



## LEARNING PYRAMID

### Learning Modules Descriptions

Strategic Learning Solutions, in collaboration with the Learning and Development Council, implemented learning initiatives designed to create lifelong learners to support Governor Bill Haslam priorities and operational goals for the State of Tennessee.

The strategy to support the Governor’s initiatives was created by Commissioner Rebecca Hunter and Assistant Commissioner Trish Holliday, and is synthesized in the Learning Pyramid.

The Learning Pyramid is a four level certificate program with 28 learning modules at no cost to the agencies and five optional modules. Certified agency trainers who would like to teach managers and supervisors in their respective departments, and respected agents of change are encouraged to enroll on the SLS website.

This document presents a synopsis of the description for the required learning modules for Level 1 and 2. The modules for Level 3 and Level 4 are in the process of being completed.

#### Required Learning Modules

<b>Facilitation &amp; Professional Development</b>			
a	Is this for me?	c	Facilitation Fundamentals
b	How to Facilitate Certification		
<b>Level 1 Certificate – Fundamental Supervisor Skills</b>			
1	Respectful Workplace for Managers	7	Get S.M.A.R.T.er in Performance Management
2	Sexual Harassment Training	8	Performance Management
3	G.R.E.A.T. Customer Service	9	Performance Coaching
4	STAR Principles of Customer Service	10	Quality Decision Making
5	Navigating Practices and Policies for Supervisors	11	Planning and Priority Setting
6	S.M.A.R.T. Performance Planning	12	Proactive Onboarding
<b>Level 2 Certificate – Advanced Management Skills</b>			
1	Building Effective Teams	4	Effective Communication
2	Change Management	5	Managing Virtual Teams
3	Competency and Behavioral Based Interviewing	6	Self-Management
<b>Level 3 Certificate – Fundamental Leadership Skills</b>		<b>(in process)</b>	
1	Leadership Theory and Practice	4	Conflict Management
2	5 Practices of Exemplary Leadership	5	Managing Up
3	Effective Presentation Skills		
<b>Level 4 Certificate – Advanced Leadership Skills</b>		<b>(in process)</b>	
1	Becoming a Leader of Influence	4	Developing the Mindset of a Lifelong Learner
2	Developing the Art of Collaboration	5	Creating a Culture of Continuous Improvement
3	Developing Organizational Agility		



## **FACILITATION & PROFESSIONAL DEVELOPMENT**

### **(ASPIRING) TRAINERS ONLY**

#### **HOW TO FACILITATE (16 hours)**

This two-day workshop offers a certification to participants who have demonstrated the skills required to facilitate on a professional level. Participants will be required to do a 25-minute teach back to peers and a SLS panel, demonstrating all the professional facilitation skills modeled in class related to interactive lecture, guided discussions, structure bridge activities, and debriefs. This rigorous course requires mastery of basic facilitation and classroom management skills offered in the Facilitation Fundamentals Course.

#### **FACILITATION FUNDAMENTALS (4 hours)**

This workshop focuses on developing participants' basic facilitation and classroom management skills. These skills include understanding the difference between a facilitator and a presenter, creating an engaging atmosphere conducive to a positive learning experience, controlling classroom behaviors, and exuding confidence during the facilitation process.

Participants are encouraged to meet with their direct supervisor to determine the need to take this workshop based on their mastery of the basic skills of facilitation. This workshop is a foundation for the How to Facilitate workshop certification.

### **PRE-SUPERVISORY TRAINING**

#### **IS THIS FOR ME? (4 hours)**

This workshop is intended for employees that aspire to have a supervisory position. During this workshop, participants will learn the basic duties of supervisors which are: onboarding, performance coaching, planning and priority setting, writing S.M.A.R.T. performance plans, respectful workplace ethics, effective communication, and much more.



## **LEVEL 1**

### **RESPECTFUL WORKPLACE (4 hours)**

During this workshop, learners will identify the protected classes and understand the definition of workplace discrimination and harassment as set forth in the State's Policy Statement on Workplace Discrimination and Harassment. Learners will be able to recognize the responsibilities and liabilities under the State's Policy Statement and State and Federal law. Finally, they will be able to find strategies for recognizing and preventing retaliation as well as to apply the State's Policy Statement to the workplace.

### **SEXUAL HARASSMENT (online)(2 hours)**

During this workshop, learners will understand the definition of sexual harassment and the different types of sexual harassment. They will learn how to effectively deal with sexual harassment based on the State's Policy Statement on Workplace Discrimination and Harassment. Finally, supervisors and managers will learn what and how to prevent sexual harassment, how to handle complaints, and will understand retaliation. This workshop can be accessed online on Edison.

### **G.R.E.A.T. CUSTOMER SERVICE (4 hours)**

During this workshop, participants will learn about the Customer Focused Government initiative and the G.R.E.A.T. customer service model. Learners will be able to identify internal and external customers and services provided. They will also review the keys to G.R.E.A.T. customer service related to their job and they will apply those principles to create an engaging customer service experience.

### **STAR PRINCIPALS OF CUSTOMER SERVICE (4 hours)**

During this workshop, learners will understand how to create a customer focused culture. Behaviors identified will be tailored to meet the specific needs of the agency's culture and customers. In addition, the objectives covered in this module are; learning how providing G.R.E.A.T. customer service impacts the agency's bottom line, how to move Tennessee forward to a customer focused culture, the 5 keys to G.R.E.A.T. customer service, and identify mission critical service behaviors for the agency.

## **NAVIGATING POLICIES AND PRACTICES FOR MANAGERS AND SUPERVISORS (online)(8 hours)**

During this workshop, managers and supervisors will be provided a detailed overview of policies, practices, and state rules. The topics covered include performance management, discipline, leave and attendance, equal opportunity training, appeals, structure of state government, laws, and other areas of practice supervisors and managers must know to be effective in their roles. Participants will also learn how laws are enacted and the structure of state rules derived from law.

## **S.M.A.R.T. PERFORMANCE PLANNING (4 hours)**

During this workshop, learners will become acquainted with a method to help increase employee engagement, performance and understanding of expectations. Learners will also learn how to carry out the performance evaluation process in a manner prescribed by the Commissioner of the Department of Human Resources. At every step in the evaluation cycle, the learners will examine the evaluation process of employees and determine if the evaluation process has been properly completed and the assessments have been appropriately and logically described and reflected in the overall evaluation of the employee's job performance. The objectives for this module are to review performance management steps, myths and critical components; learn the S.M.A.R.T. formula acronym and definitions; and learn how to use the S.M.A.R.T. formula to write work outcomes for an individual performance plan.

## **GET S.M.A.R.T.ER IN PERFORMANCE MANAGEMENT (4 hours)**

During this workshop, learners will review what they know about S.M.A.R.T. and how managers and supervisors can create a culture of continuous feedback. Participants will learn how to use the S.M.A.R.T. Performance Model to assess employee development, and how to coach employees beyond the "Valued" performance rating. S.M.A.R.T. Performance Planning is a prerequisite for this workshop.

## **PERFORMANCE MANAGEMENT (on line)(8 hours)**

During this workshop, learners will understand the importance of performance management. They will also learn the foundations for writing an individual performance planning, the relevance of interim reviews as well as the implementation of performance coaching and feedback sessions. Finally, learners will understand how to be prepared to do the annual reviews and they will become familiar with the rating scale they should use. This workshop can be accessed on line on Edison.

## **PERFORMANCE COACHING (4 hours)**

During this workshop, learners will discover how effective coaching enhances the Performance Management Process and learn how to incorporate the 5-step performance coaching model in Performance Management. Learners will also explore how management engages employees in multi-way communication and development by asking appropriate questions, guiding the employee, listening, and providing feedback. They will also learn that coaching is a critical responsibility of leadership, not a feedback session or a conversation that occurs over a single event.

## **QUALITY DECISION MAKING (4 hours)**

During this workshop, managers and supervisors will learn critical theory of rational and non-rational decision making. Participants will learn the value of both processes and the impact on leading people. Also, they will learn how to apply forms of non-rational decision making when rational decision making is not an option based on timing and circumstances. Finally, they will practice making decisions through the use of the non-rational decision making methods.

## **PLANNING AND PRIORITY SETTING (4 hours)**

During this workshop, participants will learn skills to improve productivity, recognize, and demonstrate the competencies required for effective planning and priority setting. Participants will also learn how to identify priorities that are urgent and important. They will also learn how to set goals and objectives to improve skills in planning and prioritizing. Finally, they will understand the importance of planning, scheduling, and what makes them distinct.

## **PROACTIVE ONBOARDING (on line)(4 hours)**

During this workshop, managers and supervisors will learn how to effectively onboard employees as a retention strategy and to enhance performance. They will learn the definition of proactive onboarding, the 5 C's of proactive onboarding as well as the benefits and importance of proactive onboarding. Participants will learn the difference between proactive onboarding and orientation. Finally, learners will understand the proactive onboarding process – timelines, roles and responsibilities. They will gain tools and resources to develop an effective onboarding program in their agency. This workshop can be accessed on line on Edison.

## **LEVEL 2**

### **BUILDING EFFECTIVE TEAMS (4 hours)**

During this workshop, learners will understand techniques and best practices to develop and maintain effective teams. Communication, problem solving, defining key characteristics and components of high performing teams are explored. Participants will be able to describe why trust, conflict resolution, commitment, accountability, and attention to results are key underpinnings for the success of all teams.

### **CHANGE MANAGEMENT (4 hours)**

During this workshop, supervisors and managers will gain an understanding about how to effectively guide employees through workplace change. Learners will identify the importance of change management and the relevance of taking into account the human side of any change to understand how employees deal with it. Learners will also acknowledge the key factors for successful organizational change and they will become familiar with a model to implement change.

### **COMPETENCY AND BEHAVIORAL BASED INTERVIEWING - CABBI (4 hours)**

During this workshop, learners will understand why using competency behavioral based questions are best practice. They will learn how to write and use such questions for interviewing applicants for job positions within your agency and how to make certain that such interview questions are legally acceptable to use during an interview. This is an experiential based training that allows learners to practice incorporating the concepts and to receive feedback.

## **EFFECTIVE COMMUNICATION (4 hours)**

During this workshop, managers and supervisors will learn how to communicate more effectively. They will understand how to facilitate the various aspects of communication. Participants will learn; the basics of communication, discover an effective communication model, understand the various ways people communicate, learn top communication barriers, demonstrate nonverbal communication, explore the importance of clarity, determine how to communicate more effectively in their agency, and explore ways to implement strategies to go from good to great. Learners will also understand why effective communication is a vital skill required for all employees to ensure all agencies in government are successful.

## **MANAGING VIRTUAL TEAMS (4 hours)**

During this workshop, learners will examine the benefits and challenges of the virtual workplace and best practices for building virtual teams. Topics covered are personnel management requirements for virtual teams, the Tennessee State Telework Policy, and best practices designed to build communication, engagement and performance among virtual team members. Learners will explore the specific facets of performance management and coaching for virtual teams. Learners will take away a clear definition of virtual teams, describe key benefits and challenges of implementing virtual teams, and understand best practices for building employee engagement, communication and productivity as virtual team members.

## **SELF-MANAGEMENT (4 hours)**

During this workshop, participants will learn that self-management is a critical competency to be a successful people leader. Learners will explore the importance of a mental reset to positive thinking and describe how to establish their value in their organization. Participants will practice self-management techniques to become more productive in their workplace. As a result of having attended this workshop, managers and supervisors will be able to describe how using self-management practices can make a positive impact on their team and their career.