



Professional Development & Training

One-day Seminars for **BUSINESS & INDUSTRY**



Plus

Certificate Programs
Conferences
Online Workshops &
Onsite Customized Training

Seminars in:

Leadership, Management
& Supervision
Communication Skills
Project Management
Human Resources
Professional Coaching
Train the Trainer
Desktop Publishing
Web Design & Development
Grantwriting
Construction Management

Spring & Summer Conferences & Special Programs

- Conference for Managers, Supervisors, Project & Team Leaders—
The Transformational Leader
- Applied Leadership Institute
- Supervisor's Boot Camp

Practical Skills & Strategies for Today's Workforce

PORTSMOUTH • DURHAM • MANCHESTER • ONLINE

www.learn.unh.edu/training



One-day Conference for
Managers, Supervisors, Project & Team Leaders

THE TRANSFORMATIONAL LEADER

Friday, February 19, 2016
Wentworth-by-the-Sea, New Castle, NH

\$295, .6 CEUs, CRN 155555

This conference will include several concurrent sessions focusing on leadership, team building, and ways to increase peak performance as well as the bottomline.

See Page 7 for complete details

www.learn.unh.edu/managers

3-Day Program

APPLIED LEADERSHIP INSTITUTE

3 Thursdays: February 25, March 10, March 31
Portsmouth/Pease, 9:30 a.m. - 4 p.m.

\$750, 1.8 CEUs, CRN 505216

See Page 8 for complete details

SUPERVISOR'S BOOT CAMP

Thursday, July 21, 9 a.m. - 4 p.m.
Holloway Commons, Durham, NH

\$270, .6 CEUs, CRN 999431

See Page 8 for complete details

CONFERENCE FOR EDUCATORS CONFLICT, COLLABORATION & COMMUNICATION

Wednesday, May 11, 8:15-3:05 p.m.
Portsmouth Harbor Events & Conference Center

\$189 (\$225 if registered after April 27), CRN 154555

www.learn.unh.edu/communication

ONLINE NONCREDIT COURSES!

Choose from several hundred short-term noncredit courses in a variety of areas for both personal and professional development. You'll find a broad range of topics, including writing, photography, medical transcription, bookkeeping, Quick Books, computers, and more!

www.learn.unh.edu/online

UNH PROFESSIONAL DEVELOPMENT & TRAINING

UNH Professional Development & Training is dedicated to enhancing the professional knowledge and skills of individuals and organizations in New Hampshire and surrounding communities *through a variety of quality learning experiences including:*

- **One-day Seminars**
offering practical approaches to everyday work challenges
- **Online Courses for Personal and Professional Interest**
covering a broad range of topics
- **Short-term Certificate Programs**
building theoretical knowledge as well as hands-on skills
- **Special Conferences and Symposiums**
providing opportunities to hear nationally prominent speakers
- **In-depth Institutes**
deepening your knowledge in a particular area
- **On-site or Off-site Customized Training**
designed to meet your organization's specific training needs

Workshops and training are offered in Portsmouth, Durham, and Manchester in many fields including:

Management & Supervisory Skills
Project Management
Human Resources, Coaching, & Training
Communication Skills
Desktop Publishing & Web Design
Health & Human Services
Teaching & School Administration
Engineering Management
Land Surveying,
Soil Science
and more!

www.learn.unh.edu/training

Bring Certificate Programs & Workshops

In-House

If your company or organization wants to train several managers or staff members in a particular Certificate Program or in any of the workshops we offer, we will work with you to design and deliver a program at your site or one of ours that meets your specific needs.

For more information about customized training services,
please contact:

Juliet Webber, juliet.webber@unh.edu
(603) 862-4344

DON'T WAIT! REGISTER EARLY!

Don't wait until the last week to register for a workshop. Save your space by registering early!

Professional Development & Training

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CERTIFICATE PROGRAMS & SPECIAL SERIES

The noncredit Certificate Programs and Special Series/Concentrations of UNH Professional Development and Training are designed to provide you with practical knowledge and skills that help you launch a new career or advance your current profession.

Requirements For Completion

Requirements for completion vary depending on the certificate/special series—some consist of specific required seminars, while others allow you to choose seminars from a selected variety of topics. Seminars are taught by practicing professionals from the field and the University, and are offered on a rotating basis, so that in most cases you can complete your program within one year. For requirements, see the description of the certificate program.

To receive a certificate or letter of achievement indicating successful completion of a program, you must successfully complete the required courses including all course projects; and maintain at least 80% class attendance.

As a general policy, required courses will not be waived; however, if you have previous training or experience in a required course, with permission, a substitution may be allowed.

(For licensing requirements and information, consult the professional organizations serving these fields.)

If You Enroll in Multiple Programs

Some seminars apply to more than one program. If you are enrolling in more than one program, a maximum of two seminars/courses may apply to multiple certificates.

Locations of Certificate/Series Offerings

Requirements may be fulfilled at any location they are offered whether it's in Durham, Portsmouth, or Manchester.

Cost and How to Enroll

The cost of each program varies and depends on which seminars/courses you need to take to fulfill the program requirements. You pay for each seminar/course at the time you register for it.

There is also a \$20 enrollment fee for each program. To enroll use the form in this section or visit the web at:

www.learn.unh.edu/training

When to Enroll in a Certificate Program

You don't need to enroll in a certificate program to take a seminar or course that is part of a certificate program. However, if you plan to enroll in a program, you should try to enroll before completing your second seminar/course in that program, if possible.

When Certificate Programs Start and End

Programs have no specific start or end date. You progress at your own pace by registering for the program's seminars/courses as you prefer. These

are offered at various times throughout the year. Most are one-day seminars.

You are required to complete your program within two years; however, if you wish to complete it sooner, sufficient seminars/courses will be offered to do so. UNH reserves the right to change or terminate certificate programs and/or requirements from time to time.

COACHING CHILDREN & TEENS

Coaching adults in business, career, and personal life has been an effective way of assisting individuals assess their skills and set objectives to reach their vision and goals. Recently, the practice of coaching children and teens has become a way of helping youth to: create action steps for personal and academic goals, deal with challenging issues, and obtain guidance and support as they increase their awareness and knowledge about their own lives and future directions.

This Special Series is offered at Pease in Portsmouth and in Manchester and is designed for professionals who wish to obtain knowledge and practical skills in coaching this segment of the population. You will learn the principles of the coaching process, examine cases and share experiences, participate in discussion and exercises focusing on coaching tools and techniques, and develop strategies to coach children and teens to recognize their unique strengths as well as develop abilities to deal with challenges and issues that face this generation.

The Series is geared to a broad range of professionals, such as mental health professionals, educators, career, guidance, and pastoral counselors, healthcare providers, camp counselors, and other professionals who work with children and teens.

Once you complete the requirements of the Series you will receive a Letter of Achievement listing the offerings you completed and acknowledging your participation in these offerings. It consists of three required workshops and three elective workshops that can be chosen from a number of offerings. You are required to complete the Series within two years; however, sufficient topics will be offered in one year for those who wish to complete the program sooner.

Three Required Workshops:

- Fundamentals of Coaching Children and Teens:
Principles, Practice and Power
- Practical Techniques and Strategies for Coaching Children and Teens
- The Practicum Experience in Coaching Children and Teens

Electives (choose three):

Several electives are offered each semester that apply to this program. Among the topics you will find seminars in are: Anxiety and Depression in Adolescent Girls; Coaching Children from Dysfunctional Families; Coaching Ourselves and Children and Teens for Creativity; Crises Intervention Theories and Skills; Nervous and Unhappy: Teen Anxiety and Depression; Self-Coaching as a Path for Coaching Children and Teens; and more as needs arise.

Seminars marked with a CCT at the end of their description apply to this program.

For a list of seminars currently offered, visit the web at: www.learn.unh.edu/training/

To enroll in a program visit the web. For more information, call (603) 862-1739 or send an email to jennifer.baker@unh.edu.

COACHING CHILDREN & TEENS WITH ADHD

Attention deficit hyperactivity disorder (ADHD) begins in early childhood and can last through the teen years into adulthood. Children with ADHD may have difficulty focusing, listening, sitting still, following instructions, and keeping emotions in check. Increasingly, research is showing that coaching can be a powerful tool in helping children and teens deal with the difficulties they face as a result of ADHD. Coaches can help children and teens with ADHD learn how to manage their time, break down daunting tasks into manageable steps, keep themselves organized, think proactively, use mindfulness techniques, and learn to check their thinking/acting at intervals.

Once you complete the requirements of the Series you will receive a Letter of Achievement listing the offerings you completed and acknowledging your participation in these offerings.

The Series consists of three required workshops plus three elective workshops that can be chosen from a number of offerings. You are required to complete the Series within two years; however, sufficient topics will be offered in one year for those who wish to complete the program sooner.

The required workshops provide a basic foundation for coaching children and teens and the three electives focus specifically on coaching children and teens with ADHD. This Series is offered at Pease in Portsmouth and in Manchester and is geared to a broad range of professionals, including special educators, teachers, mental health professionals, guidance and pastoral counselors, healthcare providers and other professionals who work with children and teens with ADHD.

You are required to complete the Series within two years; however, sufficient topics will be offered in one year for those who wish to complete the Series sooner.

Seminars marked with a ADHD at the end of their description apply to this program.

For a list of seminars currently offered, visit the web at: www.learn.unh.edu/training/

To enroll in a program visit the web. For more information, call (603) 862-1739 or send an email to jennifer.baker@unh.edu.

COMMUNICATION SKILLS

In today's dynamic work environment, effective communication is crucial. The best ideas and strategies are only as good as one's ability to communicate them, either in writing or verbally. Expressing yourself in positive and powerful ways is crucial. This certificate program is designed to improve your communication skills through a broad spectrum of offerings.

Writing skills, presentation skills, and interpersonal communication strategies are all addressed in this program resulting in a strong portfolio of communication skills and the practical knowledge about how to apply them in different situations and with different personalities.

The program is offered at Pease in Portsmouth and

CERTIFICATE PROGRAMS & SPECIAL SERIES

in Manchester and consists of six workshops that you choose from electives. You must complete the program within two years. For those wishing to complete the program sooner, sufficient topics are offered each year.

Electives (choose six):

Several electives are offered each semester that apply to this program. Among the topics in which you will find seminars are: presentation skills; conflict resolution; listening skills; designing brochures and flyers; email, phone, and mail communication; customer services; good grammar; selling yourself; and more. Seminars marked with a CS at the end of their description apply to this certificate program.

For a list of seminars currently offered, visit the web at: www.learn.unh.edu/training

To enroll in a certificate program visit the web. For more information, call (603) 862-4344 or send an email to juliet.webber@unh.edu.

DESKTOP PUBLISHING

Learn to design and create your own newsletters, brochures, posters, ads, and longer documents using the latest professional desktop publishing creative software. This certificate program will help you become familiar with the desktop publishing workflow and will give you hands-on training in the industry's leading photo, illustration, and page layout software. You'll also get basic type and design tips that will enhance your design skills, whether you are new to graphic design or an experienced professional. A basic knowledge of computers is recommended.

This certificate program is offered in Durham. Workshops are offered each semester, allowing you to complete the program within a year. You must complete the program within two years.

Required Workshops:

Adobe InDesign
Adobe Illustrator
Photoshop-Beginning
Design Basics Using Adobe InDesign

Elective Workshops (choose two):

Photoshop-Advanced
Adobe InDesign-Advanced
Photoshop Tips and Tricks
and more as needs arise

Seminars marked with a DTP at the end of their description apply to this program.

For a list of seminars currently offered, visit the web at: www.learn.unh.edu/training

To enroll in a certificate program visit the web. For more information, call (603) 862-4344 or send an email to juliet.webber@unh.edu.

GRANTSMANSHIP

The Certificate Program in Grantsmanship will provide you with practical skills to develop and write grant proposals as well as manage the grant projects effectively once your grant comes in.

You will learn about researching and applying for grants, how to develop a creative idea, locate the right funding source, and write an effective proposal. In addition to grantwriting, you will also learn practical strategies for managing your project, keeping it on time and on budget, developing appropriate report-

ing methods, and dealing effectively with others who are involved in the project. Electives will be offered to enable you to enhance your grantwriting and fundraising skills.

The program is offered at Pease in Portsmouth and in Manchester and consists of three required workshops and two electives that can be chosen from a variety of offerings. You must complete the program within two years.

Required Workshops:

Fundamentals of Grantwriting
Advanced Grantwriting
Basic Project Management

Electives (choose two):

Electives will be offered in a variety of topics designed to enhance your grantwriting and fundraising skills.

Seminars marked with a GW at the end of their description apply to this program.

For a list of seminars currently offered, visit the web at: www.learn.unh.edu/training

To enroll in a certificate program visit the web. For more information, call (603) 862-4344 or send an email to juliet.webber@unh.edu.

HUMAN RESOURCES MANAGEMENT

This program is designed for individuals in the human resources field, both experienced and newly-assigned, who desire additional training. Topics to be covered range from the technical aspects of administration to the human relations issues surrounding working with a diverse workforce.

There are no required topics; you choose six seminars from a list of topics that are designed to respond to the ever-changing needs of the field.

The program is offered at Pease in Portsmouth and in Manchester. You must complete the program within two years. For those who wish to complete it sooner, sufficient topics are offered each year.

Electives (choose six):

Several electives are offered each semester that apply to this program.

Among the topics in which you will find seminars are: HR practitioner and HR management skills; employee hiring, firing, retention, and performance assessment; professional coaching; employment law and regulations; dealing with performance problems; interviewing skills; reduction in force planning and executing; strategic staffing; multi-generational staffing; communication issues; balancing work and life; time management; critical thinking; and more.

Seminars marked with an HR at the end of their description apply to this program.

For a list of seminars currently offered, visit the web at: www.learn.unh.edu/training

To enroll in a certificate program visit the web. For more information, call (603) 862-4344 or send an email to juliet.webber@unh.edu.

LEADERSHIP & MANAGEMENT

"Leaders are born, not made" OR "Leaders are formed through their experience and training."

Which do you believe to be true? Clearly, there are two schools of thought concerning leadership. If you believe that within the scope of every job and position, the potential for leadership not only exists, but is demanded, this program is for you. Whether you are a supervisor, manager, team or project leader, or someone who wants to enhance their leadership and management abilities, this certificate program will focus on a variety of skills that enable you to become a better leader and manager. Leadership is not bestowed by high rank or title. It is a quality and ability to motivate and influence others, to instill vision and purpose, and to guide others to accomplish the overarching goals of the organization.

This program is offered at Pease in Portsmouth and in Manchester and consists of the 2.5-day High Performing Leadership Residential Program or the 3-day Applied Leadership Institute, plus three electives that can be chosen from a variety of topics. The program provides an opportunity for you to explore the attributes of leadership and management that will enhance your skills, knowledge, and capabilities as a leader. You must complete the programs within two years, but sufficient topics will be offered if you wish to complete it sooner.

Required: (choose one)

2.5-day High Performing Leadership Residential Program OR
3-day Applied Leadership Institute

Electives (choose three):

Several electives are offered each semester that apply to this program.

Among the topics in which you will find seminars are: The Power of Self-Management in Leadership; Strategic Planning; Emotional Intelligence; Influencing Behavior in the Workplace; Employee Engagement; Appreciative Inquiry; Creating a Positive Work Environment; Creative Innovation; How to Create a Resilient Workforce; Leadership for Every Situation; Managing Organizational Change; and more.

Seminars marked with an LM at the end of their description apply to this program.

For a list of seminars currently offered, visit the web at: www.learn.unh.edu/training

To enroll in a certificate program visit the web. For more information, call (603) 862-4344 or send an email to juliet.webber@unh.edu.

PROFESSIONAL COACHING

Professional coaches are in great demand and the need for them is only growing. Employers are realizing that coaching is a cost-effective way to help their employees increase effectiveness, think more creatively, take on greater responsibility, and grow professionally. The result? A better performing organization and a loyal workforce. Likewise, individuals are turning more frequently to coaches for help in developing and implementing career plans.

As a consultant, are you prepared to meet your clients' coaching needs? As a manager, would you like to implement a coaching program in your own company? As an internal coach, would you like additional training to better serve your company? As a career-seeker, would you like a career where you can help

CERTIFICATE PROGRAMS & SPECIAL SERIES

people reach their highest professional potential?

This certificate program is designed exclusively to meet the needs of the evolving coaching profession. It provides a structured, but flexible, program of five seminars (a 5-session core principles and practices seminar and four one-day specialization seminars) that will equip you with the necessary toolbox of techniques and methods needed to become a skilled and confident professional coach in a business career or life satisfaction capacity. This program's two-tiered approach will allow you to work with the "whole client" within the context of the "whole system" in which they operate. You must complete the program within two years.

Required Courses:

The Art of Coaching (the core class comprised of five, one-day sessions)

Plus the following one-day seminars:

Negotiation Skills for Coaches
Gender Dynamics in Coaching

Plus Electives (choose two):

Several electives are offered each semester that apply to this program. Among the topics you will find seminars in are: Analyzing Workstyles; The Executive's Coach; Strategic Influencing Skills; Coaching the Woman Executive; Coaching the Executive, and others.

Seminars marked with a PC at the end of their description apply to this program.

For a list of seminars currently offered, visit the web at: www.learn.unh.edu/training

To enroll in a certificate program visit the web. For more information, call (603) 862-4344 or send an email to juliet.webber@unh.edu.

PROJECT MANAGEMENT

Project management isn't just for project managers, engineers, and IT professionals. As an organization grows the number of changes being proposed and implemented will increase and the number of different people and departments responsible for and involved in the change increases. More changes require or should require technology, causing the cost of the change to become more significant, having the potential to affect customers and revenue, and therefore increasing business risk. What once was simple when an organization was small has the potential of becoming complex and costly.

This certificate program consists of a series of workshops that are on the leading edge of where project management is headed. Project management is presented as a business process that is an extension of the organization's planning process, not just a series of isolated methods & techniques. You will apply project management principles to specific business situations as well as learn methods for influencing others in applying sound practices across your organization. The certificate will provide anyone responsible for or participating in a business initiative or project with valuable information and skills that can be implemented immediately to sustain improved business results.

Upon completion of the program, you will have:

- experienced various real-life project management scenarios, including technical projects, individual projects, and cross-functional team projects;
- gained valuable information from experienced

instructors who practice these techniques on a daily basis;

- gleaned unique ideas from professionals from other organizations and industries;

You must complete the program within two years, but sufficient topics will be offered if you wish to complete it sooner.

Required Workshops:

Intro to Basic Project Mgmt. (two-day seminar)

*Topics in Advanced Project Management

Project Cost Management: A Guide to Earned Value Management

Project Management for Managing Business Change

*Project Risk Management: Dealing with Uncertainty in the Project Environment

Analyzing Workstyles: Using MBTI to Improve Communication

Teambuilding for Increased Productivity

Seminars marked with a PM at the end of their description apply to this program.

***Note:** Basic Project Management is a prerequisite for Advanced Project Management and Project Risk Management, unless you have the approval of the instructor.

For a list of seminars currently offered, visit the web at: www.learn.unh.edu/training

To enroll in a certificate program visit the web. For more information, call (603) 862-4344 or send an email to juliet.webber@unh.edu.

SUPERVISORY SKILLS

In today's workplace, individuals are often promoted to supervisory responsibilities because they have developed technical expertise in their positions. However, often they are unable to effectively supervise their workforce. This certificate program has been developed in response to the need to train new or inexperienced supervisors in the interpersonal aspects of supervision and to help or assist established supervisors to advance their skills.

The program consists of six one-day workshops, including three required seminars and three electives chosen from a number of offerings. The program is offered at Pease in Portsmouth and in Manchester and must be completed within two years. For those who wish to complete the program in a shorter time-frame, sufficient topics are offered each year.

Required Seminars (choose three):

Stepping up to Supervisor OR

Foundations of Supervision

Employment Law and Regulations OR

Employment Law from Soup to Nuts

Analyzing Work Styles

Conflict Resolution

Electives (choose three):

Several electives are offered each semester that apply to this program. Topics you will be able to choose from include: critical thinking, change management, financial management, interpersonal and communication skills, teambuilding, hiring and firing, performance appraisal and conflict resolution, and more.

Electives change and are indicated by the code SS at the end of a seminar description.

For a list of seminars currently offered, visit the web at: www.learn.unh.edu/training

To enroll in a certificate program visit the web. For more information, call (603) 862-4344 or send an email to juliet.webber@unh.edu.

WEBSITE DESIGN/DEVELOPMENT

Today's business and personal use of the worldwide web has created a growing demand for professionals who can create, program, design, and maintain websites. This certificate program teaches you the basics of website design and development. Workshops are offered in Durham and provide hands-on skills that you can apply to your office or home website. The program consists of six required workshops. You must complete the program within two years, but sufficient topics are offered if you wish to complete it sooner.

Required workshops:

Creating Web Pages I: Basics of HTML

Creating Web Pages II: Basics CSS

Creating Web Pages III: CSS & Box Model

Dreamweaver I or II

Principles of Web Design

Photshop for the Web OR Using Fireworks

Seminars marked with WEB at the end of their description apply to this program.

For a list of seminars currently offered, visit the web at: www.learn.unh.edu/training

To enroll in a certificate program visit the web. For more information, call (603) 862-4344 or send an email to juliet.webber@unh.edu.

Enroll in a Certificate Program Online!

www.learn.unh.edu/training

(click on Certificates)

There is no application process.

There is a \$20 enrollment fee for each Certificate Program.

For more information visit the web or email us at:

professional.development@unh.edu

or call the number listed at the end of the Certificate description.

CONFERENCE

Past Conferences
have Sold Out quickly,
so Register Early!

10th Annual One-day
Conference for Managers, Supervisors, Project & Team Leaders

The Transformational Leader

Friday, February 19, 2016

Wentworth-by-the-Sea Hotel, New Castle, NH

9 a.m.-4 p.m. (check-in, 8:30 a.m.), \$295 (\$325 after February 5), .6 CEUs, CRN 15555

8:30-9:15 a.m. Registration, Continental Breakfast, Welcome

9:15-10:30 a.m. Concurrent Sessions

Being a Leader, Not a Dictator: Why Building Trust Works & Matters

It is a common misconception that respect naturally comes with a management title. Just because a manager/leader has the title, however, doesn't mean that employees will respect you, follow you, and perform according to what you request. Whether your job title is manager, CEO, VP, or assistant, you have to earn the respect and trust of your employees. This creates the environment where they can thrive, grow, and succeed. Ironically, one earns trust by first GIVING trust. A trusting leadership style will empower employees to believe in the company and their own abilities, enabling them to better achieve your business goals. In this session you will learn:

- why "trust" forms the foundation for highly effective leadership;
- how to assess your personal trustworthiness;
- how to build trust with employees with different styles and motivations;
- why teams benefit from leaders who focus on strong trusting relationships; and
- how to increase trust and grow leadership in your organization.

Presenter: David Liddell

Smart Strategies for Leading with Greater Emotional Intelligence

You know as a manager that getting your team on board with your goals is critical to success. But employees are becoming increasingly hard to read, and it's no small feat to appeal to their diverse wants and needs as you strive to win loyalty. This session will show you how to understand your employees better so that you can motivate them more effectively. You'll discover unconventional methods for tapping into the minds and hearts of those you lead, so that you can encourage cooperation in a manner that resonates. You'll also gain insight into personal blind spots (every leader has them) that may be sabotaging your current leadership efforts..

Presenter: Amy Wood

10:30-10:45 a.m. Break

10:45 a.m.-Noon Concurrent Sessions

How to Engage Your Biggest Expense: Your Employees

Employee engagement doesn't start with THEM, it starts with LEADERSHIP. Your employees are the recipients of the culture created by your leadership. True employee engagement requires organizational leaders to stop telling employees what to do. Engagement begins when a working environment is created that inspires employees, helps them feel vested to your business, and drives them to work with the best interests of the company in mind. This session will help you:

- diagnose the levels of engagement in your organization;
- determine key success measures of engagement;
- understand how engagement impacts employees' behavior & customer retention;
- learn how leadership behavior drives engagement; and
- determine what you can do to increase employee engagement.

Presenter: David Liddell

Leadership Creativity: Practical Techniques for Generating New Ideas

Businesses need creativity and innovation. Without it, organizations could not adapt, be flexible, and adjust to changes in market and customer demands. And, along with those changes come problems—new problems that require new solutions and new ways of thinking. In this session you will learn powerful tips, techniques and strategies for generating creative thinking and unique ideas that turn problems into opportunities. You'll identify "mental locks" that block creativity, and you'll learn 10 strategies to encourage and promote creativity in yourself and others. You'll explore why it's important to challenge boundaries and learn how to use "thinkertoys" to spark creativity and innovation.

Presenter: Lynne Richards

Noon-1 p.m. Buffet Lunch at the Wentworth

1-2:15 p.m. Concurrent Sessions

The Resilient Leader: Why You NEED to be One...and HOW to be One

As your resilience increases, so does your ability to handle stress and pressure. It helps you be more effective and makes life a lot easier. You have more energy and vitality, are able to be more productive and...more inspiring to others. You're better able to handle difficult people because you're far less reactive. As you become resilient, you experience greater confidence and personal power—increasing your ability to also inspire confidence in others. Being a resilient leader is even more important as change and uncertainty continue to escalate. In this session, you will learn principles, practices, and tactics for building resilience, drawn from a wide variety of disciplines. You will walk away with specific, actionable things you can do to become a more resilient, energetic, inspiring leader.

Presenter: David Lee

WHEN TEAMS REALLY WORK: How Teams Reach Full Potential

Research tells us that teams outperform individuals when work requires cross-functional expertise, complex organizational problem solving, or implementation of an enterprise-level plan requiring cooperation from others. In other words, teams are a necessary component of most 21st century work settings. Unfortunately, the full potential of work teams often goes unrealized because basic fundamentals of leading complex teams are either unknown or ignored. This session teaches proven, replicable techniques to help teams adopt behaviors that promote trust, accountability, and a commitment to results. Among the topics to be covered: Fundamental Principles of Group Dynamics; Transforming Team Conflict Into Team Commitment; Right Ways to Lead Teams; and Using the Right Team Tools to Maximize Performance. Please Note: This session focuses on team issues that cross organizational boundaries, rather than team issues internal to one department.

Presenter: Vaughan Limbrick

2:15-2:30 p.m. Break

2:30-4 p.m. Concurrent Sessions

Help Me..Help YOU..Help US: How to Align, Coach & Empower Employees to Execute Your Strategy

One of THE most important tasks of a manager is to help employees understand specifically how they can best contribute to their employer's goals, and then do everything they can to support their employees doing so. Research by Harris Interactive has shown that only 4 out of 10 employees understands their employer's goals and only 2 out of 10 understand how they can best contribute. Most employees get very little feedback on how they are doing, and when they do, it's often done once a year and done clumsily. In this session, you'll learn what you can do to help your employees become a productive, engaged, inspired team, which helps you achieve your goals and the company's. You'll look at: how to reverse engineer employer's goals into specific behaviors, how to speak in terms of "virtual training videos" so employees know how to engage in these high value behaviors, and how to provide feedback that provides useful info and makes employees want to do better.

Presenter: David Lee

Understanding "Success-Avoidance" to Manage In A Supportive Way

In our society, being successful means continually striving for greater achievements and rewards. It may mean new challenges and expectations, leaving a predictable way of life and vaulting into the unknown. Though exciting and fulfilling with benefits, there are also a number of tradeoffs to success. Many people may engage in success-avoidance or success-sabotage, once called "fear of success". This session will explore this phenomenon, outline its dynamics, and offer suggestions for managing it. We'll explore how success-avoidance tendencies affect behavior; why traditional reward-centered approaches sometime appear to have the opposite intended effect; how to minimize negative responses and deal with low self-esteem; how to encourage at-risk individuals while appreciating their concerns; and how to integrate one's personal style and preferences with newly learned coaching, mentoring, and motivational skills and techniques.

Presenter: Gerri King

(This is part of the Leadership & Management and Supervisory Skills Certificate Programs, but you do not need to be in the programs to attend this conference.)

To download the conference brochure, go to:
www.learn.unh.edu/managers

SPECIAL PROGRAMS

3-Day Program

APPLIED LEADERSHIP INSTITUTE

3 Thursdays—February 25, March 10, March 31

9:30 a.m.-4 p.m

Portsmouth/Pease, Portsmouth, NH

\$750, 1.8 CEUs, lunch included, CRN 505216

Facilitator: Peter Hughes

Leadership Expert & Author of

Putting Your Leadership on the Road to Peak Performance

The Applied Leadership Institute is comprised of three one-day sessions aimed at helping participants become transformational leaders who can create significant improvements in their organization's operational performance. A session will be offered every other week to allow time in between for participants to process information and apply it in a practical way to their workplace.

The institute has been designed to meet the unique leadership challenges and change management needs of today's managers and supervisors who are being pressured to reduce their operating budgets, do more with less, maintain a high level of performance, and effectively deal with the tremendous issues of globalization, outsourcing, and a slow economy. The overarching objective of the institute is to help managers successfully transition their operations to a new dimension of success and achievement by strengthening their leadership competencies, behaviors, style, and management approach. You will gain specific leadership, team development, and change management skills that will result in improved individual, team, and process performance. Practical, state-of-the-art business and leadership concepts, theories, and approaches will be covered. You will review the characteristics and behaviors of highly effective change-oriented teams and develop a blueprint for improving your own leadership style as well as transforming your organization and its processes.

During Day #1 of the institute, you will focus on the individual leader, looking at the characteristics that make an optimal leader, evaluating strengths and weaknesses, and discussing how operational challenges and trends affect leadership style. You'll form working teams and experience practical leadership activities designed to enhance your skills.

During Day #2, you'll focus more on the organizational processes and how to incorporate process improvement and positive change into your workplace.

During Day #3, you'll examine the qualities that are present in a high performing organizational teams and culture, receive a 360-degree assessment, and participate in simulation exercises that will heighten your understanding and skills as a team participant. The institute is geared to any managers or supervisors, regardless of your functional position in the organization. If you are able to bring more than one manager from your organization to participate in the institute, you will maximize the learning outcomes and benefits gained.

(This is a required workshop in the Leadership & Management Certificate Program, but you do not need to enroll in the program to take this workshop.)

Facilitator: Peter Hughes

1-Day Program

SUPERVISOR'S BOOT CAMP

Thursday, July 21

9 a.m.-4 p.m

Holloway Commons, Durham, NH

\$270, .6 CEUs, lunch included, CRN 999431

Facilitators: Lynne Richards and Gerri King

Experts in Organizational Culture, Communication Skills, and Performance Management

This one-day institute is designed for individuals who are newly promoted to the supervisor's role or who wish to gain knowledge and skills that will enhance their professional skills as supervisors.

The day will focus on four parts. Sessions 1 and 2 will be presented by Lynne Richards. Sessions 3 and 4 will be presented by Gerri King.

Session 1: Six Secrets of Supervisory Success

Are you concerned that people will not find you credible? Do staff guilt you into making exceptions or ask you to share confidential information? Are you apprehensive or hesitant when subordinates question your decisions? If you answered yes to any of these questions, this session is for you. Great supervisors are not born--they learn, practice and develop their skills over time. In this session, discover six secrets of supervisory success that, with practice and development, will catapult you and your team to performance excellence.

Session 2: Understanding Work Styles

Enhancing Communication and Meeting Effectiveness

Do you ever wonder why some people are so stuck on numbers or budgets? Conversely, are you ever frustrated because people don't take their budgets seriously? Are you confused when people value rules and regulations over individual needs? Or are you concerned that others don't understand the seriousness of the business we are in? Using a skill assessment, you will identify your interpersonal strengths and preferred behavioral style. You'll also examine these questions as well as how different work styles affect communication and behavior in meetings. As a result, you'll have an increased understanding and ability to work with people with different styles, and be better able to reduce conflict, improve communication and have effective meetings.

Session 3: Motivating and Achieving Goals

When employees are included in the goal setting process, they are committed to reaching them. Though supervisors rightly consider that they play a role as motivators, ultimately it comes from within. This session will integrate the dynamics of motivation and goal setting with practical suggestions for making it happen.

Session 4: Reducing Stress and Conflict

Conflict is exacerbated by increased stress and stress is the result of unresolved conflicts. Both are manageable if supervisors and their staff are committed to enhanced communication and mutual support. Neither is usually about the issues, but about how they're handled. The approaches suggested in this session are immediately applicable and, most importantly, possible.

(This is part of the Supervisory Skills Certificate Program, but you do not need to enroll in the program to take this workshop.)

Facilitators: Lynne Richards, Gerri King

MANAGEMENT & SUPERVISION

MANAGEMENT & SUPERVISION

New! Strategic Interviewing for Emotional Intelligence

Manchester/88: CRN 349216, Thursday, February 11, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Studies show that 46 percent of newly hired employees fail within 18 months, due mostly to low emotional intelligence. Yet candidates are savvier than ever at knowing how to win the interview game. This workshop looks at today's labor market and the techniques used by industry leaders to attract and assess talent. You'll look at a simple but powerful tool that will help you take back the advantage, uncover low and high emotional intelligence skills during the interviewing process, and provide greater confidence that you are offering the job to the right person every time.

You'll discuss: the latest trends in applicant preparation and turnover statistics; how to define the key emotional intelligence skills and critical competencies required for success; how to simply and effectively identify those skills in internal and external candidates; and a technique for revealing truthful information about a candidate's experience. This workshop teaches solid foundational principles and advanced concepts. It is appropriate for both experienced and new interviewers participating in the interview and selection process for their organizations. (LM, HR)

Instructor: Jen Shirvani

Foundations of Supervision

Portsmouth/Pease: CRN 350216, Thursday, February 18, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

This workshop is designed to improve the skills of individuals currently in, or moving into, supervisory and managerial positions. Through exercises, discussion, and self-assessment tools, you will develop an understanding of the fundamental concepts of effective supervision. You'll learn: the role of the supervisor/manager; management styles; how to promote good performance and job satisfaction; and effective communication skills. (SS)

Instructor: David Lee

Influencing Behavior in the Workplace: Healthy Attitudes, Strong Results

Portsmouth/Pease: CRN 352216, Tuesday, February 23, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

An important role that supervisors and managers play is to influence and guide the behavior of the people they supervise and manage. People's attitudes and behaviors are infectious, good and bad. Often employees bring attitudes and behaviors that interfere with not only their own successful job performance, but also the success of their work teams. In this workshop, you'll discuss how people's attitudes affect their actions and the people around them, and how, as a supervisor, you can coach employees to break through negative and limiting attitudes that keep them from performing at their best. You'll learn to identify how people react to stress, how to deal with defensive behavior, and how to coach employees to find the better, more positive ways to deal with the challenges they face on the job. (LM, HR)

Instructor: Gerri King

Employee Engagement: Increasing Motivation and Commitment

Manchester/88: CRN 351216, Tuesday, February 23, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

This workshop provides supervisors and managers with important skills to create greater employee and team alignment for the achievement of the organization's objectives, goals, and success. An engaged employee is one who is motivated beyond the normal duties of their job, is driven by the organiza-

tion's vision, understands their value in the organization, and consistently demonstrates behavior that supports the organization's interests. You'll learn the importance of investing time in coaching and development to retain your best employees; and you'll understand how to create an environment of trust and collaboration that allows employees to be engaged and optimizes business performance. (SS, LM, HR)

Instructor: David Liddell

Are You Listening? Developing Effective Listening Skills

Manchester/88: CRN 353216, Thursday, February 25, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Being a good listener is one of the most important characteristics of an effective communicator. However studies indicate that most of us don't listen very well at all. Identify the barriers to effective listening and learn about your own listening and responding style. In this workshop, you'll discuss factors that affect disclosure, including the listener's body language and responses. You'll also have the opportunity to practice several types of responses and explore how they affect the flow of conversation. You'll practice listening in an interview setting as well as in a conversational setting. Finally, you'll learn what to listen for, and how to adapt our message based on what we hear. (SS, HR, CS, PC)

Instructor: Tess George

New! Accountability: The Key to Organizational and Individual Success

Portsmouth/Pease: CRN 354216, Tuesday, March 1, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

"It's not my job." "Tell me what to do." "If only we had the resources." Finger pointing, excuses, and dodging accountability are individual and organizational behaviors that lead to missed goals, unsatisfactory results, and poor performance. Learn how you can rise above the "blame game" and promote a culture of accountability. Your personal and organizational success depends on it. In this workshop, you will: discuss benefits and barriers of personal responsibility and accountability; identify action steps for increasing individual and organizational accountability; learn how to detect the symptoms of victim mentality and the responsibility-avoiding syndrome; identify key actions and tools for promoting individual accountability; and learn how to implement cultural changes that promote organizational accountability. (SS, LM)

Instructor: Lynne Richards

Basic Employment Law: What Every Supervisor/Manager Should Know

Manchester/88: CRN 355216, Thursday, March 3, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Supervisors and managers must understand the basics of employment laws and regulations when dealing with employees, but few have received training in these areas. This workshop will look at what you need to know to avoid legal and practical issues and to meet your obligations to your employees. It also will assist you in working collaboratively with Human Resources. The topics covered include NH and federal discrimination laws; legal issues to avoid when interviewing, hiring and discharging employees; how to deal with a disabled employee; identifying basic FMLA issues; basic concepts in NH and federal wage and hour laws; and identifying and avoiding harassment problems. This workshop can also assist individuals just entering or desiring to enter the field of HR. (SS)

Instructor: Diana Wieland

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Cross-Functional Teaming: Mastering the Fundamentals of Team Performance

Portsmouth/Pease: CRN 356216, Tuesday, March 8, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

The concept that one person performs a task in isolation, without impacting others, is virtually nonexistent in today's workplace. The "new normal" requires people to act in concert with others to achieve common goals, usually within a cross-functional or integrated product/project team structure. This workshop teaches the basics of launching and sustaining effective cross-functional work teams, for complex problem-solving; long-term projects; ongoing work coordination; or to maximize cross-functional effectiveness. It will focus on simple, practical tools and techniques to enhance team performance, including: Do's and Don'ts of Leading Teams; Right Use of Team Charters; Roles and Responsibilities of Team Members; Tools to Increase Meeting Productivity; Tools for Group Problem-Solving; Tools for Work Alignment; and Sustaining Stakeholder Relationships. You will leave with the knowledge of who needs to be on a team, why they need to be there, what they are expected to produce, when it is time to dissolve the team, and how they are expected to interact with others in the work system (including other team members) to achieve mission success. You will also be given sample templates and checklists for further customization back on-the-job. (LM)

Instructor: Vaughan Limbrick

New! Add Story Power to Your Talent Management and Development Process

Manchester/88: CRN 357216, Tuesday, March 8, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Smart employers use their brand stories to attract and retain great employees. For example, employers use storytelling in orientation programs to let their new hires know "You made a wise choice," "You should be proud to work here," "Employees make a difference here," and other important messages that engage and inspire. Leaders who inspire passion and commitment avoid "death by PowerPoint" and instead tell stories that inspire a "can do" attitude. Training and organizational development professionals also use storytelling and analogies to make their ideas more compelling, understandable, and "sticky." In this workshop, you will learn how to: go beyond "This is a great place to work, I love it here" employee testimonials and tell stories that make your work experience and organizational personality come to life; make your new hire orientation program inspiring and pride-inducing; communicate and reinforce your cultural values and norms; develop and elicit a "can do" attitude in people facing major change and challenge; use stories as a tool to add excitement and punch to presentations; challenge people's limiting beliefs and perspectives without being confrontational; and connect learners with the material through stories and narrative. (CS, HR, LM)

Instructor: David Lee

Promoted From Within: Stepping Up to Supervisor

Manchester/88: CRN 463216, Thursday, March 10, 9:30 a.m.-4 p.m.
.6 CEUs, \$285, lunch included

Making the transition from staff member to supervisor can be especially challenging. This addresses some of the challenges unique to the employee who has recently been promoted from within. Through self-assessment and case study discussion, you'll have the opportunity to determine your preferred supervisory style and identify ways to modify your style to bring out the best in others. Discussion will focus on: developing confidence and getting comfortable in your new role; assertiveness vs. command and control; gaining the respect of staff, peers and management; building credibility and influence; dealing with passive-aggressive or resistant employees; maintaining friendships with former peers (separating personal and business issues); and more. (SS)

Instructor: Lynne Richards

Strategic Influencing Skills: Influencing with Impact and Integrity

Manchester/88: CRN 358216, Friday, March 11, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Strategic Influencing Skills Based on two decades of research on successful leaders in profit and nonprofit workplaces, this seminar has been developed to show ways to have influence in the decision-making process of your organization, team, or office. Topics include: understanding power and system dynamics; mapping sources of influence in your organization, how to access resources and build support, how to deal with diverse interests, build coalitions in a time of uncertainty and move ideas in the face of resistance. We will build on your own experience. To do that, bring to class an issue, initiative, idea you want to implement at work and you will take away pragmatic strategies tailored to your unique challenges and job responsibilities. This seminar builds on and will expand your skills and insights for effectiveness in your workplace and applies to whatever type of organization you're in, whether it's wholesale or retail business, manufacturing, government, healthcare, information services, or academia. (LM, SS, HR, PC)

Instructor: Carlotta Tyler

New! Facilitation Skills

Manchester/88: CRN 359216, Tuesday, March 15, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

This workshop teaches effective strategies and tools to creatively and successfully navigate a group while encouraging involvement, interaction, and ownership of the outcomes and goals. You will discuss: how to create an environment that fosters learning; ways, words, and questions which engage; techniques to keep discussion flowing; strategies to close engagement on a high note; and best practices when facilitating meetings remotely. Successful facilitation skills are critical for supervisors and managers as they involve their teams in goal setting, project execution, and quality improvements. (HR, SS)

Instructor: Susan DeMarco

Conflict Resolution Through Effective Communication

Portsmouth/Pease: CRN 398216, Thursday, March 17, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

This workshop shows how differences can enhance relationships and presents skills that will enable you to use conflict as a source of creative solutions. Topics include: dynamics of conflict; assessment of personal resolution styles; what works and what doesn't; and creative skills in conflict resolution. Through respectful communication and enhanced negotiation skills even the most difficult situations may be managed. In-class practice and hands-on skills are a major part of this workshop. (SS, CS, HR)

Instructor: Gerri King

Presentations Without Panic

Portsmouth/Pease: CRN 401216, Thursday, March 24, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

For most people, the idea of making a presentation generates panic. In this workshop learn a step-by-step process that will help you turn that panic into

**Conference for Managers, Supervisors,
Project & Team Leaders**

THE TRANSFORMATIONAL LEADER

Friday, February 19, 2016

Wentworth-by-the-Sea, New Castle, NH

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poise. Learn how to identify your purpose, organize information for “flow,” and design memorable introductions and conclusions. Learn how to analyze your audience and adapt your material accordingly, and get techniques for managing nervousness and developing your own style of delivery. (CS, SS, HR, GW)

Instructor: Tess George

Assessing Responsibilities and Delegating Work: Getting the Monkeys Off Your Back

Manchester/88: CRN 400216, Thursday, March 24, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Too often, as a manager or supervisor, you find yourself picking up “monkeys”—responsibilities and work that rightly should be performed by others. Each time you say, “I’ll look into it and get back to you,” you have just picked up a monkey. If you find yourself harried and having more work to do than time allows, you are probably picking up tasks that belong to your staff and colleagues. During this interactive workshop, learn how to distinguish a monkey from a valid task. Develop the skills to assist your staff in regaining control of their own responsibilities and avoid taking on monkeys themselves. (SS, HR)

Instructor: Lynne Richards

Constructive Conversations: How to Foster Honest, Open, Non-Defensive Dialogue

Portsmouth/Pease: CRN 403216, Tuesday, March 29, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Whether you’re trying to improve morale, resolve employee relations issues, or correct performance problems, your success depends on your skill at bringing up issues constructively and then guiding the conversation in a productive direction. This will provide you with practical ideas and techniques for addressing important issues and sensitive subjects in a way that increases the other person’s willingness to discuss them maturely and hear your point of view. It will also help you keep the conversation on track and moving toward a productive conclusion. (SS, CS)

Instructor: David Lee

Creating a Healthy Workplace: Dealing with Sexual Harassment and Workplace Bullying

Manchester/88: CRN 405216, Tuesday, April 5, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

This workshop will help employers comply with laws regarding sexual harassment and hostile-free work environments as detailed in both federal and Maine/New Hampshire state legislation. You will also spend part of the workshop discussing bullying at work. With regard to sexual harassment, you’ll look at strategies for preventing it and discuss the current climate regarding it, highlighting general federal and state anti-discrimination laws. The details of New Hampshire and Maine training and notification statutes also will be reviewed. Cases studies will be used to emphasize the realities of sexual and hostile work environment harassments. The importance of a manager or HR professional in assuring a hostile-free work environment will be covered, and you’ll receive guidance on how to conduct a proper investigation of a sexual harassment or hostile work environment claim. Following this discussion, you’ll discuss bullying in the workplace. Recent studies estimate that 38 percent of American workers experience bullying in the workplace. Companies have begun to take aggressive action to address this problem, because of its legal ramifications as well as its negative impact on productivity and the bottom line. By creating and maintaining a healthy, happy, safe workplace companies can improve productivity, employee morale and retention, and decrease lost work time, employee grievances, and potential litigation. Discussion and group activities will explore the following topics: review of Title VII Civil Rights Act & State Legislation; what constitutes an unlawful hostile work environment; what is workplace bullying; review of anti-bullying policies; prevention and ways to create a healthy, safe and productive climate; management’s and employees’ responsibilities, and case studies. (SS, HR)

Instructor: Linda Blessing

Finding Your Voice: Powerful Communication Skills for Women

Manchester/88: CRN 406215, Thursday, April 7, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Women face specific communication challenges and opportunities in the workplace. As many businesses transition from “command and control” to team management, skills usually thought of as feminine are more in demand. On the other hand, many women still struggle to get respect and to communicate comfortably in the workplace. Women can learn to access their genuine female power and be effective contributors and leaders. In this workshop, you will learn: the link between role expectations and women’s performance, differences in female and male styles of expression, how to project a more assertive image, how to express yourself assertively in a way that feels comfortable to you, how to handle conflicts and confrontations effectively, how to express your opinion, and how to ask for what you want. (SS, CS)

Instructor: Tess George

Applying Positive Psychology to Build a High Performing Workplace

Portsmouth/Pease: CRN 407216, Thursday, April 7, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Chances are you’ve seen the unfortunate impact of negativity in the workplace. Negative mindsets and interactions can breed conflict and erode productivity. However, research in the field of positive psychology shows that positivity can be learned and, when applied, can lead to high performing teams and workplaces. This workshop will first provide an understanding of this research by exploring how much positivity is needed in the workplace, how to get it, and how it increases performance. Then you’ll learn specific techniques to apply this research for yourself as a leader and for your workplace. The skills include: flipping negativity, enhancing work relationships (easy and difficult ones), engaging your team through authentic recognition, discovering strengths and welcoming dissent, discovering positive meaning in the work environment, spreading and absorbing positivity, fostering the proper balance between inquiry (asking questions) and advocacy (stating viewpoints), exploring the power of a growth mindset with your team, and coaching individuals using a four-step model that builds your capacity to foster team member growth and performance. You’ll practice these skills through interactive exercises and case studies and be ready to apply them immediately back at your workplace—bringing out the best in each of your team members, and yourself. (LM)

Instructor: Katherine Maloney and Janet Edmunson

Teambuilding for Increased Productivity

Portsmouth/Pease: CRN 409216, Tuesday, April 12, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Teamwork is the key to success in today’s work environment. The speed in which teams and work groups come together to solve problems and meet deadlines is a critical factor in an organization’s ability to remain flexible, responsive, and competitive in the marketplace. In this workshop you’ll look at the very center of any team’s effectiveness and efficiency—the individuals’ ability to quickly form productive working relationships with one another. Inclusive and empowering team leadership that guides without dampening creativity will be a focus throughout the day. (SS, HR, PM)

Instructor: Gerri King

Is Time Managing You or Are You Managing It?

Portsmouth/Pease: CRN 411216, Thursday, April 14, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Is time managing you or are you managing time? Most time management systems include four basic steps: plan, prioritize, schedule, and follow the plan.

See Instructor Bios on pages 21-22

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While this system works just fine for some, many people find these simple steps impossible to follow. During this interactive workshop, explore why traditional time management doesn't work for everyone. Identify your own natural approach to time, and assess whether you are a divergent (right brain) or convergent (left brain) thinker. Discover how to use these insights about your working and thinking preferences to improve your time management and avoid time wasters. Lastly, learn strategies such as "joy breaks" to reduce stress and create a more balanced and rewarding lifestyle overall. (SS, HR, TT)

Instructor: Lynne Richards

Foundational Leadership Principles: Why the Successful Succeed

Manchester/88: CRN 410216, Thursday, April 14, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

This workshop provides you with insight into "what the best do better than the rest." Whether you are an executive who is building your team or an entrepreneur building a business, these success strategies apply. You will learn the four specific habits that make leaders succeed as well as the six characteristics that lead to success. Anyone can learn to be a successful leader. It is a mindset developed through deliberate practice, and honed over time. It is a mindset that fosters better productivity and service in staff, enhanced teamwork, and greater fulfillment both professionally and personally. In this workshop, you'll learn how to build greater trust and rapport with colleagues, prospects, current clients and vendors. You'll discuss the long term value of helping others win, what it means to turn objections into opportunities in the workplace, and how to develop the personal characteristics that make the successful individual succeed in business and life as it relates to your own leadership success or instilling a successful mindset in your organization. (LM)

Instructor: John Brubaker

New! Data-Driven Decision Making

Manchester/88: CRN 412216, Tuesday, April 19, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

One hallmark of high performing teams is the quality of their decisions. The ability to make timely, clear decisions that enable follow-through is the most important factor in a team's effectiveness. Most of us know what it looks like when this team skill is underdeveloped: Decisions don't get made, decisions get made but don't stick, or decisions solve one problem while creating new problems that send the team back to square one. In this interactive workshop, you'll acquire a framework and practical tools for leading your team to better decisions by addressing key questions that often get shortchanged, including: What decision are we making? What kind of a decision is it? Which people need to be involved and what are their respective roles in the decision? What data should we be looking at? How is our organizational culture reflected in this decision? How will we know we've made the right decision? You will leave this workshop equipped to help your team engage these questions with a renewed discipline that will lead to better performance. (SS)

Instructor: Vicky Schubert

Adaptive Leadership Strategies for Women

Portsmouth/Pease: CRN 413216, Tuesday, April 19, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

This workshop teaches leadership skills most needed in nonprofits, small companies, collaborative ventures, team structures, and start-ups—the kinds of adaptive organizations prevalent in today's work landscape. It is designed for high potential women serious about their success in any leadership role whether you are an individual contributor, team leader, manager or supervisor. You'll explore the link between traditionally "feminine" competencies, such as collaboration, emotional intelligence, and human capital management, with adaptive leadership. During this day of peer sharing, self-reflection and action planning, you will: assess your leadership strengths against organizational needs; assess your current state of readiness for more responsibility; set bold leadership goals and confront obstacles for achievement; discover a new definition of "power" and how that mindset creates better results; learn the proper use of mentors, networks and personal advisory boards; practice critical leadership conversations; and learn the secrets of sustaining full en-

agement on the job. Content in this workshop is based on research from the Center for Creative Leadership; sports psychology principles regarding personal peak performance; and a "Growth Master" life philosophy embraced by the U.S. Women's Chamber of Commerce. You will leave with a toolkit of leadership development material for back-home application, and a list of resources for further self-development. (LM)

Instructor: Vaughan Limbrick

Mastering Multiple Projects, Priorities and Demands

Portsmouth/Pease: CRN 417216, Thursday, April 21, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

In a demanding workplace, the most exhausting burden can be the committed person's feelings of stress and disappointment. Deadlines, expectations, tasks, interruptions, and simultaneous priorities can clash and create gridlock. Yet there are those who deftly field new challenges, while regularly, and calmly, turning out quality results and fresh ideas while enjoying their work. How do they do it? This workshop will help you learn the practices and methods you need to master multiple priorities and projects in a demanding workplace. Topics include: effective problem solving; tools to monitor progress in improving productivity practices; examination of teamwork; and persuasion methods to mutually support work group productivity. (SS, HR)

Instructor: Jim Milliken

New! How to Be More Effective in Your Position: What Image are You Communicating?

Manchester/88: CRN 414216, Thursday, April 21, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Your personal power and professional image affect the way you are viewed by customers, co-workers, and management. Those views can help or hinder your effectiveness. In this workshop, you will engage in reflection/self-assessment activities, lectures, discussions, and interactive exercises which will help you become aware of the message you are sending to others; learn how to attain more positive results; and—reshape your image and project the personal power and authority that gets you greater respect and enhances your credibility in the workplace. Topics covered: How your image influences your performance and the way others respond to you; Credibility enhancers that earn respect in the office; Keeping pace with the new business etiquette (including electronic etiquette); Packaging: How your attire affects your credibility; and Unspoken office rules. (SS)

Instructor: Joyce Jamroz

Critical Thinking

Portsmouth/Pease: CRN 415216, Thursday, April 21, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

With so much information available to so many in today's work environment, managers who can think clearly and understand and process that information have become much more valuable. Critical thinking is a structured, disciplined approach to problems that results in faster and better decisions. This workshop will teach you critical thinking skills that improve the way you think. You'll learn standards for evaluating thinking processes, explore problem-solving and decision-making techniques, and practice applying those techniques during the session. (SS, HR)

Instructor: Tess George

Getting Along with Difficult People

Manchester/88: CRN 419216, Thursday, May 5, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Who is your "difficult person"? Co-workers, supervisors, managers or customers can be difficult to work with at times. Learn how to identify and isolate the difficulty, to understand and manage "your own" buttons, how to improve communication, how to manage conflict, and how to maintain healthy power balances in the work relationship. (SS)

Instructor: Tess George

MANAGEMENT & SUPERVISION

Analyzing Workstyles: Using MBTI to Improve Communication

Portsmouth/Pease: CRN 469216, Tuesday, May 10, 9:30 a.m.-4 p.m.
.6 CEUs, \$285, lunch included

The ability to communicate and to understand your own and others communication styles is critical to effective organizations and teams. This workshop will help participants discover their personality type using the Myers-Briggs Type Indicator®, understand their natural communication style, and learn how to use this knowledge to improve their communication with others. You will learn tips for communicating with people who have the same, similar, or very different communication styles. You will receive supporting materials that provide an overview about communication skills, strategies, and different styles; practical tips for communicating with others; and developmental tips for each of the 16 MBTI® types. (SS, HR, PC, CS, PM)

Instructor: Mollie Allen

Change Management Toolkit

Portsmouth/Pease: CRN 425216, Thursday, May 19, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Organizations change, and often at a breathtaking rate. Ongoing change can be threatening and stressful to employees and teams. Rumors, miscommunication, conflict, poor concentration, and low energy can all be unintended by products. But organizations and employees can get ahead of potential negative impacts and remain effective and healthy during change by learning techniques for managing it. In this interactive workshop, you'll build a toolkit of skills needed to help others process change. You'll learn about the dynamics of change and develop an understanding for the stages that people go through as they adapt. It will include practical steps, techniques, and philosophies that encourage creative reactions to change and enhance employee morale. (SS, LM)

Instructor: Gerri King

New! Leading the Newest Generation

Manchester/88: CRN 427216, Tuesday, May 24, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Millennials currently make up one-third of the workforce. By 2020, almost 40 percent of the workforce in the U.S. will consist of this 18- to 34-year-old age group. This is a significantly large, highly educated, technologically adept, and culturally diverse demographic group. However, millennials may feel misunderstood and business leaders may not know how to engage this rapidly growing segment of the workforce. It is not as hard as you think, but it does require that you understand how their beliefs evolved, stretch your thinking, and make a concerted effort to be more flexible with your leadership approach. In this workshop you will discuss what millennials look for and expect in a working environment and how you can inspire and motivate them to higher performance. You'll discuss: how the work-life balance is viewed differently across generational workgroups and what that means for personnel considerations; how to retain top talent and develop new millennial leaders who want to learn and be constantly challenged; and why a one-size-fits-all leadership style doesn't motivate millennials and how, with a few minor adjustments in your leadership/supervisory style, you can go a long way toward motivating optimum performance. (SS)

Instructor: David Liddell

Appreciative Inquiry: Strength-Based Change

Portsmouth/Pease: CRN 426216, Tuesday, May 24, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Appreciative Inquiry (AI) is a positive, strength-based approach to change. When AI techniques are used, the participants—individuals and team members—find the best in people, their team, their department, and their organization. Through the use of inquiry, the participants define the desired or future state and outline steps to improvement. Collaboration implies sharing and teamwork, and the AI process leverages each individual in the group and the generated synergy. In this workshop, you will learn the process of AI, the steps involved, and the importance of language in inquiry and questioning.

You will also review cases of practical AI applications. (LM)

Instructor: Susan DeMarco

Creative Innovation: Thinking Outside the Box

Manchester/88: CRN 428216, Thursday, May 26, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

In today's competitive work environment, we often feel management is asking us to do two jobs instead of one. However, many times our own inability to "think outside the box" prevents us from finding creative alternatives, making the seemingly impossible possible. In this workshop you will learn powerful tips, techniques and strategies for generating creative thinking and unique ideas that turn problems into opportunities. You'll assess your company's creativity climate and identify ways to encourage and promote creativity in yourself and others. You'll learn why it is important to challenge boundaries and how to use "thinkertoys" to spark creativity and innovation. At the end of this workshop, you will be able to: identify the inhibitors of creative thinking and the barriers to change and use a variety of creativity techniques to generate and encourage innovative thinking/problem-solving. You'll discuss: why businesses need creativity; roadblocks and barriers to creativity; what the LO-LO Concept is, and how to unbox your creativity. (LM)

Instructor: Lynne Richards

Strategies for Increased Productivity: Managing at Peak Performance

Portsmouth/Pease: CRN 429216, Thursday, June 2, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

In this workshop you will learn how to prepare and train for workplace success like a corporate athlete. This is the competitive advantage in today's marketplace. You will learn how to create a fully engaged environment so your values are better aligned with work for a more balanced life where you will develop the champion inside you. Topics covered include: work-life balance, performance rituals, creativity, energy (not time) management, and developing a personal game plan for success. (SS)

Instructor: John Brubaker

Flexible Leadership for Every Situation

Manchester/88: CRN 441216, Thursday, June 2, 9:30 a.m.-4 p.m.
.6 CEUs, \$270, lunch included

Using the right style of leadership for the right situation is a concern for everyone in a leadership role. Should I direct, coach, support or allow my employees to be self-reliant and empowered? How do I know that I am matching the appropriate leadership style for the level of employee competence? During this interactive workshop you will utilize a self-assessment to determine your versatility in using the right style based on the needs of the employee—the person being led. Learn how to become a more flexible leader and improve your conversations about performance and development between you, the leader, and the people who work for you so that competence is developed and talented individuals are retained. You will learn to: diagnose the development levels of employees and choose the appropriate leadership style; identify the frequency with which you use specific leader behaviors in one-to-one situations, using an assessment profile; begin to understand how flexible leaders use goal setting, delegation, coaching, performance evaluation, active listening, feedback, and proactive problem-solving to improve results; and increase individual and organizational accountability by linking goals and planned intentions to an action plan. (LM)

Instructor: Lynne Richards

10 Tools to Keep Your Feedback and Conversations on Track

Portsmouth/Pease: CRN 431216, Tuesday, June 7, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

"Your expectations are unreasonable." "That's not within the scope of my du-

ties.” “I’m not the only one who does this. Whom else have you talked to?” If you have heard any of these or similar responses, this session is for you! Don’t let diverting, evasive or challenging detours take your conversation down a different path. Discover how to answer challenges and deliver feedback in a way that is objective and minimizes defensiveness. Learn 10 different communication tools to keep your conversation focused and on track. This workshop will show you will how to deliver feedback in an objective and non-judgmental manner, how to respond to challenging rebuttals calmly and assertively, and will allow you to practice 10 communication tools to keep your conversation on track and your conversation under control. (SS, CS)

Instructor: Lynne Richards

COMMUNICATION SKILLS

New! Technology and Best Practices for Creating Online Courses and Presentations: Using SnagIt, Captivate, MovieMaker, and More!

Cosponsored by UNH Cooperative Extension

Online: CRN 237216, March 28 (Intro Week), April 4-22 (9-Hour Self-paced Course), .9 CEUs, \$149

This noncredit class will be self-paced and offered online. You will learn how to create a course, presentation, or training module for online delivery using a variety of tools including SnagIt, Audacity, Articulate, MovieMaker, and more. You will see examples of different software, discuss what technology might work best for you, and learn best practices for structuring presentations that are engaging and effective for your audience.

The course will take approximately 9 hours to complete and you will be able to work on it anytime, 24/7. There will be weekly assignments and online asynchronous discussions with the instructor and other class members. Prior to the start of the course you will be emailed an outline. During the week of March 28, you will be asked to log into the class to make sure you can access UNH’s Canvas online teaching system. The course will actually start on Monday, April 4, and you must complete it by Friday, April 22. Once you finish the course, you will receive a Letter of Completion and .9 CEUs attesting to your professional development. This course is suitable for teachers, business trainers and presenters, and anyone interested in putting together online courses or presentations. (DTP)

Instructor: Faye Cragin

Making Your Business Writing More Effective—Including Email!

Manchester/88: CRN 422216, Tuesday, May 10, 9:30 a.m.-4 p.m. .6 CEUs, \$235, lunch included

Business writing has always been important to communicating effectively, but it is even more important now as more people use email as their primary means of written communication at work. Although it offers speed and simplicity email also presents the hazard of miscommunication and “missed communication,” often with unintended results. This workshop will cover the basic principles and practices for effective business writing, no matter what medium you use. You’ll review commonsense practices organized into a process that will enable you to be a good writer. You’ll be introduced to the steps of the process and then have a chance to try them out. You’ll then focus on the particular issues involved with email communication. You’ll look at how business-writing principles apply to email and how email differs from other approaches. You’ll determine when to use email and when not to, how to express yourself so you’ll be understood, and what to avoid in email communication. (The instructor requests, if possible, that you bring examples of business writing and/or email communication from work to use during some of the workshop exercises.) (CS, SS, HR, GW)

Instructor: Jim Milliken

Good Grammar: A Refresher Course

Portsmouth/Pease: CRN 432216, Tuesday, June 7, 9:30 a.m.-4 p.m. .6 CEUs, \$235, lunch included

Grammar is often an obstacle for even the most intelligent and articulate of us. The way we handle, or mishandle, language seriously impacts our ability to do justice to our ideas. We want to be clear and compelling communicators, but we worry about being judged instead by our pronouns and clauses. It doesn’t have to be that way! You can learn to competently apply the rules and customs of effective language without reliving the agonies of the sixth grade. This offers a review of the key points of grammar, with some attention to punctuation and style. You’ll do a self-assessment of your skills and develop helpful strategies for continuous improvement. (SS, CS, HR)

Instructor: Jim Milliken

PROJECT MANAGEMENT

Intro to Basic Project Management

Offered twice:

Portsmouth/Pease: CRN 492216, Thursdays, March 10 and 17, 9:30 a.m.-4 p.m. 1.2 CEUs, \$575, lunch included

Durham/Elliott Alumni Center, 1925 Room: CRN 999504, Wednesday and Thursday, August 3 and 4, 9:30 a.m.-4 p.m., 1.2 CEUs, \$575, lunch included

Project management skills are becoming a required core competency for growth and quality-oriented organizations. This two-day workshop breaks down the process of planning and implementing projects into easily mastered steps. It will focus on the concepts, practices, and tools of real-world project management. You’ll learn how to determine when to use project management techniques, define project boundaries, establish the project’s structure with team roles and responsibilities, create the project charter, define project scope, create the work breakdown structure, determine the sequence of project work, create a realistic schedule, monitor progress, and communicate project status. (PM, GW)

Instructor: Stephen Stofanak

Topics in Advanced Project Management

Portsmouth/Pease: CRN 465216, Thursday, April 7, 9:30 a.m.-4 p.m. .6 CEUs, \$285, lunch included

This workshop offers the experienced project manager advanced techniques for increased productivity and success. You will focus on the concepts, practices, and tools of real-world project management. You will learn how to: create a network diagram; use problem-solving tools to analyze project alternatives; apply advanced scheduling and estimating techniques; develop and manage contracts successfully and build strong contracting relationships; negotiate and manage conflict; apply advanced resource planning techniques; establish project control systems; minimize organizational risk; and build quality into project deliverables. (PM, GW)

Instructor: Stephen Stofanak

New! Strategic and Business Management Topics for Project Managers

Facilitates and satisfies the new Continuing Certification Requirements of the Project Management Institute.

Portsmouth/Pease: CRN 467216, Wednesday, April 20, 8:30 a.m.-4:30 p.m. .8 CEUs, \$285, lunch included

This workshop addresses strategic planning and contracting awareness. It is for anyone performing or managing projects in a business environment. Strategic planning is a critical skill that impacts the overall success or failure of any business endeavor. We will examine strategic planning tools and methodologies and their strengths, weaknesses, and application to overall portfolio management in an interactive session.

In today’s outsourcing environment, contract terms and conditions also affect

the success or failure of your project. The project manager, although often not directly involved in the legal side of negotiations, should understand contract options well enough to be a value-add to those discussions. The project manager must ensure that the company's interests are being protected at every step in the process. We will discuss contract types, their risks and benefits, and how they apply to your environment.

(This workshop facilitates and satisfies the new Continuing Certification Requirements of the Project Management Institute (PMI). This workshop is not part of the UNH Project Management Certificate Program.)

Instructor: David Connors

Project Management for Managing Business Change

Portsmouth/Pease: CRN 468216, Thursday, April 28, 9:30 a.m.-4 p.m. .6 CEUs, \$285, lunch included

The business climate, your competition, and customer's needs are constantly changing. Therefore, businesses must constantly change in order to survive and grow. You have the choice of allowing change to happen or you can consciously create desirable and lasting change focused on attaining the future for your organization that you want. Top performing organizations have developed and regularly follow defined processes for consciously and predictably molding their business towards the outcomes they desire. In this workshop you will learn a proven Project-based Business Change Management process for assessing, identifying, selecting, and implementing the "right" business initiatives and projects. Adopting such a process can reduce initiative/project start-up costs; reduce overall project costs up to 20%; reduce employee stress; and ensure a higher rate of initiatives/projects are completed on time, on budget, and with the expected business value. You'll be guided through a series of highly interactive exercises designed to enable you to learn the process in detail so that you'll have the foundation to establish a tailored process within your organization. You are encouraged, but not required, to complete a general project management workshop prior to attending this one. *(PM)*

Instructor: Stephen Stofanek

Structuring Projects For Success: Dealing with Project Uncertainty

Portsmouth/Pease: CRN 470216, Tuesday, May 17, 9:30 a.m.-4 p.m. .6 CEUs, \$285, lunch included

All project plans, no matter how well prepared contain uncertainty which represents risk to the project objectives. Understanding and confronting project risk will help ensure achievement of the project objectives which is essential for a successful project. In this workshop the concepts of risk will be explored and then linked into project management. You will be introduced to the tools and techniques for identifying and assessing project risk factors. Through the use of qualitative methods you'll learn how to prioritize risks and determine their potential impact on the project objectives. Interactive case studies will be employed to demonstrate the application of the presented tools and techniques. A section of the workshop will be devoted to addressing typical organizational obstacles to adopting risk management practices. *(PM)*

Instructor: Rob Cimini

Project Cost Management: A Guide to Earned Value Management

Portsmouth/Pease: CRN 471216, Thursday, June 9, 9:30 a.m.-4 p.m. .6 CEUs, \$285, lunch included

In today's competitive market, it is critical that projects be completed on time and within budget. In order to effectively manage projects you need timely project control information to identify potential problems as soon as possible and make effective project management decisions. This workshop is geared to managers and team members of virtually any type of project, including project teams in IT, manufacturing, construction, or other business and industry environments that are looking for alternate methods of measuring and forecasting project status. You'll learn about a project control tool called Earned Value Management (EVM) and its value as an early indicator of project cost

and schedule variances. EVM measures work accomplished versus planned budget and schedule (behind/ahead of schedule, under/over budget). You'll review a project case study with EVM data and discuss the basic problem-solving decisions necessary for project recovery. You'll also discuss basic project plan components (work breakdown structure, estimates, baselines, project schedules) necessary to produce accurate EVM data; and you'll cover the theory of project constraints (time, cost, quality, scope and resources) that impact the success or failure of projects. *(PM)*

Instructor: David Connors

Project Cost Management: Advanced Financial Concepts

Portsmouth/Pease: CRN 472216, Friday, June 10, 9:30 a.m.-4 p.m. .6 CEUs, \$285, lunch included

This workshop builds on the workshop, "Project Cost Management: A Guide to Earned Value Management," and covers additional topics that deepen your skills and will be of benefit to anyone planning to take the PMP exam. You should have experience in earned value management or have taken the workshop on "Project Cost Management: A Guide to Earned Value Management." You'll cover: project selection methods used to determine the relative worth of project options; depreciation overview and methodologies; cost-estimating techniques; and the use of decision trees in financial decision-making. This workshop is geared to managers, project managers and team members on any type of project who need to understand financial concepts at a level beyond simple Earned Value. You'll do in-class exercises that will give you a chance to apply the knowledge learned and provide you with valuable practical skills. *(PM)*

Instructor: David Connors

HUMAN RESOURCES

Human Resources 101: Practitioner Skills Workshop

Portsmouth/Pease: CRN 399216, Tuesday, March 22, 9:30 a.m.-4 p.m. .6 CEUs, \$235, lunch included

In this workshop, you'll look at the changing role of HR—from an administrative function concerned primarily with hiring and firing to what is often now an integrated function in the organization's strategic planning process. You'll get a thorough introduction to the various skills required of an HR professional. You'll discuss staffing, HR planning, recruiting and selecting employees, employee orientation and training, performance management, compensation practices, job design and analysis, employee benefits, employee/management relations, and cultural diversity in the workplace. This dynamic workshop is for both new HR professionals as well as seasoned pros who want a refresher on the key building blocks to success. *(HR)*

Instructor: Linda Blessing

Employment Law for HR Managers and Employers

Manchester/88: CRN 402216, Tuesday, March 29, 9:30 a.m.-4 p.m. .6 CEUs, \$235, lunch included

This workshop is designed for individuals responsible for HR in their organization and covers employment laws and regulations in depth. We will address NH and federal discrimination laws, including Title VII, RSA 354-A and the NLRA; the legal processes involved in defending charges and lawsuits; wrongful termination issues; employment policies necessary to avoid legal issues; the legal and practical issues in harassment complaints; and best practices in disciplining and terminating employees, including necessary documentation. *(HR)*

Instructor: Diana Wieland

See Instructor Bios on pages 21-22

HUMAN RESOURCES

New! Preventing and Managing Claims of Workplace Discrimination

Portsmouth/Pease: CRN 434216, Tuesday, April 5, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Discrimination in organizations may take various forms: racial, gender, religious, etc. As a manager or HR supervisor, it is important that you understand the legal issues and legal liabilities for organizations as they relate to discrimination. This workshop will introduce you to federal and state anti-discrimination statutes and cover the following topics: what constitutes unlawful discrimination; how discrimination claims are processed; best practices for preventing and responding to discrimination; including properly managing personnel files; record retention strategies; internal investigations; witness statements; guarding against retaliation; presenting a compelling defense; and exploring practical solutions. You'll look at some of the most common types of discrimination cases; discuss burdens of proof; best practices for avoiding discrimination claims and for responding to and handling claims. You'll also discuss dispute resolution options and monitoring the peace afterwards. You will gain proficient understanding of what constitutes unlawful discrimination, how claims of discrimination arise, and best practices. (HR)

Instructor: Brian Bouchard

Managing Workers' Compensation in NH

Manchester/88: CRN 408216, Thursday, April 7, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

This is an interactive workshop for anyone involved with workers' compensation in their NH-based organization. The morning session will provide a thorough review of the employer's responsibilities related to workers' compensation in NH, including posting & filing requirements, TAD programs, and reinstatement rights. The afternoon session will be spent on hands-on case studies for the best learning application. Attend this workshop to gain the resources to ensure your company or organization is legally compliant and effective in managing workers' compensation issues. (HR)

Instructor: Amy Cann

New! Common Wage and Hour Problems and Updates to the FLSA

Manchester/88: CRN 435216, Tuesday, April 19, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

This workshop will cover legal issues regarding state and federal wage and hour laws as well as some major updates that have been made to FLSA that will take effect in Spring 2016. You will discuss your organization's obligations regarding wage and hour compliance and you'll obtain guidance on how to avoid common pitfalls. Topics will include: basic wage and hour concepts; fundamental federal and state laws, including hours worked, time-keeping, overtime, minimum wage, payroll period requirements; considerations regarding remote access and the Portal to Portal Act; trends in wage and hour enforcement; handling claims before the U.S. Dept. of Labor and the NH Dept. of Labor; and overtime exemptions, particularly the so-called "white collar" exemptions. You will also gain information about major upcoming updates to the FLSA. Overall you will gain a more in-depth understanding of wage and hour issues, learn how to mitigate overtime expenditures, and be equipped to navigate the FLSA update. (HR)

Instructor: Brian Bouchard

Need-to-Know Info about OSHA and NHDOL Health & Safety Regs and Programs

Manchester/88: CRN 416216, Thursday, April 21, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

This is an interactive workshop for anyone involved with health and safety responsibility in their NH-based organization. The morning session will focus on OSHA and NH DOL safety regulations and requirements, along with proactive employer steps for the best work environment. The afternoon session will be spent on hands-on case studies for the best learning application.

Attend to gain the resources to ensure your business has a legally compliant, effective, and comprehensive program geared towards improving safety, productivity and morale, while decreasing administrative headaches and expenses. (HR)

Instructor: Amy Cann

ADA, FMLA, and GINA Update—Making Sure Your HR Practices Comply with These Laws and Regulations

Manchester/88: CRN 418216, Thursday, April 28, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

HR professionals face the daily challenge of keeping current with changes to employment laws. In the last three years, Congress amended the American Disabilities Act (ADA) and Family Medical Leave Act (FMLA) extensively and passed the Genetic Information Nondiscrimination Act (GINA). These laws now have new regulations for you to apply. All this has a major impact on your HR policies and practices. We will review in depth these laws and how to implement their regulations. In this workshop you will get practical tools and strategies for dealing with issues your organization may face and take away an understanding of the legal issues that can arise and ways to ensure compliance in your organization. (HR)

Instructor: Diana Wieland

Mastering HR Leadership

Portsmouth/Pease: CRN 421216, Tuesday, May 10, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Managers and employees need HR professionals to be leaders, partners, and teammates with the common goal of a successful and sustaining organization. This interactive day will focus on ways to achieve three crucial competencies of any HR leader: business mastery, human resources mastery, and personal credibility. Business mastery pertains to knowing your customers, products, and services; understanding how your organization operates; comprehending financial management and strategic planning; and aligning the HR function with your organization's objectives and needs. HR mastery includes having the breadth of knowledge, skills, and abilities in the profession, the desire for continuous learning, and the drive to attain excellence. Personal credibility pertains to having the respect and trust of others in your judgment and skills. This workshop is for both new and experience HR professionals. (HR)

Instructor: Amy Cann

Wage and Hours Issues for NH Employers

Portsmouth/Pease: CRN 423216, Thursday, May 12, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

In this workshop you will review, in-depth, the major issues for employers under the Fair Labor Standards Act (FLSA) and also discuss NH wage laws. FLSA topics include the requirements for and determination of exempt status, overtime calculations, internships and other current federal issues. When discussing NH wages, you will review RSA 275 and 279, including allowable wage deductions, salaries, child labor requirements, and how to deal with a Department of Labor audit. This workshop is for business owners, HR and payroll professionals, and others with some basic knowledge of payroll and wage laws. It is not an overview of the laws, but a detailed review of important points in federal and NH wage laws. (HR)

Instructor: Diana Wieland

New! Using Transformative Mediation Skills to Help Solve Workplace Conflicts

Portsmouth/Pease: CRN 424216, Tuesday, May 17, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Are you tired of being asked to take care of other people's conflicts? Would you like to empower people to successfully navigate conflict on their own? In transformative mediation, the mediator's role is to help the parties in conflict

become self-empowered and recognize each other as fully integrated human beings again. As this occurs, they are better able to connect, communicate more effectively, and have constructive conversations. Both parties benefit, as well as those around them. In this workshop you will obtain an experiential introduction to transformative mediation and practice roleplay to experience the strengths mediation offers. (HR)

Instructor: Meredith Richardson

Starting New Employees Off Right with Onboarding

Portsmouth/Pease: CRN 430216, Thursday, June 2, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Both research and common sense tell us it's wise to invest in preparing employees to be successful at their jobs. Despite this, many organizations approach the onboarding process at a level they would never tolerate in their daily operations. The goal of this workshop is to challenge you to take an honest look at your onboarding and management processes to determine whether they lead to high employee engagement or "buyer's remorse." You'll learn: the role effective onboarding plays in employee engagement; the psychology behind getting onboarding right and what you need to know about human nature to prepare your employees for maximum engagement and productivity; and key components of effective programs. You'll also discuss how to communicate the importance of onboarding to key stakeholders, and how to avoid common mistakes you can't afford to make. (HR, SS)

Instructor: David Lee

PROFESSIONAL COACHING

Negotiation Skills for Coaches

Portsmouth/Pease: CRN 461216, Tuesday, February 23, 9:30 a.m.-4 p.m.
.6 CEUs, \$285, lunch included

In this interactive seminar, you will examine models of negotiation (win-win, win-lose) and will experience adapting negotiation styles to fit a particular situation. The desired result is to have the coach be able to give the client the skills for increasing their chance of getting what they want and need at work. The seminar leader will share her experience learned during a decade of conducting labor negotiations. (PC)

Instructor: Carlotta Tyler

Gender Dynamics in Coaching

Portsmouth/Pease: CRN 462216, Thursday, March 3, 9:30 a.m.-4 p.m.
.6 CEUs, \$285, lunch included

This session will address gender dimensions of coaching, based on 20 years of original research and field-study designed and conducted by the seminar leader and field study of men and women at work on four continents. You will explore cultural influences on beliefs about men and women and understand the impact of gender on work. The workshop will provide coach students with the skills, insights and confidence to effectively heighten client awareness of the dynamics of gender. (PC)

Instructor: Carlotta Tyler

Coaching the Executive

Portsmouth/Pease: CRN 464216, Thursday, March 24, 9:30 a.m.-4 p.m.
.6 CEUs, \$285, lunch included

Today's rapidly changing, increasingly complex organizations require leadership skills and attributes not often taught in graduate schools. Executive coaches, too, require insights and techniques tailored to the unique challenges of coaching top managers, professionals, and thought leaders. In a highly interactive format, you will explore the challenges confronting today's senior managers and industry leaders and discover the opportunities for expanding and supporting their effectiveness through this specialized coaching. This ses-

sion will provide an exploration into change theory, the emerging design and development of today's organizations, and the attitudes and outlooks essential for 21st century executives. Among these are: navigating blind spots in leadership, ethical conduct and character, and the professional and personal attributes required of coaches to individuals and groups at this level. Attention will be paid to particular techniques of coaching male executives. (PC)

Instructor: Carlotta Tyler

The Business of Coaching—Get the Results You Want!

Portsmouth/Pease: CRN 466216, Thursday, April 14, 9:30 a.m.-4 p.m.
.6 CEUs, \$285, lunch included

According to the Bureau of Labor Statistics, Americans are increasingly turning to self-employment rather than waiting for employers to start hiring. As of January 2011, there were 14 million self-employed workers compared to 9 million a year earlier. This highly interactive workshop for both internal and external coaches will cover the essentials you will need to consider when you are launching or building your coaching practice. Topics will include: defining and marketing your services in ways that will attract the clients you want; developing ethical markers that will keep your practice on course; and setting up a coaching practice primed for financial success, if external, or for Visible Value Added (VVA), if internal. You'll also discuss the sales process and contracting to provide your services and practical operating tips. You'll emerge with a focused roadmap for developing a customized business plan. The instructor will also share insights and practical advice on the business side of coaching, whether your interest is a stand-alone coaching business or providing coaching services as a value-added benefit within your organization. (PC)

Instructor: Carlotta Tyler

TRAIN THE TRAINER

Designing Training for the Adult Learner

Portsmouth/Pease: CRN 404216, Tuesday, April 5, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

This interactive workshop shows you how to incorporate adult learning principles and structure into your training to trigger the senses, facilitate independent learning, and maximize performance. You'll do an assessment to determine your preferred learning style and discuss how to design training that appeals to groups of learners with different styles. Training tools and techniques will include: using metaphors, analogies, and stories; asking questions that promote learning; creating the right training activities and exercises; and using memorable summaries and reviews. You will: identify four different learning styles; learn how to develop and design training programs to maximize learning, retention, and engagement; and learn how to effectively use training tools and techniques to enhance adult learning. (HR)

Instructor: Lynne Richards

Engaging Training Participants

Portsmouth/Pease: CRN 420216, Thursday, May 5, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Making training fun and interactive without sacrificing content is a challenge for all trainers. But gaining and keeping participants engaged when the material is policy and procedure review, mandatory safety training, or organizational orientation can be a challenge. Even more difficult is when you have "latecomers," "vacationers," "skeptics," or "prisoners" added to the mix. Discussions and activities will focus on creative alternatives to lecture, including games, puzzles, analogies, icebreakers, visual aids, and more. Learn how to design and deliver training with impact; invigorate a drowsy class with energizers; use openers and closers effectively; employ strategies and techniques to prevent or minimize the negative effects of challenging behavior. Break free and discover how you can create learning experiences that are unique, motivating, and memorable. (TT)

Instructor: Lynne Richards

Training Techniques: Content and Execution

Portsmouth/Pease: CRN 433216, Thursday, June 9, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Conducting training programs for adults requires specific skills and techniques. In order to create real behavior changes and transfer of knowledge, the workshop leader must do much more than just present information. This workshop will help you learn how to make your training a valuable learning experience for the participants. Topics include: matching the training objectives to the training need, building rapport, designing learning activities, encouraging and managing discussion, and using visual aids to increase learning. This workshop is appropriate for formal trainers as well as managers and professionals who want to train others. (SS, HR)

Instructor: Tess George

COMPUTERS

(Please register at least one week in advance for computer workshops.)

COMPUTER APPLICATIONS

New! Technology and Best Practices for Creating Online Courses and Presentations: Using SnagIt, Captivate, MovieMaker, and More!

Online: CRN 237216, March 28-April 22 (9-Hour Self-paced Course)

(See description under Communication Skills, page 14.)

Intro to Microsoft Excel

Durham/Kingsbury N134: CRN 328216, Tuesday, March 15, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

This workshop provides an overview, instruction, and hands-on practice in the use of Microsoft Excel for Windows. You'll cover spreadsheet basics and design, creating and editing, printing, using formulas and functions, cell references, charting, and formatting features. There will be a combination of lecture, discussion, demonstration, computer demo, hands-on computer use, and Q&A.

Instructor: Jay Partlan

Intermediate Excel

Durham/Kingsbury N134: CRN 329216, Wednesday, March 16, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

This workshop provides instruction in the intermediate use of Microsoft Excel for Windows. You'll cover techniques for handling large spreadsheets, such as freezing column and row headings and splitting the screen into multiple scrollable panes. You'll also examine the Solver Add-In analysis tool, the IF function, cell references linking formulas between worksheets and workbooks, cell and range formatting, creating, editing and customizing charts, absolute, relative and hybrid cell references, creating and using named ranges and creating basic macros. There will be a combination of lecture, discussion, demonstration, computer demo, hands-on computer use, and Q&A.

Instructor: Jay Partlan

New! Advanced Excel

Durham/Kingsbury N134: CRN 330216, Thursday, March 17, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

This advanced workshop includes lookup functions, importing data from text files, database tables, forms, sorting and querying, Pivot Tables and Charts, Count functions including CountIf and SumIf, conditional formatting, text concatenation, User Defined functions, and, time-permitting, problem-solving techniques requested by participants. There will be a combination of lecture, discussion, demonstration, computer demo, hands-on computer use, and Q&A.

Instructor: Jay Partlan

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DESKTOP PUBLISHING

Adobe InDesign—Beginning

Durham/Kingsbury N134: CRN 326216, Saturday, March 5, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

Adobe InDesign combines some of the best features of other desktop publishing software. It offers high-end integration with other Adobe products, such as Illustrator and Photoshop, and offers users a variety of features for producing exceptional documents. InDesign offers exceptional typographic control and consistent page design. In this hands-on workshop see what this software can do and learn techniques to produce high-quality, printed pages and documents. Experience with Windows or Mac necessary. Bring a thumb drive to the workshop if you want to save your work. (DTP)

Instructor: Linda Conti

Design Basics Using Adobe InDesign

Durham/Kingsbury N134: CRN 331216, Saturday, March 19, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

This hands-on workshop will discuss and demonstrate various design principles for non-designers. You will use InDesign to explore: developing a proper format; creating a page structure; type styles appropriate for publications; using typefaces as design elements, visual impact and page layout techniques. This workshop will be helpful to individuals not trained in graphic design, who will be creating printed pieces, and who desire more detail on developing and designing quality publications for a variety of purposes. (DTP)

Instructor: Grace Peirce

Adobe Illustrator—Introduction

Durham/Kingsbury N134: CRN 334216, Saturday, April 16, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

Adobe Illustrator is designed for graphic artists, technical illustrators, and individuals who want to create their own art by combining type and graphics as well as drawing on the screen. The newest update makes it easier to learn and use than ever. The basic tools of the software will be covered along with drawing techniques, and keystroke shortcuts. Each student will use a computer in the workshop; previous experience using Windows or a Mac and a mouse necessary. (DTP)

Instructor: Grace Peirce

Photoshop—Beginning

Durham/Kingsbury N134: CRN 344216, Saturday, April 23, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

Photoshop is the leading photo design and production software for imagery used in a variety of professional medias, including photography, print, art print, web, video, and multimedia. In this beginning workshop, you will explore the basic features of this powerful software. Hands-on practice will help you learn about masking, selection techniques, sharpening, retouching, resolution basics, resizing, manipulating, cropping, and editing images, working with text, and a workflow that includes using layers to the best advantage. (DTP)

Instructor: Grace Peirce

Adobe InDesign—Advanced

Durham/Kingsbury N134: CRN 345216, Saturday, April 30, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

Learn to utilize some of the more advanced and time-saving features of this powerful software. This workshop will cover master pages, creating and using style sheets, special effects, layers, using a few of InDesign's vector tools, working with color, and workflow, including setting up files and getting ready for printing. Beginning InDesign, Desktop Design, or equivalent experience with InDesign is necessary. (DTP)

Instructor: Grace Peirce

Intermediate Photoshop—Tips & Tricks

Durham/Kingsbury N134: CRN 346216, Saturday, May 7, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

If you have taken Beginning Photoshop and want to add to your skills, this workshop is for you. Learn more about what Photoshop can do through a series of short how-to's. Learn more about using layers creatively, using filters, manipulating color, and more. Prereq: Beg. Photoshop or some prior experience using Adobe Photoshop CS3 or higher. (*DTP*)

Instructor: Grace Peirce

WEB DESIGN AND DEVELOPMENT

Creating Web Pages I—Basics of HTML

Durham/Kingsbury N134: CRN 325216, Saturday, February 27, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

In this hands-on workshop learn the basics of HTML to create web pages. You'll create simple web pages with a text editor, learning how to put in hyperlinks and inline images and set-up lists on your page. You'll also learn how to create tables, forms, image maps, and frames. (*Web, DTP*)

Instructor: Mike Gildersleeve

Creating Web Pages II—Basics of Cascading Style Sheets

Durham/Kingsbury N134: CRN 327216, Saturday, March 12, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

If you've taken "Creating Web Pages I—Basics of HTML" or have basic knowledge of HTML, this hands-on workshop will add to your skills and knowledge. You'll learn how to use Cascading Style Sheets (CSS) to style your web pages. CSS is a powerful way to separate web page layout (style) from HTML structure (content). This workshop covers the basic elements and uses of CSS as supported in common browsers. (Note: Dreamweaver is used but it is not necessary to know how to use it to take this class.) (*Web, DTP*)

Instructor: Grace Peirce

Creating Web Pages III—Advanced Cascading Style Sheets and the Box Model

Durham/Kingsbury N134: CRN 332216, Saturday, April 2, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

(Note: Please register at least a week in advance.)

This workshop adds to your basic knowledge of Cascading Style Sheets and takes you even further to advanced uses of CSS and HTML divs to eliminate the improper use of HTML tables for page layout. Increase your control over the design and layout of your web pages. Build web pages according to Web Standards and the latest coding techniques. Learn how to style bulleted lists for navigation, use numerous background images on the same page, and other tricks. (Note: Dreamweaver is used but it is not necessary to know how to use it to take this workshop.) (*Web, DTP*)

Instructor: Grace Peirce

Using Dreamweaver I

Durham/Kingsbury N134: CRN 333216, Saturday, April 9, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

Adobe Dreamweaver is one of the industry's leading web page editing and design tools. Since it renders the results of your changes as you make them, Dreamweaver can be used to build web sites interactively without ever seeing the underlying HTML and CSS. In this hands-on workshop, you will learn the essential basics of Dreamweaver, including the basic tools for creating individual pages and publishing web sites. This workshop is for beginning Dreamweaver users. A basic knowledge of HTML and/or web design is helpful, but not essential. (*Web, DTP*)

Instructor: Faye Cragin

Principles of Web Design

Durham/Kingsbury N134: CRN 347216, Saturday, May 14, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

This workshop combines lecture and class collaboration to explore the fundamental principles of effective web design and the process that produces it. We've all seen websites that work, and those whose conceptual design make them difficult to use and hard to understand. In this workshop, we will spend significant time critiquing existing websites and analyzing what is good about them and what might be better. You are encouraged to bring suggestions for sites to examine—your own or others. This workshop is most appropriate for those who already know some of the tools of web design, such as HTML, CSS, Dreamweaver and/or Photoshop. (This is not a hands-on computer workshop.) (*Web, DTP*)

Instructor: Mike Gildersleeve

Photoshop for the Web

Durham/Kingsbury N134: CRN 348216, Saturday, June 4, 9 a.m.-4 p.m.
.6 CEUs, \$215, lunch included

Using Photoshop explore how to create web-optimized gifs, transparent gifs, jpegs, and pngs, and when to use each. Learn about jpeg compression, ppi, color palette options, the secrets to great web photos and images, and techniques for creating optimized background images. You'll also learn how to use Photoshop's powerful layers feature and get an introduction and examples of how to use Photoshop as a tool for creating awesome website designs. Bring a jump/thumb drive (USB key) to save your work. Familiarity with using Photoshop and some understanding of CSS and HTML is helpful, but not necessary. (*Web*)

Instructor: Grace Peirce

CONSTRUCTION MANAGEMENT

Managing Construction Projects—Planning, Design, Contracts, Records, Legal Issues, and More

Manchester/88: CRN 481216, Tuesday, May 3, 9:30 a.m.-4 p.m.
.6 CEUs, \$350, lunch included

There are many steps that can be taken to insure that construction projects are completed on time, within budget and without claims and litigation. The intent of this seminar is to discuss the actions necessary to accomplish these goals. This workshop will be taught by a nationally recognized expert in planning and managing building projects, especially capital projects. The principles covered can be applied to commercial construction projects, no matter what scale they are. You will focus on several key aspects of a project, including: Managing the Design Phase, Developing Effective Contracts, Potential Pitfalls and Legal Issues, Managing Information Flow, Keeping Records, Partnering and Team Building, and Resolving Cost-effective Claims. You will discuss the importance of scheduling and cost control, and how to improve communication between client, designer, and contractors. You'll look at the importance of developing clear and thorough contracts, how to set up a "contract checklist," how to identify and eliminate ambiguous clauses, and how to interpret exculpatory clauses. The 12 greatest problems developers/owners, designers, and contractors face in completing projects on time, within budget, and without litigation will also be discussed; and you'll hear practical and proven solutions to these often repeated problems. You'll also discuss how to maintain the flow of documents such as RFIs, correspondence, change orders, submittals, etc., as well as how to make recordkeeping easier and more effective. Finally, you'll learn how to: manage a project avoiding costly surprises, how to obtain and organize necessary information for any claim that might arise, and how to move a claim to resolution while staying on budget.

Instructor: Roy Wilson

HEALTHCARE

New! Medical Improv: Learn How to Deliver the Optimal Patient Experience

Portsmouth/Pease: CRN 436216, Tuesday, May 3, 9:30 a.m.-4 p.m.
.6 CEUs, \$235, lunch included

Medical Improv is an innovative and dynamic experiential learning process that teaches healthcare professionals the soft skills associated with communication, collaboration, and leadership. Research shows that these skills are a critical factor in improving patient outcomes. Join us for an interactive workshop where you will develop your ability to listen, speak-up, lead, and follow when needed in this high-stakes, high-stress field. You will learn effective communication skills that you can apply to patient care, family dynamics, and professional relationships. Not only will you gain skills and capacities, you will also find that the learning and personal growth continues long after the workshop is over.

Instructor: Beth Boynton

GRANTWRITING

Grantwriting: the Fundamentals

Portsmouth/Pease: CRN 284216, Friday, February 19, 9:30 a.m.-4 p.m.
.6 CEUs, \$175, lunch included

This grantwriting workshop provides an overview of the fundraising cycle. You will prepare an internal case for your organization in preparation to apply for grants. The process of researching and applying for grants from federal, state, and foundation funding sources will be covered. You will learn how to develop a creative idea, locate the right funding source, and write an effective proposal that includes an introduction, problem statement, objectives, time-frame, and evaluation. Come with an idea for funding. The workshop is specially suited to fundraisers, teachers, non-profit administrators, and related professionals. (GW)

Instructor: Sarah Gnerre

Grant Management Techniques for Nonprofits

Manchester/88: CRN 286216, Wednesday, March 16, 9:30 a.m.-4 p.m.
.6 CEUs, \$175, lunch included

Successful grants management is one of the greatest challenges in the non-profit world. This workshop will help you to understand the entire grant cycle—from concept to closeout. You'll learn tips on how to satisfy your funders as you accomplish your program objectives. The workshop will also review sample grant monitoring systems. You'll discuss the roles and responsibilities of actors in the grants management process, current trends in the grant world, sources of income and contracts, internal and financial management, and grant monitoring systems. You will learn grant management tips and strategies for different funding sources and identify grant resources on the web. Who should take this class? Experienced grant managers who are looking for practical insights into grants management, nonprofit staff and board members who would like a broader understanding of nonprofit operations, and individuals from start-up organizations who are managing their first grants will all benefit from this workshop. (GW)

Instructor: Jack Smith

New! Working with Boards

Portsmouth/Pease: CRN 290216, Friday, April 15, 9:30 a.m.-4 p.m.
.6 CEUs, \$175, lunch included

Improve your performance working with boards or as a board member. This workshop explores the many roles of board members, the characteristics of successful boards, staff and board relationships, by-laws, and group decision-making. We will discuss the different types of boards, the ideal composition of a board, the four major roles of board members, how to review agency budgets and by-laws, the role of collaboration, Roberts Rules of Order, and legal responsibility in successful board meetings. Anyone who currently serves as a board member, works with board members, or aspires to be a board member should attend this workshop.

Instructor: Jack Smith

New! Web Resources for Grant Seekers

Portsmouth/Pease: CRN 293216, Wednesday, May 25, 9:30 a.m.-4 p.m.
.6 CEUs, \$175, lunch included

Grants totaling millions of dollars are available to nonprofits, but how do you find them and identify the organizations most likely to be interested in your proposal? In this workshop, you will: review research skills to target grant funds; increase your ability to search effectively online; explore cutting-edge grant technology; identify patterns of foundations, corporations, and private trusts; and begin your own grant research.

Please bring a laptop computer or tablet/iPad if you have one. (GW)

Instructor: Jack Smith

Grantwriting: Advanced

Manchester/88: CRN 295216, Friday, June 3, 9:30 a.m.-4 p.m.
.6 CEUs, \$175, lunch included

This advanced grantwriting workshop is "hands on" and each person will complete a proposal for funding. There will be an opportunity to critique several proposals and identify foundations for funding. You'll learn about resources and strategies, budget presentation, and how to contact funding sources. Materials will be available to assist you in identifying a foundation and writing the grant proposal. Come with an idea for a funding project. Prerequisite: "Grantwriting: the Fundamentals" or some experience in grantwriting. (GW)

Instructor: Sarah Gnerre

Annual Fund Development

Manchester/88: CRN 999309, Friday, August 5, 9:30 a.m.-4 p.m.
.6 CEUs, \$175, lunch included

In this workshop you will discuss how to identify the base of support for your nonprofit organization to establish or increase its annual fund. You will learn how to get the board members and insiders to participate in the annual fund process. You will also identify eight strategies for building annual support and strategies to keep your annual fund donors contributing each year. Finally, get the most out of your annual fund by learning how to identify donors who could give more, much more!

Instructor: Sarah Gnerre

3-DAY PROGRAM

APPLIED LEADERSHIP INSTITUTE

Portsmouth/Pease, Portsmouth, NH

3 Thursdays—February 25, March 10, March 31

See Page 8 for details

INSTRUCTOR BIOGRAPHIES

Mollie Allen, M.Ed., is a certified coach, a teacher and consultant who works with adults and youth—in groups and as individuals. Her background includes a broad range of experience in both the business and education sector, with over 25 years' experience working with the Myers-Briggs Type Indicator, working with adults and young people. She is an international presenter and author, a member of the Assn. for Psychological Type Int'l, and Master Practitioner of the Myers-Briggs Type Indicator®, certified for Steps I, II and III.

Linda Blessing, M.S. in Education, has over 30 years' experience in human resources, training, operations, management, quality assurance, project management, and healthcare compliance, and is principal of her own life coaching and training. Formerly she was Senior Associate for seven years with D. Gallant Management Assoc. providing HR, training, coaching, and counseling expertise. Prior to that she was a senior manager at McKesson Corp. overseeing HR, training, and healthcare compliance. She has also held various management positions in HR, training, and project management, during her 22 years with Anthem Blue Cross and Blue Shield.

Brian Bouchard, Esq., is an attorney and member of Sheehan Phinney Bass + Green's Labor and Employment Group. His practice focuses on labor and employment issues, claims of discrimination, civil litigation, and construction litigation. He is a Daniel Webster Scholar graduate of the University of New Hampshire School of Law and joined Sheehan Phinney in 2013. He is a frequent contributor of legal articles to the Union Leader, New Hampshire Business Review, and Good Company.

Beth Boynton, RN, MS, national speaker, consultant, and author of "Successful Nurse Communication, Safe Care, Healthy Workplaces & Rewarding Careers." Beth specializes in communication, collaboration, and workplace culture and publishes the blog "Confident Voices in Healthcare." She is excited about the promise that Medical Improv holds for building essential skills in healthcare professionals. Her YouTube video, "Interruption Awareness: A Nursing Minute for Patient Safety," has been seen all over the world.

John Brubaker is a nationally renowned performance consultant, speaker and author, who teaches organizations and individuals how to develop their competitive edge with straightforward tools that turbo charge performance. Forbes Magazine recently cited him as one of their "Top 10 Consultants Who Avoid The B.S." He is author of the award-winning book, "The Coach Approach: Success Strategies From The Locker Room To The Board Room" and a new book, "Seeds of Success: A Leader, His Legacy and The Lessons Learned." He also co-authored "Leadership: Helping Others To Succeed." He is host of "Maximum Success: The Coach Bru Show" on Sunday evenings on NBC Sports Radio. He has a master's degree in personnel psychology and completed his doctoral coursework in Sport Psychology.

Amy Cann, M.B.A., has 19 years' experience in human resources and health and safety. She has been the human resources manager for Laars Heating Systems Company since 2004 and has taught HR-related workshops at UNH and Organizational Leadership courses at Southern NH Univ. since 2012. She served on the HR State Council of NH for six years. She is a member of SHRM and SHRA and volunteers on several boards for local organizations. In addition to her MBA in Global Studies she has a Graduate Certificate in Human Resources Management from Southern NH Univ. and maintains Senior Human Resources Certification with both HRCI and SHRM.

Rob Cimini, PMP, is a project management consultant for Apogee Management Group and has over 25 years of experience in manufacturing management and consulting.

Sean Clancy is a General Partner of Influential Intelligence, a firm that educates people on how to be more influential at work and in their careers.

David Connors has over 30 years corporate experience with the IBM Corporation as an I/T professional with more than 25 years' experience in project management. His management experience includes leading a project mgmt. office in a multi-divisional, multi-national product development area. He is a member of the Project Management Institute and the PMI NH Chapter serving as Director of their Ambassador Program. He is a corporate trainer and recognized expert in project management specializing in Risk Management and certification training. His company, PM Intervention, is a Registered Education Provider for PMI.

Linda Conti has been marketing director for UNH Professional Development & Training (previously known as UNH Continuing Education) for over 25 years. She has several years' experience managing and implementing all facets of marketing and promotion and has been using Adobe Creative Suite software, including Photoshop, Dreamweaver, Illustrator, and InDesign since its inception.

Faye Cragin, M.Ed. in Secondary Education, Adult Learning, is the Distance Education and Media Technologist for UNH Cooperative Extension and the statewide Group Manager for the Adobe Users Group. She is currently enrolled in the Certificate of Advanced Graduate Studies program at Plymouth State University where she is studying Educational Leadership with a concentration in the Neurodevelopmental Approach to Teaching.

Susan DeMarco is the Director of Organizational Development for Exeter Hospital and works across the organization. Her responsibilities have included employee, management, and leadership development programs, team development and interventions, along with coaching at the manager level and above. She has successfully used Appreciative Inquiry (AI) techniques in her work and received her training in AI from David Cooperrider, professor of organizational behavior at Case Western University and one of the founders and an ongoing major contributor in AI. Susan has also been trained in facilitative techniques and has taught those techniques within the organization's Lean Boot Camp.

Janet Edmunson, M.Ed., President of JME Insights, has over 30 years' experience in leadership in both large and small organizations. She was the Corporate Manager of Wellness Programs for a Fortune 50 company (Georgia-Pacific Corporation). She has also been a leader in, or consultant to, small and mid-size businesses, including New England Telephone and the Boston Five Cents Savings Bank. She retired in 2007 from Blue Cross Blue Shield of Massachusetts as their Director of Prevention & Wellness for a staff of 20. Since retirement, she has been a consultant and national motivational speaker, having spoken to or consulted with over 300 groups.

Tess George, M.A. in Speech Communication, is founder and principal of Speakwell, a communication training firm, focusing on communication skills in the workplace. She has taught a variety of communication classes at many colleges, including Penn State and UMass. With over 20 years' experience in training, teaching, singing, acting and storytelling, she helps participants to reach their communication goals.

Mike Gildersleeve is a computer development expert and an instructor in the Computer Science Department at UNH.

Sarah Gnerre, CFRE, MBA, is a fundraiser who has assisted nonprofit organizations with their grantwriting and fundraising activities. She has served on grants panels for the NH State Council for the Arts and the U.S. Dept. of Education, and she has won major grants from the Kresge Foundation, among others.

Peter Hughes, M.Ed, is the President and CEO of High Performance Leadership, Ltd. He teaches organizational behavior at UNH's Paul College of Business and Economics, has worked as a consultant with companies, and has taught at the UNH Browne Center.

Joyce Jamroz, MBA, is a partner in the consulting practice of Jamroz and Katz. She has over 25 years' experience in organizational development, consulting, and training. Her passions lie in helping organizations build customer loyalty, develop strong teams, and enhance communication. In addition to her consulting practice, she has taught a variety of graduate and undergraduate courses at local colleges.

Gerri King, Ph.D., is a social psychologist and organizational consultant to corporations, nonprofits, government, education, and healthcare. She works throughout the U.S., Asia, and Canada with a focus on Mergers and Acquisitions, Strategic Planning, Leadership and Supervisory Training, Conflict Resolution, Managing Change, and Enhancing Teams. Based in Concord, NH, she is a founding partner of Human Dynamics Associates. Gerri also has a new book out, available on Amazon.com, called "The €~DUH" Book of Management and Supervision: Dispelling Common Leadership Myths.

David Lee is the founder and principal of HumanNature@Work. He is an

INSTRUCTOR BIOGRAPHIES

internationally recognized authority on organizational and managerial practices that optimize employee performance, morale, and engagement. He is author of "Managing Employee Stress and Safety" as well as nearly 100 articles and book chapters on organizational and individual performance published in trade journals and books in the U.S. and abroad. He has held positions as a supervisor and trainer in the corporate world and a clinician and trainer in the healthcare field.

David Liddell is founder and CEO of SKYE Business Solutions. Established in 2002, SKYE improves the performance capabilities of company leaders, the skills and abilities of employees, and the profitability of organizations. David is a noted and respected speaker, coach, facilitator, and trainer. His problem-solving abilities and hands-on approach and expertise make him sought after by leaders who want breakthrough results for themselves, their teams, and their organizations. He has held strategic leadership roles in major organizations and holds an engineering degree from Concordia University. David has an unwavering commitment to help leaders build and maximize their talents and potential for exemplary performance. He helps leaders look in, to see out.

Vaughan Limbrick, M.S., HCS, is a senior management consultant with over 20 years' experience in leadership development, executive coaching, team effectiveness, human capital management, and large system change work, including collaboration start-ups between previously competing organizations. A graduate of Johns Hopkins University, she is a former MBA faculty member at Johns Hopkins Univ. and Marymount Univ. Her current and former clients include: US Army/Navy/Marine Corps, other large federal agencies, academia, and various small and mid-sized companies in the commercial sector. A former advisory board member for the American Council on Education/College Credit Recommendation Service, she has devoted much of her life to the field of adult education.

Katherine Maloney, M.B.A., is an accomplished coach, program manager, facilitator, and consultant with over 25 years' experience helping individuals and teams connect with success in health care, financial services, and higher education organizations. Workplace affiliations and clients have included Blue Cross Blue Shield of Massachusetts, Fidelity Investments, BankBoston, and Babson and Emmanuel Colleges. She has owned and managed her firm, WorkPaths Consulting, since 2012, that provides strengths-based career coaching for individuals and consulting and workshops that build positive workplace communications for organizations.

Jim Milliken is a training consultant who specializes in communication, project management, and workplace skills. His clients include large and small corporations, academia, and nonprofits throughout New England.

Jay Partlan has been teaching Excel and other computer applications in area colleges for the past 20 years.

Grace Peirce is an independent computer software training professional. She has been working in the print and publishing field for over 25 years, and on the web since 1995.

Lynne Richards, MBA, is an author, founder of Leading Generations, a training and leadership development firm, and a member of the National Speakers Assn. She specializes in helping people develop their leadership, supervisory, and training skills. With over 20 years' experience in management and training, she brings a wealth of hands-on, practical experience to the classroom, providing clients with workshops on leadership, supervision, communication, and training design and delivery.

Meredith Richardson, Esq., CPC, is a mediator, conflict coach, and trainer in New Hampshire and Maine. She enjoys helping people and organizations successfully navigate conflict. Meredith is president of the Board of Governors of the Maine Association of Mediators and is president-elect of the Board of the New Hampshire Conflict Resolution Association.

Vicky Schubert, CPCC, ACC, is a partner with Systems Perspectives, LLC, a leadership development coaching and consulting practice. Previously she was Marketing Director for Pegasus Communications, Inc., Connectivity Manager for Peter Senge's Society for Organizational Learning, and a partner at Options for Change, where she co-developed culture change and team performance tools. Experienced in for-profit and mission-driven enterprises, her recent work has targeted leadership and change in higher education, phi-

lanthropy and healthcare.

Jen Shirvani is the author of "Ego vs EQ", a leadership book based on her more than 20 years of experience as a learning and development specialist and executive coach. She takes the science of emotional intelligence and presents it from a leadership perspective filled with practical strategies and immediately useable tips. Ms. Shirvani currently oversees a national talent management firm in New Hampshire. She has been a featured speaker at several national and state conferences and universities, and at dozens of organizations nationwide. She has also been featured in Businessweek/Bloomberg, Fast Company, Investor's Business Daily, and Upstart Business Journal. She has devoted herself to improving leadership effectiveness and making common sense more common.

Jack Smith, M.P.A., is a nationally recognized consultant who offers management, project development training, and technical assistance to public and private organizations. He is a member of the adjunct faculty at the Emory Univ., Univ. of Southern Maine, and the Univ. of Georgia. He has trained several thousand individuals throughout the U.S. and abroad in grant management and grant writing. Audiences have included teachers and school administrators, mental health professionals, nurses, nonprofit staff and board members, state and municipal employees, consumer groups, and law enforcement. He has facilitated board retreats for dozens of nonprofit boards and statewide associations and presented at numerous national and state conferences.

Stephen Stofanek is a senior management consultant with over 30 years of business experience. He is the Chief Architect for the IT Harmony Business Change/Project Management solutions. He has delivered project and organizational change management training, consulting, and coaching to over 200 companies throughout New England such as Fairchild, The Jackson Laboratory, PSNH, Cornell University, Laconia Savings, Kennebunk Savings, York Hospital, and St Joseph's Hospital/Bangor.

Carlotta Tyler, M.S.O.D., Associate Certified Coach (ACC) from the International Coaching Federation (ICF), has conducted a successful coaching and consulting practice on five continents for three decades. Formerly marketing director for a computer manufacturer, elected leader at municipal, state, and national levels, and founder of two corporations, her career has taken her from community development to corporate boardrooms, from parenting to politics, from Boston to Bangkok. A pioneer in developmental coaching, she crafted the Continuous Improvement Career Coaching™ Model. She is an alum of UNH, American Univ., the National Training Institute in Washington, DC, and the Program on Negotiation at Harvard Law School. She is certified in Myers Briggs Type Indicator (MBTI), and is a Gender Reconciliation Trainer, a Reiki Master, and trained in RYSE at the Polarity Institute.

Diana Wieland was an attorney in private practice for 32 years where she focused on employment and labor law representing employers exclusively during her career. She represented employers before the Nat'l Labor Relations Bd., EEOC and N.H. Comm. for Human Rights, the U.S. and N.H. Depts. of Labor, including Wage and Hour and OFCCP, and numerous other states' agencies. She also has worked with employers during union-organizing campaigns, negotiated labor agreements and represented employers in arbitration cases. Prior to law school, she worked for the NLRB as a field examiner. She is a frequent speaker on employment and labor topics, training managers and supervisors in all areas of employment law and practice, including harassment, ADA, FMLA, interviewing, hiring, evaluations and best practices for compliance with employment and labor laws.

Roy L. Wilson, P.E., M.B.A., is president of Wilson Management Assoc., Inc., a prominent consulting firm in New York that specializes in the prevention, preparation and resolution of construction claims throughout the U.S. and abroad. He was Director of the Construction Engineering and Management Program at Columbia Univ., and taught graduate-level courses for over 25 years. He has extensive experience in various facets of the construction industry, including positions as vice president, division engineer, staff engineer, scheduler, and consultant. He has consulted on many major commercial, governmental, and residential construction projects, including hospitals, office buildings, water treatment and power plants, highways, and industrial facilities. He has authored numerous articles and lectured extensively on the subject of construction claims.

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