



strategic government resources

# Law Enforcement Leadership Academy

**2012-2013**



# About the SGR Law Enforcement Leadership Academy

SGR has been training public safety leaders alongside many other local government professionals since 2002 using the proven principles of Fourth Dimension Leadership. However, in 2011 conversations were held with a number of Chiefs of Police who were concerned that there was a tremendous need for a leadership development program that would better equip police officers to grow as leaders and managers within their organizations and communities. In particular, the upcoming “baby boom bust” in which huge numbers of senior police executives are eligible to retire in a very short time frame focused attention on the need for law enforcement agencies to become far more aggressive in developing the leadership pipeline. They realized that while they are doing an excellent job training hard policing skills, they were not adequately preparing current and future leaders with the right leadership and management skills sets to thrive as large numbers of baby boomers retire and an increasing number of promotions occur.

These Chiefs expressed a high confidence in SGR’s Fourth Dimension Leadership model, but felt that it needed to have a more specific law enforcement context and emphasis to be most effective. After much deliberation and discussion, almost a full year was devoted to overtly contextualizing Fourth Dimension Leadership for law enforcement, and identifying exceptional presenters for this new leading edge Law Enforcement Leadership Academy.

The SGR Law Enforcement Leadership Academy provides leading edge thinking and leadership competency development, presented by leading thinkers in law enforcement, specifically designed for the law enforcement environment.

## **Location of SGR Law Enforcement Leadership Academy**

**Grand Prairie Public Safety Building**  
**1525 Arkansas Lane**  
**Grand Prairie, TX 75052**

# About SGR

Strategic Government Resources (SGR) was founded in 1999 by long time city manager Ron Holifield for the express purpose of facilitating collaboration among local governments. In 2001, twelve cities approached SGR about assisting in the creation of a training alliance. A full year was devoted to gaining input, surveying users and developing the right plan for success.

In 2002, SGR trained approximately 50 employees in our first supervisory series. In 2004, SGR started producing our own curriculum. In 2007, SGR began offering a variety of employee assessment services, and by 2008, SGR was training over 700 employees per month. In 2009, SGR launched an online training initiative and by 2010 was training over 1,000 local government and public safety employees per month in 11 states making SGR the leading local government training firm in the nation.

In addition to training, SGR provides a variety of other services to local governments including executive recruitment, psychometric assessments, employee coaching and mentoring, elected official and executive team retreats and workshops, management consulting, and other collaborative activities where we can bring unique value to local governments through the power of collaboration. More information about SGR can be found on our website: [www.governmentresource.com](http://www.governmentresource.com).

## SGR's Learning Philosophy

SGR's Fourth Dimension Leadership Employee Development Model provides high performance leaders with a meaningful and results oriented approach to transforming their organizations and agencies. This transformation is not achieved through dramatic new programs and initiatives. It is only achieved through intentional and effective development today - not just of current leaders - but of the next generation of leaders, and the next generation after that, and the next generation after that. Accordingly, development of future leaders by very definition must be long term in scope, perspective and strategy.

Status quo organizations attempt to "train" rather than "develop" leaders. They tend to offer a variety of classes on leadership and management, each of which individually may provide good content, but are menu driven and disconnected from one another. In a menu driven environment, employees are left to choose training classes which interest them, or occasionally their supervisor will send them to a particular class for remedial purposes. Unfortunately, even with the best of intentions, menu driven training is by its very nature haphazard, ill focused, and often misses the mark on the leadership skills each individual and the collective team actually need to succeed.

More importantly - optional, menu driven training can actually nurture a culture of mediocrity. The absence of a developmental approach to preparing future leaders means a significant portion of individuals who promote do so without the requisite leadership competencies that should have been developed at an earlier level. The higher an individual rises in the organization and agency, the more resistant he or she becomes to "being trained". Which means the higher the individual promotes, the more institutionalized the mediocrity becomes.

In these organizations and agencies, individuals tend to be promoted for their technical competence, but with little preparation to lead others at the higher level. As a result, they rise to one level of responsibility beyond their leadership competency and stagnate. Technically capable and only one level beyond their leadership competency, they are not bad enough to terminate. But they are not good enough to promote again, so they end up as long term "stealth incompetents" - operationally functional but contributing to a culture of mediocrity due to an inability to lead. The result? Institutionalized mediocrity... making authentic transformation virtually impossible to achieve.

# SGR's Learning Philosophy, continued

Fourth Dimension Leadership recognizes that leaders can be developed – but that a coherent, planned and holistic building block approach must be utilized to achieve genuine leadership competency and effectiveness. Fourth Dimension Leadership starts by recognizing that all employees exercise some degree of leadership regardless of position.

The underlying foundation for success of ALL employees, including public safety, is **Relational Leadership (First Dimension)**, comprised of both Human Relations and Customer Service learning tracks. Fourth Dimension Leadership starts by recognizing that all employees exercise some degree of leadership regardless of position. Leadership at the front line is very different than leadership at the top, but using relational leadership skills to accomplish desired outcomes is still critical for maximum success. Relational Leadership is the foundational dimension in which people follow you because of how you treat them.

Once Relational Leadership competency is attained, an individual is ready to work on developing skills in **Operational Leadership (Second Dimension)**, which provides learning tracks that focus on supervisory and managerial effectiveness. In this Second Dimension, the individual progresses from managing relationships, to managing the performance of employees and operations. At the Operational Leadership level, people follow you because of your positional and intellectual authority - they believe you know more about the job at hand than they do.

**Systems Leadership (Third Dimension)** prepares leaders who have been responsible for managing daily operations to become leaders capable of creating an operational environment that facilitates excellent performance by shaping the culture and core values of the organization. Trust Building and Systems Building tracks help develop leaders who are responsible for designing, implementing and ensuring the effective functioning of healthy systems that govern how all underlying operations, including public safety, are managed.

Finally, **Strategic Leadership (Fourth Dimension)** focuses on producing leaders who transform the organization from what it is to what it aspires to become. A long term and change oriented perspective is required to help an organization envision the future and develop a practical, achievable, and yet aggressive, strategy for shaping its destiny. In each of the three predecessor leadership dimensions, primary emphasis is internally focused on executing with excellence, continuously improving current operations, and creating stable and healthy systems that ensure outstanding performance. With Strategic Leadership, the primary leader still bears responsibility for all that is happening within their organization and agency, but their allocation of time and personal attention shifts to become more strategically, and thus more externally, focused.

The Fourth Dimension Leadership model intentionally begins developing future leaders when they first enter the organization. It is important to note that the next generation of leaders is already in the workplace with a different set of values, a different reaction to authority, and a different approach to work life in general. As a result, development of this “leadership pipeline” is particularly critical as today’s 20-somethings rise through the organization. The old model of “training leaders through osmosis” simply will not work in the new world. Indeed, it never worked very well in the old world!

To create truly high performing public safety organizations demands a holistic approach to employee development rather than the traditional approach of event based training. SGR's training is designed to develop appropriate leadership competencies for employees current level of responsibility regardless of whether they are a new recruit, Chief of Police, or anywhere in between.

# Quality Strategy

## **Developmental Rather than Training Orientation**

The creation of high performance public safety organizations demands a holistic approach to employee development rather than traditional event based training. SGR's training is designed to help your employees become better overall employees who also understand how to be authentic leaders in their current role, rather than just "checking the box" like most traditional training programs.

## **Integrated Curricula that Flow Seamlessly**

Traditional training programs are viewed as stand alone events that have little to do with other training events attended. SGR's curricula are designed as building blocks which intentionally flow and build both horizontally (from class to class in a series) as well as vertically as a person moves up through the organization.

## **Law Enforcement Specific Context and Content**

SGR one of only a few national companies that produces a broad array of leadership development learning content specifically for the law enforcement environment. The simple fact is that good content presented in the wrong context will not reach your employees. SGR delivers excellent content within a relevant context for local government and public safety agencies.

## **Aggressive Quality Control**

SGR constantly evaluates every aspect of our content delivery. Every class participant responds to a written evaluation of both the presenter and the material, each agency Training Officer receives a follow up interview to discuss feedback received from employees who attended the session, and each presenter is asked to provide feedback on their experience. Our offerings and our presenters are constantly being evaluated, critiqued and improved to ensure we continually raise the bar on performance.

## **Aggressive Commitment to Speaker Quality**

SGR removes from our lineup any presenter that fails to consistently receive a 4+ on a scale of 1-5 from attendees. We are passionately committed to ensuring an outstanding learning experience. In addition, every SGR presenter is expected to be an expert in his/her field, as well as to understand local government and public safety and to



**Strategic Government Resources** brings a unique dimension and perspective to helping you recruit, select, develop, and retain high performance public safety team members.

# Fourth Dimension Leadership Model Pyramid



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### **Class Schedules and Course Descriptions**

## **Human Relations..... 10**

Human Relations classes help all employees ensure compliance with various legal, regulatory or risk management laws and regulations. But more importantly, these classes help employees develop the skill sets to treat people with honor, dignity and respect, and in so doing, making the employee a better leader, even at the front line. Every employee should take all of these classes both for risk

## **Customer Service..... 12**

Customer Service classes equip employees to deliver superior customer service, and in so doing, develop a wide array of skills to manage relationships successfully. They also provide a critical foundation for all supervisors and managers to create a customer service culture in all areas of the organization.

## **Supervisory ..... 16**

Supervisory classes focus on basic concepts that supervisors need to know in order to be effective and successful. All employees with supervisory responsibility should take this series.

## **Managerial ..... 20**

Managerial classes explore advanced concepts of management to help move public safety supervisors into management level positions. Every employee who has progressed beyond a front line supervisor should take this series.

## **Trust Building ..... 25**

Trust Building classes equip executives with the skill sets necessary to create a trust-centered environment, which is essential for high performance people to thrive.

## **Strategic ..... 28**

Strategic Leadership utilizes executive briefings on current, leading edge business books to provide a wide array of perspectives on 20 core leadership competencies and explore the practical application of business leadership principles within public safety organizations. This series is designed for leaders who aspire to think more strategically about the future.

## **Professional Competencies ..... 30**

Professional competency classes include topics that are not in the fourth dimension leadership pyramid but are integral training classes for specific positions and professional development.

# 2012 Schedule of Events

|  |   |   |
|--|---|---|
| <b>February 9:</b><br><b>February 9:</b>     | <b>Supervisory Series</b><br><b>Human Relations Courses</b> | Now That I'm a Supervisor<br>Embracing Diversity in the Workplace   |
| <b>March 8:</b><br><b>March 8:</b>           | <b>Supervisory Series</b><br><b>Customer Service Series</b> | Professional Ethics<br>Understanding Different Personality Styles   |
| <b>April 12:</b><br><b>April 12:</b>         | <b>Supervisory Series</b><br><b>Customer Service Series</b> | Employment Law and Supervisory Practices<br>Extraordinary Customer Service  |
| <b>May 10:</b><br><b>May 10:</b>             | <b>Supervisory Series</b><br><b>Customer Service Series</b> | Instilling Customer Service Values<br>Time Management   |
| <b>June 14:</b><br><b>June 14:</b>           | <b>Supervisory Series</b><br><b>Customer Service Series</b> | Managing Communication Processes<br>Effective Interpersonal Communication   |
| <b>July 12:</b><br><b>July 12:</b>           | <b>Supervisory Series</b><br><b>Customer Service Series</b> | Understanding and Managing Generations<br>Learning the Language of Multiple Generations   |
| <b>August 9:</b><br><b>August 9:</b>         | <b>Supervisory Series</b><br><b>Customer Service Series</b> | Recruiting Diversity<br>Conflict Resolution   |
| <b>September 13:</b><br><b>September 13:</b> | <b>Supervisory Series</b><br><b>Customer Service Series</b> | Managing Employee Performance<br>Pruning Negativity   |
| <b>October 11:</b><br><b>October 11:</b>     | <b>Supervisory Series</b><br><b>Human Relations Courses</b> | Leading Teams<br>Preventing Sexual Harassment   |
| <b>November 8:</b><br><b>November 8:</b>     | <b>Supervisory Series</b><br><b>Strategic Courses</b>       | The Art of Effective Delegation<br>Executive Book Briefing: <i>Blink</i> by Malcolm Gladwell  |
| <b>December 13:</b><br><b>December 13:</b>   | <b>Supervisory Series</b><br><b>Strategic Courses</b>       | Managing Change<br>Executive Book Briefing: <i>Leadership Lessons of the Navy Seals: Battle Tested Strategies for Creating Successful Organizations and Inspiring Extraordinary Results</i> by Jeff Cannon and Lieutenant Commander John Cannon |

# 2013 Schedule of Events

|  |  |   |
|--|--|---|
| <b>January 10:</b><br><b>January 10:</b>     | <b>Managerial Series</b><br><b>Human Relations Courses</b>   | Tools for Successful Leadership<br>Anger and Stress Management  |
| <b>February 14:</b><br><b>February 14:</b>   | <b>Managerial Series</b><br><b>Trust Building Series</b>     | Persuasive Communication<br>Building Trust with a Diverse Community   |
| <b>March 14:</b><br><b>March 14:</b>         | <b>Managerial Series</b><br><b>Trust Building Series</b>     | Building an Effective Business Case<br>Honing Your Emotional Intelligence   |
| <b>April 11:</b><br><b>April 11:</b>         | <b>Managerial Series</b><br><b>Trust Building Series</b>     | Managing a Public Safety Budget<br>Building High Performance Public Safety Teams  |
| <b>May 9:</b><br><b>May 9:</b>               | <b>Managerial Series</b><br><b>Trust Building Series</b>     | Presentations with an Impact<br>Coaching, Mentoring and Supervisory Counseling  |
| <b>June 13:</b><br><b>June 13:</b>           | <b>Managerial Series</b><br><b>Trust Building Series</b>     | Business Writing Skills<br>Managing Relationships   |
| <b>July 11:</b><br><b>July 11:</b>           | <b>Managerial Series</b><br><b>Trust Building Series</b>     | Hitting Your Target: Effective Goal Setting<br>Political Savvy: Navigating the Political Landscape  |
| <b>August 8:</b><br><b>August 8:</b>         | <b>Managerial Series</b><br><b>Trust Building Series</b>     | Holding Effective Meetings<br>Making the Media Your Ally  |
| <b>September 12:</b><br><b>September 12:</b> | <b>Managerial Series</b><br><b>Professional Competencies</b> | Project Management from Start to Finish<br>Making the Right Call: Telephone Etiquette   |
| <b>October 10:</b><br><b>October 10:</b>     | <b>Managerial Series</b><br><b>Human Relations Courses</b>   | On Your Mark, Get Set, Motivate!<br>Preventing Sexual Harassment  |
| <b>November 14:</b><br><b>November 14:</b>   | <b>Managerial Series</b><br><b>Strategic Courses</b>         | Understanding and Utilizing Performance Measures<br>Executive Book Briefing: <i>Driving Excellence: Transform Your Organization's Culture - and Achieve Revolutionary Results</i> by Mark Aesch |
| <b>December 12:</b><br><b>December 12:</b>   | <b>Human Relations Courses</b><br><b>Strategic Courses</b>   | Embracing Diversity in the Workplace<br>Executive Book Briefing: <i>Get There Early: Sensing the Future to Compete in the Present</i> by Bob Johansen   |

## Human Relations Courses 2012

**February 9, 2012**      **Embracing Diversity in the Workplace**  
1:00 PM - 5:00 PM

**October 11, 2012**      **Preventing Sexual Harassment**  
1:00 PM - 5:00 PM

## Human Relations Courses 2013

**January 10, 2013**      **Anger and Stress Management**  
1:00 PM - 5:00 PM

**October 10, 2013**      **Preventing Sexual Harassment**  
1:00 PM - 5:00 PM

**December 12, 2013**      **Embracing Diversity in the Workplace**  
8:30 AM - 12:30 PM



# Human Relations Classes

for relational leadership

## Harassment Prevention

Today's world can be a confusing place to determine appropriate behaviors and boundaries when it comes to relationships with coworkers and others. It can be particularly challenging for Police Officers who are interacting with the public in high stress and emotionally charged circumstances. *Harassment Prevention* focuses on creating mutual respect. This class addresses what the law says about sexual and other types of harassment and what constitutes harassment. It also helps define what is and is not appropriate personal behavior in a variety of specific situations and circumstances. *Also available online.*

## Preventing Sexual Harassment

Sexual harassment and discrimination in the workplace are issues that cannot be ignored. Not only is there a considerable amount of liability for an agency, but there can be personal liability for a public safety employee as well. *Preventing Sexual Harassment* provides a comprehensive overview of sexual harassment prevention for public safety employees and includes a test to recognize harassment, principles to create a safe environment and mitigate risk, and discussion of actual workplace scenarios.

## Embracing Diversity in the Workplace

The U.S. workplace is more diverse than ever before and police officers are called upon to interact with both employees and citizens from different religious, ethnic, racial and national backgrounds in which language, customs, and assumptions about interactions with the police can vary dramatically. Diversity brings many benefits, but it also creates a responsibility for supervisors and employees to learn how to nurture and encourage healthy and vibrant interactions and teamwork in such a diverse environment. *Embracing Diversity in the Workplace* trains participants how to create a productive, synergistic environment.

## Anger and Stress Management

With the pace of life so fast, it seems as if anger and stress can control our lives. With the nature of the public safety job, anger and stress can take a huge personal toll. It has been estimated that more than half of all doctor visits are due to anger or stress-related illnesses. When we do not have a healthy mechanism to deal with the frustrations in our lives, serious health problems can result. If we take the time for purposeful and constructive action, the path that we take to deal with our anger and stress can actually be a positive one. *Anger and Stress Management* helps participants communicate anger in healthy ways and implement effective stress management techniques.

### Competencies:

#### Harassment Prevention

- ▶ integrity
- ▶ diversity management
- ▶ interpersonal communication

#### Preventing Sexual Harassment

- ▶ integrity
- ▶ diversity management
- ▶ interpersonal communication

#### Embracing Diversity in the Workplace

- ▶ integrity
- ▶ diversity management
- ▶ interpersonal communication
- ▶ citizen service

#### Anger and Stress Management

- ▶ interpersonal communication
- ▶ citizen service
- ▶ mediation and negotiation

## HUMAN RELATIONS CLASSES

Human Relations classes are typically required for all of your employees to ensure compliance with various legal, regulatory or risk management laws and regulations.

# Customer Service Series 2012

**March 8, 2012**

1:00 PM - 5:00 PM

**Understanding Different Personality Styles**

**April 12, 2012**

1:00 PM - 5:00 PM

**Extraordinary Customer Service**

**May 10, 2012**

1:00 PM - 5:00 PM

**Time Management**

**June 14, 2012**

1:00 PM - 5:00 PM

**Effective Interpersonal Communication**

**July 12, 2012**

1:00 PM - 5:00 PM

**Learning the Language of Multiple Generations**

**August 9, 2012**

1:00 PM - 5:00 PM

**Conflict Resolution**

**September 13, 2012**

1:00 PM - 5:00 PM

**Pruning Negativity**

# Customer Service Classes

for relational leadership

## Understanding Different Personality Styles

Relational Leadership requires that public safety employees understand and work effectively with coworkers and citizens. *Understanding Different Personality Styles* utilizes the DiSC® Classic personality profile assessment, equipping employees with the tools to identify and effectively deal with different personalities. Often a citizen presents his/her primary temperament style within the first minute of conversation, allowing the employee to frame his/her responses accordingly. This class instructs participants in understanding their own temperament styles, as well as identifying the prominent styles in others, so that they can respond to different situations effectively and efficiently. This is the foundational class for all SGR customer service classes.

## Extraordinary Customer Service

As the pressure increases to keep citizens happy and local business growing and thriving, it is more important than ever that public safety employees know how to deliver customer service at the highest level. *Extraordinary Customer Service* is designed to give the participants a broad overview of customer service and addresses dealing with both internal and external customers. This class instructs participants on topics including making great first impressions, professional phone etiquette, using email professionally, being respectful and responsive to citizens' needs, and interacting with difficult citizens.

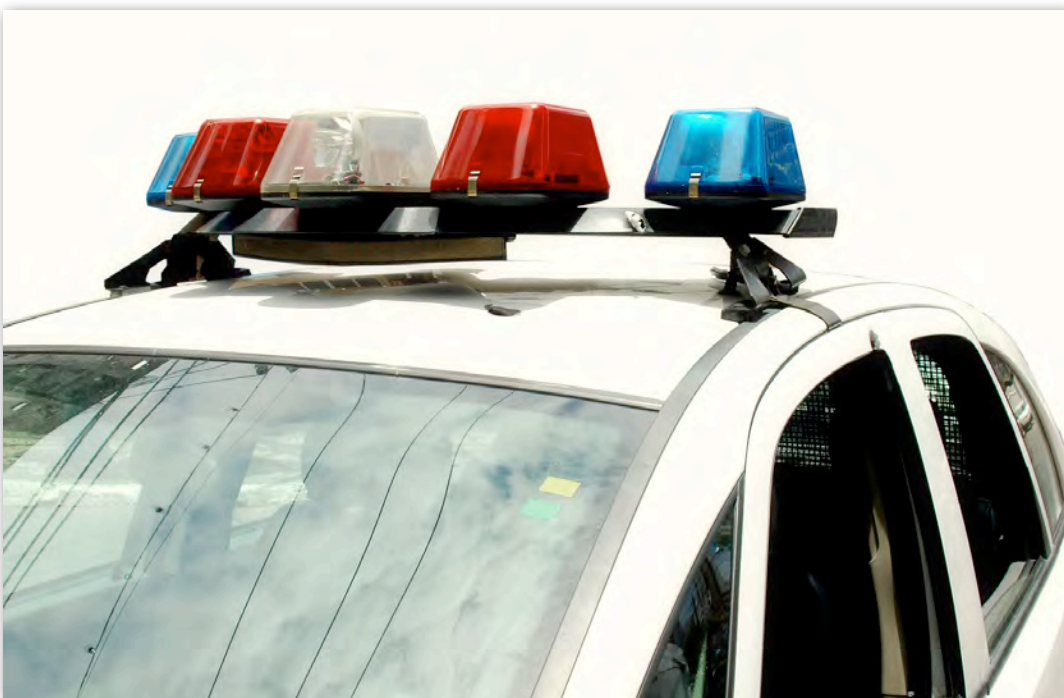
### Competencies:

#### Understanding Different Personality Styles

- ▶ diversity management
- ▶ interpersonal communication
- ▶ citizen service
- ▶ mediation and negotiation

#### Extraordinary Customer Service

- ▶ integrity
- ▶ diversity management
- ▶ interpersonal communication
- ▶ citizen service
- ▶ citizen participation
- ▶ mediation and negotiation



## CUSTOMER SERVICE CLASSES

Customer Service classes train front line personnel to deliver superior customer service. They also provide a critical foundation for all supervisors and managers to create a customer service culture in all areas of the organization. It is recommended that all public safety employees at every level take the entire customer service series.

# Customer Service Classes

for relational leadership

## Competencies:

### Time Management

- ▶ integrity
- ▶ citizen service
- ▶ personal development

### Effective Interpersonal Communication

- ▶ diversity management
- ▶ interpersonal communication
- ▶ mediation and negotiation

### Learning the Language of Multiple Generations

- ▶ diversity management
- ▶ interpersonal communication
- ▶ citizen service
- ▶ citizen participation
- ▶ mediation and negotiation

## Time Management

Even with cell phones, computers, and Wi-Fi Internet access at their disposal, public safety employees never seem to have enough time to complete important tasks, as well as urgent ones. This can lead to frustration and can directly affect relationships with internal and external customers. *Time Management* teaches employees to put first things first and implement organizational and time-saving strategies. It is easy to try to condense time management into a series of to-do lists, or tips, but effective time management is much more than that. This class is based on emotional intelligence principles, taking the participant through a much broader concept of time management than traditional approaches.

## Effective Interpersonal Communication

Communicating effectively is critical to the success of any public safety organization. Although traditional public safety agencies have defined communication structures, *Effective Interpersonal Communication* identifies how to communicate appropriately with others and goes a step further to define formal and informal channels of communication. In addition, participants learn positive communication techniques, how to recognize limitations to communication channels, how to decode nonverbal communication, and the art of active listening.

## Learning the Language of Multiple Generations

Now, more than any time in history, different generations with diverse outlooks are being asked to work together. *Learning the Language of Multiple Generations* helps public safety employees understand the confusing differences between generations. Class participants learn how to overcome generational misconceptions and employ effective techniques for communicating with people of all ages in various situations, whether citizens or co-workers.

**The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.**  
-Alvin Toffler



# Customer Service Classes

for relational leadership

## Conflict Resolution

Conflict, strife, and opposing points of view are part of the workplace and part of life; this cannot be changed. However, public safety employees can change the way they react and manage conflict when it occurs. *Conflict Resolution* helps employees discover practical, proven alternatives that give them skills to not only deal with difficult and frustrating situations, but to learn from them, thus creating a more productive and less stressful work environment. This class instructs participants in the sources and benefits of conflict, as well as in individual conflict styles.

## Pruning Negativity

Negativity is a crushing, poisonous epidemic in the workplace that drains employees of energy and enthusiasm. *Pruning Negativity* trains participants how to handle negativity in themselves, their co-workers, and others appropriately and effectively, as well as how to prevent negativity in the future.

### Competencies:

#### Conflict Resolution

- ▶ interpersonal communication
- ▶ citizen service
- ▶ mediation and negotiation

#### Pruning Negativity

- ▶ integrity
- ▶ interpersonal communication
- ▶ citizen service
- ▶ mediation and negotiation

Helping law enforcement agencies shape the future by shaping their people



# Supervisory Series 2012

- February 9, 2012**      **Now that I'm a Supervisor**  
8:30 AM - 12:30 PM
- March 8, 2012**      **Professional Ethics**  
8:30 AM - 12:30 PM
- April 12, 2012**      **Employment Law and Supervisory Practices**  
8:30 AM - 12:30 PM
- May 10, 2012**      **Instilling Customer Service Values**  
8:30 AM - 12:30 PM
- June 14, 2012**      **Managing Communication Processes**  
8:30 AM - 12:30 PM
- July 12, 2012**      **Understanding and Managing Generations**  
8:30 AM - 12:30 PM
- August 9, 2012**      **Recruiting Diversity**  
8:30 AM - 12:30 PM
- September 13, 2012**      **Managing Employee Performance**  
8:30 AM - 12:30 PM
- October 11, 2012**      **Leading Teams**  
8:30 AM - 12:30 PM
- November 8, 2012**      **The Art of Effective Delegation**  
8:30 AM - 12:30 PM
- December 13, 2012**      **Managing Change**  
8:30 AM - 12:30 PM

# Supervisory Classes

for operational leadership

## Now That I'm a Supervisor

It can be very difficult to make the transition from peer to supervisor and to understand the responsibility of this new role. Indeed, the number one question heard from newly promoted front line police supervisors is "why didn't anyone tell me all of my buddies would hate me when I got promoted?" *Now That I'm a Supervisor* helps new supervisors develop their employees, encourage a climate of motivation, plan effectively, and evaluate to make sure performance standards are met. Participants learn the four major roles of a supervisor and how supervision is carried out, taking into consideration the workplace environment and the shared and individual values of all employees. *Now That I'm A Supervisor* is the foundational workshop for all SGR Operational Leadership classes.

## Professional Ethics

Public safety employees should be above reproach in adhering to ethical standards and codes. *Professional Ethics* discusses current ethical norms, identifies areas of risk, and reviews leaders' accountability for setting an ethical standard and holding both themselves and others accountable to that standard. This class includes group discussions about ethical dilemmas, guidelines for deciding what is ethical and not ethical in a public safety context, and application of the six pillars of character.

## Employment Law and Supervisory Practices

Today, more than ever, it is important for supervisors to understand the nuances of multiple employment laws in order to reduce liability and perform their jobs more effectively. *Employment Law and Supervisory Practices* increases supervisors' awareness of employment laws and emphasizes supervisors' responsibility to comply with laws at the leadership level. This class provides participants with synopses of key employment laws, guidelines for protecting themselves and the organization from liability, and employee counseling timelines and techniques.

## Instilling Customer Service Values

Delivering exceptional customer service only happens within a context of a culture that understands and is committed to customer service values. *Instilling Customer Service Values* trains supervisors, in customer relation skills, and in the philosophy of service, focusing on three essential elements: consultation, adaption, and mobilization. In addition, this class equips participants to instill customer service values within their teams to ensure outstanding performance.

## Managing Communication Processes

Realistically, no one in public safety can afford poor communication. Yet, day after day and year after year, effective communication continues to be a challenge. In *Managing Communication Processes*, supervisors learn communication techniques that are critical to the success of any organization. This class helps participants apply effective communication principles, utilize strategies to make processes more efficient, and manage communication within their teams to get the best results.

### Competencies:

#### Now That I'm a Supervisor

- ▶ interpersonal communication
- ▶ citizen service
- ▶ team leadership

#### Professional Ethics

- ▶ integrity
- ▶ citizen service

#### Employment Law and Supervisory Practices

- ▶ integrity
- ▶ diversity management
- ▶ interpersonal communication

#### Instilling Customer Service Values

- ▶ interpersonal communication
- ▶ citizen service
- ▶ mediation and negotiation
- ▶ team leadership

#### Managing Communication Processes

- ▶ integrity
- ▶ interpersonal communication
- ▶ mediation and negotiation
- ▶ team leadership
- ▶ empowerment and delegation

## SUPERVISORY CLASSES

Supervisory classes focus on basic concepts that supervisors need to know in order to be effective and successful. All employees with supervisory responsibility should take this series.

# Supervisory Classes

## for operational leadership

### Competencies:

#### Understanding and Managing Generations

- › integrity
- › diversity management
- › interpersonal communication
- › mediation and negotiation
- › team leadership
- › empowerment and delegation
- › coaching and mentoring

#### Hiring the Right People

- › integrity
- › diversity management
- › citizen service
- › human resources systems

#### Managing Employee Performance

- › empowerment and delegation
- › coaching and mentoring
- › human resources systems
- › performance measurement

## Understanding and Managing Generations

For the first time in our nation's history, there are four generations simultaneously represented in the public safety workplace. Understanding generational differences is critical for supervisors to make these different perspectives benefit an organization. *Understanding and Managing Generations* teaches participants the secrets of successful organizations that accommodate employee differences, create workplace choices, operate from a sophisticated management style, and nourish retention to provide a positive and productive work environment for all generations.

## Recruiting Diversity

As our communities become dramatically more diverse, it is essential that public safety agencies become more effective in recruiting employees from diverse backgrounds to better engage and connect with a diverse citizenry. *Recruiting Diversity* will focus on key strategies for more effective recruitment of a workforce that is more reflective of your community.

## Managing Employee Performance

Meaningful performance management techniques maximize employee performance by communicating areas needing improvement, as well as areas of excellence, in ways that ensure the public safety employee understands expectations. Performance management is not an event, but rather a continual process that begins while the new employee is still on probation, continues through the career of the employee, and ends with the retirement party. The key to success is an effective performance management process operating within the public safety environment. *Managing Employee Performance* teaches participants the steps in that process and provides tools to successfully implement each step.



# Supervisory Classes

## for operational leadership

### Leading Teams

An effective team in the public safety environment is one that achieves a high level of performance and member satisfaction. They must have a climate of openness and trust, a clear purpose, specific roles and work assignments, and an effective system of conflict resolution. *Leading Teams* teaches participants the dynamics of leading a team, the characteristics of an effective team, and the different team player styles that may make up a team. This class includes a self-assessment to identify individual style, team building techniques, and case studies that apply the principles of team leadership.

### The Art of Effective Delegation

Management can sometimes be defined as accomplishing things through others. In order to do that, supervisors must learn to delegate effectively. *The Art of Effective Delegation* focuses on organizing employees to accomplish goals by maximizing the use of delegation. Supervisors learn the benefits of delegating, how to overcome reluctance to delegate, and how to use tools to avoid lower to higher level delegating. In addition, participants identify multiple ways to "work smarter, not harder," leading to lower stress levels and higher morale, critically important with public safety teams.

### Managing Change

For any change initiative to be effective and non-threatening, the change process must be aggressively managed. *Managing Change* instructs supervisors in the essential elements of change, including strategy, execution, and the all-important human element. This class offers participants an interactive approach to understanding the dynamics of small and agency-wide changes. In addition, participants gain a heightened awareness into their own processes of adapting to fundamental change, while acquiring tools in understanding and guiding others through change.

#### Competencies:

##### Leading Teams

- ▶ team leadership
- ▶ empowerment and delegation
- ▶ facilitative leadership
- ▶ performance measurement

##### The Art of Effective Delegation

- ▶ interpersonal communication
- ▶ empowerment and delegation
- ▶ coaching and mentoring

##### Managing Change

- ▶ citizen service
- ▶ mediation and negotiation
- ▶ team leadership
- ▶ facilitative leadership
- ▶ performance measurement
- ▶ change management
- ▶ strategic planning
- ▶ financial analysis
- ▶ vision, creativity, and innovation



# Managerial Series 2013

- January 10, 2013**    **Tools for Successful Leadership**  
8:30 AM - 12:30 PM
- February 14, 2013**    **Persuasive Communication**  
8:30 AM - 12:30 PM
- March 14, 2013**    **Building an Effective Business Case**  
8:30 AM - 12:30 PM
- April 11, 2013**    **Managing a Public Safety Budget**  
8:30 AM - 12:30 PM
- May 9, 2013**    **Presentations with an Impact**  
8:30 AM - 12:30 PM
- June 13, 2013**    **Business Writing Skills**  
8:30 AM - 12:30 PM
- July 11, 2013**    **Hitting Your Target: Effective Goal Setting**  
8:30 AM - 12:30 PM
- August 8, 2013**    **Holding Effective Meetings**  
8:30 AM - 12:30 PM
- September 12, 2013**    **Project Management from Start to Finish**  
8:30 AM - 12:30 PM
- October 10, 2013**    **On Your Mark, Get Set, Motivate!**  
8:30 AM - 12:30 PM
- November 14, 2013**    **Understanding and Utilizing Performance Measures**  
8:30 AM - 12:30 PM

# Managerial Classes

for operational leadership

## Competencies:

### Tools for Successful Leadership

- ▶ integrity
- ▶ interpersonal communication
- ▶ mediation and negotiation
- ▶ team leadership
- ▶ empowerment and delegation
- ▶ coaching and mentoring
- ▶ facilitative leadership
- ▶ performance measurement
- ▶ change management

### Persuasive Communication

- ▶ integrity
- ▶ interpersonal communication
- ▶ citizen participation
- ▶ mediation and negotiation
- ▶ facilitative leadership
- ▶ change management
- ▶ vision, creativity, and innovation
- ▶ presentation skills
- ▶ media relations

### Building an Effective

#### Business Case

- ▶ citizen service
- ▶ performance measurement
- ▶ change management
- ▶ strategic planning
- ▶ financial analysis
- ▶ vision, creativity, and innovation
- ▶ presentation skills
- ▶ budgeting

## Tools for Successful Leadership

Leadership is the process of creating alignment and motivating performance. *Tools for Successful Leadership* explores the concepts of leadership and helps participants recognize leadership opportunities in the public safety environment and community. This class teaches participants to identify the characteristics of effective leaders and the role that personal values play in leadership. Participants also learn to recognize the dynamic relationship between leaders and followers and to identify the difference between management and leadership, which can sometimes be challenging.

## Persuasive Communication

Managerial Leadership often involves evaluating alternative courses of action, drawing conclusions and making recommendations for change. To successfully lead, the public safety manager must be capable not only of evaluating and recommending the appropriate course of action, but also of communicating that recommendation in a manner that is compelling and persuasive. *Persuasive Communication* provides the participant with an understanding of how to communicate well thought out recommendations in a manner that gets results.

## Building an Effective Business Case

In today's world of extensive budget cuts, it is vital for public safety managers to know how to build a solid case in support of their budget. *Building an Effective Business Case* reviews the fundamentals of how to develop a winning project proposal and how to research a business case and present it effectively. This class focuses on the ability to make better decisions by using a business case to streamline problem solving, communication, and decision-making. Each public safety agency can be viewed as a business unit. The goal of this class is to empower participants to gain approval for funding, approval for resource allocation, and top management support.



## MANAGERIAL CLASSES

Managerial classes explore advanced concepts of management to help move employees from supervisory roles into public safety management level positions. Every employee who has progressed beyond a front line supervisor should take this series.

# Managerial Classes

## for operational leadership

### Competencies:

#### Managing a Budget

- ▶ citizen service
- ▶ team leadership
- ▶ performance measurement
- ▶ change management
- ▶ strategic planning
- ▶ financial analysis
- ▶ vision, creativity, and innovation
- ▶ presentation skills
- ▶ budgeting

#### Presentations with an Impact

- ▶ integrity
- ▶ diversity management
- ▶ interpersonal communication
- ▶ facilitative leadership
- ▶ performance management
- ▶ change management
- ▶ vision, creativity, and innovation
- ▶ presentation skills
- ▶ media relations

#### Business Writing Skills

- ▶ interpersonal communication
- ▶ change management
- ▶ presentation skills
- ▶ media relations

### Managing a Public Safety Budget

The budget is the single most important policy document a local government adopts. It is the tangible translation of the organization's mission, vision, and values into practical action and service delivery. Capable budget management is one of the primary responsibilities of a manager. *Managing a Public Safety Budget* instructs public safety managers in financial terms and concepts, as well as how to implement a comprehensive system to budget efficiently and effectively. This class provides participants with practical insights and understanding regarding budget management, and is a "must" for all public safety personnel charged with budgetary responsibilities.

### Presentations with an Impact

The best presentations are both meaningful and engaging. This class is designed for employees who conduct formal presentations and want to enhance their presentation skills. *Presentations with an Impact* instructs participants in creating impressive presentations, from writing the content, to effective handouts and visual aids, to mastering the difficult question and answer session. The class includes step-by-step instructions on presentation preparation, handling nervous energy, and methods to improve writing, inflection, and storytelling.

### Business Writing Skills

*Business Writing Skills* teaches participants to write clearly, concisely, and appropriately in a public safety context. This class is designed for those public safety personnel who prepare written presentations, letters, memos and emails and want to enhance their writing skills. The class includes grammar basics, exercises to enhance sentence structure, and overall improvement of written communication so that participants can convey their messages professionally.



# Managerial Classes

for operational leadership

## Hitting Your Target: Effective Goal Setting

Managing individual, team, or organizational goals requires public safety managers to focus on key results areas and to set reasonable and achievable goals. *Hitting Your Target: Effective Goal Setting* instructs participants in the theories and best practices of goal setting, techniques for avoiding goal setting traps, and strategies for building goals as a team. This class includes discussion of the complete goal setting process, methods for attaining goals, management techniques for keeping a team on track, and a personalized action plan to set and meet goals in the public safety workplace.

## Holding Effective Meetings

Whether leading a meeting, or simply participating, it is important to get the most out of the time spent. *Holding Effective Meetings* teaches participants to plan and organize efficient meetings, conduct productive meetings, and interact appropriately in meetings. The class includes techniques to help participants write effective agendas, use timesaving tactics, and employ efficient methods for keeping meetings on task, as well as tips for making meetings meaningful.

## Project Management from Start to Finish

*Project Management From Start to Finish* offers insight into creating and implementing a systematic approach to managing a successful project. Tools such as Planning, Team-building, Risk-Management and Communication are covered and exercised with insightful activities and discussion.

### Competencies:

#### Hitting Your Target

- ▶ citizen participation
- ▶ mediation and negotiation
- ▶ facilitative leadership
- ▶ performance measurement
- ▶ change management
- ▶ strategic planning
- ▶ financial analysis
- ▶ vision, creativity, and innovation
- ▶ presentation skills

#### Holding Successful Meetings

- ▶ integrity
- ▶ interpersonal communication
- ▶ citizen participation
- ▶ mediation and negotiation
- ▶ facilitative leadership
- ▶ change management
- ▶ vision, creativity, and innovation

#### Successful Project Management

- ▶ citizen service
- ▶ team leadership
- ▶ empowerment and delegation
- ▶ performance measurement
- ▶ change management
- ▶ strategic planning
- ▶ financial analysis
- ▶ vision, creativity, and innovation
- ▶ budgeting



# Managerial Classes

for operational leadership

## Competencies:

### On Your Mark, Get Set, Motivate!

- ▶ integrity
- ▶ diversity management
- ▶ team leadership
- ▶ empowerment and delegation
- ▶ coaching and mentoring
- ▶ human resources systems
- ▶ performance measurement
- ▶ vision, creativity, and innovation

### Understanding and Utilizing Performance Measures

- ▶ integrity
- ▶ citizen service
- ▶ empowerment and delegation
- ▶ coaching and mentoring
- ▶ human resources systems
- ▶ performance measurements
- ▶ financial analysis
- ▶ budgeting

## On Your Mark, Get Set, Motivate!

*On Your Mark, Get Set, Motivate!* instructs participants in motivational theories, the role of the manager in motivating public safety employees, and the three conditions of motivational management: confidence, trust, and satisfaction. This class defines motivation in the workplace, explains some of the classic theories of motivation, pinpoints some powerful needs that motivate people and how to relate motivators to them, and discusses how to develop motivational skills in oneself and others.

## Understanding and Utilizing Performance Measurements

A high performing public safety organization is reliant upon meaningful and effective performance measures. Unfortunately, too many organizations do not measure what matters, instead measuring too much of what does not matter. *Understanding and Utilizing Performance Measurements* equips managers to take their organizations to the next level by understanding, measuring, and interpreting the things that matter.

**Governments work better when governments work together.**



# Trust Building Series

**February 14, 2013**      **Building Trust with a Diverse Community**

1:00 PM - 5:00 PM

**March 14, 2013**      **Honing Your Emotional Intelligence**

1:00 PM - 5:00 PM

**April 11, 2013**      **Building High Performance Public Safety Teams**

1:00 PM - 5:00 PM

**May 9, 2013**      **Coaching, Mentoring, and Supervisory Counseling**

1:00 PM - 5:00 PM

**June 13, 2013**      **Managing Relationships**

1:00 PM - 5:00 PM

**July 11, 2013**      **Political Savvy: Navigating the Political Landscape**

1:00 PM - 5:00 PM

**August 8, 2013**      **Making the Media Your Ally**

1:00 PM - 5:00 PM

# Trust Building Classes

for systems leadership

## Competencies:

### Building Trust in a Diverse Environment

- ▶ integrity
- ▶ diversity management
- ▶ interpersonal communication
- ▶ citizen participation
- ▶ coaching and mentoring
- ▶ facilitative leadership
- ▶ human resources systems
- ▶ change management
- ▶ vision, creativity, and innovation

### Honing Your Emotional Intelligence

- ▶ integrity
- ▶ citizen participation
- ▶ mediation and negotiation
- ▶ coaching and mentoring
- ▶ facilitative leadership
- ▶ change management
- ▶ vision, creativity, and innovation
- ▶ personal development

### Building High Performance Teams

- ▶ team leadership
- ▶ empowerment and delegation
- ▶ coaching and mentoring
- ▶ facilitative leadership
- ▶ human resources systems
- ▶ performance measurement
- ▶ vision, creativity, and innovation

### Coaching, Mentoring, and Supervisory Counseling

- ▶ integrity
- ▶ coaching and mentoring
- ▶ vision, creativity, and innovation
- ▶ personal development

## TRUST BUILDING CLASSES

Trust Building classes equip executives to develop the skill sets necessary to create a trust-centered community, which is essential for high performance people to thrive.

## Building Trust with a Diverse Community

The old way of thinking - that differences must be avoided - is a barrier that prevents organizations from being truly successful. Creating a trusting environment is key to capitalizing on the diverse talent in an organization. *Building Trust with a Diverse Community* instructs managers on how to create a productive, synergistic, trust-filled atmosphere. This class facilitates a better understanding of the relationship between trust and diversity.

## Honing Your Emotional Intelligence

Great leaders move their teams by igniting passion and inspiring success. *Honing Your Emotional Intelligence* acknowledges and explains the complex mix of social and interpersonal behaviors that incorporate intuition, character, integrity, motivation, communication ability, and relationship skills. This class includes a self-assessment to measure participants' strengths and areas for improvement in emotional intelligence and practical situational exercises.

## Building High Performance Public Safety Teams

In order to keep up with fast-paced change and have the ability to manage change effectively, a commitment to establish a greater degree of teamwork among employees with more responsibility delegated across the organization is needed. *Building High Performance Public Safety Teams* focuses on the concepts of goal setting, empowerment, and measuring productivity. The class includes team-building exercises, positive communication techniques, and problem-solving procedures in order to prepare the participants for exceptional team leadership.

## Coaching, Mentoring, and Supervisory Counseling

Helping public safety employees achieve their potential relies on a trust relationship. An essential strategy for building trust is knowing when and how to utilize the differing skill sets of coaching, mentoring, and supervisory counseling. *Coaching, Mentoring, and Supervisory Counseling* helps participants understand the difference in these three strategies and how to best utilize each of them to help their teams achieve maximum potential.

# Trust Building Classes

## for systems leadership

### Constructive Conflict

Conflict, strife, and opposing points of view are part of the workplace and part of life; this cannot be changed. But we can change the way we react and manage conflict when it occurs. In *Constructive Conflict*, participants will discover practical, proven alternatives in dealing with the most difficult and frustrating situations.

### Managing Relationships

Getting things done is all about dealing with people. *Managing Relationships* helps public safety leaders be more effective in their jobs by being more effective in the way they deal with people, including citizens, employees, peers and their own supervisors. This class explores the unique individuality that each employee brings to the workplace, and then presents options for effectively managing relationships with individual employees. The purpose of this class is to improve communication and relationships, which will result in increased productivity and comfort in the public safety environment.

### Political Savvy: Navigating the Political Landscape

Achieving success as a leader in public safety requires an exceptional degree of political savvy to know when and how to pursue important issues. The challenge is to be exceptionally politically astute without becoming political. *Political Savvy: Navigating the Political Landscape* helps participants develop a sensitivity to political dynamics, recognize when things may not be what they seem, and how to avoid a variety of political pitfalls.

### Making the Media Your Ally

Carelessness with the media can be treacherous. *Making the Media Your Ally* helps participants avoid pitfalls and build effective working relationships with the media. This class provides a basic understanding of the motivation, needs, and operating practices of the media, as well as effective strategies for managing relationships with the media within the context of open meetings and open records requirements. For public safety personnel, this course is a must.

#### Competencies:

##### Constructive Conflict

- ▶ diversity management
- ▶ interpersonal communication
- ▶ mediation and negotiation
- ▶ personal development

##### Managing Relationships

- ▶ integrity
- ▶ diversity management
- ▶ interpersonal communication
- ▶ mediation and negotiation
- ▶ coaching and mentoring
- ▶ facilitative leadership
- ▶ vision, creativity, and innovation
- ▶ personal development

##### Political Savvy

- ▶ integrity
- ▶ interpersonal communication
- ▶ citizen participation
- ▶ facilitative leadership
- ▶ change management
- ▶ vision, creativity, and innovation
- ▶ media relations

##### Dealing with the Media

- ▶ integrity
- ▶ interpersonal communication
- ▶ citizen participation
- ▶ media relations

# Strategic Series 2012-2013

## 2012 Executive Book Briefings

**November 8, 2012 1:00 PM - 3:00 PM**

*Blink* by Malcolm Gladwell

**December 13, 2012 1:00 PM - 3:00 PM**

*Leadership Lessons of the Navy Seals: Battle Tested Strategies for Creating Successful Organizations and Inspiring Extraordinary Results* by Jeff Cannon and Lieutenant Commander John Cannon

## 2013 Executive Book Briefings

**November 14, 2013 1:00 PM - 3:00 PM**

*Driving Excellence: Transform Your Organization's Culture - and Achieve Revolutionary Results* by Mark Aesch

**December 12, 2013 1:00 PM - 3:00 PM**

*Get There Early: Sensing the Future to Compete in the Present* by Bob Johansen



# Strategic Classes

## for strategic leadership

Fourth Dimension Leadership was designed as a comprehensive leadership development system in response to traditional training programs that have failed to have a long term, meaningful and measurable impact on developing effective leaders at all levels of the organization.

Strategic Leadership within any given public safety organization must be tightly focused at the top. A healthy organization simply cannot have multiple top leaders with multiple visions leading change in multiple directions. However, many individuals can and should strive to become a Strategic Leader within the context of their own operating unit. In other words, Strategic Leadership must be exercised very narrowly at the top of a public safety organization, but Strategic Leadership skills can be beneficial to both Operational and Systems level leaders and can be exercised effectively within the context of a single team or operating unit.

The primary role of the Strategic Leader shifts from current operations, to identifying, assessing, interpreting, and communicating future environments the organization will be facing. The Strategic Leader must also articulate a coherent and persuasive vision of exactly what the future should look like in practical terms, and then develop a clearly achievable game plan for how the agency will make the envisioned future a reality. An essential component of this game plan must be the development of a leadership pipeline.

As a result, the developmental process for Strategic Leadership is quite different than for predecessor dimensions. Core competencies are still identified, mirroring those identified at predecessor levels, but each competency is addressed within the context of an Executive Briefing based on various leading business books on that particular topic. This Executive Book Briefing approach to learning broadens the horizons and context with which the Strategic Leader thinks about the specific future of his/her own organization.

### Competencies:

1. personal, professional, and organizational integrity
2. diversity management
3. interpersonal communication
4. citizen service
5. citizen participation
6. mediation and negotiation
7. team leadership
8. empowerment and delegation
9. coaching and mentoring
10. facilitative leadership
11. human resources systems management
12. performance measurement/management and quality assurance
13. change management
14. strategic planning
15. financial analysis
16. vision, creativity, and innovation
17. presentation skills
18. media relations
19. budgeting
20. personal development



### STRATEGIC CLASSES

Strategic classes are executive book briefings on current business books and are based on the 20 key competencies.

# Professional Competencies 2013

## September 12, 2013 - Making the Right Call: Telephone Etiquette

8:30 AM - 12:30 PM

### Making the Right Call: Telephone Etiquette

Statistics have shown that 55% of the communication process involves body language. This means that we lose over 50% of our ability to communicate when on the telephone. If good communication is the key to getting the job done right, then learning effective communication strategies on the telephone is crucial to any public safety's organization's ongoing success. *Making the Right Call: Telephone Etiquette* instructs participants in basic phone etiquette, phone manners that make a good business impression, the correct way to answer and speak on the phone, how to deal with resistance and disgruntled callers, and much more. If you make or receive even a handful of phone calls each day, this training initiative will continue paying dividends for years to come.



## Other SGR Services



### Online Training

SGR has local government-specific online courses, and continues to develop one online course on average every six weeks. Some of the courses include:

- **Sexual Harassment Prevention**
- **Embracing Diversity in the Workplace**
- **Ethics: The Heart of Public Service**
- **Red Flag Rules and Identity Theft Prevention**
- **FMLA Compliance Guidelines for Supervisors**
- **Introduction to Lean Management in Government**
- **Local Government 101**
- **Extraordinary Customer Service**

These courses can be accessed on a Pay-Per-View basis or through SGR's customizable online Learning Management System (LMS).

SGR's LMS can be customized with your organization's name and logo, includes the six local government-specific courses (as well as the additional courses that will be added), and has testing and tracking capabilities.

### Consulting

SGR has assembled a premier pool of former local government experts and practitioners. This allows us to configure a multi-disciplinary team that has real world experience and a stellar reputation to meet virtually any consulting need a local government may have. Relying on a large pool of local government experts with national reputations allows SGR to deliver a much higher quality of service and level of expertise at a much lower cost than traditional consulting firms. Areas of consulting expertise offered by SGR's team of local government experts includes, but is not limited to:

- Operational Assessments of Individual Departments
- Succession Planning
- Arts Master Planning
- Public Safety Operations
- Strategic Planning
- Human Resources
- Organizational Culture Shift
- Reducing Cost
- Managed Competition

### Executive Recruitment

SGR provides a comprehensive scope of executive search services. Each executive search service contract is tailored to meet the client's specific needs.

SGR's executive recruiting services are unequalled. SGR provides a high degree of personal attention to each executive search that is conducted, and our role is to find the person who is the very best possible match for your organization.

### Online Job Board

SGR has developed an online Job Board that is convenient, affordable and easy to use. On any given day, there are **2,000+ local government job opportunities from across the nation**, available to Job Seekers for free, and the SGR website has **over 7,700 unique visitors**, who are primarily local government officials.

## Other SGR Services



### Executive Book Briefings

SGR Executive Book Briefings are the single most effective approach available for the professional development of senior management. Each briefing presents an overview of a leading business book along with practical applications for local government. The optional cascading learning plan engages an entire organization in meaningful discussion regarding vision, values and performance.

### Next Generation Leaders

SGR is committed to help your organization assess, identify, and develop leaders that will not only move your goals and objectives forward, but exceed the expectations of your internal and external stakeholders. SGR has extensive experience in helping organizations design and implement professional development programs that help recruit, retain, and maximize the performance of your next generation leaders.

### Best Practices Forums

Throughout the year, SGR organizes various Best Practices Forums based upon state-of-the-art technology, new compliance requirements, and current issues affecting local government. In this environment, municipal professionals are able to receive and exchange a wealth of information on a given subject from select industry leaders, and implement the information into their respective organizations.

### Custom Workshops

Nothing is as important to achieving exceptional organizational success as an effective program for coaching and mentoring. SGR's team of highly respected local government professionals allows us to match employees with the right coach or mentor to help them maximize their professional growth.

### Assessments

The use of assessments has become essential for employers who want to put the right people into the right jobs, provide employees with effective training, help managers become more effective, and promote people successfully.

SGR is an Independent Authorized Distributor of Inscape Publishing.

Available assessments include:

- DiSC® Classic
- DiSC® Classic 2.0 Plus
- DiSC® PPSS
- DiSC® Management Profile
- DiSC® Preview
- DiSC® Indra®
- DiSC® Action Planners
- Team Dimensions Profile
- Coping and Stress Profile®
- Discovering Diversity Profile®
- Personal Development Profile®
- Personal Listening Profile®
- Personal Learning Insights Profile®
- Time Mastery Profile®
- Work Expectations Profile