

2024 LEADS CATALOGUE

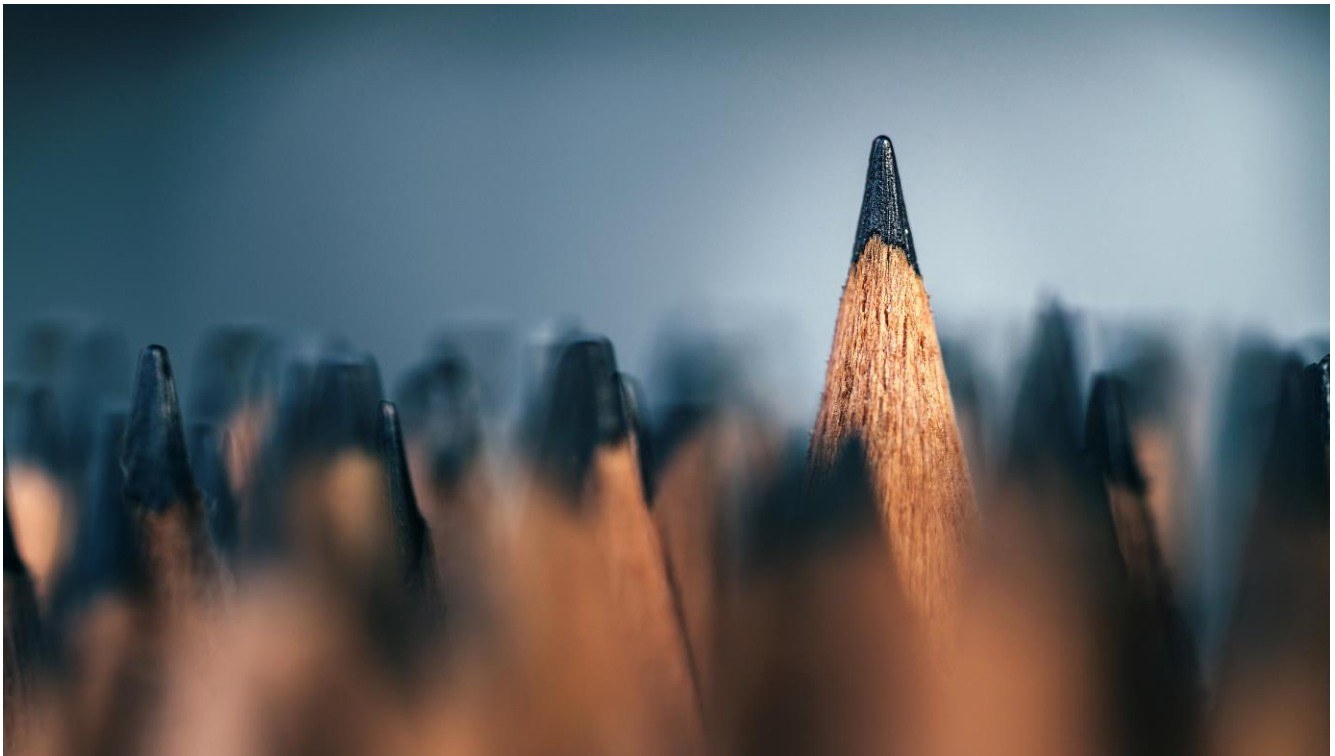


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Introduction

The refreshed Leadership “LEADS Level Up” Program (LLUP) is a unique developmental program for employees of Travis County who have the potential and desire to pursue greater leadership responsibility. The purpose is to enhance an employee’s leadership and management skills. The hope is that this program will offer an opportunity for intense personal and professional growth for the Travis County employees.

The learning objectives include:

- To challenge employees to undertake leadership development
- To expose learning for employees at all levels of management, which may assist them in future career decisions.
- To broaden participants’ perspective and provide them with an opportunity to apply leadership skills in a practical working environment.

These objectives may be achieved through a variety of blended learning tailored to the needs of the employees of Travis County. These activities may include training courses, presentations, special projects, reading assignments, self-assessment, and/or other activities appropriate to the development of the participants. We will be utilizing *blended learning for **Level Up** coursework.

Introducing Prerequisites: You will need to take prerequisites BEFORE you sign up for classes. Each level has additional information on how this works.

NEW! Audio courses: no need to watch, just listen. These courses are the latest addition to LinkedIn Learning podcasts. Each episode is split into sections. Use the links in the contents area to skip to whichever section you like. We are always looking for ways to help you learn, so check it out!

NEW! IT courses that have hands on practice! Just go to LinkedIn.com for more information.

* Blending learning is a style of education in which students learn via electronic and online media as well as traditional face-to-face teaching.

COVID: We will take the strictest precautions for instructor led training including masks, sanitation, and a clean environment.

Unacceptable behavior will not be tolerated. You will be asked to leave the classroom if you cannot be respectful to the instructor or the other participants.

Sign up for any EAP courses/webinars and receive 1 hour of Elective hours!

Rules and Eligibility

The program features the following components:

- The program may or may not be completed in one year, due to instructor's schedule of classes. However, we expect a certain amount of accountability to take classes when available and to finish each level in a timely manner.
- If you have taken LEAD in the past then you will **not** need to take it again, unless you want to Level Up, which will require proof of certification. Please scroll to the bottom of this catalogue for more information.
- Participants may begin the program immediately; employees will need supervisor approval to attend classes.
- Depending on the activities, the classes will require **homework**.
- Required curriculum or prerequisites must be completed to move to the next level.
- Certificate given upon completion of each level. 4.

Basic Requirements

- To be eligible for participation in the program, participants must currently be a full-time employee of Travis County.
- Participants may complete courses and electives in each level before moving on with supervisor *approval.
- Participants must adhere to classroom rules including safety precautions.

How to register?

SAP- Employee Self-service using [LinkedIn Learning](#).

- Learning and Development
- Learning tile
- Type in *LEVEL in the top left-hand corner
- Choose the class you wish to take

*Any course that is in the “**LEVEL UP**” program with start with **Level** before the title.

Approvals will be submitted through the Learning Management System as well as an email from coordinator to verify participation in Level 2 and above.

LEADS: Level Up 1

Instructor Led Class Description: Blended Learning

Purpose: Do you want to take on a leadership role if one is presented to you? If so, Level 1 provides fundamentals to assist you on your way! **This curriculum is for non-managers.** You do not have to take the full level up curriculum; you may sign up or take any of the courses offered in this section.

Goal: This coursework examines the elements of soft skills needed to progress in a leadership capacity. You will need 4 online prerequisites, 1 instructor-led class and 4 courses of specific electives.

Objectives: Participants who actively engage in this training will be able to:

1. Build and manage effective teams
2. Describe foundations of communication
3. Develop emotional intelligence
4. Analyze the soft skills needed to progress to a leadership position

This training is aligned with the following the County's goals and values.

Format: Instructor-Led Training, Virtual and Blended learning

Prerequisite: You will need to take the online **Prerequisites** before signing up for instructor-led classes. Once you have completed Level 1, you may advance to Level 2 per approval from your supervisor (if employee is a non-manager.)

Curriculum: Provided live on Teams, Instructor-led or **LinkedIn Learning** online courses.

Topics: **1st take the prerequisite, then register for the instructor-led class.** *You will not be able to register for a class until you take the online prerequisite listed below:*

Prerequisites using LinkedIn Learning:

1. **Team Building:** Building Your Team ([LinkedIn online](#))
2. **Communication:** Communication Foundations ([LinkedIn online](#))
3. **Emotional Intelligence:** Developing Your Emotional Intelligence ([LinkedIn online](#))
4. **Generations:** Diversity Across Generations: Supporting Workplace Inclusion ([LinkedIn online](#))
5. **Instructor-led Class:** Our four-hour instructor-led course combines the essential topics of Team Building, Communication, Emotional Intelligence, and Generations. By the end of this

class, participants will have a well-rounded understanding of these crucial skills and how to apply them in their professional lives.

Level 1 Course Specific Electives: Total of 4 [LinkedIn Learning](#) courses.

1. Job skills: Learning the Basics
2. The New Rules of Work
3. Succeeding in a New Role by Managing Up
4. Microsoft Teams Quick Tips

Optional: Any EAP course or webinar (1.0 hr.) proof of attendance required.

LEADS: Level Up 2

Instructor Led Class Description: Blended Learning

Purpose: First-line managers are the entry level of management, the individuals “on the line” and in the closest contact with the workers. They are directly responsible for making sure that organizational objectives and plans are implemented effectively. This curriculum is for team leads and first line managers.

Goal: This coursework examines the elements of management development skills. You will need 4 prerequisites, 4 specific classes, and 4 specific courses of electives.

Objectives: Participants who actively engage in this training will be able to:

1. Analyze best hiring practices
2. Create environments to increase employee motivation
3. Describe how to maintain employee performance
4. Construct professional presentations

This training is aligned with the following the County’s goals and values.

Format: Instructor-Led Training, Virtual and Blended learning

Prerequisite: You will need to take the online **Prerequisites** before signing up for instructor-led classes. Must be in a leadership role and/or recommended by supervisor.

Curriculum: Provided live on Teams, Instructor-led or **LinkedIn Learning** online courses.

Topics: **1st take the prerequisite, then register for the instructor-led class.** *You will not be able to register for a class until you take the online prerequisite course.*

Prerequisites using LinkedIn Learning:

- 1. Recruiting and Hiring:**
 - a. Performance-Based Hiring (**LinkedIn online**)
 - b. Recruiting and Hiring - 4 hours Instructor-led class (Part 1)
- 2. Employee Relations:**
 - a. Introduction to Employee Relations (**LinkedIn online**)
 - b. Employee Relations – 4-hours Instructor-led class (Part 1)
- 3. Performance Management:**
 - a. Foundations of Performance Management (**LinkedIn online**)
 - b. Managing Performance – 4-hour Instructor-led class (Part 2)
- 4. Crucial Conversations:**
 - a. Having Difficult Conversations: A Guide for Managers (**LinkedIn online**)

b. Crucial Conversations – 4-hour Instructor-led class (Part 2)

Outline for Level 2 Management Series – They do not have to be taken in succession.

- Recruiting and Hiring - 4 hours
 - Employee Relations - 4 hours
 - Managing Performance - 4 hours
 - Crucial Conversations - 4 hours
- } 1st day class
- } 2nd day class

Level 2 Course Specific Electives: Total of 4 [LinkedIn Learning](#) courses.

1. Mastering Self-Leadership
2. Uncovering Unconscious Bias in Recruiting and Interviewing
3. Adapting Leadership to Behavioral Styles
4. Managing Projects with Microsoft Teams

*Optional: Any **EAP** course or webinar (1.0 hr.) proof of attendance required.*

LEADS: Level Up 3

Instructor Led Class Description: Instructor-led only

Purpose: Manager acts as a bridge between senior management for translating higher-level strategies and goals into operating plans that drive the county. If you are at a senior management level or higher this coursework is for you!

Goal: Leadership is not about personality. It's about behavior. The Five Practices are available to anyone who accepts *The Leadership Challenge*.

Objectives: Participants who actively engage in this training will be able to:

1. Understand and describe The Five Practices of Exemplary Leadership®.
2. Name the essential qualities that people look for and admire in leaders and state the implications for your leadership.
3. Understand the meaning and value of individual leadership.
4. Identify leadership strengths and areas for improvement.

This training is aligned with the following County's goals and values.

Format: Instructor-Led Training (3 days over 3 weeks)

Instructor: Learning and Development Coordinator

Prerequisite: You will need to take the online **Prerequisites** before signing up for instructor-led classes. All coursework in Level 2-3 and/or a **recommendation** from your supervisor.

Curriculum: Provided live or on Teams, Instructor-led only

Topics: **1st take the prerequisite, then register for the instructor-led class.** *You will not be able to register for a class until you take the online prerequisite course.*

Prerequisites using LinkedIn Learning:

1. **Leadership Challenge:**
 - a. Top 10 Rules for Highly Effective Leaders ([LinkedIn online](#))
 - b. The Leadership Challenge - 4 hours Instructor-led class (3-day class)
2. **Dysfunctions of a Team:**
 - a. Project Management Foundations: Teams ([LinkedIn online](#))
 - a. The Five Dysfunctions of a Team – 6-hours Instructor-led class

Level 3 Course Specific Electives: Total of 4 [LinkedIn Learning](#) courses.

1. Leadership Foundations
2. Developing your Leadership Philosophy
3. Improving your Leadership Communication
4. Strategic Thinking

Resources and Outlines

Professional Skills for the Modern Workplace: Level 1

Instructor Led Class Description: 4 hours

Purpose: Our four-hour instructor-led course combines the essential topics of Team Building, Communication, Emotional Intelligence, and Generations.

Goal: The goal of this course is to provide participants with a foundation of skills that are essential for success in the modern workplace.

Objectives: Participants who actively engage in this training will be able to:

1. Understand the importance of effective team building and how to build trust, resolve conflicts, and delegate tasks within a team.
2. Develop strong communication skills and learn how to effectively communicate with coworkers and supervisors.
3. Enhance emotional intelligence and learn how to recognize and manage one's own emotions, as well as the emotions of others.
4. Understand the different characteristics and communication styles of colleagues from different generations.

TOPICS	ESTMATED TIMES
Introduction - goals, objectives, ice breaker	8:00 - 8:05
Building Team Synergy	8:10 - 9:10
Communication	9:10 - 10:10
Break	TBA depending on activities
Emotional Intelligence	10:15 - 11:15
Break	TBA depending on activities
Next Gen	11:15 - 12:00
Review / Evaluations	Sent electronically

Times will vary according to activities. 2 breaks will be given according to activities.

Employee Relations: Level 2

Instructor Led Class Description: 4 hours (Day 1)

Purpose: Employee relations is the field of creating, managing, and maintaining a positive connection between management and the workforce. It emphasizes a mixture of individual, team-level and collective, company-wide policies, and practices to address employee problems and improve overall morale.

Goal: The goal of this course is to understand strategies to help you achieve better employee relationships.

Objectives: Participants who actively engage in this training will be able to:

1. Understand the link between employer and employee.
2. Identify employee's potential to maximize performance.
3. Evaluate culture, diversity, and bias.
4. Recognize negotiation techniques.

TOPICS	ESTMATED TIMES
Introduction - goals, objectives, ice breaker	1:00 - 1:30
Employee Relations	1:30 - 2:00
Diversity & Inclusion	2:00 - 2:30
Break	TBA depending on activities
Bias	2:30 - 3:00
Coaching vs Counseling	3:00 -3:30
Break	TBA depending on activities
Scenarios	3:30 - 4:30
Questions & Evaluations	4:30 - 5:00

Times will vary according to activities. 2 breaks will be given according to activities.

Managing Performance: Level 2

Instructor Led Class Description: 4 hours (Day2)

Purpose: Effective performance management is about leadership, interpersonal relationships, constructive feedback, and teamwork.

Goal: The goal of this course is to understand strategies to help you regulate performance management.

Objectives: Participants who actively engage in this training will be able to:

1. Understand setting expectations using smart goals.
2. Identify factors in rating performance.
3. Evaluate performance evaluations using TC matrix.
4. Recognize feedback, when to give it and when to receive it.

TOPICS	ESTMATED TIMES
Introduction -goals, objectives, ice breaker	8:00 – 8:30
Setting Expectations	8:30 – 9:00
Monitoring Performance	9:00 – 9:30
Break	TBA depending on activities
Performance Factors	9:30 – 10:00
Ratings: Tips and Tricks	10:00 -10:30
Break	TBA depending on activities
Feedback	10:30 – 11:30
Wrap up / Questions & Evaluations	11:30 – 12:00

Times will vary according to activities. 2 breaks will be given according to activities.

Crucial Conversations: Level 2

Instructor Led Class Description: 4 hours (Day 2)

Purpose: When people are asked how they generally deal with conflict, they often say that they try to avoid it. In this course, you will learn tips and tricks to have a crucial conversation.

Goal: The goal of this course is to understand how to overcome the fear of crucial conversations strategy and how it optimizes

Objectives: Participants who actively engage in this training will be able to:

1. Define crucial conversations.
2. Understand the importance of lag time.
3. Identify factors that make the conversation crucial.
4. List six styles under stress.

TOPICS	ESTMATED TIMES
Introduction -goals, objectives ,ice breaker	1:00 - 1:30
What is it?	1:30 - 2:00
Lag time	2:00 - 2:30
Break	TBA depending on activities
Mindset	2:30 - 3:00
Manage Emotions	3:00 -3:30
Break	TBA depending on activities
Make it safe / Styles of Stress	3:30 - 4:00
Solutions	4:00 - 4:30
Wrap up / Evaluations	4:30 - 5:00

Times will vary according to activities. 2 breaks will be given according to activities.

The Leadership Challenge: Level 3

Instructor Led Class Description: 24 hours

Purpose: Leadership is not about personality. It's about behavior. The Five Practices are available to anyone who accepts the Leadership Challenge.

Goal: The goal of this course is to develop leadership skills and to understand cutting edge leadership principles through a themed game.

Objectives: Participants who actively engage in this training will be able to:

1. Understand and describe The Five Practices of Exemplary Leadership®.
2. Name the essential qualities that people look for and admire in leaders and state the implications for their leadership.
3. Understand the meaning and value of individual leadership.
4. Identify leadership strengths and areas for improvement.

This is a 3-day course: 24 hours total with homework. Times will vary.

Topic	EST. Time
Introduction - goals, objectives, ice breaker (each day)	
Day 1	8:30 - 4:30
Model the Way Carpe Audience PPT Inspired a Shared Vision Homework	
Day 2	8:30 - 4:30
Challenge the Process Enable Others to Act Class time presentations Homework	
Day 3	8:30 -TBA
Presentations Finish the 5 Practices – Encourage the Heart Finish the game Class Celebration	Times will vary depending on presentations and coursework.

The Five Dysfunctions of a Team: Level 3

Instructor Led Class Description: 6 hours

Purpose: Teamwork ultimately comes down to practicing a small set of principles over a long period of time. The purpose of this course is to understand the dysfunctions of a team and to achieve teamwork among your departments.

Goal: To build a cohesive team utilizing The Five Dysfunctions of a Team model.

Objectives: Participants who actively engage in this training will be able to:

1. Overcoming a lack of trust among team members using MBTI.
2. Managing constructive conflict.
3. Following a clear, concise, and practical guide to using The Five Dysfunctions model to improve your team.
4. Achieving teamwork through instructor-led activities.

Topic	EST. Time
Introduction - goals, objectives, ice breaker	8:30 - 9:00
MBTI Introduction	9:00 - 9:30
MBTI / Absence of Trust	9:30 - 10:15
Break	10:15 / Break
Fear of Conflict	10:30 - 11:00
Lack of Commitment	11:00 - 11:45
Lunch Break	11:45 - 1:00
Avoidance of Accountability	1:00 - 1:45
Break	TBA depending on activities
Inattention to results	2:00 - 2:30
The Role of a Team Leader - wrap up	2:30 - 3:30
Review / Evaluations	3:30-4:30

Times will vary according to activities. 2 breaks will be given according to activities.

360 Degree Leader: Level 3 Optional Course

Instructor Led Class Description: 6 hours

Purpose: Leading up is the 360° Leader’s greatest challenge. Most leaders want to lead, not be led. But most leaders also want to have value added to them.

Goal: Some of the greatest misconceptions about leadership come from misunderstandings of what leadership is. In this module, we’re going to focus on four critical aspects of leading up.

Objectives: Participants who actively engage in this training will be able to:

1. Recognizing influence at every level of an organization.
2. Managing myths.
3. Learning to Lead Up, Across and Down.
4. Achieving teamwork through instructor-led activities.

Topic	EST. Time
Introduction - goals, objectives, ice breaker and introductions	8:30 – 9:15
Influence	9:15 – 9:30
Case Study	9:30 – 10:00
Break	10:15 / Break
Leadership Myths	10:30 – 11:00
Leading Up	11:00 - 11:45
Lunch Break	11:45 – 1:00
Leading Across	1:00 - 1:45
Break	TBA depending on activities
Leading Down	2:00 - 2:30
Leading beyond your title – wrap up	2:30 - 3:30
Review / Evaluations	3:30-4:30

