



## Mission-Driven Leadership 2012 Workshop Descriptions

### Jan 10 Communicating with Business Decision Makers

Nonprofits are passionate about mission and communicate stories and purpose in meaningful ways. Communicating with people focused on budgets and timelines requires a different approach. This session will equip you with the tools to understand your audience, and to prepare and deliver messages effectively to decision makers while furthering your goals. \$100

**Who should attend?** Anyone communicating with business decision makers

#### What will we cover?

- Forms of communication: verbal, written, inflection, tone
- The ABC's of clear communication
- Audience analysis: who, what, where why and how to communicate with decision makers
- Crafting and delivering key messages

#### What takeaways should I expect?

- Simple tools for crafting messages: key messages, identifying audience priorities
- Format for translating mission-driven goals into business terms
- Improved active listening ability
- Techniques for uncovering decision maker wants and needs

### Feb 14 Employee and Volunteer Accountability in Mission-Driven Organizations

Holding people accountable for daily work, projects and promises is challenging in any organization. This can be even more challenging working with volunteers or staff in a mission-driven environment with people committed to the same goals, but different views on how to best serve the mission. This session will focus on tools for setting expectations, monitoring progress and addressing performance gaps. \$75

**Who should attend?** Anyone with supervisory or project management responsibility

#### What will we cover?

- Setting expectations with position descriptions
- Follow through and reporting tools
- Conversations for Action
- Setting SMART goals

*Attendees are encouraged to bring a job description to the session.*

#### What takeaways should I expect?

- Employee and volunteer position description format
- Two employee meeting recap / reporting formats
- At least one SMART goal to apply at work



**Mar 13 Performance Appraisals That Work**

Both employees and managers typically dread the annual performance appraisal. This session will prepare you to develop and deliver effective performance appraisals that create productive dialogue, drive results and align employees with your organization's mission and values. \$100

**Who should attend?** Human Resources and anyone with supervisory responsibility

**What will we cover?**

- Creating common criteria for performance appraisals
- Incorporating mission and values in appraisals
- How to write effective appraisals
- Preparing for and delivering feedback
- Creating development goals that matter

*Attendees are encouraged to bring one performance appraisal to the session.*

**What takeaways should I expect?**

- Templates for employee, manager and leadership performance appraisals
- Templates for employee, manager and leadership development plans
- Confidence to deliver feedback effectively

**Apr 10 Recruiting 101**

Every job opening is a new experience and every hire is a critical hire. A "bad hire" costs even more in time, money and your ability to serve your constituents. This workshop will help you identify the critical knowledge, experience and soft skills required for success before you spend time interviewing candidates without the critical skills your organization needs. This workshop includes a toolkit that will give you everything you need to set up and implement a consistent, effective and objective recruiting system. \$100

**Who should attend?** Managers and HR professionals with hiring responsibility

**What will we cover?**

- Job postings: how to write them and where to post
- Phone and onsite interviewing skills
- Evaluating and selecting candidates
- Finalizing and delivering the job offer

*Attendees are encouraged to bring a current job posting to the session.*

**What takeaways should I expect?**

- Attendees will receive the entire Department on Demand Toolkit (\$100 value)
- Step by step recruiting process anyone can implement
- Sample forms for job postings, interview questions, candidate evaluation grids, reference checks, job offers and more. <http://www.roosolutions.net/DOD/index.htm>

**May 8 New Employee Orientation and Onboarding**

Your new employee probably has the technical skills to succeed, but he/she does not know **HOW** the work gets done in your company – who to ask, how decisions are made and how they fit in the broader organization. This session will prepare you to welcome new staff, get them “up to speed” quickly and evaluate success. \$75

**Who should attend?** Managers and HR professionals with hiring responsibility

**What will we cover?**

- Preparing for your new employee’s arrival
- Sharing training responsibilities
- Helping your employee become comfortable and productive
- Evaluating new hire success and manager satisfaction

*Attendees are encouraged to bring a job description for a recent new hire.*

**What takeaways should I expect?**

- Attendees will receive the entire Department on Demand Toolkit (\$75 value)
- Sample new hire checklists covering the first 90 days on the job, weekly planners, new hire partner program, 30 and 60-day check up formats for employees and managers.  
<http://www.roosolutions.net/DOD/index.htm>

**June 12 Effective Meeting Management \*\***

How many of us spend time attending meetings with no clear purpose, unclear decisions and rehashing action items that were not completed from the last meeting? Sometimes we wonder why we were even asked to attend. This session will teach you meeting management techniques easily customized for you. \$75

**Who should attend?** Anyone interested in improving meeting effectiveness.

**What will we cover?**

- Do we need to meet face to face?
- Who needs to attend, decide or be informed?
- Establishing meeting ground rules and roles
- Simple agendas and minute formats
- All company meetings

*\*\* We encourage 2+ people from the same organization attend this session together.*

**What takeaways should I expect?**

- Agenda and minute formats for recurring staff meetings and all company meetings
- Tailored agenda for your next meeting
- Confidence scheduling and facilitating an effective meeting or conversation



**July 10 Communicating Up, Down and Across the Organization**

It is said that a person must communicate 7 times, 7 ways to truly get an audience to understand her message. In this session you will learn and practice different methods of clearly communicating your message, creating internal and external communications and understanding how different audiences process communications. \$75

**Who should attend?** Anyone responsible for internal or external communications

**What will we cover?**

- Methods for communicating up, down and across
- 7 methods of communication
- Crafting effective messaging
- Tailoring your message to your audience
- Storytelling to create commitment
- Consistency and follow through of communications

*Attendees are encouraged to bring a new or recent company communication to the session*

**What takeaways should I expect?**

- Model communication formats for internal and external communications
- Greater awareness of how to communicate with different audiences / different styles
- Confidence using storytelling to enhance your message.

**Aug 14 Evaluating Executive Director Performance \*\***

Executive Directors have broad responsibilities and diverse stakeholders, from the community it serves, to staff and the Board of Directors. The Director wears multiple hats in an organization and board members without regular insight into the operational challenges of the organization may have difficulty effectively evaluating performance. This working session will provide a process and forum for Executive Directors and Board Member(s) to define and discuss key performance criteria. \$75

**Who should attend?** Executive Directors and Board Members

**What will we cover?**

- 5 key criteria to evaluating Executive Directors
- Difference in focus and time horizons for leaders and staff
- Internal performance factors: fiscal, staff, operations
- External performance factors: impact, credibility, engagement
- Development Planning for the Executive Director

*Attendees are encouraged to attend with a board member or coworker.*

**What takeaways should I expect?**

- Suggested standard performance appraisal format
- Clear understanding of diverse performance expectations and need for balance
- Customized draft for discussion with your Board of Directors



**Sept 11      Incorporating Values and Mission into HR Programs \*\***

Organizations dedicate time and money to communicate their mission and values externally, which builds their “brand”, reputation and credibility. This helps us engage with stakeholders, recruit employees that believe in our mission and serve our mission. This session provides an opportunity to embed the mission and values internally throughout multiple Human Resources programs. \$75

**Who should attend?** Executive Directors, Human Resources, Managers

**What will we cover?**

- Consistency of external and internal “brand”
- Incorporating mission and vision into HR Programs: recruiting, orientation, training, performance appraisal, communication and reward programs

*We encourage 2+ people from the same organization to attend this session.*

**What takeaways should I expect?**

- Concrete ideas for incorporating values and mission into HR programs
- Understanding of how to make the mission “real” in employees daily work

**Oct 9              Project Management I \*\***

You have a strategic plan and a list of critical projects that will help you achieve those goals, so why is it that projects never seem to get completed? A good plan well executed is better than a perfect plan that sits on the shelf. Dedicating a bit of time up front to define project scope, milestones and outcomes provides the foundation for a successful project management experience. This 2.5 hour session will help your project team move projects forward and complete them successfully. \$125

**Who should attend?** Executive Directors, Managers, Project Leaders

**What will we cover?**

- Project Management vs. “getting things done”
- Team roles: sponsor, facilitator, secretary, team member
- Project Charters: determining scope, team selection, identifying intended outcomes and setting milestones
- Keeping your project moving: meeting agendas, minutes, communications, closure

*We encourage 2+ people from the same organization to attend this session.*

**What takeaways should I expect?**

- Concrete understanding of project management theory and tools
- Action items and simple “homework” to practice using project management





Resource & Organizational Optimization

## Nov 13 Project Management II \*\*

Project Management II focuses on adapting the project management tools you learned in Project Management I specifically to your organization and culture. In this working session, small groups will share ideas regarding which tools worked / didn't work in their environment, incorporate new ideas, and refine the standard tools. You will then work specifically with others in your organization to tailor the tools specifically to your organization. This session can also be brought to your workplace. \$125

**Who should attend?** Executive Directors, Managers, Project Leaders

### What will we cover?

- Refresher in Project Management Tools
- Small Group Work: what worked / didn't work, refinement of standard tools
- Pairs work: work with another person from your organization to tailor the tools and apply to a specific project, initiative or team

*We encourage 2+ people from the same organization to attend this session.*

### What takeaways should I expect?

- Project Management tools tailored to your organizational needs and culture
- An action plan for implementing Project Management in your workplace

## Dec 11 Talent Review and Workforce Development \*\*

Every organization is challenged with limited resources and growing needs among the populations we serve. Ensuring you have the right staff with the necessary skills is critical to success. This session will prepare you to identify current and projected skill gaps, conduct organizational talent reviews and provide ideas for developing talent without breaking the budget. \$100

**Who should attend?** Executive Directors, Human Resources, Finance

### What will we cover?

- Workforce planning basics
- Translating strategic plans to talent management needs
- Talent reviews: a process for identifying current performance and future potential of staff
- Methods for developing staff on a budget

*We encourage 2+ people from the same organization to attend this session.*

### What takeaways should I expect?

- Ability to translate the organization's strategic plan into staff requirements
- The tools and process to conduct an effective talent review
- Low cost / no cost development ideas for your staff





## 2012 Mission-Driven Leadership Workshop Registration

Circle the sessions you wish to register for

**Sessions are scheduled 1 – 3 pm. Workshop location is 1200 Washington Ave. S., Minneapolis. Full course descriptions may be found online at:**

Date	Topic	Early Bird *	Procrastinator
<b>*Early Bird Rates apply to registrations received at least 45 days prior to the event</b>			
Jan 10	Communicating with Business Decision Makers	\$100	\$125
Feb 14	Employee and Volunteer Accountability in Mission-Driven Organizations	\$75	\$100
Mar 13	Performance Appraisals That Work	\$100	\$125
Apr 10	Recruiting 101	\$100	\$125
May 8	New Employee Orientation and Onboarding	\$75	\$100
June 12	Effective Meeting Management **	\$75	\$100
July 10	Communicating Up, Down and Across the Organization	\$75	\$100
Aug 14	Executive Director / Board Performance Appraisal **	\$75	\$100
Sept 11	Incorporating Values and Mission in HR Programs **	\$75	\$100
Oct 9	Project Management I **	\$125	\$150
Nov 13	Project Management II ** (Session II focuses on tailoring PM I tools to your organization)	\$125	\$150
Dec 11	Talent Review and Workforce Development **	\$75	\$100
_____	<b>Sign me up for the entire series!</b>	<b>\$900 (by Dec 15<sup>th</sup>)</b>	

**Discounts:**

- \$175 savings if you register for the entire series by December 15<sup>th</sup>
- 10% for individuals attending 4+ sessions
- \$25 discounted early bird rates (register at least 45 days in advance)

Workshop Total \_\_\_\_\_

Discount \_\_\_\_\_

Total Due \_\_\_\_\_

Name \_\_\_\_\_ Title: \_\_\_\_\_

Organization: \_\_\_\_\_ Phone: \_\_\_\_\_

Email: \_\_\_\_\_

**Three convenient ways to register:**

- Email registration to [roosolutions@comcast.net](mailto:roosolutions@comcast.net) and be invoiced; or
- Mail registrations and check to: Roo Solutions, 6003 106th Ave. N, Minneapolis MN 55443; or
- Register via Roo Solutions MeetUp Community: <http://www.meetup.com/Roo-Solutions-Community/>

