



## LEADERSHIP SERIES 2011-2012



On-Site Training- See Page 3 for details!

## LEADERSHIP SERIES 2011-2012

Rural Wisconsin Health Cooperative (RWHC) is pleased to offer this innovative leadership development series for both new and experienced health care managers. The workshops are designed to be taken individually or as a series. Let the questions following each workshop description help you decide if a particular session is right for you. This leadership series is open to both RWHC members and non-members.

### Workshops at a Glance

*Descriptions for each follow in this booklet*

Teams: Building Blocks and Facilitation Tools – Page 5	June 30, 2011 (Thurs.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Generational Diversity: Uncovering the Best in Everyone – Page 6	July 13, 2011 (Wed.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Nurse Preceptor – Page 7	August 24 & 25, 2011 (Wed. & Thurs.) • 9:00 a.m. - 4:00 p.m., RWHC, Sauk City <del>–OR–</del> February 22 & 23, 2012 (Wed. & Thurs.) • 9:00 a.m. - 4:00 p.m., RWHC, Sauk City <del>–OR–</del> August 29 & 30, 2012 (Wed. & Thurs.) • 9:00 a.m. - 4:00 p.m., RWHC, Sauk City
Become a Dynamic Communicator <i>New!</i> – Page 9	August 31, 2011 (Wed.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City <del>–OR–</del> August 8, 2012 (Wed.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Leading Change When Change is Hard – Page 11	September 23, 2011 (Fri.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
At the Heart of the Matter: Engaging Your Workforce <i>New!</i> – Page 10	November 11, 2011 (Fri.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City <del>–OR–</del> September 26, 2012 (Wed.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Hiring the Right Person for the Job – Page 13	November 21, 2011 (Mon.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Coaching for Performance – Page 14	December 9, 2011 (Fri.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Peer Today, Boss Tomorrow – Page 15	January 5, 2012 (Thurs.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Preceptor Across the Continuum – Page 17	February 7 & 8, 2012 (Tues. & Wed.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City <del>–OR–</del> September 13 & 14, 2012 (Thurs. & Fri.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City

Monkey Management (Based on <i>The One Minute Manager</i> ) – Page 16	March 8, 2012 (Thurs.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Lateral Violence: Disruptive Behaviors at Work – Page 19	April 5, 2012 (Thurs.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City <del>–OR–</del> November 8, 2012 (Thurs.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Conflict: Building Trust through Skillful Conversations – Page 20	April 25, 2012 (Wed.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Time Management – Page 21	May 8, 2012 (Tues.) • 10:00 a.m. - 12:00 noon, RWHC, Sauk City
Delegation – Page 22	May 8, 2012 (Tues.) • 1:00 p.m. - 3:00 p.m., RWHC, Sauk City
SMART Goals – Page 23	May 9, 2012 (Wed.) • 10:00 a.m. - 12:00 noon, RWHC, Sauk City
Performance Reviews: Making Them Meaningful, Useful & Worthwhile – Page 24	May 9, 2012 (Wed.) • 1:00 p.m. - 4:00 p.m., RWHC, Sauk City
Manage Stress Before It Manages You <i>New!</i> – Page 25	May 23, 2012 (Wed.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City <del>–OR–</del> December 6, 2012 (Thurs.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Speak Up! Developing Public Speaking and Presentation Skills <i>New!</i> – Page 26	June 22, 2012 (Fri.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Walk the Talk: Leadership Accountability <i>New!</i> – Page 27	July 12, 2012 (Thurs.) • 9:00 a.m. - 3:30 p.m., RWHC, Sauk City
Finance for Non-Finance Managers – Page 28	Call 608.644.3261 to schedule this 3 hour workshop at your facility.

### Organizational Development Services – Page 29

Customer Service Program Development	Individual Leadership Coaching
Strategic Planning Consultation and Facilitation	Leadership Team Consultation and Team Building Facilitation
Personality/Style Diversity Assessment Tools	Call 608.644.3261 for individual consultation on these services

# On-Site Training

Offering these workshops on-site at your facility for all of your managers to attend together is a great way to build your team. The shared learning experience boosts culture change as leaders try new things together and build their relationships at the same time. Organizations hosting the workshops this way see even greater results because groups shift rather than just individuals.

- **Leading Change When Change is Hard**
- **Coaching for Performance**
- **Lateral Violence: Disruptive Behaviors at Work**
- **Hiring the Right Person for the Job**
- **Peer Today, Boss Tomorrow**
- **Conflict: Building Trust through Skillful Conversations**
- **Monkey Management (Based on *The One Minute Manager*)**
- **Finance for Non-Finance Managers**
- **Generational Diversity: Uncovering the Best in Everyone**
- **Nurse Preceptor**
- **Preceptor Across the Continuum**
- **Time Management**
- **Teams: Building Blocks and Facilitation Tools**
- **Performance Reviews: Making them Meaningful, Useful & Worthwhile**
- **Delegation**
- **SMART Goals**
- **Become a Dynamic Communicator *New!***
- **At the Heart of the Matter: Engaging Your Workforce *New!***
- **Speak Up! Developing Public Speaking and Presentation Skills *New!***
- **Walk the Talk: Leadership Accountability *New!***
- **Manage Stress Before It Manages You *New!***

## Benefits to your leadership team of bringing workshops on-site:

- Improved trust
- More open sharing of ideas
- Team looks out for each other, supports each other
- Better awareness and appreciation of differences
- Increased across the continuum commitment to doing things “the new way”
- Regular manager meetings become more productive
- No lost time and cost for travel

Consider bringing any or all of the topics to your facility. We will work with you to customize topics based on your leaders' needs, time availability and budget.

Contact Jo Anne Preston at 608.644.3261 or [jpreston@rwhc.com](mailto:jpreston@rwhc.com) for individual consultation regarding on-site training.

# Instructors



**Jo Anne Preston, M.S.**, Workforce and Organizational Development Manager, RWHC. Her experience includes over 25 years in a variety of health care leadership positions. She has coached health care leaders, taught leadership workshops and presented on customer service throughout Wisconsin with consistently excellent evaluations. A skilled facilitator, her engaging teaching style and intuitive coaching skills allow learners to come away with new/expanded skills and greater confidence.



**Cella Janisch-Hartline, RN, BSN**, Nurse Consultant, RWHC. Cella has been involved in various health care industry leadership positions for 30 years, working in a critical access hospital for 24 years, holding multiple leadership roles in acute care. Over the last 10 years, Cella has discovered her passion for teaching leadership techniques and nursing pathophysiology. She has been involved with the WI Nurse Residency Program at RWHC for the past six years and the preceptor program since its inception. She is well-known across the state for her humorous, engaging, and personable facilitation style.

*"I started my career as a mental health counselor and fairly quickly went from co-worker to supervisor. It was trial by fire-learning all of the new responsibilities of leading as I went along and often feeling ill equipped to handle challenging supervisory situations. Like most managers in health care, I was promoted because I was good in my individual role and showed potential for leadership. My passion in teaching and coaching leaders is to help you have more successes right from the start by sharing skills and tools to boost your confidence and take your potential to real achievement."*

*"I learned leadership techniques from the school of hard knocks and believe me some of those knocks sent me reeling. I vowed as I was going through this rough and tough school with daily leadership issues, that someday I would share my knowledge and experience with others so that they would have the skills and techniques to be an effective leader right out of the promotion gate. My passion for what I do will be evident and inspiring; come experience what I have to share which is guaranteed to help you grow personally and professionally."*

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## Instructors for *Finance for Non-Finance Managers Workshop*

**Richard Donkle, CPA**, Director of Financial Consulting, RWHC. Involved in the health care industry since 1974, Rich has conducted sessions on health care financial management at several national, state and local seminars. His breadth of experience makes him an excellent resource for finance in health care.

**Dale Gullickson, FHFMA**, Financial Consultant, RWHC. Dale has experience in all aspects of health care finance, including working as a hospital CFO, auditor, and specialist for Medicare-Medicaid. He is a Fellow in the Health Care Financial Management Association and a recipient of their Follmer Bronze and Reeves Silver Merit Awards. His approachable teaching style makes conceptual ideas practical for professionals.

# Teams: Building Blocks and Facilitation Tools

Thurs., June 30, 2011 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: June 9*

**RWHC Member Fee: \$150 — Non-Member Fee: \$180**

**0.6 CEUs**

Teams-how do you get a group of people to join together, build a common vision and deliver results? It starts with understanding group dynamics and how to work with them (instead of against them) and is built by learning a handful of useful tools to show your team's work results. Most leaders have been on teams...some you want to win with, and others where you drop out because the tasks are unclear, the goal fuzzy, or you have a feeling of "spinning" rather than getting there.

## **Participants will learn to:**

1. Understand the unique role of the team facilitator
2. Identify components of running effective meetings
3. Recognize challenging team behaviors and skills to redirect the group back on track
4. Demonstrate the use of tools for enhancing team creativity, making decisions and implementing plans

5. Understand the stages of group development and work with them to reach peak team performance
6. Recognize the malfunctions of a team and how to prevent them

## **Consider taking this workshop if the following are mostly true for you:**

- I have been asked to facilitate a team effort and I want to make sure we have success
- I have sat on teams that do not get results and I want to learn how to avoid that when I am facilitating teams
- I know what I want done on my team and it is frustrating to work with other people who are not on the same page
- I have great people skills and people trust me but sometimes I get stuck in how to make our team's work measurable

# Generational Diversity: Uncovering the Best in Everyone

Wed., July 13, 2011 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City  
*Registration Deadline: June 22*

**RWHC Member Fee: \$150 — Non-Member Fee: \$180**  
**0.6 CEUs**

Conflicts can evolve from our differences and one of those differences is the influence of the “era” we grew up in. We toss around the terms Baby Boomers, Gen X and Y, etc., but what impact does this have in the workplace? How do we get results and develop a team when we see things so differently from each other? How do we manage/lead those who have a world view that does not match our own and still get the best out of everyone? None of us fit into a “box” but the cultural environment does have an influence on our beliefs and attitudes that impacts how we work together. This workshop leads a discussion on understanding the diversity of the generations and how we can lead more effectively by respecting our differences rather than fighting against them.

## Participants will learn to:

1. Identify the basic characteristics of the generations in the workplace today
2. Articulate your own and learn others’ work related attitudes/beliefs in the context of generational influence
3. Identify the key supervisory needs of the various generations at work
4. Create a plan to identify your diverse employees’ needs for communication, rewards and motivation

## Consider taking this workshop if the following are mostly true for you:

- There are people I work with who really frustrate me with their work ethic (either they don’t work as hard as I do or they seem to be workaholics, etc.)
- I find myself complaining or feeling frustrated about a particular group of workers because of the differences in our work beliefs/attitudes
- I am fairly effective in communicating with people in my age group, but I am not as effective with those of other generations
- I would like to get better results from my diverse group

## Generational Diversity Testimonial

*“ Jo Anne relates well to our team. Great interaction! ”*

**– Robert Daley, Jr., VP of Finance (CFO), Black River Memorial Hospital, Black River Falls, WI**

# Nurse Preceptor (2-day\*)

Wed. & Thurs., August 24 & 25, 2011 • 9:00 a.m. - 4:00 p.m. • RWHC, Sauk City  
*Registration Deadline: August 3*

**OR**

Wed. & Thurs., February 22 & 23, 2012 • 9:00 a.m. - 4:00 p.m. • RWHC, Sauk City  
*Registration Deadline: February 1*

**OR**

Wed. & Thurs., August 29 & 30, 2012 • 9:00 a.m. - 4:00 p.m. • RWHC, Sauk City  
*Registration Deadline: August 8*

RWHC Member Fee: \$300 — Non-Member Fee: \$350

1.2 CEUs

Pairing experienced nurses with new graduates/new nursing staff members has the potential to quickly bring classroom learning to real life competence. But being a skilled nurse and an able teacher are two different roles. This two-day\* workshop will build those teaching and mentoring skills necessary to engage novice nurses/new staff members in a way that builds competence and confidence for both learner and mentor. It provides opportunities for practice and feedback related to the essential skill set for preceptors through simulation learning and role-playing scenarios.

**\*Preceptors must attend both days.**

## Day One – Preceptors will learn to:

1. Define the nurse preceptor role
2. Determine key elements of effective professional role-modeling
3. Identify socialization process of new graduates or new staff members
4. Create a professional integration plan
5. Assess learning needs of the preceptee
6. Plan effective learning for the preceptee
7. Identify generational perspectives/needs
8. Examine personality preferences and innate differences
9. Foster an effective learning climate
10. Address specific learning behaviors of preceptees

## Day Two – Preceptors will learn to:

1. Implement effective feedback techniques
2. Teach technical skills
3. Promote critical thinking and reflective and learning from practice

## Day Two (cont.)

4. Demonstrate communication skills to resolve conflict
5. Recognize behaviors that constitute lateral violence
6. Evaluate performance
7. Respond to challenging learners
8. Teach techniques in real-time:
  - Teaching in the moment: The One Minute Preceptor
  - Teaching after the moment: End-of-shift debriefing and critical incidence debriefing

### Consider taking this workshop if the following are mostly true for you:

- I have been asked to be a preceptor and have had no specific training in how to precept
- I have been a preceptor before and sometimes it goes well; other times I end up being frustrated with my preceptee, unable to get my ideas across to them effectively
- I have a lot of experience as a nurse and want to be effective at teaching new nurses who have not had that experience so that I can count on them to be effective members of the care team with me
- I want to reignite my passion for training new nurses and/or student nurses

## Nurse Preceptor Testimonials

*“The facilitators of the program offered invaluable experience and guidance as well as passion for the profession of nursing.”*

**- Lisa Verbsky, RN, St. Joseph's Community Health Services, Hillsboro, WI**

*“Awesome presentation! They kept things interesting. I took away some great ideas and tools to use in the future. I would recommend the program to anyone who is interested in being a preceptor.”*

**- Cheryl Dettlaf, RN, BSN, Langlade Hospital, Antigo, WI**

# Become a Dynamic Communicator *New!*

Wed., August 31, 2011 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: August 10*

**OR**

Wed., August 8, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: July 18*

RWHC Member Fee: \$150 — Non-Member Fee: \$180

0.6 CEUs

Everyone struggles from time to time with communicating well and for different reasons. The topic “communication” is large! We’ve been listening; this workshop zeroes in on the most common concerns we have been hearing from you the past couple of years through workshops and roundtable discussions. You will leave this workshop a more confident, assertive and skilled communicator.

## Participants will learn to:

1. Understand the 4 basic types of communication
2. Demonstrate assertive communication skills: reflective listening, establishing mutual trust and purpose, speaking with consistent words and body language, and defending your ideas with tact and professionalism

3. Recognize and manage the emotions that get in the way of effective communication
4. Understand how to deliver one message multiple ways to different personality types
5. Identify and learn 10 tips to avoid some common pitfalls of communication

## Consider taking this workshop if the following are mostly true for you:

- I sometimes struggle to manage my frustration or other emotional reactions when trying to communicate with challenging individuals
- I can lose my focus and get derailed when I am trying to get my point across
- I feel like I communicate all the time but I still have people tell me that they didn’t know what I expected
- I don’t have the trust from my team that I would like to have
- Sometimes I back off when I anticipate the conversation will be difficult
- I find myself sometimes blurting out statements that I wish I could take back
- I jump to conclusions sometimes only to learn later that I missed important information

# At the Heart of the Matter: Engaging Your Workforce *New!*

Fri., November 11, 2011 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: October 21*

**OR**

Wed., September 26, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: September 5*

RWHC Member Fee: \$150 — Non-Member Fee: \$180

0.6 CEUs

Pronouns matter... Do your employees refer to your organization as “we” or “they”? “We” shows a commitment that says “I’m in” and an employee who is motivated and feels accountable. It’s about engaging the heart of others to get the job done by understanding what makes them tick. While most people will do what they are supposed to do, this workshop is about how you can help employees want what you want for great team and organizational results.

## Participants will learn to:

1. Learn about the most recent research on personal motivation to help you increase your employee’s sense of autonomy, mastery and purpose
2. Discover ways to keep your employees challenged with opportunities to grow in the job they are in

3. Identify at least 2 ways to keep work-life balance for you and your employees
4. Develop at least 2 ideas of how to make your work group have more fun
5. Learn the importance of building and maintaining relationships for retention
6. Explore the difference between compliance and engagement and develop tools to increase engagement

## Consider taking this workshop if the following are mostly true for you:

- I am frustrated that my employees don’t seem to care about our department as much as I do; it seems like they just aren’t holding themselves accountable to do whatever it takes
- I wish HR would do more to retain employees
- I think my employees know that I respect them; I don’t feel that I need to always be telling them that I appreciate them
- Work is work; fun is for after work...or, I’d like to have fun at work but with all the regulations and structure, fun just isn’t possible in our environment
- I would do more mentoring and giving feedback but I just don’t have time
- If I don’t need help motivating myself, I don’t understand why my employees can’t self-motivate

# Leading Change When Change is Hard

Fri., September 23, 2011 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: September 2*

**RWHC Member Fee: \$150 — Non-Member Fee: \$180**

**0.6 CEUs**

Change is constant and our brains like habits. An effective leader must take on the challenge of change with skill and a sense of humor. This workshop brings together best practices from John Kotter, a leader in organizational change, as well as the work of Chip Heath and Dan Heath, whose research highlights the impact of the rational and emotional sides of our brain and how they must come together for change to occur. Through interactive exercises, participants will learn about the components of change and the role the brain plays. You will be encouraged to bring a “real life” challenge for the group’s consideration.

## Participants will learn to:

1. Identify *Kotter's* eight key areas of change:
  - Explore a sense of urgency
  - Form powerful guiding coalitions
  - Create a vision
  - Communicate that vision
  - Empower others to act on the vision
  - Plan for short-term wins
  - Consolidate improvements and keep the momentum for change moving
  - Institutionalize new approaches
2. Diagnose problems in a change effort you are currently undergoing to bring about the right solution
3. Understand the role of the emotional and rational sides of the brain in change and how both must be engaged to be successful
4. Create a plan to turn your change effort into something that lasts

**Consider taking this workshop if the following are mostly true for you:**

- I would like specific ideas about how to champion change in my department
- When employees resist change, I am at a loss as to how to help them move forward effectively
- When a change effort is not going well, I am unsure of how to diagnose the source of the problem to apply the best solution
- I am not always sure of the best way to model the behaviors needed to lead others through change
- I am not always sure of the best way to establish a sense of urgency in others
- I would like to be better at articulating where our organization/department should head in a way that motivates others
- Sometimes I am frustrated with getting others “on board” and keeping them there

## *Customer Service Testimonial*

*“ Jo Anne did an excellent job of creating programs that meet our organization’s mission, needs, and objectives. The program was very well received by our employees. Comments regarding the program included: enjoyable, awesome, delightful, wonderful job, interesting, and eye opening.”*

**–Mary Lou Thoune, RN, BSN, Coordinator, Staff Development,  
Bay Area Medical Center, Marinette, WI**

# Hiring the Right Person for the Job

Mon., November 21, 2011 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City  
*Registration Deadline: October 31*

**RWHC Member Fee: \$150 — Non-Member Fee: \$180**  
**0.6 CEUs**

Hiring the right person means more than relying on “gut instinct” or focusing on credentials. Behavior Based Interviewing can significantly increase your ability to fit the right person into the right job and avoid the costs and problems that result when we miss key factors in the interview process.

## Participants will learn to:

1. Identify how behavior-based examples are used to determine the presence or absence of skills
2. Define skills and competencies needed for a particular job
3. Develop questions to screen for technical and performance skills
4. Avoid asking about certain topics/questions during an interview
5. Plan a consistent, structured interview process
6. Conduct a behavior-based interview

## Consider taking this workshop if the following are mostly true for you:

- I am not sure how to design the best questions for interviewing candidates
- I usually approach interviews in an unstructured manner, thinking up most of my questions as I go along
- I have not hired a lot and don't have much experience with interviewing
- I have had experience hiring the person I thought was the best candidate, only to find out it was not a good fit after all, even if they had great references
- Sometimes I get concerned that I might unknowingly ask questions that may be illegal
- I am not sure how to tell if a candidate might be worthwhile even if they don't have the exact experience I am looking for
- I just follow my “gut instinct” when I hire

# Coaching for Performance

Fri., December 9, 2011 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City  
*Registration Deadline: November 18*

**RWHC Member Fee: \$150 — Non-Member Fee: \$180**  
**0.6 CEUs**

Effective coaching is essential to getting the best out of your employees. This workshop is set up to improve your skills and confidence as a practicing coach using a variety of learning methods including group work with peers.

## Participants will learn to:

1. Identify the common challenges that can arise in coaching situations and create a plan to effectively address those challenges
2. Coach others to develop their skills and abilities and reinforce desired behavior and work
3. Handle under-performance directly and with diplomacy
4. Manage difficult conversations with skill
5. Develop a systematic approach to coaching to achieve the results you want from your employees

## Consider taking this workshop if the following are mostly true for you:

- I sometimes avoid coaching an employee because of the reaction I expect to get
- My technique for coaching employees works well some times but there are other instances where I struggle or don't get the same results
- I have a "squeaky wheel" employee and I could use some help in understanding the best way to coach this person
- I am new to leadership and supervision so I have not had a lot of experience coaching others

## Coaching Testimonial

*“I just wanted to thank you again for the wonderful leadership workshop yesterday. We all agreed that this was by far the best workshop we have ever attended and felt equipped with the tools to make a difference in coaching employees. I felt regenerated by the end of the day. Our drive back was filled with great conversation and enthusiasm. I look forward to attending a future leadership workshop with you.”*

**– Barb Scorcic, Director of Clinic Operations, Fort Health care, Fort Atkinson, WI**

# Peer Today, Boss Tomorrow

Thurs., January 5, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: December 15*

**RWHC Member Fee: \$150 — Non-Member Fee: \$180**

**0.6 CEUs**

So you are a new manager who used to work right alongside the people you now supervise. How do you achieve success in this new role and manage the potential problems that can arise? This one-day workshop teaches four strategies for navigating the changing relationship from peer to supervisor/manager. "Peer Today, Boss Tomorrow" uses group activities, discussion, video vignettes and action planning for success.

## Participants will learn to:

1. Accept your new supervisory role
2. Establish clear boundaries
3. Communicate clearly
4. Take effective action

## Consider taking this workshop if the following are mostly true for you:

- I now supervise people who used to be my peers
- There are people I supervise who are my friends but now I fear losing that friendship and rapport
- I am uncomfortable when disciplining a former peer
- I manage people who are older and more experienced than I am
- I find that I sometimes have to enforce a policy that I may not always have followed before becoming a manager
- I know I would not play favorites but sometimes employees think I do because of former peer/friend relationships
- Sometimes former peers push the boundaries of confidential information
- I want to learn how to be successful in building trust and credibility in my new role

# Monkey Management (Based on *The One Minute Manager*)

Thurs., March 8, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

Registration Deadline: February 16

RWHC Member Fee: \$150 — Non-Member Fee: \$180

0.6 CEUs

Understanding the metaphor of Monkey Management is essential to the effectiveness of all health care leaders. The monkey is identified as other people's problems, challenges and issues that somehow get passed to and inadvertently get accepted by the leaders. To this end, the leader is carrying the burden of keeping the monkeys alive, well fed and swinging freely in the trees. Come learn the skills of Monkey Management in this fun, effective and entertaining workshop.

## Participants will learn to:

1. Define a work monkey
2. Identify the common monkeys that get in the way of a manager's effectiveness
3. Determine who owns the monkeys with strategies on how to return the monkeys to their rightful owner

## Monkey Management Testimonials

*“This was an outstanding workshop. It provided practical, real-life solutions that I could start using immediately. Cella's extensive background in health care was evident in the sound advice and examples that she shared. Her energetic approach made learning fun! I definitely recommend this workshop for both new and seasoned managers.”*

**- Kay Kuchta, RN, BSN, Chief Nursing Officer, Director of Patient Care Services, Community Memorial Hospital, Oconto Falls, WI**

4. Recognize how to care for the monkeys that you do own, through effective delegation strategies
5. Review the principles of “The One Minute Manager” series:
  - One minute goal setting
  - One minute praisings
  - One minute reprimands
6. Share implementation strategies/techniques which ultimately improves time management/productivity

## Consider taking this workshop if the following are mostly true for you:

- As a manager you often feel overwhelmed by your desk full of problems
- Although you work hard and put in long hours, you still feel like you are making little progress on the mounting piles or identified work problems/issues in the workplace
- You need to find a way to return to a healthy work/home balance. On your team you have noticed that you are running out of time while your employees are typically running out of work
- You would like to save time and increase your productivity in all aspects of your life

*“Cella's enthusiasm and knowledge of the topic made the day speed by. After 37 years in the health care industry I am drowning in monkeys that have been thrown my way. This session really made me evaluate how I allow this to happen and how I am going to change my approach to the incoming monkeys in the future.”*

**- Barb Lee, RN, Clinic Manager ENT, Urology, and Surgical Associates, Fort Health care, Fort Atkinson, WI**

# Preceptor Across the Continuum (2-day\*)

Tues. & Wed., February 7 & 8, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: January 17*

## OR

Thurs. & Fri., September 13 & 14, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: August 23*

RWHC Member Fee: \$300 — Non-Member Fee: \$350

1.2 CEUs

**This workshop is geared to any health care professional role, including lab, pharmacy, therapies, radiology, nutrition, admissions, etc.**

Pairing experienced health care professionals with new employees has the potential to quickly bring classroom learning to real life competence. But being skilled in one's technical role and being an able teacher are two different roles. This 2-day\* workshop will build those teaching and mentoring skills necessary to engage new employees in a way that builds competence and confidence for both learner and mentor. It provides opportunities for practice and feedback related to the essential skill set for preceptors through simulation learning and role-playing scenarios.

**\*Preceptors must attend both days.**

## Day One – Preceptors will learn to:

1. Identify parameters of the preceptor role
2. Determine key elements of effective professional role-modeling
3. Identify socialization process of new departmental employees
4. Create a professional integration plan
5. Assess learning needs of the preceptee
6. Identify generational perspectives/needs
7. Examine personality preferences and innate differences
8. Plan effective learning for the preceptee
9. Foster an effective learning climate
10. Address specific learning behaviors of preceptees

## Day Two – Preceptors will learn to:

1. Implement effective feedback techniques
2. Teach technical skills through a competency-based approach
3. Promote critical thinking, reflection, learning through experiences
4. Demonstrate communication skills to resolve conflict
5. Recognize behaviors that constitute lateral violence

## Day Two (cont.)

6. Evaluate performance
7. Utilize techniques for responding to challenging learners
8. Teach techniques in real-time:
  - Teaching in the moment: The One Minute Preceptor
  - Teaching after the moment: One minute end-of-day debriefing and critical incidence debriefing

### Consider taking this workshop if the following are mostly true for you:

- I have been asked to be a trainer/preceptor and have had no specific training in how to do the role effectively
- I have been a trainer/preceptor before and sometimes it goes well; other times I end up being frustrated with my preceptee, unable to get my ideas across to them effectively
- I have a lot of experience and want to be effective at teaching new employees who have not had that experience so that I can count on them to be effective members of the team with me
- I want to reignite my passion for training new employees to my department

## Preceptor Testimonials

*“The Preceptor Workshop that I attended was absolutely wonderful! The presenters’ wisdom, passion, energy and drive were truly inspiring and powerful! It really brought me to a whole new level of understanding for new hires, co-workers and myself, and I thank them for that! I am SO excited to incorporate this into our organization.”*

**- Amy Winter, RN, Memorial Health Center, Medford, WI**

*“I was pleasantly surprised and pleased with the preceptor program that I attended. The facilitators had so much energy and excitement that it was infectious (in a good way!!). I learned a lot about myself, my attitudes, my co-workers, and my relationships. I also learned a lot about how I can affect (positively or negatively) others and even myself. I try to utilize what I learned and I need to get out the info from the workshop and review it again. This workshop was very, very beneficial to me!”*

**- Cheryl Dettlaf, RN, Langlade Hospital, Antigo, WI**

# Lateral Violence: Disruptive Behaviors at Work

Thurs., April 5, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

Registration Deadline: March 15

OR

Thurs., November 8, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

Registration Deadline: October 18

RWHC Member Fee: \$150 — Non-Member Fee: \$180

0.6 CEUs

A silent killer has made its way into the health care system, has slowly eaten away at the core of who we are as professionals, and has impacted the culture of health care. This epidemic is known as lateral violence or sometimes referred to as horizontal violence. Lateral violence and bullying have been extensively reported and documented among health care professionals with serious negative outcomes for patients, staff and employers. These disruptive behaviors are toxic to the health care profession and have a negative impact on retention of quality staff. "Eating our young" is no longer acceptable and it is time that we shed some light on this darkness that permeates our organizations. This

## Lateral Violence Testimonial

*"Cella was able to engage a room of about 100 people and field questions—seeking soulful answers that met the listeners' needs. Her written communication allowed room to jot down our thoughts—as we learned better ways to address both "in-your-face" and covert violence within the workplace. One of the best presentations I have ever attended. Bring her back to help us specifically! Thanks again, Cella, and RWHC."*

**-Julie Metcalf Cull, RD, Nutrition Services Director,  
Prairie du Chien Memorial Hospital, Prairie du Chien, WI**

workshop is designed to help you understand the ramifications of allowing lateral violence to continue and persist, to recognize the most common behaviors, and to develop methods/techniques to address and prevent ongoing hostility.

### Participants will learn to:

1. Define lateral violence
2. Identify the intrinsic and extrinsic forces that play a role in this type of hostility
3. Examine overt and covert examples of horizontal violence
4. Discuss the impact of lateral violence on the individual as well as the organization
5. Develop various strategies/techniques toward addressing and eliminating this behavior in the workplace

### Consider taking this workshop if the following are mostly true for you:

- At some point in my career I have felt ridiculed, demeaned or dehumanized by a health care colleague
- Demeaning behavior has been tolerated and accepted and as it is difficult to speak up, I (and others I know) have chosen not to confront this tough stuff in the past
- Unfortunately, on self-reflection I may have engaged in activities that are unsupportive of my fellow employees
- Even though I personally had to endure this rite of passage into health care as a new professional, I think it is time for a change
- I want to take an active role in creating the next generation of health care professionals, the ones who will be taking care of me and my family
- I want to learn different strategies and techniques for addressing and changing the negative "rites of passage" for new workers to ensure success in a culture of safety

# Conflict: Building Trust through Skillful Conversations

Wed., April 25, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

Registration Deadline: April 4

RWHC Member Fee: \$150 — Non-Member Fee: \$180

0.6 CEUs

Managing difficult conversations is challenging to even the most skillful communicators. No one likes conflict! This workshop provides methods of working through the fear of direct communication while helping you build a toolbox for handling situations in a way that gets the best possible results.

## Participants will learn to:

1. Self-assess for discovering your natural “conflict style”, exposing you to potential new styles for different situations
2. Recognize “triangulation” and how to avoid it
3. Implement tools to improve “A-to-B” communication
4. Help others improve their conflict resolution results

## Consider taking this workshop if the following are mostly true for you:

- I would like to improve my skill and confidence in addressing conflict
- The outcomes I achieve when I try to resolve conflicts are not as positive as I would like
- Often I am blocked on ideas for bringing opposing parties to an open discussion that results in improved team performance
- Sometimes it is easier to avoid conflict than to address it
- Trust is an issue in my department

## Lateral Violence Testimonial

*“This workshop was very helpful and made me understand how to deal with different situations with different personalities. Cella makes you think about a scenario from a different point of view and as a grooming leader this was an eye opener. This is a workshop that I would recommend to anyone who is looking to be a better leader and co-worker.”*

**– Nicole Romero, Cardiac Rehab, Exercise Physiologist & Diversity Rep,  
St. Clare Hospital & Health Services, Baraboo, WI**



# Time Management

Tues., May 8, 2012 • 10:00 a.m. - 12:00 noon • RWHC, Sauk City

Registration Deadline: April 17

RWHC Member Fee: \$60 — Non-Member Fee: \$70

0.2 CEUs

It's not just time we run out of, but we turn into a super-organizer, but it will be a waste of the time you do have and have to have.

## Participants will learn to:

1. Utilize a system of structure, organization, and importance
2. Understand the theory of time management
3. Identify a tool to use to set priorities
4. Recognize the steps to take to overcome procrastination

## Consider taking this workshop if the following are mostly true for you:

- I work hard but still end up taking work home frequently
- Many times I feel like my work and personal life are out of balance
- My work and personal life demands is challenging for me

**Workshop no longer available - it is now part of the full-day May 8th "The Power of Three" workshop.**

(Cost is \$150 for Members & \$180 for Non-Members).

**[CLICK HERE FOR MORE INFO](#)**

## Leadership Series Testimonial

*"When I started the leadership series I had been a coordinator for approximately nine months and had a lot to learn. During the first few minutes of the workshop I discovered that I wasn't alone. Jo Anne did a great job providing managers and supervisors with the tools they need to make their department successful."*

– Stephanie Harmel, Admitting Coordinator, Tomah Memorial Hospital, Tomah, WI

# Delegation

Tues., May 8, 2012 • 1:00 p.m. - 3:00 p.m. • RWHC, Sauk City

Registration Deadline: April 17

RWHC Member Fee: \$60 — Non-Member Fee: \$70

0.2 CEUs

On every leader's job description can be challenging. Struggling to do it "right" (the way we do it) go of control, and a host of other developing skills at knowing

## Participants will learn to:

1. Recognize your delegation style and the barriers that keep you from delegating successfully
2. Identify keys to effective delegation

need from you when you delegate

**Workshop no longer available - it is now part of the full-day May 8th "The Power of Three" workshop.**

(Cost is \$150 for Members & \$180 for Non-Members).

**[CLICK HERE FOR MORE INFO](#)**

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# SMART Goals

Wed., May 9, 2012 • 10:00 a.m. - 12:00 noon • RWHC, Sauk City

Registration Deadline: April 18

RWHC Member Fee: \$60 — Non-Member Fee: \$70

0.2 CEUs

What are SMART goals? They are goals that are Specific, Measurable, Realistic/Relevant, and Timely. If you achieve your SMART goals, you will be proactive versus reactive.

## Participants will learn to:

1. Develop skills in writing SMART goals
2. Develop their ideas into achievable goals

## Consider taking this workshop if the following are mostly true for you:

- When it's time for my performance appraisal, it is sometimes hard to articulate if I met my goals or not

too vague, general,

to demonstrate our

**Workshop no longer available - it is now part of the full-day May 8th "The Power of Three" workshop.**

(Cost is \$150 for Members & \$180 for Non-Members).

**[CLICK HERE FOR MORE INFO](#)**

## Testimonial

*"We shared our fears, workplace experiences and anxieties in a stress-reducing, confidential environment while covering educational topics that we could take back to our workplace."*

– Lois Burch, RN, Reedsburg Area Medical Center, Reedsburg, WI

# Performance Reviews: Making Them Meaningful, Useful and Worthwhile

9:00 a.m.-12:00 noon

Wed., May 9, 2012 • ~~1:00 p.m. - 4:00 p.m.~~ • RWHC, Sauk City

Registration Deadline: April 18

RWHC Member Fee: \$90 — Non-Member Fee: \$110

0.3 CEUs

Many managers find themselves with a deadline to complete performance reviews without ever having had any training in the how and why of performance reviews. Often new managers rely only on having been a recipient of past reviews as a benchmark. Even if that experience was a great one, it still doesn't give you all the tools you need when you are on the "other side of the desk." Performance reviews either motivate, or de-motivate, employees.

Regardless of what tools you currently use, this workshop will teach you skills that make a performance review motivating and meaningful for your employees.

## Participants will learn to:

1. Identify at least 4 tips for preparing, conducting and following up on performance reviews
2. Clarify how performance reviews help employees be more strategic in work decisions
3. Avoid common biases in performance reviews
4. Improve alignment of individual goals to organization goals
5. Encourage accountability to goals through engaging employees in the process

## Consider taking this workshop if the following are mostly true for you:

- I have not had training in how to conduct an effective performance review
- I have done performance reviews but they lack meaning and feel like more of a perfunctory duty than a creative dialogue
- I tend to put off conducting reviews for employees who have not been performing up to my expectations
- I have some great employees. I tend to just rate them excellent at everything and am not sure how to use the performance review to help them grow
- I want my employees to leave a performance review with a clear sense of personal and organizational direction and to be motivated to do their best

# Manage Stress Before It Manages You *New!*

Wed., May 23, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: May 2*

**OR**

Thurs., December 6, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: November 15*

RWHC Member Fee: \$150 — Non-Member Fee: \$180

0.6 CEUs

The reality is, if you work in health care, you need and deserve this day! Dealing with stress can be a laughing matter. This workshop is designed to give you real tools to decrease your stress while finding your sense of humor and injecting some fun into your life.

## **Participants will learn to:**

1. Identify the long term physiological effects of stress
2. Learn the research on the beneficial effects of humor (and experience some of it in the workshop)
3. Complete a stress self assessment and set personal goals for reducing the negative effects of stress in your life
4. Experience 3 powerful, replicable stress relieving tools

## **Consider taking this workshop if the following are mostly true for you:**

- You have no life
- Work is your address
- Your family forgot what you look like
- The family picture on the desk does not include you-you were at work at the time of the photo shoot
- You can't remember the last time you laughed so hard you had to rush to the bathroom

## ***Seriously...***

- You are concerned about your own and/or your employees' stress level which is negatively impacting productivity
- You find yourself making more negative than positive comments about work and don't have the energy and passion you used to have for it
- You are putting in more hours but getting less done, often feeling overwhelmed
- You often have thoughts about getting out of health care altogether

# Speak Up! Developing Public Speaking and Presentation Skills *New!*

Fri., June 22, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: June 1*

**RWHC Member Fee: \$150 — Non-Member Fee: \$180**

**0.6 CEUs**

As a leader, public speaking is going to be expected from time to time. It is impossible to hide under the radar. Public speaking is long known to be one of the most common fears. This workshop will help you move out of your comfort zone and use your unique gifts to be the best public speaker YOU can be.

## **Participants will learn to:**

1. Increase your confidence in speaking in front of others
2. Create a top 3 tip list to make you more effective in how you deliver presentations
3. Understand – and use – the difference between presenting and facilitating with tips on how to use both effectively
4. Identify a personal goal to develop your public speaking skills in the coming year

## **Consider taking this workshop if the following are mostly true for you:**

- I dread speaking in front of a group
- I would like to be more confident and effective in making presentations
- I want those who listen to my presentations to leave the session with a clear understanding of the message I want to convey and to give me high marks for effective speaking
- I have speaking habits or behaviors that I want to fix
- I know that to be successful as a leader, I will need to improve my ability to dynamically speak in front of a group

# Walk the Talk: Leadership Accountability *New!*

Thurs., July 12, 2012 • 9:00 a.m. - 3:30 p.m. • RWHC, Sauk City

*Registration Deadline: June 21*

**RWHC Member Fee: \$150 — Non-Member Fee: \$180**

**0.6 CEUs**

It's about integrity. When a leader's actions match his words, it is a big driver for employee morale. "Walk your talk" role models your expectations of what you want from others and builds the trust that is fundamental to great teams. Be true to your personal and professional mission.

## Participants will learn to:

1. Define and explore the words we use so commonly – accountability, integrity, ethics, professionalism, responsibility, trust, courage, respect – and identify specific actions that demonstrate them
2. Clarify your leadership values
3. Learn at least 5 tips for how to "walk your talk" with your employees to increase your personal credibility as a leader
4. Identify ways to generate enthusiasm and excitement around team and organizational objectives through your words and actions

## Consider taking this workshop if the following are true for you:

- I am a new leader and I want to learn the most fundamental ways of earning credibility in that role
- I believe that my words match my actions but sometimes I struggle to know the right thing to do or say when there are conflicting values
- My employee engagement survey results are not where they could be
- I want to take words like accountability, integrity, courage, respect, professionalism, responsibility, trust, courage, respect and ethics and put them into action into my everyday work to leave a lifelong legacy

# Finance for Non-Finance Managers

Call 608.644.3261 to schedule this 3-hour workshop at your facility.

Very few department managers have a degree in accounting. In fact, many new and experienced leaders find the finance aspects of health care to be a challenge.

**This workshop will cover basic accounting concepts that will help you understand the complexities of health care finance, including:**

1. Budgeting
2. Financial Statements
3. Revenue Cycle Management

**Consider hosting this workshop at your facility if the following are mostly true for your managers. They are:**

- New managers and do not have experience in finance
- Somewhat experienced as a manager but sometimes still lack confidence in carrying out financial management responsibilities
- Not sure how to prepare department budgets
- Not sure how gross and net revenues are defined
- Not sure what constitutes contractual allowance
- Not sure how bad debt is defined or determined
- Not sure how accounts receivable affects how departments are managed
- Not confident in reading and discussing financial reports with their departments or managers

# Organizational Development Services

## Customer Service Program Development:

By working with you, we will customize a program that both inspires and provides practical tools to “bring customer service to life.” Options include organization-wide presentations, leadership toolkits and consultation on program development.

## Individual Leadership Coaching:

Coaching – A best practice in leadership development – facilitates learning and growth through skillful facilitation. One-hour sessions with you and your manager offer resources and tools you can use immediately.

## Personality/Style Diversity Assessment Tools:

Using personality/style instruments, the trained facilitator works with individuals or groups to improve self-awareness and build teams. Particular tools help you to motivate people, communicate for results and make better use of the gifts everyone brings to the table.

## Strategic Planning Consultation & Facilitation:

Working with you to create an agenda, we will facilitate effective group processes to help you reach your desired end results in strategic planning retreats.

## Leadership Team Consultation & Team Building Facilitation:

Strong organizations are led by strong teams. Let us assist you in assessing your team’s effectiveness and facilitating an effort to build trust, work through conflict, embrace collaboration, commit to goals, and hold each other accountable for action.

**Contact Jo Anne Preston at 608.644.3261 or [jpreston@rwhc.com](mailto:jpreston@rwhc.com) for individual consultation on Organizational Development Services.**

## OPTIONS & DETAILS

### OPTION 1

At RWHC Office and Training Center  
(880 Independence Lane, Sauk City, WI)

#### CONTINUING EDUCATION CREDIT

Continuing Education Credit will be provided for workshops through RWHC, a CEU provider through the Wisconsin Society for Health care Education and Training (WISHET). See individual workshop descriptions for details.

#### FEES\*

For workshops held at RWHC, fees include course materials, refreshments, and lunch (where applicable). **Organizations that register three or more participants for a particular workshop will receive a 20% discount.**

#### ADDITIONAL INFORMATION

For more information, please contact Carrie Ballweg, Education Coordinator, at 608.643.2343 or cballweg@rwhc.com. For additional copies of the registration form, go to: [www.rwhc.com/Services/EducationalServices/RWHCLeadershipSeries.aspx](http://www.rwhc.com/Services/EducationalServices/RWHCLeadershipSeries.aspx)

#### CANCELLATION POLICY

Cancellations received up to two weeks prior to a workshop held at RWHC will receive a full refund, less a \$25 processing fee. No refunds will be given for cancellations received less than two weeks prior to the program. Substitutions are accepted.

### OPTION 2

On-site at your organization or regionally  
(with a minimum of 10 participants)

#### CONTINUING EDUCATION CREDIT

Continuing Education Credit will be provided for workshops through RWHC, a CEU provider through the Wisconsin Society for Health care Education and Training (WISHET). See individual workshop descriptions for details.

#### FEES\*

For workshops brought on-site to your facility, RWHC will provide the instructor and program materials. You will be responsible for program logistics, i.e. room, meals/breaks, a/v equipment, etc.

#### ADDITIONAL INFORMATION

For more information on this option, please contact Jo Anne Preston, at 608.644.3261 or jpreston@rwhc.com for more details on scheduling, pricing and customizing the leadership development topics to your needs, time frame and budget.

**\*Fees for both options include a subscription to the monthly RWHC "Leadership Insights" e-newsletter.**



**Rural Wisconsin Health Cooperative** is a statewide network of 35 rural/community hospitals that collaborate in the areas of advocacy, education and shared services. To learn more about RWHC (or to find out if your hospital is a member), please refer to our website: [www.rwhc.com](http://www.rwhc.com).

# LEADERSHIP SERIES 2011-2012 REGISTRATION

RWHC will invoice your facility; please do NOT enclose payment.

*Send registration form to one of the following:*

(Mail) **RWHC, 880 Independence Lane, Sauk City, WI 53583**

(FAX) **608.643.4936** (E-mail) **[cballweg@rwhc.com](mailto:cballweg@rwhc.com)**



Please refer to page 30 for details and additional options for on-site classes.

# OPTION 1 LEADERSHIP SERIES 2011-2012 REGISTRATION

Please print clearly and provide complete information:

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

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

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

Address: \_\_\_\_\_

E-Mail: \_\_\_\_\_ Phone: \_\_\_\_\_

<u>WORKSHOPS</u>	RWHC Member Fees	Non-Member Fees
<b>Teams: Building Blocks &amp; Facilitation Tools</b> <input type="checkbox"/> June 30, 2011	\$150	\$180
<b>Generational Diversity: Uncovering the Best in Everyone</b> <input type="checkbox"/> July 13, 2011	\$150	\$180
<b>Nurse Preceptor (2-day)</b> <input type="checkbox"/> August 24 & 25, 2011 <input type="checkbox"/> February 22 & 23, 2012 <input type="checkbox"/> August 29 & 30, 2012	\$300	\$350
<b>Become a Dynamic Communicator</b> <i>NEW</i> <input type="checkbox"/> August 31, 2011 <input type="checkbox"/> August 8, 2012	\$150	\$180
<b>Leading Change When Change is Hard</b> <input type="checkbox"/> September 23, 2011	\$150	\$180
<b>At the Heart of the Matter: Engaging Your Workforce</b> <i>NEW</i> <input type="checkbox"/> November 11, 2011 <input type="checkbox"/> September 26, 2012	\$150	\$180
<b>Hiring the Right Person for the Job</b> <input type="checkbox"/> November 21, 2011	\$150	\$180
<b>Coaching for Performance</b> <input type="checkbox"/> December 9, 2011	\$150	\$180
<b>Peer Today, Boss Tomorrow</b> <input type="checkbox"/> January 5, 2012	\$150	\$180

<b>Preceptor Across the Continuum (2-day)</b> <input type="checkbox"/> February 7 & 8, 2012 <input type="checkbox"/> September 13 & 14, 2012	\$300	\$350
<b>Monkey Management (Based on <i>The One Minute Manager</i>)</b> <input type="checkbox"/> March 8, 2012	\$150	\$180
<b>Lateral Violence: Disruptive Behaviors at Work</b> <input type="checkbox"/> April 5, 2012 <input type="checkbox"/> November 8, 2012	\$150	\$180
<b>Conflict: Building Trust Through Skillful Conversations</b> <input type="checkbox"/> April 25, 2012	\$150	\$180

**“The Power of Three: Time Management, Delegation & SMART Goals” workshop: May 8, 2012**  
(Cost is \$150 for Members & \$180 for Non-Members).  
**CLICK FOR MORE INFO**

<b>Performance Reviews: Making Them Meaningful, Useful &amp; Worthwhile</b> <input type="checkbox"/> May 9, 2012	\$90	\$110
<b>Manage Stress Before It Manages You</b> <i>NEW</i> <input type="checkbox"/> May 23, 2012 <input type="checkbox"/> December 6, 2012	\$150	\$180
<b>Speak Up! Developing Public Speaking and Presentation Skills</b> <i>NEW</i> <input type="checkbox"/> June 22, 2012	\$150	\$180
<b>Walk the Talk: Leadership Accountability</b> <i>NEW</i> <input type="checkbox"/> July 12, 2012	\$150	\$180
<b>Finance for Non-Finance Managers</b> <input type="checkbox"/> Please call to discuss and/or schedule this workshop on-site		



RWHC will invoice your facility; please do NOT enclose payment.

**Send registration form to one of the following:**  
(Mail) **RWHC, 880 Independence Lane, Sauk City, WI 53583**  
(FAX) **608.643.4936** (E-mail) **cballweg@rwhc.com**



880 Independence Ln. • Sauk City, WI 53583 • 608.643.2343