



Catalog of Classes, 2024



Organizational
Development

Clerk of the Superior Court
Maricopa County

ORGANIZATIONAL DEVELOPMENT

Organizational Development is a systematic approach to enhancing employees' skills and knowledge. The primary goal is to support growth and learning to ensure employee productivity and effectiveness. Engaging in self-development demonstrates a willingness and ability to improve skills, identify knowledge gaps, and invest in your career, giving you the opportunity to progress and learn without the commitment of full-time education. Professional development courses and other forms of training help target the specific skills and competencies needed, helping you perform at a successful level.

COSC's professional development framework has several purposes:

- to enable you to develop your knowledge, skills and experience for your role and potential future roles,
- to demonstrate that you have maintained, updated, and built upon your knowledge, skills, and experience in a structured manner, and
- to provide a means to demonstrate that you are professionally competent to your employer.

Learn about how the Organizational Development team supports your professional development [here](#).

FACTORS FOR SUCCESS

The Factors for Success describe behavioral expectations and organizational values. They provide clear guidance for what success looks like for all employees. Each class we teach is aligned to a Factor, and designed to build competence, knowledge, skills and abilities in that area.

Thought: Having and using the appropriate knowledge.



Thinking involves a range of skills including reasoning, problem solving, judging, and remembering. Classes in the Thought Factor focus on improving these areas to strengthen critical thinking capacity.

Results: Taking initiative and being accountable for the results, being results-driven.



Results thinking helps individuals develop and maintain a results-based mindset. Classes in the Thought Factor help with how to create SMART goals, incorporate logic, and leverage quantitative and qualitative metrics, data, and charts.

People: Effectively communicate and interact with others.



Classes in the People Factor help with building and strengthening relationships, teams and collaboration. These classes focus on practices such as team-building, recruiting, training, retention, and increasing engagement, helping employees to optimize their talent and maximize productivity and professionalism.

Self: The ability to recognize and reflect on oneself and one's behavior.



Self-awareness helps you take personal responsibility for your work. Classes in the Self Factor help you develop self-awareness through assessment, reflection, and discussion.

GROWTH MINDSET DEVELOPMENT

Our expansive organizational learning, human resource, and leadership development programs present a wide array of courses to enrich every employee, regardless of their position or tenure, within the COSC.

By engaging with these offerings, individuals can cultivate a **growth mindset**, embracing the belief that abilities and knowledge can be developed through dedication and effort. Whether you're embarking on your career or a seasoned veteran, these courses provide invaluable opportunities to expand your capabilities, foster resilience in the face of challenges, and foster a mindset geared toward continuous improvement and advancement.

Each course is carefully designed to:

- **Foster a Deeper Understanding of Our Culture:** Gain valuable insights into our core values, mission, and vision, allowing you to better align your work with the organization's overall goals.
- **Enhance Existing Skills:** Refine your current skillset through interactive learning modules and practical exercises.
- **Develop New Skillsets:** Expand your professional abilities by acquiring new skills relevant to your role and career aspirations.

Interactive Learning for Maximum Impact

All courses are delivered in either a dynamic and interactive virtual or in-person format, lasting approximately one to two hours. This engaging approach facilitates active learning and knowledge retention, allowing you to immediately apply your newfound knowledge in your daily work.

Investing in Your Future

By participating in our professional development program, you'll gain valuable transferable job skills that will benefit you throughout your career. We are committed to fostering a culture of continuous learning and growth for all employees.

Sustaining the Organization

Organizational Development and our courses play a key role in ensuring sustainable growth for the organization. Our catalog of courses formalize the things and ways all employees and teams need to learn. By offering these topics consistently, we free up and then offer formal support to help team leaders develop role-specific training that ensure business continuity and organizational sustainability.

How We Support Your Team's Growth

Organizational Development is here to support your team's Growth, too.

- Explore the course catalog to identify programs that align with your professional goals.
- If there are external trainings or courses that help you or your team grow professionally, discuss those opportunities with your leader. Those may be submitted to OD for review and consideration for pre-approval for COJET credit.
- If there are topics or courses you would like to suggest, please let us know by completing [our Learning & Development Request form](#).

Don't hesitate to reach out to the Organizational Development team or Human Resources for any questions.



Thought Factor Classes

Having and using the appropriate knowledge



Critical Thinking and the Individual (2 hours)

Learn how to exercise critical thinking at the COC. Have you ever needed to solve a complex issue or contribute your ideas? Have you ever had to resolve conflict without your supervisor present or determine how to handle a decision?

Critical thinking is important for making judgments about information and forming your own arguments. It emphasizes a rational, objective, and self-aware approach that helps you to identify credible sources and strengthen your conclusions.

Learning Objectives

- Define the top 5 critical thinking skills.
- Perform critical thinking analysis on common workplace dilemmas.
- Develop strategies to identify patterns in the workplace.
- Use critical thinking to strengthen intrapersonal professionalism.
- Evaluate critical thinking as a team.



Customer Focus and the Individual (2 hours)

Learn how to develop a customer-focused perspective. Learn how to demonstrate courtesy, honesty, fairness, and timely responses when dealing with citizens, co-workers, or other departments in the County.

Learning Objectives

- Identify customer focus essentials.
- Evaluate effective approaches to improve customers' experiences.
- Determine customer needs by conducting a SWOT analysis.
- Develop personal strategies to strengthen customer focus.



EQ and the Individual (2 hours)

Learn a combination of tools to develop Emotional Intelligence (EQ) at the COC! Gain insight into self-regulation, self-awareness, empathy, and motivation to strengthen your social skills.

A high EQ helps you build relationships, reduce stress, defuse conflict, and improve job satisfaction. Ultimately, a high EQ equates to increased productivity and employee retention.

Learning Objectives

- Define Emotional Intelligence.
- Identify the root cause of emotions.
- Assess Personal EQ levels.
- Apply critical thinking to strengthen EQ.
- Develop personal strategies to sharpen emotional competence.
- Evaluate EQ strategies to implement as a team



Innovation and the Individual (2 hours)

Embark on a transformative journey of self-discovery and creativity in 'Innovation and the Individual.' This course equips you with the essential strategies to integrate innovation seamlessly into personal and professional spheres. Explore Thomas Edison's renowned five-step approach to strategic ideation, refine your personal innovation archetype, and master the art of delivering professional pitches. Through collaborative exercises, evaluate the crucial role of innovation leadership within teams. Join us and unlock your full innovative potential.

Learning Objectives

- Identify strategies to integrate and advance innovation.
- Use Edison's 5 steps of innovation to advance strategy ideation.
- Develop strategies to strengthen their personal innovation archetypes.
- Perform a professional pitch.
- Evaluate Innovation leadership as a team.



Practicing Business Acumen (2 hours)

Learn how to apply knowledge of COSC (our organization) and the government (our sector) to advance the COSC and achieve organizational goals, including our mission/ vision/ values. Learning the components of a business acumen will allow you advance as a professional by strengthening your ability to manage, time, create strong relationships, and much more.

Learning Objectives

- Identify the 12 traits that combine to create a business acumen mindset.
- Use business acumen to strengthen workplace performance.
- Demonstrate knowledge of the sector to strengthen customer focus.
- Evaluate skills that advance organizational goals.



Strategic Mindset (2 hours)

Gain the tools for strategic leadership in 'Strategic Mindset.' This course immerses students in the principles and practices of strategic thinking, enabling them to navigate complex challenges with finesse. From identifying key components of strategic mindset to measuring strategy effectiveness and assessing risks, participants learn to apply analytical and critical thinking to real-world scenarios. Through interactive exercises and case studies, students develop the skills to address conflicts, problem-solve within teams, and make informed decisions that drive organizational success.

Learning Objectives

- Identify components of strategic mindset.
- Perform strategic thinking patterns when addressing conflict.
- Measure strategy effectiveness.
- Assess risks to strategy effectiveness.
- Use analytical and critical thinking to problem solve within a team.



Results Factor Classes

Taking initiative, being accountable for the results



Accountability and the Individual (2 hours)

Learn how to hold oneself and others accountable to meet commitments and display leadership at the COSC. Learn how to incorporate honesty, intention, and integrity as a professional.

Accountability means having a team-oriented attitude. Helping your coworkers complete tasks makes the overall team more successful and effective.

Learning Objectives

- Define the 6 principles of taking accountability (6 P's).
- Identify the 3 levels of accountability.
- Assess proper use of verbal accountability.
- Determine 5 improvements for organizational accountability.
- Determine best practices for self-management.



Developing a Results-Based Mindset (2 hours)

Learn how to develop and maintain a results-based mindset as a professional at the COC. Beginning with the end in mind teaches one how to create SMART goals while incorporating logic, metrics, data, and charts.

Learning Objectives

- Identify traits of a Results-based Mindset
- Evaluate types of Organizational results
- Differentiate Qualitative vs Quantitative results in the workplace
- Assess "Results thinking" behavior

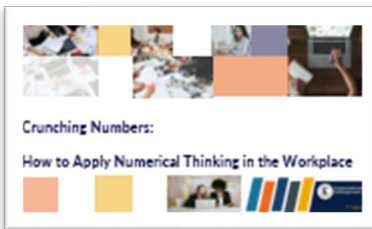


Initiative and the Individual (2 hours)

Learn the importance of taking initiative as a COSC professional. In this course, initiative is a behavior “characterized by its self-starting nature, its proactive approach, and being persistent in overcoming difficulties that arise in pursuit of a goal.” When you show initiative, you do things without being told; you find out what you need to know; you keep going when things get tough; and you spot and take advantage of opportunities that others pass by. You act, instead of reacting, at work.

Learning Objectives

- Identify the 7 components that aid self management through taking initiative.
- Identify internal factors that threaten an employees ability to take initiative in the workplace.
- Determine when taking initiative is appropriate for risk taking.
- Evaluate approaches to prevent crossing workplace boundaries.

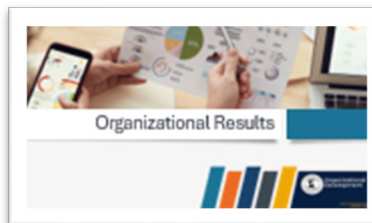


Numerical thinking at the COSC (2 hours)

Learn how to practice data and systems thinking, and learn about how success is measured at the COSC. Fundamentally important to everyday job functions, numeracy skills reflect your critical thinking and problem-solving abilities. Because organizations rely on big data more than ever to guide decisions, strong numerical thinking skills can give you an advantage.

Learning Objectives

- Identify the principles of numerical literacy to accurately interpret and understand numerical information.
- Apply numerical thinking to solve workplace problems and make informed decisions based on quantitative data.
- Enhance critical thinking abilities to identify patterns, trends, and potential implications.
- Gain confidence in effectively communicating numerical information.



Organizational Results (2 hours)

Learn how to exercise skills that produce results such as time management, task prioritization, note taking and other skills that benefit the organization. Learn how the organization achieves its most pertinent results.

Learning Objectives

- Define Organizational results.
- Identify Key performance Indicators (KPI's).
- Assess the impact of your performance on organizational results.
- Apply critical thinking skills to workplace scenarios.



Self-Management for Results (2 hours)

Learn how to measure and manage your individual growth and professional development as a member of the organization. Learn how to advocate for your professional growth through self-education at the COSC.

Learning Objectives

- Identify key components of strong work performance.
- Assess the impact of your performance on organizational results.
- Apply critical thinking skills to improve struggling performance areas.
- Evaluate best practices for owning individual development.



Facilitation Skills (3-4 hours, dep. on class size)

Learn how to incorporate ethics, essential skills and more with this course where you will have a chance to evaluate and facilitate a personal presentation.

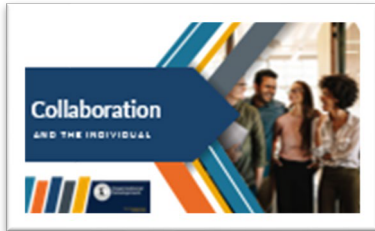
Learning Objectives

- Define facilitation skills.
- Identify the importance of facilitation skills.
- Demonstrate effective facilitation skills.
- Evaluate facilitation skills by giving and receiving live feedback.
- Apply knowledge of essential facilitation skills on the job.



People Factor Classes

Effectively communicate and interact with others



Collaboration and the Individual (2 hours)

Learn how to best represent yourself, your division and the COSC when collaborating! Learn how to be a strong team player. The overarching goal of collaboration is to increase project success. But high-level “success” can be broken down into several smaller, equally meaningful benefits that improve workflow, team relationships, productivity, and efficiency.

Learning Objectives

- Define successful collaboration in the workplace.
- Identify benefits of collaboration.
- Analyze alignment/ collaboration opportunities.
- Assess individual social styles to strengthen awareness when collaborating.



Develop a People Management Mindset (2 hours)

Learn to develop and maintain a people management mindset as a professional at the COSC. Learn how to grow and develop lasting relationships with coworkers. Managers and employees in leadership positions have an important role in resolving conflicts. Effective people management can help you mediate interpersonal conflicts in a way that promotes collaboration and respect.

Learning Objectives

- Identify essential skills that create strong people management leadership.
- Analyze individual people management strategies to gauge effectiveness.
- Use leadership styles to measure social effectiveness.
- Evaluate proper use of people management strategies to mitigate conflict.



Language of Caring and the Individual (2 hours)

Learn how to exhibit compassion and display empathy and respect when communicating. Language of Caring helps all members of the COSC team develop, master, and apply communication skills that show empathy and caring, enhance collaboration and effectiveness, and strengthen the professional pride and satisfaction that come with more connection in daily interactions.

Learning Objectives

- Identify components of effective speech.
- Differentiate professional communication and Language of Caring.
- Determine best practices for nonverbal and verbal communication in conflict resolution.
- Evaluate the use of psychological safety and DEI while using Language of Caring.



Leadership and the Individual (2 hours)

Learn a combination of tools and knowledge to think and influence like a leader at the COSC. Ever wondered your leadership style - find out, in this course!

Practice leadership and initiative in your role. Gain insight into using a servant leadership style to serve those around you with a professional, authentic, and effective leadership style.

Learning Objectives

- Define organizational leadership from all aspects.
- Identify key leadership qualities.
- Assess effective leadership strategies.
- Evaluate effective leadership styles.



Psychological Safety (2 hours)

Learn how psychological safety fosters trust in the workplace, impacting every stakeholder. It enables individuals to express themselves without fear of repercussions and promotes interpersonal risk-taking within teams, fostering acceptance and respect.

Learning Objectives

- Define psychological safety in the workplace.
- Identify the 4 stages of psychological safety.
- Assess personal strategies to develop and maintain personal safety.
- Assess best practices to help others with psychological safety.
- Determine effective strategies toward creating and maintaining a psychologically safe culture.



Team Dynamics (2 hours)

Learn how to build, maintain, and contribute to a strong team on an individual level and as a member of the COSC. Learn expectations of team behavior.

Learning Objectives

- Identify the six factors of a High Functioning Team.
- Differentiate successful components of a team culture.
- Identify the 5 stages of Tuckman's Team Building.
- Differentiate levels of team performance based on personal factors.



Self Factor Classes

The ability to recognize and reflect on oneself and one's behavior.



Awareness and the Individual (2 hours)

Learn how to manage awareness of oneself, awareness of others, awareness of the situations at hand, and awareness of your impact on others. Learn how to display authenticity in the workplace.

Learning Objectives

- Define awareness of self, others, and environment at the COSC
- Identify one's own strengths and weaknesses in order to deepen self-awareness.
- Develop personal strategies of awareness to use personally and professionally.
- Demonstrate how to effectively seek feedback, own errors in judgement, and practice non-defensiveness in thoughts and actions.
Evaluate situational approaches to increase overall interpersonal effectiveness.

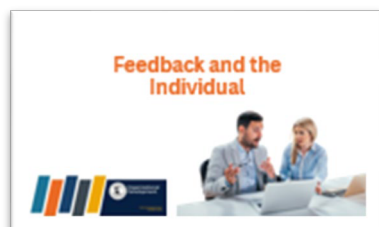


Diversity, Equity, and Inclusion (2 hours)

Learn awareness of bias and how to exercise inclusivity when in diverse settings at the COSC. Gain insight on organizational diversity practices to promote belonging, safety, and professional conduct.

Learning Objectives

- Define DEI in the workplace.
- Identify personal bias.
- Analyze proper practice of organizational DEI.
- Use awareness to measure diversity.
- Evaluate organizational DEI strategies.



Feedback and the Individual (2 hours)

Use a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses, opportunities for growth and limitations.

Learning Objectives

- Define effective methods of giving, receiving, and analyzing feedback.
- Analyze feedback construction to advance personal growth.
- Assess personal feedback styles to challenge personal defensiveness.
- Identify components of defensiveness
- Evaluate the application of feedback for performance improvement.

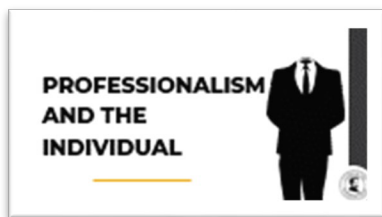


Growth Mindset (2 hours)

Learn the importance of developing and maintaining a Growth Mindset at the COSC. In this course, learners will gain an understanding of mindset theory, including both growth and fixed mindsets. Learners will gain ideas for how to manage time, effort, practice, and strategy across roles and diverse professional situations.

Learning Objectives

- Define what a Growth Mindset is within organizational standards.
- Identify components of a Growth Mindset.
- Describe thinking patterns of a Growth Mindset on an individual level and within a team.
- Distinguish how to create a Growth Mindset as an Individual.



Professionalism and the Individual (2 hours)

Learn how to represent yourself, your division and the COSC professionally. Learn to use the psychology of professionalism to strengthen your work appearance, professional conduct, and communication.

Learning Objectives

- Define effective and acceptable communication approaches in the workplace.
- Identify ethical aspects of professional communication.
- Use the psychology of professionalism to create strong communication loops at the COSC.
- Discuss verbal and nonverbal communication behaviors that illustrate self-efficacy.
- Determine a course of action to mitigate common communication problems in the workplace.



Practicing Professional Communication (2 hours)





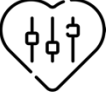



Practice professional communication verbally, nonverbally, while telecommuting and when communicating with your team.





Learning Objectives

- Identify aspects of professional conduct.
- Demonstrate a professional attitude to promote self-success in the workplace.
- Analyze professional behaviors of oneself and coworkers.
- Organize a personal action plan to overcome and improve professionalism barriers and weaknesses.
- Evaluate performance professionalism standards at the COSC

EQ Building Blocks

OD is launching 12 all-new classes that we call the EQ Building Blocks. These classes require you to have completed our **EQ and the Individual** course as a prerequisite, and provide a deeper dive into one facet of Emotional Intelligence (EQ). We invite you to explore more about and build skills in any and all of the 12 aspects of EQ through our new one-hour facilitated classes.

	<p>Achievement Orientation Explore strategies for setting and pursuing goals with a focus on excellence and continuous improvement. Cultivate a mindset of striving for success, overcoming obstacles, and maintaining resilience in the face of challenges to achieve your desired outcomes.</p>
	<p>Adaptability Navigate and thrive in changing environments by becoming more flexible and open to new ideas. Build skills to adjust your approach, embrace change, and maintain effectiveness in dynamic situations.</p>
	<p>Coach and Mentor Learn techniques to support and develop others through effective feedback, guidance, and encouragement. Practice skills to foster growth, enhance performance, and build strong, supportive relationships within teams and the organization.</p>
	<p>Conflict Management Learn strategies for handling disagreements and conflicts constructively, ensuring productive and positive outcomes. Develop skills in negotiation, active listening, and emotional regulation to resolve conflicts in a manner that strengthens relationships and fosters collaboration.</p>
	<p>Emotional Self Awareness Explore the foundational skill of recognizing and understanding your own emotions and how they influence thoughts and behaviors. Attendees will develop greater self-awareness, enabling them to navigate personal and professional challenges more effectively.</p>
	<p>Emotional Self Control This session provides practical strategies for managing and regulating emotions particularly under stress or in challenging situations. Maintain your composure, enhance decision-making, and improve your resilience.</p>
	<p>Empathy Learn to understand and share the feelings of others by becoming attuned to emotional cues and perspectives. Enhance your interpersonal skills, fostering deeper connections and more effective communication and relationships.</p>
	<p>Influence Learn strategies to effectively persuade and inspire others, leveraging EQ to drive positive outcomes. This session focuses on communication skills, building credibility, and fostering strong relationships to maximize your impact.</p>

	<p>Inspirational Leadership Discover how to lead and motivate others by articulating a compelling vision and demonstrating positive energy. Hone your ability to inspire and influence your team, fostering a sense of purpose and commitment to shared goals.</p>
	<p>Organizational Awareness Understand the importance of group dynamics, team collaboration, and culture within the court system. Participants will build their capacity to navigate organizational challenges effectively, align personal values with the mission, vision and values of the court system, and contribute to a cohesive and efficient work environment</p>
	<p>Positive Outlook Explore techniques for maintaining an optimistic and resilient mindset, even in the face of challenges. This session will equip attendees with strategies to foster positivity, enhance well-being, and inspire motivation both personally and professionally.</p>
	<p>Teamwork Learn essential skills for collaborating effectively within teams, including communication, cooperation, and conflict resolution. Building trust, fostering mutual respect, and leveraging diversity are crucial to achieving shared goals and maximizing team performance.</p>

HUMAN RESOURCES COURSES



Welcome to Your HR Journey: Empowering Your Workforce, Building Your Success




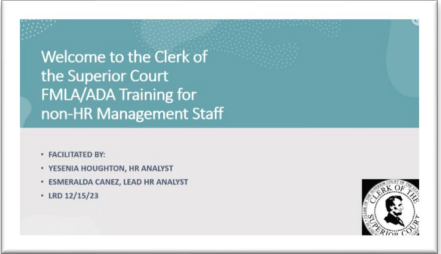
Are you ready to elevate your HR and leadership skills and become a strategic partner at the COSC? This comprehensive series of courses is designed to equip you with the knowledge, tools, and best practices to excel in your position. Whether you're a seasoned professional or just starting out, these courses will provide you with the essential expertise to build a positive work environment, attract and retain top talent, and ensure compliance with legal regulations.

This series is your key to unlocking your potential as an HR professional and as a leader. Through engaging courses, interactive exercises, and access to best practices resources, you'll gain the knowledge and confidence to:

- Create a thriving work environment where employees feel valued and engaged.
- Attract and retain top talent to drive organizational success.
- Navigate the legal landscape with confidence and ensure compliance.
- Foster employee growth and development through effective coaching and performance management.
- Build strong relationships and communication across the COSC.

Invest in your career and empower your workforce. Start your journey with these HR classes today!

 <p>Harassment, Discrimination, and Retaliation</p>	<p>Supervisor’s Guide to the Prohibition Against Harassment, Discrimination & Retaliation (1.5 Hours) <i>Virtual, For Supervisors</i></p> <p>Creating an equitable and inclusive working environment is the COSC’s goal! Harassment is prohibited at the COSC, and we are committed to providing a work environment free of discrimination and workplace bullying, hazing and intimidation.</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> • Learn the legal definitions related to harassment, discrimination and retaliation • Understand COSC and County policies • Understand your responsibilities as a supervisor • Learn to properly document complaints and when to bring issues to HR • Understand what happens after a complaint comes to HR
 <p>BEGIN WITH THE END IN MIND.</p>	<p>Begin with the End in Mind (1.5 Hours)</p> <p>Learn recruitment best practices for COSC from start to finish. Define the position needed, determine the needed skills, create the interview questions related to the targeted skills, best practices for interviews, and how to select the candidate.</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Understand the COSC recruitment process • Learn best practices for hiring/selection • Learn how to evaluate candidates for technical and soft skills • Create objective criteria for candidate evaluation.

	<p>Compensation Equity (1.5 Hours) <i>Live</i></p> <p>Learn about the formal review salary placement process at the COSC.</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> • Define how equity is used at COSC and the County • Learn compensation terminology • Understand initial salary placement process
	<p>EEO/Risk (1.5 Hours) <i>Virtual</i></p> <p>Learn about mitigating risk around EEO at the COSC!</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> • Define EEO and the EEOC. • Identify components of EEO as it relates to the employment relationship. • Identify Hidden Bias components. • Evaluate potential EEO risks.
	<p>Effective Documentation (1.5 Hours) <i>Live</i></p> <p>How to provide constructive coaching documentation.</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> • Understand that if it isn't documented, it didn't happen • Utilizing fact v. stories • How to use the Factors Rubric • What needs to be documented and how to document
	<p>FMLA (1.5 Hours) <i>Virtual</i></p> <p>Learn the basics of FMLA by understand basics of FMLA compliance, the COSC's process for FMLA, Paperwork requirement, and Coding in Workday.</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> • Understand COSC's legal obligations under various leave laws; and know the basic differences • Understand COSC's processes and procedures for employee leave of absence and accommodation • How to partner with COSC HR on leave and accommodation issues - submission and eligibility



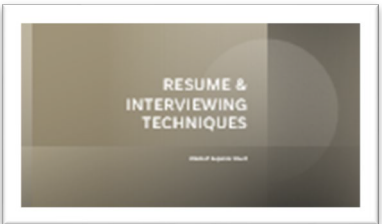
Performance Management (2 Hours)

Live

Coaching and mentoring employees - focus on performance management and improvement plans (PM&IP) compared to disciplinary action.

Learning Objectives

- Understand the employee lifecycle (employee experience) and applicable performance management at each stage
- Basic understanding of learning styles to tailor performance management for individual employees
- How to set clear expectations for accountability



Resume Building and Interviewing (1 Hour)

Live

This Employee centered skills building course is a great refresher and review of resume styles with tips. We also cover tips for and practice interviewing.

Learning Objectives

- Analyze various resume styles and techniques to identify effective approaches for individual needs.
- Formulate and implement effective strategies for interviewing, integrating best practices and current trends.
- Participate actively in interview role-playing exercises to simulate real-world scenarios and enhance skill acquisition.
- Utilize feedback and tips garnered from role-playing exercises to refine interview performance.



Social Styles (Varies, typically 2 Hours)

Live




Learn and understand more about various social styles to strengthen communication, professionalism and socializing in the workplace.

Learning Objectives

- Gain understanding of the Social Style Model.™
- Determine your Social Style.
- Increase your understanding of your behavior and how others tend to view people with your Style.
- Learn some ways to use your Style in order to be more productive with others.
- Learn Crucial Conversation tie-in's.

ADDITIONAL COURSES FOR LEADERSHIP SKILLS DEVELOPMENT

Welcome to the leadership section of our catalog, curated for the developmental needs of leaders within the COSC. Our comprehensive programs go beyond conceptual understanding, providing actionable strategies to inspire and empower teams. Through exploring leadership dynamics, you'll enhance your ability to influence and motivate, aligning efforts with overarching organizational objectives. Prepare for a transformative journey, elevating your leadership acumen to achieve unparalleled results in both professional and team endeavors, linking seamlessly to organizational strategy and Factors for Success.

	<p>Crucial Conversations Two 8 hour days In Person</p> <p>Improve engagement, efficiency, equity and more with the skills taught in Crucial Conversations. Backed by 30 years of social science, Crucial Conversations skills represent the standard in effective communication and the marker of high-performance individuals and organizations.</p>
	<p>Crucial Conversations for Accountability 8 hours In Person</p> <p>Crucial Conversations® for Accountability teaches a process for managing performance, strengthening trust and reliability, and eliminating inconsistency. It provides skills for holding peers accountable—regardless of position or authority.</p>
	<p>The 6 Critical Practices for Leading a Team 8 hours In Person</p> <p>Leaders at every level make a significant impact on every metric in business: employee productivity and engagement, customer satisfaction and loyalty, innovation, and financial performance. Leaders are the “Difference- Makers” at the COC. In the course, leaders will learn the 6 critical practices to ensure they have an ethical, strong, and effective presence.</p>

REGISTRATION & ADDITIONAL INFORMATION

Modalities of Training

Courses are presented in a variety of forms:

- On-Site (Facilitated live)
- Computer Based Training
- Virtual (Facilitated live on Teams)

Registration

Courses are offered year-round, with multiple sessions for flexibility. You can register in The HUB using the Training Catalog and Calendar.

Instructions can be found in Clerk Connect: [How to Register for Facilitated Classes](#)

Withdrawing from a Class

If you register for a course, but cannot attend, be sure to cancel your registration in order to open up seats for other learners.

The process for withdrawing can be found in Clerk Connect: [How to Withdraw from a Registered Class](#)

Workday Learning Courses

In Workday Learning you can find many online learning opportunities. Learn more about these online courses use the following Clerk Connect link: [Using Workday Learning Job Aid for Online Classes.](#)

COJET Accreditation

Many learning opportunities exist outside of the COSC HUB and Workday Learning. To apply for COJET credit for other training and professional development, use the Application for COJET Accreditation in advance of attending. Learn the process for applying for COJET credit on Clerk Connect: [Application for COJET Accreditation](#)