

**INSTITUTE FOR MANAGEMENT STUDIES
&
THE CITY OF PHILADELPHIA**

**EXECUTIVE
DEVELOPMENT**

**FOR:
COMMISSIONERS
DEPUTY DIRECTORS
KEY DEPARTMENTAL LEADERS
&
MIDDLE MANAGERS**

**SPRING
2007
COURSE CATALOG**

HERE IS WHAT OUR COMMISSIONERS, DEPUTY DIRECTORS AND MANAGERS ARE SAYING ABOUT IMS SEMINARS:

"The seminar has changed my life. I even used some of the practices in my home life."

"As a manager working for the City, I can say that this was the best training I have received."

"The seminar was great! I want to come to another one."

"Thank you very much. My experience with IMS is that their seminars are rewarding and informative. Their presenters offer real life experiences and tools with proven effectiveness. I have never left regretting that I attended. I am sure that I will find this one of the same caliber."

"This course provided concrete examples of making changes within organizations. I am going to use some of the information in my interviewing process for new management hires."

"I attended the Ed Foreman presentation yesterday and it was wonderful. I would recommend this course as a life-building experience. Foreman is a dynamic speaker right up there with the best. Thanks for giving me this opportunity."

"The environment is relaxing, and the seminar was engaging. It was a nice change in pace."

"The IMS class was excellent. There were members from other City departments and also other government and private agencies."

"The information provided in the IMS seminar is very useful. The instructor was helpful and the class size was fine."



IMS *Philadelphia 2007*

THE CITY OF PHILADELPHIA & THE INSTITUTE FOR MANAGEMENT STUDIES

WHAT IS THE INSTITUTE FOR MANAGEMENT STUDIES (IMS)?

- The Institute for Management Studies is an organization that provides convenient, one-day workshops for key departmental leaders, senior level managers and executive personnel.
- IMS is an enabler, which helps organizations develop its employees' leadership skills by providing a wide range of current topics in a seminar format, delivered by a world class, leading-edge faculty.
- IMS helps leaders and managers become more effective leaders and decision-makers.
- IMS seminars are only available to peers from member organizations.

THE INTENDED AUDIENCE:

- The IMS training is restricted for commissioners, deputy commissioners, key departmental leaders, and division managers.
IMS HAS BEEN CHOSEN AS ONE OF THE WAYS TO TRAIN OUR EXECUTIVES, MANAGERS AND KEY DEPARTMENTAL LEADERS BECAUSE:

- Its curriculum is relevant for training in areas of leadership. In addition, the IMS curriculum is established after all of the regional organizations meet and discuss important topics that they feel should be incorporated into the curriculum.
- The audience is controlled and targeted; not mass marketed. Only individuals who are members can participate in the IMS seminars.

Other participating companies, in addition to the City of Philadelphia, include: ARAMARK, AstraZeneca, Atofina Chemicals, Centocor, Cigna, Cognis Corp., Conectiv, Federal Reserve Bank, Independence Blue Cross, Intracorp, Provident Mutual Life Insurance, PECO Energy, QVC, Rohm & Haas, SAP America, SmithKline, and Unisys.

IMS SPRING 2007 COURSES

WE OFFER 10 COURSES FOR YOUR PROFESSIONAL DEVELOPMENT NEEDS

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THE ONE DAY MBA: TOOLS FOR IMPROVING PERFORMANCE

Date:	January 30, 2007	Location:	Springfield Country Club
Registration:	8:30 AM		400 West Sproul Road
Session:	9:00 AM – 4:00 PM		Springfield, PA 19064

Intended Audience:

This course is restricted to Middle Managers, Division Managers and Key Departmental Leaders at the EP 23 level and above.

Course Description:

All leaders need to develop a broad perspective to effectively deal with the complex challenges they face daily. This seminar presents many of the tools and techniques found in MBA programs today. You'll examine how basic business processes drive financial results, how good risk management can improve business planning and decision making, and explore how financial and non-financial measures can best be used to evaluate operating results.

Instructor: Dr. Anthony Catanach is an accounting professor at Villanova. His experience includes 5 years as audit manager with KPMG and 6 years in the banking industry. He's delivered numerous exec-ed programs for private and public organizations in the US & Europe. He received the American Accounting Association's *Innovation in Accounting Education Award* for his development of the Business Activity Model.

CITY OF PHILADELPHIA
PERSONNEL DEPARTMENT
TRAINING AND DEVELOPMENT

**THE ONE DAY MBA: TOOLS FOR IMPROVING
PERFORMANCE**

EMPLOYEE INFORMATION

NAME: _____ **PAYROLL #** _____

TITLE: _____ **DEPT:** _____ **WORK #** _____

INVESTMENT \$325

All Sessions run from 9:00-4:00 and are held at Springfield Country Club, Springfield, PA
Cost is \$325 - includes continental breakfast, lunch, and session materials. Dress is Business Casual

TRANSFER OF FUNDS AUTHORIZATION

To: Index Code 560243 Class 256 Amount \$ _____
From: Index Code _____ Class 256 Amount \$ _____

Authorized By: _____ Dept: _____

Authorized By: Celia O'Leary, Deputy Director, Personnel Department

DATE REQUESTED

January 30, 2007

Location: Springfield Country Club

APPROVALS

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Training Officer/HR Signature _____ Date _____

Please forward this form to:
Patricia Jordan, Central Personnel Department
MSB 1401 JFK Blvd., 15th Floor

**NO LATER THAN ONE WEEK PRIOR TO THE SCHEDULED DATE OF THE
SESSION**

AT THE HEART OF EVERYTHING: CONVERSATIONAL COMPETENCY

Date:	February 12, 2007	Location:	Springfield Country Club
Registration:	8:30 AM		400 West Sproul Road
Session:	9:00 AM – 4:00 PM		Springfield, PA 19064

Intended Audience:

This course is restricted to Middle Managers, Division Managers and Key Departmental Leaders at the EP 23 level and above.

Course Description:

One aspect of leadership is creating a context for effective coordinated action. Organizations are networks of conversations and conversation is at the heart of coordinated action. This program explores the foundation of conversation and principles of conversational competency - building trusting relationships and generating effective coordinated action. You'll see how styles affect results and how language, moods, emotions interact to form our conversations.

Instructor: Dr. Neil Sicherman is the former Associate Dean for Executive Programs at Villanova and was responsible for creating and designing an innovative Executive MBA program. Dr. Sicherman's clients include Johnson & Johnson, University of Pennsylvania Health System, CIA, SAP, IBM, Wyeth, AARP, Sanofi-Aventis, Armstrong, Walt Disney Co, 3M, Viacom, Alcoa, MGM, UNUM, and AT&T.

CITY OF PHILADELPHIA
PERSONNEL DEPARTMENT
TRAINING AND DEVELOPMENT

**AT THE HEART OF EVERYTHING:
CONVERSATIONAL COMPETENCY**

EMPLOYEE INFORMATION

NAME: _____ **PAYROLL #** _____

TITLE: _____ **DEPT:** _____ **WORK #** _____

INVESTMENT \$325

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Authorized By: _____ Dept: _____

Authorized By: Celia O'Leary, Deputy Director, Personnel Department

DATE REQUESTED

February 12, 2007

Location: Springfield Country Club

APPROVALS

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Training Officer/HR Signature _____ Date _____

Please forward this form to:
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MSB 1401 JFK Blvd., 15th Floor

**NO LATER THAN ONE WEEK PRIOR TO THE SCHEDULED DATE OF THE
SESSION**

REGAINING CONTROL: MASTERING WORKFLOW IN OUR WORLD OF MORE, BETTER, FASTER

Date:	March 6, 2007	Location:	Springfield Country Club
Registration:	8:30 AM		400 West Sproul Road
Session:	9:00 AM – 4:00 PM		Springfield, PA 19064

Intended Audience:

This course is restricted to Middle Managers, Division Managers and Key Departmental Leaders at the EP 23 level and above.

Course Description:

It's one thing to sort, crunch, merge and purge files, emails, meetings, and manage your time. It's another to head off the onslaught before it hits you! This workshop will focus on how to make better choices and how to work smarter, not harder. It's about how to say "no" in ways that not only give you back your life, but gain the respect of others in the process. Participants will examine the root causes of the overload (you own a lot more of that than you think you do!), and how to take back control, one day at a time.

Instructor: Mr. Bill Jensen is CEO of The Jensen Group. He has spent over a decade studying business's ability to design work. His first book, *Simplicity*, was the Number 5 Leadership/Management book on Amazon in 2000. His next best-sellers were *Work 2.0*, and *The Simplicity Survival Handbook: 32 Ways to Do Less and Accomplish More*. His latest book, *What is Your Life's Work?*, reveals what matters at work, and in life. His clients include Bank of America, Walt Disney World, America Express, and The World Bank.

CITY OF PHILADELPHIA
PERSONNEL DEPARTMENT
TRAINING AND DEVELOPMENT

**REGAINING CONTROL: MASTERING WORKFLOW IN
OUR WORLD OF MORE, BETTER, FASTER**

EMPLOYEE INFORMATION

NAME: _____ **PAYROLL #** _____

TITLE: _____ **DEPT:** _____ **WORK #** _____

INVESTMENT \$325

All Sessions run from 9:00-4:00 and are held at Springfield Country Club, Springfield, PA
Cost is **\$325** - includes continental breakfast, lunch, and session materials. Dress is Business Casual

TRANSFER OF FUNDS AUTHORIZATION

To: Index Code 560243 Class 256 Amount \$ _____
From: Index Code _____ Class 256 Amount \$ _____

Authorized By: _____ Dept: _____

Authorized By: Celia O'Leary, Deputy Director, Personnel Department

DATE REQUESTED

March 6, 2007

Location: Springfield Country Club

APPROVALS

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Training Officer/HR Signature _____ Date _____

Please forward this form to:
Patricia Jordan, Central Personnel Department
MSB 1401 JFK Blvd., 15th Floor

**NO LATER THAN ONE WEEK PRIOR TO THE SCHEDULED DATE OF THE
SESSION**

SOME COMMON DECISION TRAPS AND HOW TO AVOID THEM

Date:	March 26, 2007	Location:	Springfield Country Club
Registration:	8:30 AM		400 West Sproul Road
Session:	9:00 AM – 4:00 PM		Springfield, PA 19064

Intended Audience:

This course is restricted to Middle Managers, Division Managers and Key Departmental Leaders at the EP 23 level and above.

Course Description:

In this very practical workshop, we will examine how managers and executives can improve their strategic decision making abilities. Participants will learn how to deal more effectively with ambiguous information, loosely structured problems, uncertainty and trade-offs. This session will focus on the benefits of critical thinking, breakthrough processes, and group problem solving.

Instructor: Dr. Kathy Pearson is adjunct professor at Wharton and its Exec-Ed, teaching Systems Thinking, Decision Trees, and Scenario Planning. She's served as Academic Director for Wharton and GlaxoSmithKline's Executive Programs. She provides strategic planning, modeling and analytical support for the pharmaceutical industry, hospital groups, Department of Defense, and several manufacturing companies.

SOME COMMON DECISION TRAPS AND HOW TO AVOID THEM

EMPLOYEE INFORMATION

NAME: _____ PAYROLL # _____

TITLE: _____ DEPT: _____ WORK # _____

INVESTMENT \$325

All Sessions run from 9:00-4:00 and are held at Springfield Country Club, Springfield, PA
Cost is \$325 - includes continental breakfast, lunch, and session materials. Dress is Business Casual

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From: Index Code _____ Class 256 Amount \$ _____

Authorized By: _____ Dept: _____

Authorized By: Celia O'Leary, Deputy Director, Personnel Department

DATE REQUESTED

March 26, 2007

Location: Springfield Country Club

APPROVALS

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Training Officer/HR Signature _____ Date _____

Please forward this form to:
Patricia Jordan, Central Personnel Department
MSB 1401 JFK Blvd., 15th Floor

**NO LATER THAN ONE WEEK PRIOR TO THE SCHEDULED DATE OF THE
SESSION**

LEADING VS. MANAGING: THE DIFFERENCE IS THE KEY TO YOUR SUCCESS

Date:	April 10, 2007	Location:	Springfield Country Club
Registration:	8:30 AM		400 West Sproul Road
Session:	9:00 AM – 4:00 PM		Springfield, PA 19064

Intended Audience:

This course is restricted to Middle Managers, Division Managers and Key Departmental Leaders at the EP 23 level and above.

Course Description:

Effective leaders empower people in ways that have them take ownership for their role and responsibility for their actions. Leaders know how to get people to respond to them. What do successful organizations do to create in their people the ability to take ownership? How do leaders move from managing to leading so that people will follow? This session provides insight into what successful organizations do, and give practical tips on how to achieve it.

Instructor: Mr. Paul Bridle has spent the last 14 years researching what makes people effective and what they do that makes the business so effective. He helps organizations improve their performance through their people, starting at the top. He is author of Leadership: The Never-ending Story and a principal consultant at Proaction International, which consults on business strategy, corporate values and people planning.

CITY OF PHILADELPHIA
PERSONNEL DEPARTMENT
TRAINING AND DEVELOPMENT

**LEADING VS. MANAGING:
THE DIFFERENCE IS THE KEY TO YOUR SUCCESS**

EMPLOYEE INFORMATION

NAME: _____ **PAYROLL #** _____

TITLE: _____ **DEPT:** _____ **WORK #** _____

INVESTMENT \$325

All Sessions run from 9:00-4:00 and are held at Springfield Country Club, Springfield, PA
Cost is \$325 - includes continental breakfast, lunch, and session materials. Dress is Business Casual

TRANSFER OF FUNDS AUTHORIZATION

To: Index Code 560243 Class 256 Amount \$ _____
From: Index Code _____ Class 256 Amount \$ _____

Authorized By: _____ Dept: _____

Authorized By: Celia O'Leary, Deputy Director, Personnel Department

DATE REQUESTED

April 10, 2007

Location: Springfield Country Club

APPROVALS

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Training Officer/HR Signature _____ Date _____

Please forward this form to:
Patricia Jordan, Central Personnel Department
MSB 1401 JFK Blvd., 15th Floor

**NO LATER THAN ONE WEEK PRIOR TO THE SCHEDULED DATE OF THE
SESSION**

FLEXIBLE THINKING: YOUR PATH TO FASTER AND BETTER RESULTS

Date:	April 24, 2007	Location:	Springfield Country Club
Registration:	8:30 AM		400 West Sproul Road
Session:	9:00 AM – 4:00 PM		Springfield, PA 19064

Intended Audience:

This course is restricted to Middle Managers, Division Managers and Key Departmental Leaders at the EP 23 level and above.

Course Description:

This workshop is an engaging, "whole brain" experience and will include multi-media presentations, practical examples, group interaction and unique experiential exercises. Attendees will walk away with an actionable set of skills and practical take away tools to enhance their productivity and effectiveness.

Instructor: Ms. Ann Herrmann-Nehdi is CEO of Herrmann International, publisher of the Herrmann Brain Dominance Instrument (HBDI), and Winner of ISA's Business of the Year, based on extensive research on thinking and the brain. She's an advisor to the American Creativity Association, and has served such clients as Bank Of America, Coca-Cola, Hallmark, Wharton School, and many educational groups.

CITY OF PHILADELPHIA
PERSONNEL DEPARTMENT
TRAINING AND DEVELOPMENT

**FLEXIBLE THINKING:
YOUR PATH TO FASTER AND BETTER RESULTS**

EMPLOYEE INFORMATION

NAME: _____ **PAYROLL #** _____

TITLE: _____ **DEPT:** _____ **WORK #** _____

INVESTMENT \$325

All Sessions run from 9:00-4:00 and are held at Springfield Country Club, Springfield, PA
Cost is **\$325** - includes continental breakfast, lunch, and session materials. Dress is Business Casual

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From: Index Code _____ Class 256 Amount \$ _____

Authorized By: _____ Dept: _____

Authorized By: Celia O'Leary, Deputy Director, Personnel Department

DATE REQUESTED

April 24, 2007

Location: Springfield Country Club

APPROVALS

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Training Officer/HR Signature _____ Date _____

Please forward this form to:
Patricia Jordan, Central Personnel Department
MSB 1401 JFK Blvd., 15th Floor

**NO LATER THAN ONE WEEK PRIOR TO THE SCHEDULED DATE OF THE
SESSION**

COMMUNICATION, INFLUENCE AND THE ART OF PERSUASION

Date:	May 7, 2007	Location:	Springfield Country Club
Registration:	8:30 AM		400 West Sproul Road
Session:	9:00 AM – 4:00 PM		Springfield, PA 19064

Intended Audience:

This course is restricted to Middle Managers, Division Managers and Key Departmental Leaders at the EP 23 level and above.

Course Description:

In a practical sense, the purpose of communication is to expand our reach beyond the boundaries of our own efforts, and allow us to achieve our goals and objectives through the assistance of others. A trained *Quick Change Artist* approaches influence through persuasion with a keen eye, an ability to hear what's not been said, an awareness of what motivates and moves, and determination that what gets communicated is exactly what one intends.

Instructor: Dr. Rick Kirschner is co-author of the internationally best-selling books *Dealing with People You Can't Stand*, and *Life By Design*. He has been consulting and teaching since 1980. He is one of only 15 people authorized by the Tom Peters Group to deliver the *In Search of Excellence* and *Thriving on Chaos* programs. His clients include AT&T, Ford Motor Co, Hewlett-Packard, IBM, Motorola, SAFECO.

CITY OF PHILADELPHIA
PERSONNEL DEPARTMENT
TRAINING AND DEVELOPMENT

**COMMUNICATION, INFLUENCE AND THE ART OF
PERSUASION**

EMPLOYEE INFORMATION

NAME: _____ **PAYROLL #** _____

TITLE: _____ **DEPT:** _____ **WORK #** _____

INVESTMENT \$325

All Sessions run from 9:00-4:00 and are held at Springfield Country Club, Springfield, PA
Cost is \$325 - includes continental breakfast, lunch, and session materials. Dress is Business Casual

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To: Index Code 560243 Class 256 Amount \$ _____
From: Index Code _____ Class 256 Amount \$ _____

Authorized By: _____ Dept: _____

Authorized By: Celia O'Leary, Deputy Director, Personnel Department

DATE REQUESTED

May 7, 2007

Location: Springfield Country Club

APPROVALS

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Training Officer/HR Signature _____ Date _____

Please forward this form to:
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**NO LATER THAN ONE WEEK PRIOR TO THE SCHEDULED DATE OF THE
SESSION**

TRANSFORMATIONAL LEADERSHIP: MOVING TOWARD A DESIRED GOAL

Date:	June 4, 2007	Location:	Springfield Country Club
Registration:	8:30 AM		400 West Sproul Road
Session:	9:00 AM – 4:00 PM		Springfield, PA 19064

Intended Audience:

This course is restricted to Middle Managers, Division Managers and Key Departmental Leaders at the EP 23 level and above.

Course Description:

This interactive session explores implications/ applications of transformational leadership – leading organizational transformation by facilitating the creation of a transforming vision, change in direction, departure from the status quo, and, at the same time, fostering an environment that enables the transformation.

Instructor: Dr. Sheldon Rovin is Emeritus Professor of Healthcare Systems at the Wharton School of Business and past Director of Healthcare Executive Management Programs at Wharton Executive Education and the Leonard Davis Institute of Health Economics. Dr. Rovin's publications include over 90 journal articles and book chapters, and 9 books.

CITY OF PHILADELPHIA
PERSONNEL DEPARTMENT
TRAINING AND DEVELOPMENT

**TRANSFORMATIONAL LEADERSHIP:
MOVING TOWARD A DESIRED GOAL**

EMPLOYEE INFORMATION

NAME: _____ **PAYROLL #** _____

TITLE: _____ **DEPT:** _____ **WORK #** _____

INVESTMENT \$325

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To: Index Code 560243 Class 256 Amount \$ _____
From: Index Code _____ Class 256 Amount \$ _____

Authorized By: _____ Dept: _____

Authorized By: Celia O'Leary, Deputy Director, Personnel Department

DATE REQUESTED

June 4, 2007

Location: Springfield Country Club

APPROVALS

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Training Officer/HR Signature _____ Date _____

Please forward this form to:
Patricia Jordan, Central Personnel Department
MSB 1401 JFK Blvd., 15th Floor

**NO LATER THAN ONE WEEK PRIOR TO THE SCHEDULED DATE OF THE
SESSION**

EVERYONE NEGOTIATES: THE ART OF GETTING WHAT YOU BOTH WANT

Date:	July 12, 2007	Location:	Springfield Country Club
Registration:	8:30 AM		400 West Sproul Road
Session:	9:00 AM – 4:00 PM		Springfield, PA 19064

Intended Audience:

This course is restricted to Middle Managers, Division Managers and Key Departmental Leaders at the EP 23 level and above.

Course Description:

In this course, you will learn successful negotiation techniques and strategies and practice them in situations commonly encountered by executives and managers. The objectives of this program are to provide participants with an understanding of negotiation and what makes a negotiator successful; to give participants the behavioral tools, strategies and tactics needed to create a win-win outcome; and, finally, to improve the negotiation skills of participants through an in-depth negotiation exercise where they will negotiate a work-related situation.

Instructor: Mr. Peter Stark is President of Peter Barron Stark & Assocs. He has been published world wide in over 300 articles and has written 6 books, including *The Only Negotiating Guide You'll Ever Need*. Peter's one of the few speakers to hold the prestigious dual designation of Accredited Speaker from Toastmaster's International and the Certified Speaking Professional from the National Speaker's Association. His clients include MetLife, Virgin Entertainment, Wells Fargo, Lowe's, PETCO, Shea Homes, and SONY.

CITY OF PHILADELPHIA
PERSONNEL DEPARTMENT
TRAINING AND DEVELOPMENT

**EVERYONE NEGOTIATES:
THE ART OF GETTING WHAT YOU BOTH WANT**

EMPLOYEE INFORMATION

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TITLE: _____ **DEPT:** _____ **WORK #** _____

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Authorized By: Celia O'Leary, Deputy Director, Personnel Department

DATE REQUESTED

July 12, 2007

Location: Springfield Country Club

APPROVALS

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Training Officer/HR Signature _____ Date _____

Please forward this form to:
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MSB 1401 JFK Blvd., 15th Floor

**NO LATER THAN ONE WEEK PRIOR TO THE SCHEDULED DATE OF THE
SESSION**

POSITIVE CRITICISM: THE CORNERSTONE OF EFFECTIVE COACHING

Date:	August 8, 2007	Location:	Springfield Country Club
Registration:	8:30 AM		400 West Sproul Road
Session:	9:00 AM – 4:00 PM		Springfield, PA 19064

Intended Audience:

This course is restricted to Middle Managers, Division Managers and Key Departmental Leaders at the EP 23 level and above.

Course Description:

Criticism is perhaps the most powerful and neglected business skill. It causes more conflicts than disputes over power, pay, and promotion, and most of us do not give/ take criticism productively. This intense program focuses on how to transform the exchange of criticism into a positive, motivating, mutually beneficial experience that encourages trust, heightens self-esteem, and boosts productivity.

Instructor: Dr. Hendrie Davis “Hank” Weisinger is the author of *The Power of Positive Criticism*, *Emotional Intelligence at Work*, *Nobody's Perfect*, and *Anger at Work*. He teaches in executive education programs at New York University, MIT, and Wharton School at University of Pennsylvania. He has been a guest expert on over 300 television and radio shows.

CITY OF PHILADELPHIA
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**POSITIVE CRITICISM:
THE CORNERSTONE OF EFFECTIVE COACHING**

EMPLOYEE INFORMATION

NAME: _____ **PAYROLL #** _____

TITLE: _____ **DEPT:** _____ **WORK #** _____

INVESTMENT \$325

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TRANSFER OF FUNDS AUTHORIZATION

To: Index Code 560243 Class 256 Amount \$ _____
From: Index Code _____ Class 256 Amount \$ _____

Authorized By: _____ Dept: _____

Authorized By: Celia O'Leary, Deputy Director, Personnel Department

DATE REQUESTED

August 8, 2007

Location: Springfield Country Club

APPROVALS

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Training Officer/HR Signature _____ Date _____

Please forward this form to:
Patricia Jordan, Central Personnel Department
MSB 1401 JFK Blvd., 15th Floor

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