



watkinsglen
1882 TOWN OF SCHUYLER

LEADERSHIP Schuyler

*"Teaching highly valuable
management and leadership
skills to current and future
leaders in and around
Schuyler County."*

Session 1: Orientation

October 17, 2019

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Rebekah Carroll, Executive Director of Watkins Glen Area Chamber of Commerce and Matthew Sharpe, CEO/President of Cameron Manufacturing & Design

Objective:

1. Learn about teachers/others in class
2. Understand the partnership with the class and the Chamber of Commerce
Understand expectations for the students and sponsors (employers)
3. Question why are you taking this course
Identify what you want to get out of the course
4. Identify Management/Leadership skills- DISC Assessment

Lesson Plan/Instructional Strategies:

1. DISC Assessment; completed prior to class (sent 1 week prior)
2. Rebekah Carroll- 30 minutes to present on Chamber and Leadership Schuyler

Activities:

- Review DISC Assessment
- Icebreaker Activity: Autograph Bingo

October 24, 2019

Session 2: Managing Time

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Matthew Sharpe, CEO/President of Cameron Manufacturing & Design

Objective:

At home and at work everybody can benefit from finding new ways to use time as efficiently as possible. Setting aside the time to analyze how you work can be an invaluable time-saver in itself, helping you to make your day more productive and less stressful. We will explore a quick and easy program designed to improve your use of time. It will show you how to isolate aspects of your time management that are in need of improvement, and how to set long-and-short-term goals to prioritize your workload. Time is our most valuable resource, and by analyzing time usage on a regular basis, it is possible to understand the most efficient ways to use time, both in and out of the workplace.

Lesson Plan/Instructional Strategies:

1. Analyzing Time
 - People's attitudes towards time are complex and variable. If you want to use your time efficiently to accomplish all that you to do at work and at home, you need to be aware of the current habits and attitudes that shape your use of time.
2. Analyzing the Use of Time
 - Few of us readily admit that large parts of our working day are wasted. There are ways for you to consider ways in which you can reallocate it in a more effective way.
3. Working Out Priorities
 - Once you have listed your long-term and short-term professional goals, you need to arrange them in priority order. Each goal will involve the successful completion of a number of tasks. Decide which tasks are the most important and need urgent attention.
4. Assessing Work Patterns
 - Everybody has a natural daily rhythm to their energy patterns, rising peaks of mental and physical performance, then experiencing troughs of low energy. Become familiar with your personal rhythm so that you can work with it, rather than against.
5. Managing Others and Setting Boundaries
 - One of the most difficult things to get right is managing interruptions from others. Either you become too available to each other, in which case you lose control of your time, or are too distant and fail to take advantage of each other's abilities.
6. Managing Your Manager
 - Everyone should know how to manage their managers if they want to be able to make the best possible use of their own time. Learn to do this discreetly so that your superiors do not feel as though they are being undermined or manipulated.

November 14, 2019

Session 3: Communicating Clearly

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Brittany Gibson, Executive Director of Seneca Lake Winery Association

Objective:

The art of getting your message across effectively is a vital part of being successful. Whether you want to make presentations with confidence, or negotiate with ease. From understanding body language to writing reports and proposals- all the key aspects of business communication will be clearly explained.

Lesson Plan/Instructional Strategies:

1. Working Towards Better Communication
 - Good communication is the lifeblood of organizations. It takes many forces, such as speaking, writing, and listening, though its purpose is always to convey a message to recipients and also use it to handle information, and improve relationships.

2. Understanding Body Language
 - Your body language—a huge range of unconscious physical movements—can either strengthen communication or damage it. Even if you are sitting completely still, you may be unknowingly communicating a powerful message about your real feelings.

3. Learning to Listen
 - The two-way nature of communication, so that both sides understand each other, is widely ignored. Listening techniques are vital, since how you listen conveys meaning to the other person and helps to make the exchange successful.

4. Asking Questions
 - How you ask questions is very important in establishing a basis for good communication. Why, what, how, and when are very powerful words. Use them often to seek, either from yourself or from others, the answers needed to manage effectively.

5. Communication One to One and With Peers
 - A meeting with a staff member can be formal (part of the way the unit is run) or informal (arranged to deal with a particular issue raised by either side). Use one-to-ones to check performance and find out if coaching or counselling is needed.

6. Chairing Meetings
 - Most people feel they spend too much time in meetings. However, a well-run meeting can be a productive way to communicate. When you are chairing a meeting, stay in control of the proceedings, and never let arguments get out of hand. Also understand as the Chairperson, when sending an email versus holding a meeting is acceptable.

7. Communicating Electronically

- Email, instant messaging, websites, blogs, text messaging, voicemail and video messaging are a few examples of electronic communication. Electronic communication has changed the way businesses communicate with each other. Electronic communication can be very beneficial if used effectively.

December, 12, 2019

Session 4: Making Decisions (1 of 2)

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Scott Bell, General Manager of the Watkins Glen Harbor Hotel

Objective:

Decisions are an essential part of life both in and out of a work environment. Decision-makers are those who are responsible for making a judgement- sometimes a crucial judgement- between two or more alternatives. We will explore the whole process of making good, effective decisions, from initial deliberations to final implementation.

Lesson Plan/Instructional Strategies:

1. Defining Decisions
 - A decision is a judgement or choice between two or more alternatives, and arises in an infinite number of situations from the resolution of a problem to the implementation of a course of action. Managers of people, by definition, must be decision-makers.

2. Analyzing Decision-Making
 - Part of a manager's role is having to make a series of large and small decisions. Reaching the decision in every situation is an ambition that is well worth striving to achieve.

3. Identifying Decision-Making Styles
 - People have individual styles of making decisions. Whether your style is logical or creative, your method should also be rational and straightforward. Good decision makers do not allow personality to control the decision process or its outcome.

4. Identifying Issues
 - It is crucial to diagnose issues correctly. Before any decision can be made, identify and define the issue and its boundaries clearly. This also means identifying who else needs to be involved in the issue, and analyzing what their involvement means.

5. Analyzing Your Responsibility
 - Top-down decision-making leads to the delegating of work to subordinate levels. This is natural to hierarchies, but you must decide which decisions to make yourself and which to delegate to others. The best decision-makers share responsibility widely.

6. Deciding Whom to Involve in a Decision
 - Whom to involve, and how, is your very first decision as a decision-maker. The number of people you can involve ranges from none, in which you make a decision single-handed, to total, in which you lead a whole team searching for consensus.

7. Using Analytical Methods
 - To reach a sound decision, you need to analyze all the relevant facts. There are several analytical tools that are both useful and simple to employ. Use analysis to lead to strong conclusions, and therefore good strategic decision-making.

8. Being Decisive

- The ability to make timely, clear, and firm decisions is an essential quality of leadership, but the type of decision needed will vary according to the circumstances. Learn to recognize the implications of making each type of different decision.

Activities: Real-world scenario presented to students to make a decision based on information provided

Homework: Timing Yourself

Knowing you're a little indecisive is one thing, but you may not know just how much time your indecision costs you. Carry a stopwatch with you throughout the course of the day. When you find yourself confronted with a choice, start timing yourself to determine how long it takes you to make a decision. You may work a little faster knowing you're on the clock, but at the end of the day, it may surprise you to learn how much time you used to make a decision. Armed with this knowledge, you can try to beat your time from the previous day and become an efficient decision-maker.

<https://careertrend.com/info-8749789-decisionmaking-activities-adults.html>

January 9, 2020

Session 5: Making Decisions (2 of 2)

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Scott Bell, General Manager of the Watkins Glen Harbor Hotel

Objective:

Decisions are an essential part of life both in and out of a work environment. Decision-makers are those who are responsible for making a judgement- sometimes a crucial judgement- between two or more alternatives. We will explore the whole process of making good, effective decisions, from initial deliberations to final implementation.

Lesson Plan/Instructional Strategies:

1. Making Your Decision
 - When your preparations are completed and the moment of decision finally arrives, double-check that you are making the right decision. Reassess your options and seek other opinions to reinforce your point of view. Once you are fully convinced, go ahead.
2. Reaching a Decision
 - Mastering the processes and methods involved in making decisions goes a long way towards maximizing your effectiveness and efficiency as a manager.
3. Developing Your Plan
 - A plan of action will begin to evolve naturally as options are narrowed and their feasibility is studied during the decision-making process. Once you have made your final decision, concentrate on developing plans for its implementation.
4. Communicating Your Decision
 - Once a decision is made and planned, relay it to those who need to know. Listen and respond to the reactions of people at all levels, and keep everybody as closely involved as possible to avoid potential resistance.
5. Implementing Your Decision
 - Decisions are valueless until they are translated into positive action, which in turn involves the decision-maker in making a series of operational decisions and choices.
6. Overcoming Objections
 - Decisions are likely to attract varying degrees of opposition, from mild dissent to outright resistance. Rather than feel aggrieved, view opposition as a valuable part of decision-making, and respond with intelligence and care.
7. Monitoring Progress
 - After a decision has been put into action, plans rarely go smoothly. There are usually unforeseen eventualities, such as poor performance from key people. Monitor progress to make sure you spot problems and can devise effective remedies.

8. Building on Decisions

- Few decisions stand completely alone. In most cases, one decision leads to others, forming a continuing process of feedback and analysis. To build successfully on a decision, learn your lessons from previously successful (and unsuccessful) plans of action.

9. Handling Other People's Decisions

- Most decisions are delegated downwards and involve subordinates. Although final responsibility remains with the delegator, remember that you are responsible for the success of your own performance when asked to undertake and complete a task.

Activities:

- **Review homework:** Timing Yourself
- **Review and discuss decisions students made based on presented scenario and information**

January 23, 2020

Session 6: Motivating People

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Randi Hewit, Executive Director of Community Foundation of Elmira-Corning and the Finger Lakes

Objective:

Today's increasingly competitive business world means that a highly motivated workforce is vital for any organization seeking good results. Therefore, learning how to motivate others has become an essential skill for managers. We will explore ways how best to put effective motivational theories into practice to create and sustain a positive environment in the workplace.

Lesson Plan/Instructional Strategies:

1. What is Motivation?
 - The art of motivating people starts with learning how to influence individuals' behavior. Once you understand this, you are more likely to gain the results that both the organization and its members want.
2. Analyzing Motivation
 - To inspire people to work – individually or in groups – in ways that produce the best results, you need to tap into their own personal motivational forces.
3. Understanding Behavior
 - Actual behavior is very important, but so are the reasons behind it. In most cases, the only way to know how motivated staff members are is through the ways in which they behave.
4. Assessing Your Attitude
 - It is important that you understand your attitude towards your subordinates. Your thinking will be influenced by your experience, and will shape the way in which you behave towards all the people you meet.
5. Recognizing Needs
 - Research into human behavior has suggested that people are motivated by a number of different needs, at work and in their personal life. Recognizing and satisfying these needs will help you to get the best from people.
6. Creating a No-Blame Culture
 - Anyone with responsibility – including yourself – must accept his or her failures. However, to motivate effectively you need a culture in which no blame is laid for failure. Errors should be recognized, then used to improve chances of future success.
7. Building Up Motivation
 - Before staff can be receptive to your motivational techniques, you must make sure that the environment in which they work meets a number of important human needs.
8. Encouraging Initiative
 - A sure sign of high motivation is a lot of initiative. The ability to take initiative depends on empowerment as well as an environment that recognizes contribution. The more you expect of people, the more they will give, as long as you support them.

February 13, 2020

Session 7: Managing Teams

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Matthew Sharpe, CEO/President of Cameron Manufacturing & Design

Objective:

Working with teams, whether as leader of a single team or manager of several, is an essential part of a manager's responsibility.

Lesson Plan/Instructional Strategies:

1. Understanding How Teams Work
 - Teamwork is the foundation of all successful management. Managing teams well is a major and stimulating challenge to any manager, from novice to experienced hand.
2. What Makes a Good Team?
 - A true team is a living, constantly changing, dynamic force in which a number of people come together to work. Team members discuss their objectives, assess ideas, make decisions, and work towards their targets together.
3. Setting Up a Team
 - Establishing a team is the leader's prime task. Make sure your team has a clear purpose and sufficient resources to achieve it. Be open and impartial in your treatment of team members.
4. Analyzing Team Roles
 - In an effective team, each member knows their role thoroughly. While having their own strengths, skills, and roles, they must also contribute to the togetherness of the team. It is the role of either the team leader or manager to see that this happens.
5. Establishing Team Trust
 - The most essential feature of successful teamwork is trust. Teams thrive on mutual trust, so it must be established early in the life of a team. Promote mutual trust through delegation, openness of conduct and communication, and a free exchange of ideas.
6. Balancing Skills Within a Team
 - Acquiring the right mix of experience in a team can be more difficult than finding the basic skills, but is vital if the team is to be effective. Encourage each team member to make their own individual contribution, both on a technical and a personal level.
7. Setting Goals
 - What is your team for? The question may sound obvious, but time spent at the beginning of a project in defining team objectives is crucial to a successful outcome. Make sure that you have clearly established the issues that the team needs to resolve.
8. Matching Team to Task
 - There are numerous types of teams, formal and informal, each suited to fulfilling particular tasks. Team leaders need to understand the objectives and goals of their team clearly in order to match tasks to the most appropriate style of team.

9. Providing Support for a Team

- A degree of independence is essential in successful teamwork, but few teams are able to stand completely alone. Nurture good relations and support systems within your organization that satisfy both your team's needs and company requirements.

10. Maximizing Performance

- It is vital that all members of a team work together to maximize team performance. Give people full responsibility for their jobs and empower them to execute and improve their own work in ways that optimize their contribution to the entire team.

February 27, 2020

Session 8: Presenting Successfully

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Kelley Bacalles, Principal of Beecher Elementary School

Objective:

There are two secrets to making a good presentation; preparation and practice. Take the time to prepare properly, and your chances of success will increase enormously.

Lesson Plan/Instructional Strategies:

1. Defining Your Purpose
 - What do you want to communicate to your audience? Before you start to prepare your presentation, decide what you want to achieve. Focus on the purpose of the presentation at every stage to ensure that your preparation is relevant and efficient.
2. Knowing Your Audience
 - Find out as much as you can about who will be attending your presentation. Have you invited some of the audience? Does it consist of colleagues? Once you know who will be attending, structure your speech to elicit the best response from them.
3. Clarifying Objectives
 - Before you prepare for a presentation, it is important that you think about your objectives. Do you want to entertain the audience, pass on vital information, or inspire them to rush off and take immediate action as a consequence of your speech?
4. Finding Material
 - A successful presentation always begins with careful background research. This requires initiative and hard work, and can be time-consuming. Allocate sufficient time for your research, and explore as many sources as possible.
5. Structuring Material
 - The order in which you present the main points of your presentation, and the emphasis each point is given, will affect the message that your audience takes away. Use the most appropriate structure in your speech to give your audience the right message.
6. Writing a Presentation
 - It is important to be aware that written material can sound very different when it is delivered to an audience in spoken form. Learn to write your text in an oral style that follows natural speech patterns and is suitable for verbal presentation.
7. Delivering a Presentation
 - The key to good delivery is to be yourself, to be natural. Anything else looks and sounds false – unless you have considerable acting talent.

8. Controlling Nerves

- All but the most experienced of speakers will feel nervous just before making a presentation. Nervousness prevents you from being natural, so you need to do everything you can to control your nerves in order to give the most effective presentation.

9. Speaking Confidently

- The delivery of a presentation has as much impact as the message itself. It is essential to start strongly. After that, use tone of voice, pace, and your body language to enhance your audience's understanding of what you have to say.

10. Closing Effectively

- It is vital to have a strong conclusion to your presentation, since this helps form the impression that audience members take away with them. Always reiterate the major points made in your speech to bring them to the attention of the audience again.

11. Dealing with Questions

- Many fine presentations have been ruined by poor handling of questions raised by the audience afterwards. Learn to deal with difficult and awkward questions during your preparation, and you will handle anything you are asked with confidence.

March 12, 2020

Session 9: Managing Change

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Tim O'Hearn, Schuylar County Administrator & Greg Kelahan, Superintendent of the Watkins Glen Central School District

Objective:

Change is the single most important element of successful business management. To remain competitive in increasingly aggressive markets, organizations (and individuals in them) have to adopt a positive attitude to change. Ignoring or trivializing a changing trend can be costly.

Lesson Plan/Instructional Strategies:

1. Understanding Change
 - Understanding and managing change are the dominant themes of management today. Adapting to the ever-changing present is essential for success in the unpredictable future.
2. Why Change?
 - Change effects every aspect of life: taking a proactive approach to change is the only way to take charge of the future, either as an individual or as an organization. Approach it with an open mind, and learn to develop its positive elements.
3. Understanding the Cause of Change
 - To deal effectively with increasing rates of change, you need to understand the underlying causes. Specific changes in an organization's internal structure and external markets often derive from wider changes in society, economics, or technology.
4. Categorizing Types of Change
 - Change divides broadly into gradual and radical forms. Within these, a wide variety of types and combinations occur. Understanding the type you are dealing with will help you to approach change effectively and to interpret others' response to it.
5. Creating an Action Plan
 - On the basis of the information you have gathered, create a detailed action plan. Keep it clear and concise. Take into account the opinions of people affected, and review your plan regularly.
6. Anticipating Resistance to Change
 - Change will always meet with some resistance. You can, however, pre-empt resistance to a large extent by anticipating and understanding people's reservations. Take steps to accommodate some objections in your plan, and gather evidence to counter others.
7. Implementing Change
 - A change program can only be as good as its execution. Communicate carefully, monitor progress, and prepare yourself for possible changes during the course of the program.

8. Communicating Change

- To get a program off to a good start, communication is vital: you can never communicate too much. Whether or not people were involved in planning, draw them in now as quickly and fully as possible, using a range of communication methods.

9. Assigning Responsibility

- By their nature, change programs call for leadership. But they also require inspired, dedicated, and inspiring followers. Whether leaders or followers, sometimes referred to as change agents, located in key positions, play an indispensable role in the change process.

10. Developing Commitment

- Building up people's support is essential for the success of change projects. Use strong leadership skills to gain and deepen commitment. Set the tone through your own dedicated attitude, and structure meetings and systems to stimulate and involve people.

11. Changing Culture

- The culture of an organization grows out of the behavior of the people within it, and in turn it influences how they behave. Aim to guide the development of your organization's culture by various means so that it supports your changes.

12. Limiting Resistance

- The greatest challenge for managers is to overcome barriers, especially emotional ones, to acceptance of change. While careful planning anticipates many problems, you will still need to interpret and deal effectively with various forms of resistance.

March 26, 2020

Session 10: Minimizing Stress

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Sue Silhan, Owner of Selah Yoga & Music

Objective:

Stress is likely to affect all of us at some time in our lives. Learning how to reduce the stress that you encounter as you reach your goals will allow you to achieve these goals without damaging your physical or mental health.

Lesson Plan/Instructional Strategies:

1. What is Stress?
 - On occasion, all of us experience stress. Beneficial stress can help drive a few of us to become Olympic champions, but harmful stress can drive others to despair. A force as powerful as that should always be handled with respect.
2. Understanding Stress
 - Stress has been called the "invisible disease". It is a disease that may affect you, your organization, and any of the people in it, so you cannot afford to ignore it.
3. Recognizing Symptoms
 - There is no single symptom that can identify stress. A common factor in stressed individuals is the presence of a number of symptoms.
4. Defining Stress at Work
 - Changes in working practices, such as the introduction of new technology or the alteration of targets, may cause stress, or stress may be built into an organization's structure. Organizational stress can be measured by absenteeism and quality of work.
5. Dealing with Stress at Work
 - Everybody responds to stress in different ways. It is only by understanding the nature of individual responses that you can start fighting stress in yourself and others.

April 9, 2020

Session 11: Learning to Lead/Leading Others

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Matthew Sharpe, CEO/President of Cameron Manufacturing & Design

Details coming soon!

April 23, 2020

Session 12: Improving Your Effectiveness

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Matthew Sharpe, CEO/President of Cameron Manufacturing & Design

Details coming soon!

May 14, 2020

Session 13: Inspiring Excellence

8:00-8:30am: Continental Breakfast/Networking

8:30-11:30am: Instruction

Speakers: Matthew Sharpe, CEO/President of Cameron Manufacturing & Design

Details coming soon!

May 28, 2020

GRADUATION- Location TBD