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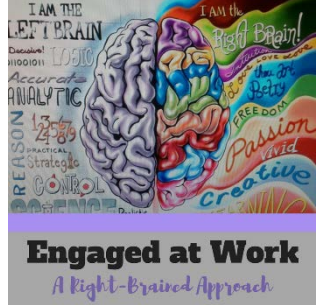
## Communicate and Collaborate


From written and verbal communications to presentation skills, facilitating great meetings and understanding generational tendencies, these trainings help develop skills to communicate better and work together more effectively.


<p><b>Business Writing Essentials</b></p>	<p>This course offers practical tips for producing professional looking and sounding business communications. Learn the importance of writing for a specific audience and making the purpose and call to action clear. Review writing strategies for routine, persuasive, negative news, and personal messages. Then try your skill at hands-on exercises that reinforce the 5 Cs of good business writing—being concrete, clear, concise, courteous, and correct.</p>	<p>Individual Contributor</p>	
<p><b>Communication and Problem Solving Skills</b></p>	<p>This training addresses communication and problem-solving techniques to help you be more effective when interacting with both the public and your coworkers. We cover the skills used in effective listening, speaking, and dealing with conflicts and defensive behavior.</p> <p>Participants will leave the class able to:</p> <ul style="list-style-type: none"> <li>• Name and demonstrate seven active listening skills.</li> <li>• Name and demonstrate five assertive verbal skills.</li> <li>• Identify the differences between aggressive and assertive behavior.</li> <li>• Name the five steps to deal with defensive behavior.</li> <li>• List the steps in the seven-step problem-solving process.</li> </ul>	<p>Everyone</p>	


<h2>Difficult Conversations</h2>	<p>Conversations can be difficult when the stakes are high, opinions vary and emotions are strong, yet these are the conversations that are most essential to engage in. This communications course offers a framework for approaching a difficult conversation and opportunities for self-reflection skills practice to help participants avoid the pitfalls, increasing the potential for a productive discussion.</p> <p>Participants will:</p> <ul style="list-style-type: none"> <li>• Build a framework for engaging in difficult conversations.</li> <li>• Gain knowledge of concepts, tools and skills to facilitate having a difficult conversation.</li> <li>• Prepare for and practice having a real-life difficult conversation.</li> </ul> <p>This training is available to anyone. Participants should be prepared with a real situation, past or present, to work through the process of preparation. It can be a difficult conversation that they want to have in the future, or one they wished they had had in the past.</p> <p>Instructor: Ann McBroom</p>	<p>Everyone</p>	
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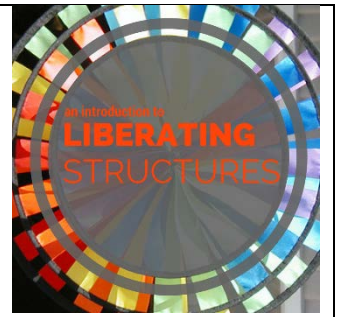
<p><b>Engaged at Work: A Right-Brained Approach</b></p>	<p>This course teaches us how to engage and find meaning in our jobs and in our lives using images and creativity. Through deep personal introspection, group discussion, and interaction in a structured yet creative process, participants are surprised by how much they learn about themselves and just how powerful images can be in unlocking their inner wisdom. This learning directly impacts engagement, communication, and performance benefits.</p> <p>In this two-hour workshop, you learn to:</p> <ul style="list-style-type: none"> <li>• Identify personal priorities at work.</li> <li>• Listen, learn, and relate with coworkers.</li> <li>• Express individual needs and wants.</li> <li>• Feel more a part of King County and its mission.</li> <li>• Increase focus on meaningful work and reduce distractions.</li> <li>• Understand the importance of your contributions at work.</li> </ul> <p>Instructors: Megan Menkveld and Tony Hansen. Megan has led this workshop training both in and out of King County and has found it to be profoundly personally beneficial. She's held two training sessions with the financial management section where participants have reported similar results. In addition, she's been managing teams for ten years and is committed to creating healthy, productive workplace cultures and relationships.</p> <p>Tony Hansen is the Employee Assistance Program Manager for King County. His primary role is to provide consultation to employees, supervisors, and managers on a variety of work related issues. He sees himself as a workplace coach and helps employees find solutions to everyday work issues.</p>	<p>Everyone Teams</p>	
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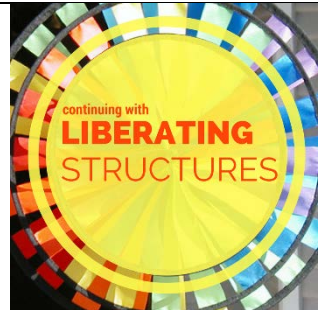
<p>Expanding the Narrative: Personal Stories of Government and Public Service</p>	<p>Our narrative about government often sounds gloomy these days. In our communications we hear words like bureaucratic, wasteful, and incompetent. Yet for those of us who work in and partner with government, we know the narrative is much more complex. Through government we are able to invest in strong communities that support thriving families. We can expand justice and opportunity for people of every gender, race, religion, income, and sexual orientation. We can protect our clean air and drinking water, our farmlands, and our treasured parks and wilderness.</p> <p><b>How can we help people notice more of the good work we do? We can expand the narrative about what's working in government story by story.</b></p> <p>Join us for a day of sharing stories about the value of public service. During this one-day symposium, you will:</p> <ul style="list-style-type: none"> <li>• Hear inspiring stories about our challenges and accomplishments serving the public.</li> <li>• Explore an approach to storytelling that creates change.</li> <li>• Learn how to transform presentations into memorable visual stories.</li> <li>• Use stories to create safe places where we can explore and learn from our cultural differences.</li> <li>• Shape stories to stimulate employee engagement and better serve our stakeholders.</li> <li>• Celebrate how our collective efforts contribute to a better society—and really great stories.</li> </ul> <p>Skills developed: leadership, dynamic presentations, visual storytelling, intercultural communication, communication strategies.</p> <p>Audience: This symposium on storytelling is intended for King County employees, people in our community who work for other government agencies, and our community partners in business and non-profits.</p>	<p>Everyone</p>	
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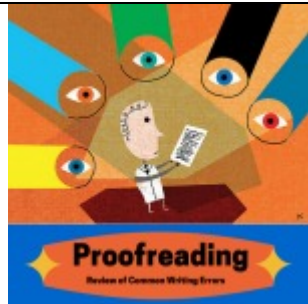
<h2>Facilitating Effective Meetings</h2>	<p>This one-day program covers the skills used by a facilitator to design and run an effective meeting. How to be a better participant is also discussed. Topics include specific facilitation skills, group decision making skills, and how to deal with disruptive behaviors.</p> <p>Participants will know how to:</p> <ul style="list-style-type: none"> <li>• Identify the characteristics of effective and ineffective meetings.</li> <li>• Define the differences between “talk” and “process” issues.</li> <li>• Name the four primary functions of a facilitator.</li> <li>• Identify three groups of behaviors that occur in meetings.</li> <li>• Describe the differences between democratic and consensus decision making.</li> <li>• Identify what makes an effective agenda.</li> </ul> <p>This training is available to anyone.</p>	<p>Everyone</p>	
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<h2>Four Generations in the Workplace</h2>	<p>Every generation has its own perspective and unique values. In today's workforce, there are four generations actively working together, struggling to understand one another's point of view and build effective communication. This workshop will help you understand the factors that have shaped each generation's perspective, what drives each generation, and how each generation arrives at the conclusions they draw.</p> <p>Through this understanding, we will discover greater mutual respect, learn to communicate and motivate those of a different generation, and generally learn to work together more productively and efficiently.</p> <p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Understand the factors that have shaped each generation's perspective.</li> <li>• Understand what drives each generation.</li> <li>• Understand how each generation arrives at the conclusions they draw.</li> <li>• Discover greater mutual respect with those of other generations.</li> <li>• Build better communication with those of a different generation.</li> <li>• Learn to motivate those of a different generation.</li> <li>• Learn to style flex and work together more productively and efficiently.</li> </ul>	<p>Everyone</p>	
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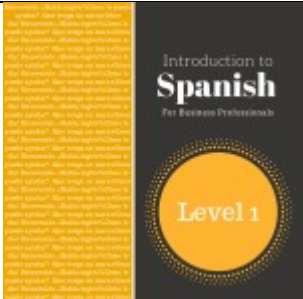
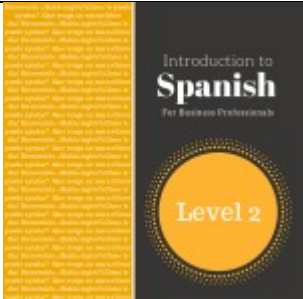
<h2>How to Run an Effective Meeting</h2>	<p>How many hours a week do you spend in meetings? How often do you leave a meeting thinking, “That was a great use of my time!”?</p> <p>The sad truth is that most of us spend hours and hours every week in meetings, and most are rated as a waste of time. If you think about the hundreds or thousands of meetings you have attended, few—if any—are any different. What if you knew the secrets to plan and lead extraordinarily focused, productive, and relevant meetings?</p> <p>This course introduces the keys to great meetings and how to use them to unlock the productivity and teamwork waiting to be tapped. You’ll learn how to:</p> <ul style="list-style-type: none"> <li>• Skillfully prepare for a meeting.</li> <li>• Get real work done during the meeting.</li> <li>• Gain control of the seven critical dynamics that predict meeting success.</li> <li>• Use your meeting to launch and sustain a high-performing team.</li> </ul>	<p>Everyone</p>	


<p>Liberating Structures, Introduction to</p>	<p>Are you battling some of these common issues when working with groups?</p> <ul style="list-style-type: none"> <li>• Boring or frustrating meetings</li> <li>• Deciders are separate from the doers</li> <li>• Fear and politics getting in the way</li> <li>• Teamwork feels like drudgery</li> <li>• Group process that is chaotic</li> </ul> <p>Come learn more about this vast and nimble collection of facilitation strategies called Liberating Structures. You'll learn powerful tools that can be used in everyday meetings, strategic planning sessions, workshops, presentations, and trainings.</p> <p>With some simple design shifts, we can move towards getting move lively participation from groups of any size. We can unleash and include everyone.</p> <p>The goal of the Introduction to Liberating Structures training is for participants to experience and learn several Liberating Structures that you can apply to make your meetings, planning sessions, outreach and training more inclusive, participatory, creative, innovative and effective. We will try out several structures to see how they work.</p> <p><b>Objectives:</b></p> <p>At the end of this session, participants will be able to:</p> <ol style="list-style-type: none"> <li>1. Describe what Liberating Structures are and why they can be useful for people who lead meetings, strategic planning, outreach, and training.</li> <li>2. Find additional resources to support learning more about Liberating Structures.</li> <li>3. Apply Liberating Structures experienced in the training, in order to foster lively participation, inclusion, and innovation in the workplace.</li> </ol>	<p>Everyone</p>	
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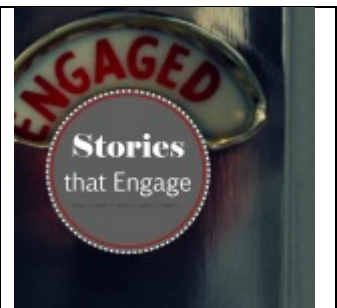
<p><b>Liberating Structures, Continuing with</b></p>	<p>The goal of the Continuing with Liberating Structures training is for participants to review and learn more Liberating Structures, and then begin designing combinations of structures that can applied to make meetings, planning sessions, outreach and training more inclusive, participatory, creative, innovative and effective. We'll try out several new structures, create combinations, and explore their effects.</p> <p><b>Objectives</b></p> <p>At the end of this session, participants will be able to:</p> <ol style="list-style-type: none"> <li>1. Apply Liberating Structures experienced in the training, in order to foster lively participation, inclusion, and innovation in the workplace.</li> <li>2. Design varying sequences of Liberating Structures for use.</li> <li>3. Analyze the potential effects of Liberating Structures.</li> </ol> <p><b>Prerequisite: This class is a continuation of “Introduction to Liberating Structures” and only open to those who have taken that course.</b></p> <p><b>Facilitator:</b> Maggie Chumbley</p>	<p>Everyone</p>	
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<p><b>New Employee Orientation Presenter</b></p>	<p>Are you passionate about new hires having a good experience? Do you love to present in front of groups of people and want to practice your communication and presentation skills? We are looking for presenters for new employee orientation!</p> <p>The class will consist of an overview on how new employee orientation is hosted and the future design. Upon completion, you will be given a script to practice and added to a rotating roster of employees available to present new employee orientation. <b>In 2017 orientation will be held from 8:00 - 5:00 on Mondays.</b> Presenters will be expected to host approximately once every three months.</p>	<p>Individual Contributor</p>	 <p>A graphic for 'New Employee ORIENTATION PRESENTER'. It features a collage of diverse people's faces at the top, followed by the title in bold black text on a teal background.</p>
<p><b>Presentation Skills: Fearless Public Speaking</b></p>	<p>If you dread speaking before groups, fear not. You can deliver fearless presentations every time. In this workshop, discover how to select the right words and visuals; put them in a clear, logical, and persuasive order; and deliver them with professional voice and body language techniques. Learn tips to handle nervousness, disagreement, and challenging questions with calm and professional communication.</p>	<p>Everyone</p>	 <p>A graphic for 'Fearless Public Speaking'. It shows a woman with curly hair smiling and speaking into a microphone. A blue banner with the title is at the bottom, and a diagonal banner with 'Presentation Skills' is in the top right corner.</p>
<p><b>Proofreading: Review of Common Writing Errors</b></p>	<p>Be confident in proofreading and editing documents by reviewing the most common writing errors—issues that cause problems for even the best writers. Spot errors in grammar, punctuation, sentence structure, tone, and word usage with hands-on exercises. This course will help you create error-free communications that reflect a positive image of the writer and the organization.</p>	<p>Individual Contributor</p>	 <p>A graphic for 'Proofreading: Review of Common Writing Errors'. It features a cartoon character with glasses looking at a document, surrounded by several large, stylized eyes. The title is at the bottom in a blue banner.</p>



<p>Report Writing and Document Design</p>	<p>Want to see immediate improvement in your report writing projects? Learn to write communications for specific audiences, design documents for readability and clarity, and write concisely using plain English. Discuss and share ideas in this interactive workshop to learn to produce reports—simple or complex—that grab attention and get results.</p>	<p>Everyone</p>	
<p>Spanish for Business Professionals: Level 1, Introduction to</p>	<p>This Spanish class will provide immediate access to functional language skills for non-Spanish-speaking business professionals who interact with Spanish clients in a workplace environment. The language component utilizes phonetic encoding to present the most important Spanish commands, questions, and phrases pertinent to workplace communication.</p> <p><b>* No prior knowledge of Spanish necessary*</b></p> <p>You <b>must</b> be dedicated to attending all four Mondays of this course.</p>	<p>Everyone</p>	
<p>Spanish for Business Professionals: Level 2, Introduction to</p>	<p>This course is a continuation of the Introduction to Spanish for Business Professionals Level 1, a four-day series.</p> <p>Students will improve further their speaking and listening communication skills. They will articulate sentences and questions using the simple present tense verb conjugation for talking about their jobs and daily activities.</p> <p>Prerequisite: Introduction to Spanish for Business Professionals Level 1</p> <p>You <b>must</b> be dedicated to attending all four Mondays of this course.</p>	<p>Everyone</p>	

<p><b>Speak Better English for Non-Native Speakers</b></p>	<p>Discover how to speak clearly and expressively on the phone, in meetings, in job interviews, and when giving presentations. No matter what your first language, in this class you'll learn advanced communication techniques for pronouncing with an American accent by using the methods of radio and TV broadcasters to sound decisive and confident.</p> <p>Class runs three Saturdays.</p> <p>Instructor: Michael Buschmohle. Michael, President of Applause Associates since 1981, trains people around the world to communicate confidently. He's also a speech writer and media coach whose clients have appeared on Oprah, Good Morning America, and the Today show. Michael teaches for several local colleges and for the past 12 years has taught an MBA communications seminar in China. He was selected by the organizers of the 2008 Summer Olympic Games in Beijing to teach them presentation skills.</p>	<p>Everyone</p>	
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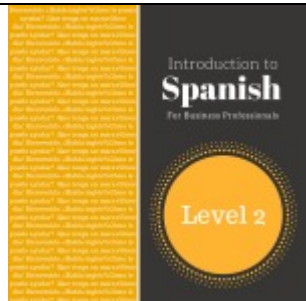
<p><b>Stories that Engage: Shaping Workplace Culture One Story at a Time</b></p>	<p>Our work culture is perfectly organized to give us the results we are currently experiencing. What if people seem disengaged, apathetic, or to be actively undermining a productive workplace? Without awareness, our natural storytelling talents can create a toxic culture of drama and dysfunction. But with intent, we can shape stories that build psychological and emotional engagement.</p> <p>In this interactive one-day class, participants will:</p> <ul style="list-style-type: none"> <li>• Learn why people disengage from work.</li> <li>• Tap into the power of voice to communicate and connect with what you care about.</li> <li>• Learn five tools to shape your stories with purpose.</li> <li>• Explore the story-making process.</li> <li>• Describe the attributes of effective storytelling.</li> <li>• Shape stories to help you, your co-workers, and your organization engage for better results.</li> </ul> <p>This training is available to anyone.</p> <p>Instructor: Doug Nathan. Doug provides advanced conflict engagement and leadership development services through the Office of Alternative Dispute Resolution of King County. For over 18 years he has worked with both public and private sector organizations helping leaders, managers, and groups improve their results during times of conflict and change. Doug has a Master's degree in Organization Systems Renewal and brings his systems thinking to enhance team dynamics and support healthy work environments. He has worked as a journalist, creative writing teacher, management development consultant, and mediator. His conflict resolution background includes mediating employment and labor disputes, facilitating large-scale multi-party disputes, and designing collaborative processes to renew productive workplaces. He taps the power of stories to help others influence and sustain intentional change.</p>	<p>Everyone</p>	
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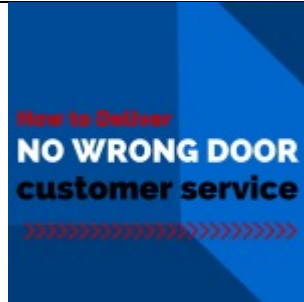
<h2>Success Strategies in Tough Conversations</h2>	<p>Gain communication success strategies for the workplace. This interactive class will provide time for you to practice and apply your new knowledge. The five main topics are:</p> <ul style="list-style-type: none"> <li>• How to manage yourself and your assumptions.</li> <li>• How to uncover what is going on and what is at risk.</li> <li>• How to define commonalities.</li> <li>• How to make some agreements about the conversation.</li> <li>• How to give constructive feedback.</li> </ul>	<p>Everyone</p>	
<h2>Team Building</h2>	<p>Powerful outcomes come from cohesive team! Discover ways to strengthen your group, overcome challenges, improve performance, and deliver results. You will learn how to work with difficult people, enhance communications, and build seamless coordination skills.</p>	<p>Everyone</p>	
<h2>Writing Effective Emails</h2>	<p>Are you buried in email? Reduce your email stress and learn to use email as an effective business communication tool. In this entertaining and informative workshop, learn to:</p> <ul style="list-style-type: none"> <li>• Compose clear and powerful email messages.</li> <li>• Organize your inbox.</li> <li>• Use email more efficiently.</li> <li>• Know when (and when not) to send email.</li> <li>• Avoid embarrassing email mistakes.</li> </ul>	<p>Individual Contributor</p>	



## Serve our Community

Serving our community: it's what called many of us to serve in our county's government and keeps us coming back every day committed and ready to make a difference. Trainings listed here help us develop skills to better serve our community. Two other key areas to develop that help us provide relevant, compassionate and effective service are understanding our own possible biases and communicating clearly and respectfully. Check for offerings in these areas under [Explore Equity and Inclusion](#) and [Communicate and Collaborate](#).


<p><b>Spanish for Business Professionals: Level 1, Introduction to</b></p>	<p>This Spanish class will provide immediate access to functional language skills for non-Spanish-speaking business professionals who interact with Spanish clients in a workplace environment. The language component utilizes phonetic encoding to present the most important Spanish commands, questions, and phrases pertinent to workplace communication.</p> <p><b>* No prior knowledge of Spanish necessary*</b></p> <p>You <b>must</b> be dedicated to attending all four Mondays of this course.</p>	<p>Everyone</p>	
<p><b>Spanish for Business Professionals: Level 2, Introduction to</b></p>	<p>This course is a continuation of the Introduction to Spanish for Business Professionals Level 1, a four-day series.</p> <p>Students will improve further their speaking and listening communication skills. They will articulate sentences and questions using the simple present tense verb conjugation for talking about their jobs and daily activities.</p> <p>Prerequisite: Introduction to Spanish for Business Professionals Level 1</p> <p>You <b>must</b> be dedicated to attending all four Mondays of this course.</p>	<p>Everyone</p>	


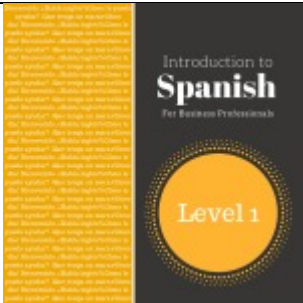
<p><b>No-Wrong Door Customer Service</b></p>	<p>Our popular customer service training returns! Join us to learn tips and tools for those in all areas of an organization. You will learn how to support each other in providing more efficient customer service with input from those closest to the work. Through interactive exercises and discussions, you also will learn why customer service matters to your work—regardless of the type of work you do—how equity, respect for people, and consistency are the keys to creating noteworthy customer experiences.</p> <p>Upon completion of this course, you will be able to:</p> <ul style="list-style-type: none"> <li>• Define customer service as it applies to your work, regardless of line of business.</li> <li>• Learn how to provide consistent customer service across all stages of a customer interaction.</li> <li>• Describe how the changes in technology are increasing the importance of customer service across an organization.</li> <li>• Explain strategies for preventing and defusing difficult interactions and delivering exceptional service to both internal and external customers.</li> <li>• Identify and respond appropriately to different customers, needs, and requests.</li> </ul>	<p>Everyone</p>	
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## Explore Equity and Inclusion


As we advance pro-equity policies, systems, and practices of governance, communication and education play a pivotal role. These trainings help us understand the underlying issues of inequity, identify areas of potential bias, and build skills to be inclusive, dynamic and culturally responsive both in our internal operations as well as out in the community.

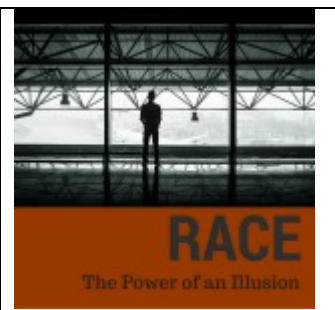
<b>Basic Equity and Social Justice</b>	<p>This training asks participants to share their ideas on how King County, county departments, and the participants' own divisions and work groups can increase equity and social justice (ESJ) in all aspects of decision making, organizational practices, and community engagement.</p> <p>The county's ESJ work is an integrated approach that intentionally applies the King County Strategic Plan's <b>fair and just</b> principle in all that the county does. This training covers the importance of ESJ in King County, ESJ guiding principles and practices – and how they apply to county policies, the determinants of equity, organizational practices, delivery of services, and community engagement. The session includes a facilitated discussion about part of the film series <i>Unnatural Causes: Is Inequality Making Us Sick?</i></p> <p>To learn more please visit the King County Equity and Social Justice <a href="#">website</a>.</p>	Everyone	
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<h2>Equity and Social Justice Tools</h2>	<p>In this four-hour training, you will learn various equity frameworks and the application of equity and social justice tools. You will learn how to:</p> <ul style="list-style-type: none"> <li>• Interact in an inclusive and innovative learning experience that models how we practice equity and social justice.</li> <li>• Describe the equity frameworks and how they apply to your work in King County.</li> <li>• Gain basic knowledge of the equity tools: Equity Impact Review (EIR), Community Engagement Guide, and Language Access.</li> <li>• Apply EIR for policy/decision-making, program planning, and capital projects.</li> <li>• Identify when, where, and how community engagement is needed and apply the Community Engagement Guide and Language Access services to effectively communicate with communities.</li> <li>• Identify opportunities and needs for using the equity tools and resources on an ongoing basis.</li> </ul>	<p>Everyone</p>	
<h2>Spanish for Business Professionals: Level 1, Introduction to</h2>	<p>This Spanish class will provide immediate access to functional language skills for non-Spanish-speaking business professionals who interact with Spanish clients in a workplace environment. The language component utilizes phonetic encoding to present the most important Spanish commands, questions, and phrases pertinent to workplace communication.</p> <p><b>* No prior knowledge of Spanish necessary*</b></p> <p>You <b>must</b> be dedicated to attending all four Mondays of this course.</p>	<p>Everyone</p>	



<p>Spanish for Business Professionals: Level 2, Introduction to</p>	<p>This course is a continuation of the Introduction to Spanish for Business Professionals Level 1, a four-day series.</p> <p>Students will improve further their speaking and listening communication skills. They will articulate sentences and questions using the simple present tense verb conjugation for talking about their jobs and daily activities.</p> <p>Prerequisite: Introduction to Spanish for Business Professionals Level 1</p> <p>You <b>must</b> be dedicated to attending all four Mondays of this course.</p>	<p>Everyone</p>	
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<h2>Micro-Aggressions in the Workplace</h2>	<p>We now have a county strategic plan with a guiding principle of “fair and just.” Our new Equity and Social Justice Ordinance notes King County is participating in “an integrated effort that applies the countywide strategic plan’s principle of ‘fair and just’ intentionally in all the county does in order to achieve equitable opportunities for all people and communities.”</p> <p>One of the county’s new determinants of equity deals with promoting fairness and opportunities in county government practices. One way we can incorporate equity and social justice into our daily practices is to be aware of micro-inequities and micro-aggressions in the workplace and take action to mitigate or eliminate them. This session will provide participants with the tools to identify micro-inequities and/or micro-aggressions, and develop practices to end them in their workplace.</p> <p>By the end of the discussion, you will be able to:</p> <ul style="list-style-type: none"> <li>• Identify micro-inequities and micro-aggressions.</li> <li>• Increase self-awareness for engaging in micro-inequities and/or micro-aggressions.</li> <li>• Serve as an ally to the injured party.</li> <li>• Interrupt micro-inequities and micro-aggressions.</li> <li>• Consider what steps to take to change the culture of the workplace and reduce micro-inequities and micro-aggressions in your workgroup.</li> </ul>	<p>Everyone</p>	 <p>The graphic shows a close-up of a green pushpin on a wooden surface. Overlaid on the image is a dark red rectangular box with the text 'Micro-Aggressions' in white, and a smaller, lighter red box below it with the text 'In the Workplace' in white.</p>
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<h2>Race the Power of an Illusion</h2>	<p>This training uses the three-part video series <i>Race: The Power of an Illusion</i> to explore equity, the construct of race, how race has been used to channel benefits to those viewed as white, and why racial inequities persist.</p> <p>By the end of the session, you will be able to:</p> <ul style="list-style-type: none"> <li>• Understand some of the differences between individual and institutional racism.</li> <li>• Explore some of the historical roots of racism.</li> <li>• Examine our beliefs about race, advantage, and justice, and how these issues impact organizations and institutions.</li> <li>• Increase our awareness of King County's Fair and Just Ordinance – one of the pillars of the King County Strategic Plan.</li> <li>• Begin to recognize institutional racism within policies, practices and outcomes.</li> <li>• Commit to exploring solutions together that are specific to our work.</li> </ul>	<p>Everyone</p>	
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## Manage a Team



“People join companies and leave managers.” Ever heard that saying? It’s amazing how impactful the relationship between an employee and their direct supervisor is on an employee’s day-to-day work experience. Workgroup managers play a pivotal role in employee satisfaction and engagement. While our managers balance technical capabilities with management skills, these courses can help develop the skills required to be a successful people leader.


<h3>Conflict Resolution for Supervisors</h3>	<p>This comprehensive training will provide supervisors with the practical theory, processes, and skills to create a culture of collaboration and direct communication within their workgroups. Supervisors will learn how to coach employees and facilitate conflict resolution discussions to foster healthy work teams and reduce the cost of conflict.</p> <p>Comments from a few past participants:</p> <ul style="list-style-type: none"> <li>• <i>One of the best trainings I've been to at the county.</i></li> <li>• <i>This training provides dedicated time and a safe place to practice.</i></li> <li>• <i>It was so useful to have skilled mediators provide feedback of our role plays.</i></li> </ul> <p>This training is for people leaders.</p> <p>Instructor: <a href="#">Ann McBroom</a></p>	<p>People Leader</p>	 <p><b>Conflict Resolution</b> for supervisors</p>
<h3>Leadership Essentials</h3>	<p>This course gets at the essence of great leadership by developing necessary building blocks. We practice effective communication and explore the essential ways of thinking and behaving that foster great leadership. Key topics include: coaching, conflict resolution, equity and inclusion, lean, and team building.</p> <p>Please look under our Programs page to find out more about Leadership Essentials.</p>	<p>People Leaders</p>	


<p><b>So, You Want to be a Supervisor?</b></p>	<p>Eager to pursue a promotion but hesitant that a step up means taking on supervisory responsibilities? Being a supervisor requires looking at your familiar surroundings in a new light. This class will help you bridge that gap and begin to gather leadership and management tools for your expanding tool box.</p> <p>This class is designed for individual contributors considering a position as supervisor. It will help you identify supervisory interest, skills, abilities and potential.</p> <p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Articulate the skills, roles, and responsibilities of supervisors.</li> <li>• Identify supervisor strengths and weaknesses.</li> <li>• Determine if supervision is a goal.</li> <li>• Gain tools and tips to implement immediately, including coaching and an introduction to leadership essentials.</li> </ul>	<p>Individual Contributor</p>	
<p><b>Team Building</b></p>	<p>Powerful outcomes come from cohesive team! Discover ways to strengthen your group, overcome challenges, improve performance, and deliver results. You will learn how to work with difficult people, enhance communications, and build seamless coordination skills.</p>	<p>Everyone</p>	

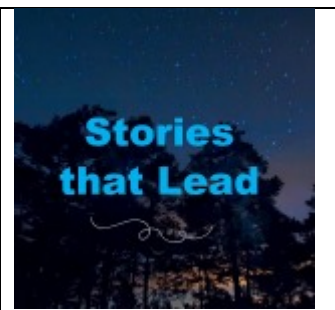


## Lead and Inspire


Being an organizational and people leader requires varied and extensive capability but perhaps one of the most influential capabilities is being able to inspire those around you. In order to drive vision and purpose, our leaders need to instill trust while communicating a unifying, relevant and valuable vision and mission that employees rally behind and want to deliver their best efforts to support. The courses in this section help us learn skills that earn respect and trust, help us tie our personal belief and passions to our work, and to inspire others to do the same.


<b>Leadership Essentials</b>	<p>This course gets at the essence of great leadership by developing necessary building blocks. We practice effective communication and explore the essential ways of thinking and behaving that foster great leadership. Key topics include: coaching, conflict resolution, equity and inclusion, lean, team building.</p> <p>Please look under our Programs page to find out more about Leadership Essentials.</p>	People Leaders	
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<p><b>Stories that Engage: Shaping Workplace Culture One Story at a Time</b></p>	<p>Our work culture is perfectly organized to give us the results we are currently experiencing. What if people seem disengaged, apathetic, or to be actively undermining a productive workplace? Without awareness, our natural storytelling talents can create a toxic culture of drama and dysfunction. But with intent, we can shape stories that build psychological and emotional engagement.</p> <p>In this interactive one-day class, participants will:</p> <ul style="list-style-type: none"> <li>• Learn why people disengage from work.</li> <li>• Tap into the power of voice to communicate and connect with what you care about.</li> <li>• Learn five tools to shape your stories with purpose.</li> <li>• Explore the story-making process.</li> <li>• Describe the attributes of effective storytelling.</li> <li>• Shape stories to help you, your co-workers, and your organization engage for better results.</li> </ul> <p>This training is available to anyone.</p> <p>Instructor: Doug Nathan. Doug provides advanced conflict engagement and leadership development services through the Office of Alternative Dispute Resolution of King County. For over 18 years he has worked with both public and private sector organizations helping leaders, managers, and groups improve their results during times of conflict and change. Doug has a Master's degree in Organization Systems Renewal and brings his systems thinking to enhance team dynamics and support healthy work environments. He has worked as a journalist, creative writing teacher, management development consultant, and mediator. His conflict resolution background includes mediating employment and labor disputes, facilitating large-scale multi-party disputes, and designing collaborative processes to renew productive workplaces. He taps the power of stories to help others influence and sustain intentional change.</p>	<p>Everyone</p>	
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<p><b>Stories that Lead: Claiming Your Power to Lead at Work and in Your Life</b></p>	<p><i>There is no passion to be found playing small—in settling for a life that is less than the one you are capable of living.</i> Nelson Mandela’s words remind us that each of us has the capacity to lead in our lives. Are you leading in yours?</p> <p>This training explores stories as creative communication strategies that can help you create a workplace—and a life--that inspires profound results. Participants will explore three qualities of leadership stories – voice, values and vision – through reflective processes and storytelling. We’ll take a look at how these qualities help us show up as leaders and how we can shape our stories to build connections with those who might follow.</p> <p>We will:</p> <ul style="list-style-type: none"> <li>• Learn about the attributes of a leader’s voice.</li> <li>• Explore the range of your own voice and gain insight into stories that lead you.</li> <li>• Practice listening to deepen your ability to hear others’ stories.</li> <li>• Clarify what motivates you as a leader.</li> <li>• Shape a vision that helps you access and share your leadership potential.</li> </ul>	<p>Everyone</p>	
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<h2>The Power of Stories to Shape Organizational Results</h2>	<p>How do you know when you're doing your best work? What stories can you tell? It's easy to get caught up in the organization-speak of strategic visions, logic models, and lean process improvement. These analytic tools have great value, but how do they align with the purpose and passion you bring to your work?</p> <p>In this interactive one-day class, participants will:</p> <ul style="list-style-type: none"> <li>• Explore a process of story making to discover, shape, and share stories that influence organizational results.</li> <li>• Describe the attributes of effective storytelling.</li> <li>• Tap into the power of voice to connect with what you care about.</li> <li>• Find the perfect mix of data and narrative.</li> <li>• Learn three tools to shape stories with purpose.</li> </ul> <p>Instructor: Doug Nathan</p>	<p>Everyone</p>	
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<p><b>Leading through Your Values 101</b> (formerly Value-Based Leadership 101)</p>	<p>Formerly titled Value Based Leadership 101, this training helps leaders contribute in an authentically meaningful way. It helps you to increase success, efficiency, creativity, communication, and resiliency. You will:</p> <ul style="list-style-type: none"> <li>• Know how to identify core organizational values.</li> <li>• Identify and analyze personal positionality to communicate better with staff and clients.</li> <li>• Understand the framework to develop your own value-based leadership model with examples of how to get to these values.</li> <li>• Know how to measure both qualitatively and quantitatively through a value-based lens whether your leadership is programmatic or individual.</li> <li>• Examine case studies of how this has worked in the real world and has been used as a catalyst to increase outcomes, morale, and creativity.</li> </ul> <p>This training is available to and appropriate for everyone.</p> <p>Instructor: Guru Dorje</p>	<p>Everyone</p>	
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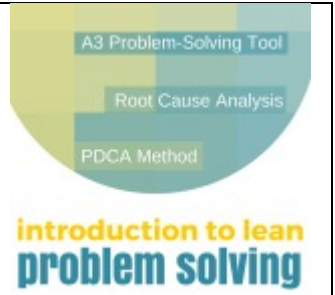
<p><b>Leading through Your Values 201</b> (formerly Value-Based Leadership 201)</p>	<p>Using the platform of welcome, positionality, and the reframing of leadership that was covered in Leading through Your Values 101, participants will construct a site-specific value base from welcome to transition. Participants will:</p> <ul style="list-style-type: none"> <li>• Be able to justify, build, and define a value foundation.</li> <li>• Deepen the understanding of the lenses of welcome, positionality, and leadership.</li> <li>• Learn and participate in training exercises.</li> </ul> <p>Prerequisite: Participants must have attended Leading through Your Values 101 (or Value-Based Leadership 101).</p> <p>Instructor: Guru Dorje</p>	<p>Everyone</p>	
<p><b>Leading through Your Values 301</b> (formerly Value-Based Leadership 301)</p>	<p>Building on Leading through Your Values 101 and 102 and the experience of having begun to implement a value-based system in their lives, participants will use their own experience in the application of value-based leadership to develop a value-based system. Participants will reinforce their learning by practicing the methodology covered in 101 and 102 as well as identify new methods for implementing value-based leadership strategies. The facilitator will provide personal support and assistance.</p> <p>Participants also will develop a deeper understanding of the philosophical underpinnings of value-based leadership, allowing for greater focus and strengthening of its practice. This understanding is subtler than that of the first two classes but is critical for full engagement in a value-based leadership practice. Upon completing the training, participants should be able to describe, explain, support, and teach each of the value-based leadership processes.</p> <p>Prerequisites: Participants must have attended Leading through Your Values 101 and 102 (or Value-Based Leadership 101 and 102).</p> <p>Instructor: Guru Dorje</p>	<p>Everyone</p>	






## Work Smarter

“It’s not about working harder. It’s about working smarter.” Despite our best intentions and efforts, if we don’t have ourselves strategically aligned for a win, it’s probably not going to happen. This section helps us to work smarter: to use what we know about human brains and organizational processes to build work habits and processes that are effective and efficient, continuously improving, and that deliver results. Topics like lean, strategic planning, performance measurement, visual management, and time management are here to help us achieve our goals and make the greatest impact possible.

<p><b>Conquering Office Clutter: Reclaiming Your Workspace</b></p>	<p>Is your desk buried in paper? Has that paper started to move to piles on the floor? Do you hear the phone ringing, but can't find it? Would you love to have an organized work space, but don't know where to begin?</p> <p>It's hard to be effective when your space overwhelms. We'll work on developing systems to organize the piles on your desk now and start a mind-shift for you to avoid piles in the future. Learn to implement permanent changes to conquer the clutter and put your office to work for you!</p>	<p>Everyone</p>	
<p><b>Introduction to Lean</b></p>	<p>Is lean just another four-letter word to you? Have you heard about it, but don't know quite what it is?</p> <p>Join us for this fun, experiential, and hands-on class. Get an introduction to the building blocks of lean: continuous improvement and respect for others. Participants will learn about PDCA (plan, do, check, adjust), value versus waste, standard work, steady flow, and building in quality. There's even an interactive Lego problem-solving exercise. Students will leave with a waste observation tool to put into practice right away!</p>	<p>Everyone</p>	

<h2>Introduction to Lean Problem-Solving</h2>	<p>This fun and engaging course teaches participants how to use a simple and creative lean problem-solving tool: the A3. We also will take a look at other key continuous improvement tools like root cause analysis and PDCA (plan, do, check, adjust).</p> <p>Case studies and exercises will give you an opportunity to apply the tools before returning to your workplace.</p> <p>After this session, you will be able to:</p> <ul style="list-style-type: none"> <li>• Implement lean problem-solving thinking.</li> <li>• Use the A3 problem-solving tool.</li> <li>• Practice root cause analysis.</li> <li>• Practice plan, do, check, adjust.</li> </ul> <p>Prerequisite: Participation in the Introduction to Lean (Lean 101) class is suggested, but not required. This course may be even more beneficial when supervisors and teams attend together.</p>	<p>Everyone</p>	
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<p><b>Introduction to Organizational Performance Measurement and Visual Management</b></p>	<p>Do you identify with other public sector employees who entered this field to make a difference in the community? How do you show that you are making a difference? Have you felt pressure to accomplish more with fewer resources and report on the results?</p> <p>If you find yourself answering “yes” to these questions, consider expanding your skills and knowledge of organizational performance measurement and visual management. This course will help you gain a practical understanding of organizational performance measurement, tier boards, and how visual management can improve your journey to improve performance.</p> <p>No prerequisites are required. Participants should come curious, ready to engage in exercises, and experiment with new concepts and ideas.</p> <p><b>Learning Objectives</b></p> <p>Morning: Organizational Performance Measurement</p> <ul style="list-style-type: none"> <li>• Acquire an overview of why organizational performance measurement is beneficial.</li> <li>• Learn how organizational performance measures fit into the King County performance management system.</li> <li>• Identify the different types of performance measures and how to ensure they are useful and relevant.</li> <li>• Learn how to develop a measurement plan.</li> </ul> <p>Afternoon: Visual Management</p> <ul style="list-style-type: none"> <li>• Understand purpose, benefits, and key elements of visual management.</li> <li>• Identify characteristics of effective visual displays.</li> </ul> <p>Note: We will not cover managing individual performance, graphing techniques, infographics, or data visualization software.</p>	<p>Everyone</p>	
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<p><b>Introduction to Strategic Planning</b></p>	<p>What is the difference between mission and vision? Do goals or objectives come first? Who should be involved in developing a strategic plan and how long should it take?</p> <p>This training provides an overview of strategic planning, when and why to develop a strategic plan, and how it fits with other management systems and functions. Participants will learn key issues to address and the basic elements and processes used to develop a strategic plan.</p>	<p>Everyone</p>	
<p><b>Time Management</b></p>	<p>Want to increase your effectiveness and reduce stress? This training covers techniques you can use to develop your time management skills, allowing you to increase the time you have for important projects and reduce the time you spend on unnecessary tasks. Increase your effectiveness and performance levels, reduce stress, and organize, prioritize and manage your workload to make the most of your time.</p>	<p>Individual Contributor</p>	



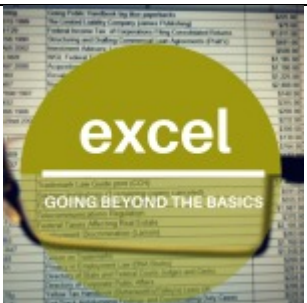
## Leverage Technology

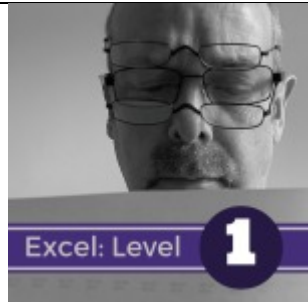
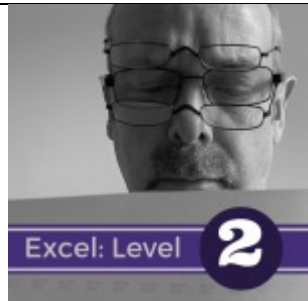





Did your grandparent ever tell you about the importance of using the right tool for the job? Technology is often that tool that helps us in innumerable ways and continues to expand, delight, and challenge us daily. The constant changes and improvements can be intimidating to some and enlivening to others. Either way, technological advancements are here to stay as we strive to work more creatively, collaboratively, efficiently, and effectively. The trainings in this section share the latest and greatest tips and techniques for users and help us build the skills to leverage technology as the right tool for the job.



<p><b>Adobe InDesign Introduction</b></p>	<p>Learn how to create commonly needed desktop publishing communications in this four-session class. Topics include creating flyers, posters, brochures, magazines, multi-page newsletters, and templates for book pages and webpage layouts.</p> <p>Class runs four sessions.</p> <p>Instructor: Meredith Blache. Meredith is a member of the Professional Photographers of America and has led many workshops in digital photography and image editing around the country. She is an Adobe Master Teacher with a degree in Information Technology.</p>	<p>Everyone</p>	
<p><b>Adobe Photoshop 1: Learning the Basics</b></p>	<p>This class is an excellent introduction to Adobe Photoshop. Learn the basics, from how each tool works to what layers are, gaining confidence with Photoshop as you create and complete several projects. Images will be provided.</p> <p>This course runs for three Saturdays.</p> <p>Instructor: Meredith Blache. Meredith is a member of the Professional Photographers of America and has led many workshops in digital photography and image editing around the country. She is an Adobe Master Teacher with a degree in Information Technology.</p>	<p>Everyone</p>	




<p>Digital Photography</p>	<p>Significantly improve your digital camera photography with instruction from our expert. This three-class series includes: Get to Know Your Camera, Take Great Photos, and Get Out of Auto Mode.</p> <p>Instructor: Meredith Blache. Meredith is a member of the Professional Photographers of America and has led many workshops in digital photography and image editing around the country. She is an Adobe Master Teacher with a degree in Information Technology.</p>	<p>Everyone</p>	
<p>Excel 2013: Macros</p>	<p>Reduce your work time by learning to create macros in Excel to perform a wide variety of functions. Learn to write macros to make decisions for you: do loop, for next, case statement, and if else next statements.</p> <p>Instructor: Jesse Braswell. Jesse has worked in the computer industry for over 25 years with IBM, Microsoft, and other corporations to train their employees. With these corporations, he created and contributed to the development of numerous books, manuals, and training material. As a Microsoft Certified Product Specialist his focus is end-user productivity, teaching the Microsoft suite, web development, and other varied software applications.</p>	<p>Everyone</p>	
<p>Excel: Going Beyond the Basics</p>	<p>Expand your Excel skills! Learn to use features like filtering, summarizing data, and creating pivot tables. Discover ways to collaborate better with your team and colleagues.</p> <p>Instructor: Jesse Braswell. Jesse has trained employees in the computer industry for more than twenty-five years with IBM, Microsoft and other corporations. He created and contributed to the development of numerous books, manuals and training materials. As a Microsoft Certified Product Specialist, his focus included end-user productivity, teaching the Microsoft suite, web development, and other software applications.</p>	<p>Everyone</p>	

<p><b>Excel: Level 1</b></p>	<p>Learn techniques for entering data into cells, working with data, and using data tables more efficiently. Discover how to finish your workbook and how to navigate and get help in Excel 2013. This class also will cover basic techniques for filtering and limiting data that can be entered into individual cells.</p> <p>Course materials included.</p> <p>Please bring a memory stick or flash drive to class.</p> <p>Prerequisite: Previous Windows experience. Not recommended for Mac users.</p> <p>Instructor: Pamela Richards or Jeffrey Richards.</p>	<p>Everyone</p>	
<p><b>Excel: Level 2</b></p>	<p>Build your Excel skills and learn intermediate techniques for:</p> <ul style="list-style-type: none"> <li>• Summarizing data.</li> <li>• Creating dynamic charts and graphs.</li> <li>• Utilizing formulas and functions.</li> <li>• Using passwords, comments, and change tracking to increase your ability to collaborate with your team!</li> </ul> <p>Please bring a memory stick or flash drive to class.</p> <p>Prerequisite: Excel Level 1 (or equivalent experience)</p> <p>This course is not recommended for Mac users.</p> <p>Instructor: Jeffrey Richards</p>	<p>Everyone</p>	

<p><b>Excel: Pivot Tables</b></p>	<p>Excel's pivot table feature is an incredibly powerful tool that makes it easy to tabulate and summarize data in spreadsheets. It also allows you to quickly change how your data is summarized.</p> <p>Instructor: Jesse Braswell. Jesse has trained employees in the computer industry for more than twenty-five years with IBM, Microsoft and other corporations. He created and contributed to the development of numerous books, manuals and training materials. As a Microsoft Certified Product Specialist, his focus included end-user productivity, teaching the Microsoft suite, web development, and other software applications.</p>	<p>Everyone</p>	 <p>A graphic with a blue header containing the text '• pivot tables •'. Below the header is a close-up image of several white push buttons on a calculator, with the word 'Excel' in blue text at the bottom.</p>
<p><b>Excel: Productivity in Excel 2013</b></p>	<p>Learn Microsoft Excel spreadsheet basics, formulas, functions, and shortcuts. Basic PC and typing skills helpful, but this class is for Excel beginners. In addition to a book, leave the class with a tip sheet sure to save you and your colleagues' time and frustration on your next project!</p> <p>Instructor: Jesse Braswell. Jesse has trained employees in the computer industry for more than twenty-five years with IBM, Microsoft and other corporations. He created and contributed to the development of numerous books, manuals and training materials. As a Microsoft Certified Product Specialist, his focus included end-user productivity, teaching the Microsoft suite, web development, and other software applications.</p>	<p>Everyone</p>	 <p>A graphic featuring a green circular badge with a white plus sign and the text 'Excel TIPS AND TRICKS'. The badge is set against a background of green and yellow vertical bars.</p>
<p><b>Graphic Design/Desktop Publishing with Adobe Creative Cloud, Introduction to</b></p>	<p>Want to design business cards, letterhead, an ad, brochure or newsletter? Learn to effectively communicate your message based upon the principles of good design in this hands-on overview.</p> <p>In this six-session training learn effective message presentation and communication. Topics include the basic features of Adobe's graphic design and desktop publishing programs: Acrobat, InDesign, Illustrator, and Photoshop.</p> <p>Prerequisites: You must be familiar with mouse and menu-based computer applications.</p>	<p>Everyone</p>	 <p>A graphic with a black background and colorful bokeh lights. The text 'GRAPHIC DESIGN' is prominently displayed in white, with 'WITH ADOBE CREATIVE CLOUD APPLICATIONS' in smaller text below it.</p>

<p>PeopleSoft: Advanced PeopleSoft Query</p>	<p>Advance your PeopleSoft query skills with new topics. In this session, we'll cover:</p> <ul style="list-style-type: none"> <li>• Subqueries: Exist/Not Exist, In List/Not In List, other condition types</li> <li>• The Case statement: If-Then-Else logic</li> <li>• Union queries and outer joins</li> <li>• Case studies: The "movement" queries and more</li> <li>• Aggregates: Create and Q/C aggregate queries</li> </ul> <p>User guides and training materials are provided. Sessions will be "hands on the keyboard," so come prepared to learn by doing!</p> <p>Prerequisite: Introduction to and Intermediate PeopleSoft Query.</p>	<p>Everyone</p>	
<p>PeopleSoft: Intermediate PeopleSoft Query</p>	<p>You're building on your PeopleSoft query skills and moving into intermediate skills. In this class we'll cover:</p> <ul style="list-style-type: none"> <li>• Expressions and functions: operators, data fields, data conversion</li> <li>• Complex criteria: use of like, in list, condition types, grouping</li> <li>• The XLAT table: what it is and how it works</li> <li>• Advanced prompts using prompt tables</li> <li>• Simple unions and subqueries</li> <li>• Case studies of interesting queries</li> </ul> <p>User guides and training materials are provided. Sessions are "hands on the keyboard," so come prepared to learn by doing!</p> <p>Prerequisite: Introduction to PeopleSoft Query.</p>	<p>Everyone</p>	

<p><b>PeopleSoft: Introduction to PeopleSoft Query</b></p>	<p>This training is open to experienced PeopleSoft users who wish to learn to create useful reports using PeopleSoft Query. Topics we will cover include:</p> <ul style="list-style-type: none"> <li>• Relational database concepts</li> <li>• The importance of effective dates</li> <li>• Data dictionary for the human capital management (HCM) database</li> <li>• Important tables: KC_Employees, KC_JobHIST, KC_POSNDTA_R_VW</li> <li>• Practice creating, modifying, and running queries</li> <li>• Exporting to Excel</li> </ul> <p>User guides and training materials are provided. Sessions are “hands on the keyboard,” so come prepared to learn by doing!</p> <p>Prerequisite: Experienced PeopleSoft users</p>	<p>Everyone</p>	
<p><b>PeopleSoft: Special Topics in PeopleSoft Query</b></p>	<p>Do you want to expand your PeopleSoft query skills? Experienced PeopleSoft query users are invited to learn about:</p> <ul style="list-style-type: none"> <li>• Payroll tables</li> <li>• Time and labor tables</li> <li>• Special duty tables</li> </ul> <p>We'll focus on a case study: a complex query to analyze job data.</p> <p>User guides and training materials are provided. Sessions are “hands on the keyboard,” so come prepared to learn by doing!</p> <p>Prerequisite: Experienced PeopleSoft query users</p>	<p>Everyone</p>	