



Leadership Development Workshops

The Department of Enterprise Services offers leadership development workshops on a variety of topics. Agencies may request an interagency agreement to have a workshop for their staff only or have staff attend an open enrollment class with people from other agencies. The open enrollment Leadership Development Workshop schedule is available to view currently scheduled workshops.

Open enrollment registration information is located at the bottom of this page.

If your agency is interested in having a workshop for your staff exclusively, please contact Patrick Seigler (Patrick.Seigler@des.wa.gov), Leadership Development Manager for more information.

Workshop Descriptions:

Managing Stress, Time, & Energy for Leaders

Even before the current crises our work environments had changed significantly. Over the last decade, we've had increasing flexibility, mobility, and overlap between professional and personal lives. This makes it difficult for everyone, leaders included, to find a balance between their work and private lives. *Managing Stress, Time, & Energy for Leaders*, a virtual instructor-led workshop, will assist leaders in understanding their current energy allocation and how that impacts their team. Participants will leave with a plan for maximizing the effectiveness of their work time while creating balance with the rest of their life.

Managing Emotions for Success as a Leader

In order to step fully into leadership, it's critical that leaders need to know how to regulate and manage emotions, particularly during times of uncertainty such as those we currently face. *Managing Emotions for Success as a Leader*, a virtual instructor-led workshop, will help leaders explore the foundations of emotional intelligence, assess their own emotional intelligence, and gain tools to grow their emotional intelligence. Participants will work with their peers to practice strategies to manage strong emotions and proactively choose their responses.

Building Trust With Your Team

We know how important trust is in every relationship. This interactive workshop can help your leaders and their team members learn how to build trust in the workplace and how to repair it when it's been broken. This workshop is designed to illustrate the importance of trust in workplace relationships. After completing this workshop, the participants will define workplace trust and its value. Explain how trust is an essential element of successful leadership. This workshop will also help participants explain how trust affects relationships, teams and performance, list behaviors that builds and erodes trust, and determine actions that establish and rebuild trust in the workplace.

Communicating with Your Team: Understanding Styles



Leaders need to be able to communicate with clarity to many different personalities, which can be incredibly challenging. *Communicating with Your Team: Understanding Styles*, a virtual instructor-led workshop, will help leaders with this challenge by providing an in-depth exploration of communication styles and how they impact collaboration. After completing this workshop, participants will be able to recognize four main communication styles, identify the strengths and weaknesses of each style, and develop strategies to help team members with differing styles work together more effectively.

Addressing & Resolving Conflict

Dealing with conflict is a core leadership skill, and one that can be hard to develop. *Addressing and Resolving Conflict*, a virtual instructor-led workshop, uses the Thomas-Kilmann conflict instrument to help leaders develop the skills to resolve issues, settle differences, and create new solutions to address attitudes and behaviors that interfere with employee engagement, productivity, and retention. After completing this workshop, participants will be able to assess conflict situations, differentiate between conflict styles, identify when each style would be the most effective, and practice using different conflict styles.

Giving & Receiving Feedback

Even the most experienced manager can struggle with the art of sharing — and receiving — suggestions for improvement. *Giving and Receiving Feedback*, a virtual instructor-led workshop, will help leaders develop the skills and emotional regulation to provide and receive feedback. After completing this workshop, participants will be able to identify the increased performance benefits of creating a culture of mutual feedback, develop strategies for engaging teams in feedback, and practice providing and soliciting useful feedback with employees.

Inclusive Leadership Workshop Series

Self-Awareness & Values Driven Leadership

The path to Inclusive Leadership begins with a focus on your own journey and learning. Leading others and developing an inclusive work environment first requires developing self-awareness and a true understanding of your core values. In *Self-Awareness & Values Driven Leadership*, a virtual instructor-led workshop, participants will identify their strengths as a leader; define and articulate their core values; and look for linkages between their personal values and their organization's strategic vision.

Building a Psychologically Safe Team Culture

Psychological safety is foundational for a collaborative team environment where innovation happens, and creating a psychological safe space begins with leadership. Based on the research and teachings of Harvard University's Dr. Amy Edmondson, *Building a Psychologically Safe Team Culture*, a virtual instructor-led workshop, explores what psychological safety is, the impact on teams in the workplace, and leadership behaviors that create and maintain psychological safety with others.

Recognizing Implicit Bias

A crucial step in the journey to inclusive leadership is recognizing our own biases and how they impact the choices we make as leaders. Bias, which can be explicit or implicit and which we all have, creates barriers to respectful and inclusive workplaces. *Recognizing Implicit Bias* a virtual instructor-led workshop, helps leaders become aware of their own biases and potential impact on working relationships, including exploring in-group/out-group biases and how to address them for a culture of belonging.

Mitigating Implicit Bias in the Hiring Process

Diversity, equity, and inclusion must be part of every hiring decision to ensure that each person who joins the workforce can bring skills, experiences, and perspectives to teams that otherwise might miss the richness of what each individual has to offer. *Mitigating Implicit Bias in the Hiring Process* a virtual instructor-led workshop, is designed to help leaders become aware of their own biases and the subsequent impact these biases on the hiring process. After completing this workshop, participants will be able to (1) identify the benefits of a diverse and representative workforce, (2) explain the harmful impact of implicit bias to applicants, organizations, and communities, (3) assess and identify personal biases, and (4) plan for how to reduce the impact of bias on hiring decisions.

Disrupting Microaggressions

Valuing and engaging all members of a group, team, organization, or community through equitable, inclusive, and respectful behavior builds trust. Microaggressions can erode trust and a sense of belonging. *Disrupting Microaggressions* a virtual instructor-led workshop, helps leaders identify microaggressions and actions they can take to disrupt related behavior; recognize how culturally dominant practices create inequities or barriers to accessibility across various groups; discuss how their values and biases impact communication, working relationships, and the communities they serve; and use reflective practices to reduce their distancing and othering behaviors.

Bystander Intervention

Sometimes we just don't know what to say or do when we witness incidents of harassment and discrimination in the workplace. However, particularly as leaders, we have a responsibility to maintain a safe workplace for all. *Bystander Intervention* a virtual instructor-led workshop, helps leaders develop tools to intervene and support colleagues and customers who are the targets of inappropriate words and behaviors. After completing this workshop, participants will be able to (1) explain the bystander effect, (2) identify unhealthy and potentially abusive behaviors, and (3) develop intervention strategies for difficult situations.

Registration Information:

- State Agency Staff: Workshops available in the Learning Center for registration
- Non-Executive Agency Staff/Higher Education: <https://des.wa.gov/services/training-and-development/how-register>