor for (2013) book entitled ***Developing and Enhancing Teamwork in Organizations: Evidence-based Best Practices and Guidelines***. Prior to joining SHRM, Dr. Cohen spent 15 years as an academician teaching HRM at George Washington and George Mason Universities. Dr. Cohen has published over 50 articles and book chapters and has been published in such journals as *Academy of Management Journal*, *Personnel Psychology*, *Journal of Management*, and the *Journal of Business Ethics*.