



Coaching Skills for Managers and Supervisors

Columbus

Thursday, January 6

Cincinnati

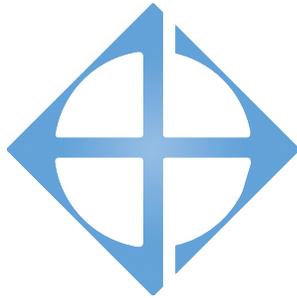
Tuesday, January 18

Virtual

Thursday, February 3

Members: \$215

Nonmembers: \$281



ERA
EMPLOYERS RESOURCE ASSOCIATION

This program helps supervisors and managers to more capably coach their employees into enhanced performance on the job. It will reinforce the business value of helping employees realize the need to improve their own performance or to change their behaviors in the workplace. As a result of lively practice in this session, leaders will be better able to use performance coaching as a method of helping their employees grow and develop greater responsibility for their choices, actions and productivity.

Learning Objectives:

- Utilize coaching to improve performance
- Identify main reasons employees do not perform as expected
- Master six steps of coaching for performance deficiency
- Gain “buy-in” at an important time
- Live practice of common performance/behavioral issues
- Develop sound documentation practices
- Preview effective communication skills during coaching.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Foundations of Leadership

Cincinnati

Thursdays, January 6, 13, 20 & 27

Virtual

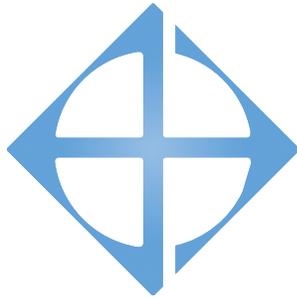
Tuesdays, February 8, 15, 22 & March 1

Columbus

Tuesdays, March 15, 22, 29, & April 5

Members: \$425

Nonmembers: \$595



ERA
EMPLOYERS RESOURCE ASSOCIATION

Whether you are aspiring toward leadership or running a company there are universal capabilities needed to be successful at all levels. The “Foundations of Leadership” series focuses on developing the knowledge and skills needed in these universal areas of Emotional Intelligence, Servant Leadership, Adaptive Leadership, and developing a Strong Sense of Self.

Learning Objectives:

- Use a combination of feedback and reflection to gain productive insight into strengths and weaknesses
- Gain the confidence and trust in others through honesty, integrity, and authenticity
- Adapt approach and demeanor in real time to match the shifting demands of different situations
- Identify new ways to grow and be challenged using both formal and informal development channels

CANCELLATION POLICY:

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Developing Your Emotional Intelligence

Cincinnati

Thursday, January 6

Virtual

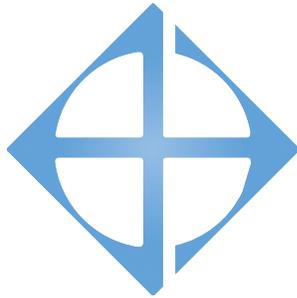
Tuesday, February 8

Columbus

Tuesday, March 15

Members: \$170

Nonmembers: \$238



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of Foundations of Leadership Series

In today's working environment a good level of technical knowledge and intellectual ability is taken for granted. However, that doesn't help you stand out from the crowd. Emotional Intelligence (EI) has become the great differentiator, the way leaders and professionals stand out.

Learning Objectives:

- Define Emotional Intelligence
- Identify your EI in the areas of Self Awareness, Self-Management, Social Awareness, and Relationship Management
- Apply this knowledge to real life situations
- Ability to recognize your own feelings and feelings of others
- Strategies to Motivate Yourself
- Demonstrate ability to manage emotions in yourself as well as others

CANCELLATION POLICY:

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How to Champion Change

Columbus

Wednesday, January 12

Virtual

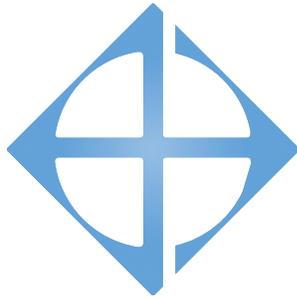
Wednesday, January 26

Cincinnati

Tuesday, February 8

Members: \$170

Nonmembers: \$218



ERA
EMPLOYERS RESOURCE ASSOCIATION

According to research from Prosci®, a Change Management research and consulting company, projects with excellent change management programs, are six times more likely to meet objectives.

Our Championing Change program will provide the participants with knowledge, skills, and tools to lead themselves and their teams successfully through change initiatives. Participants will learn how to apply strategies at different times of the change initiative.

Learning Objectives:

- Helping leaders understand the dynamics of the changing world to include: the marketplace, technology advancements, global competitors, the workforce dynamics, and more.
- We will address the people side of change. It is often ignored and is often the cause for change failure.
- All changes will experience a dip in productivity. We will discuss how to manage this.
- Not everyone goes through change the same way. You, as a leader, need to prepare and help people through the change. We will discuss the stages they may go through, how to identify it, and how to lead them through this.
- We will discuss change sponsorship and the need for a change team.
- Why is the change happening? The leader needs to understand and support the change before communicating it to their people.
- We will discuss the needs for a communication plan and how to develop buy in along the way.
- Reinforcing the change.
- After the fact, communicate what the change did. Celebrate if appropriate. Redirect as needed.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.

CANCELLATION POLICY:

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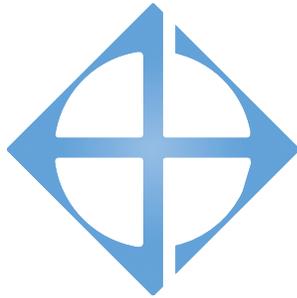
Human Resource Management I

Cincinnati

Wednesdays, January 12, 19, 26,
February 2, 9, 16, 23, March 2 &
9

Members: \$665

Nonmembers: \$848



ERA
EMPLOYERS RESOURCE ASSOCIATION

This comprehensive 36-hour program bursts with information, providing an intensive overview of the key elements of the contemporary HR function. Participants are introduced to the body of general HR knowledge they need to perform in the modern practitioner role, and are offered practical, usable ideas for handling HR matters. Practical application through exercises includes the ability to spot issues and determine “what questions to ask” rather than trying to memorize all the answers in the ever-changing, complicated HR field. The final session will be in person to provide a fun opportunity to work together with classmates to resolve “situations” based on what’s been learned.

Learning Objectives:

- Identify and apply federal/state laws to your workplace rules and standards.
- Manage the employment process from requisition to recruiting, screening, interviewing, testing, and background checks to making the offer.
- Evaluate how best to welcome and retain new employees, including orientation, and onboarding basics.
- Assure compliance with employment recordkeeping and posting requirements.
- Explore compensation basics, and main components of Wage and Hour regulations to avoid typical violations.
- Improve HR’s communication effectiveness by strategizing what, to whom, and how best to transmit various types of information.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.

CANCELLATION POLICY:

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The Art of Effective Delegation

Cincinnati

Thursday, January 13

Columbus

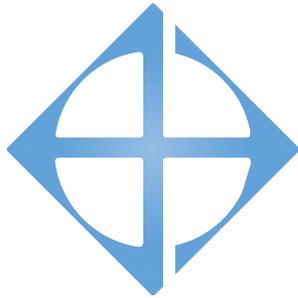
Tuesday, January 25

Virtual

Thursday, February 17

Members: \$150

Nonmembers: \$190



ERA
EMPLOYERS RESOURCE ASSOCIATION

Delegation is a key competence all leaders require. This module will provide you with the necessary skills to delegate a task/project through your preparation, communication, and follow through. Learners will practice the art of effective delegation using a “real life” example from their current role and build a plan they can execute upon returning to work.

Learning Objectives:

- Overcome common barriers to effective delegation
- Recognize your delegation style
- Decide what should be delegated
- Execute the three key steps to delegation

CANCELLATION POLICY:

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Demonstrating Self-Awareness

Cincinnati

Thursday, January 13

Virtual

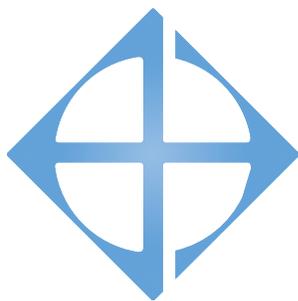
Tuesday, February 15

Columbus

Tuesday, March 22

Members: \$242

Nonmembers: \$310



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Foundations of Leadership Series

Recognizing who you are, what drives you, what exhausts you, and where you have room to grow is foundational in your growth as a leader. This course teaches participants to understand yourself and others while learning to appreciate differing priorities, preferences, and values each individual brings to the workplace. With personalized insights and actionable strategies, participants learn how to adapt to the styles of others; ultimately improving engagement, collaboration, and the overall quality of the workplace.

Learning Objectives:

- Discover your DiSC style
- Understand the style of others
- Build more effective relationships
- Explore people reading capabilities
- Design your plan to implement into your leadership brand

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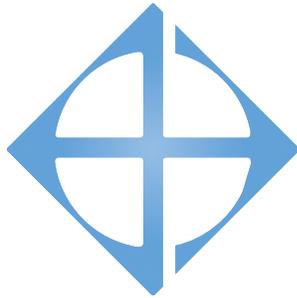
SHRM CP/SCP Certification Prep Course

Virtual

Thursdays, February 17, 24, March 3, 10, 17, 24, April 7, 14, 21, 28, May 5, 12 & 19

Members: \$1200

Nonmembers: \$1660



ERA
EMPLOYERS RESOURCE ASSOCIATION

It's time to finally earn your SHRM-CP or SCP credential with ERA. Our pass rates have been far exceeding the national average, despite the pandemic! We pack more value into our programs to help you shine:

- Two course scheduling options: choose which works best for you — afternoon or evenings
- Bonus 3-hour concentrated practice sessions with Situational Judgment questions
- Initiation into the Winners' Circle, a select group of HR peer professionals, available to participants after they take our course and pass the exam
- Invitation to Winners' Circle social, networking, developmental, and philanthropic events
- Public recognition for Winners' Circle members and their achievements

Offered in partnership with the Society for Human Resource Management (SHRM), the curriculum is designed by global subject matter experts and covers the entire SHRM Body of Competency and Knowledge™ (SHRM BoCK™) which encourages HR professionals to acquire the Competencies and Knowledge they'll need to effectively perform their jobs and achieve career success.

Along with virtual instruction, you will receive the NEW 2022 SHRM Learning System® for SHRM-CP/SHRM-SCP. Comprised of comprehensive learning modules in print and e-reader formats, and advanced online resources and designed to streamline study time, accelerate learning and build confidence for passing the SHRM-CP/SHRM-SCP exam.

Establish yourself as a globally-recognized HR expert by earning the new standard in HR certification: SHRM Certified Professional (SHRM-CP™) and SHRM Senior Certified Professional (SHRM-SCP™). These certifications reflect what HR practitioners need to know to be leaders in their organizations and in the profession.

This intensive 13 week program combines expert instruction with the SHRM Learning System® for SHRM-CP/SHRM-SCP, so you will learn faster, retain more knowledge and stay on track for success on the exam.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.

CANCELLATION POLICY:

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Adaptive Leadership Behaviors

Cincinnati

Thursday, January 20

Virtual

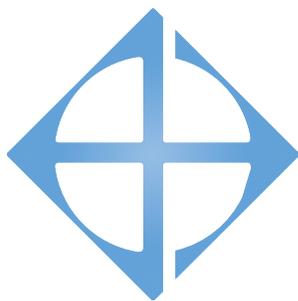
Tuesday, February 22

Columbus

Tuesday, March 29

Members: \$170

Nonmembers: \$238



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Foundations of Leadership Series

What do leaders do to try and get the best out of people? Do they cajole? Do they plead? Do they collude? Or do they simply lead by example? The reality is leaders use many different behaviors, drawing on a range of skills, techniques, strengths, habits, and ideas.

Learning Objectives:

- Understand the role of the leader
- Define the six behaviors of leadership
- Profile your own strengths and weakness' in the six behaviors of leadership
- Identify the behaviors of leadership your role demands of you
- Develop strategies for improving areas of leadership behavior

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Leading Through Service

Cincinnati

Thursday, January 27

Virtual

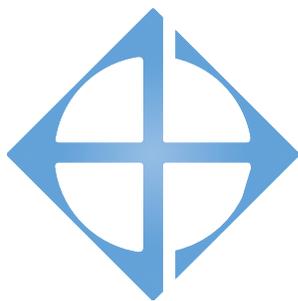
Tuesday, March 1

Columbus

Tuesday, April 5

Members: \$170

Nonmembers: \$238



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Foundations of Leadership Series

Servant leadership is a philosophy that involves focusing on others (i.e. your employees), and focus on their success, which in turn build better professional relationships that can benefit both manager and employee. Servant leadership shows that managers can be great leaders while boosting their employee's confidence and further their success at the same time.

Learning Objectives:

- Define servant leadership
- Know the characteristics of servant leadership
- Recognize the barriers of servant leadership
- Learn to be a mentor and a motivator
- Practice self-reflection

CANCELLATION POLICY:

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Behavioral Interviewing Techniques

Columbus

Wednesday, February 9

Cincinnati

Thursday, February 24

Wednesday, June 15

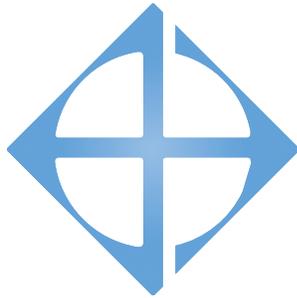
Virtual

Wednesday, March 9

Wednesday, June 29

Members: \$215

Nonmembers: \$281



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Interviewing and selection mistakes are costly: increased turnover, lower productivity, morale problems, unemployment and litigation. These problems are caused or exacerbated by well-intended individuals who have not been formally trained in proper selection techniques.

Learning Objectives:

- Introduce the “behavioral” interviewing technique
- Analyze the job for critical success factors
- Develop better behavioral questions to uncover those critical success factors and improve efficiency
- Avoid asking questions that are illegal or potentially lead to discrimination charges
- Read applications/resumes with a critical eye, identifying red flags
- Consider the challenges in remote interviewing
- Determine if panel interviewing would work for you

CANCELLATION POLICY:

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Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Communication Skills for Teamwork

Cincinnati

Thursday, February 10

Wednesday, May 25

Virtual

Thursday, February 24

Wednesday, June 8

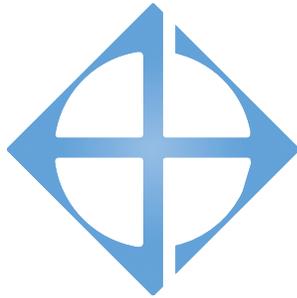
Columbus

Thursday, March 10

Thursday, June 23

Members: \$315

Nonmembers: \$421



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EMPLOYERS RESOURCE ASSOCIATION

New and improved

Communication is pivotal in effective teamwork. Understanding different styles of communication, as well as your own natural style, is a game changer in leading your team so breakdowns don't occur. In this course, participants complete the DiSC Workplace assessment and leverage this simple, yet powerful model that describes four basic styles: D, i, S, and C. This serves as the foundation for participants to receive personalized insights that deepen their understanding of self and others, making workplace interactions more enjoyable and effective. The result is a more engaged and collaborative workforce that can spark meaningful and impactful collaboration in your organization.

Learning Objectives:

- Gain an awareness of how others see you
- Complete a self-assessment to determine dominant behavioral style
- Recognize how your style can "rub others the wrong way"
- Exercise behavioral flexibility to improve communications with team members of different styles
- Deal with conflict in a **healthy** way
- Utilize principles of consensus to always do what is best for the group as a whole
- Utilizing DiSC workplace assessment to deepen understanding of self and others for effective communication

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.

CANCELLATION POLICY:

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Leading a Team: Supervisor Series

Cincinnati

Thursdays, February 10, 17, 24,
March 10, 17 & 24
Break March 3

Virtual

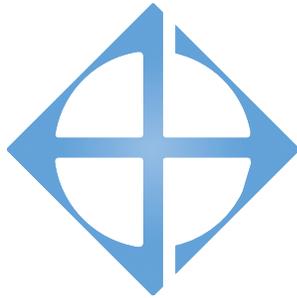
Tuesdays, April 5, 12, 19, 26, May
3 & 10

Columbus

Tuesdays, May 17, 24, 31, June 7,
14 & 21

Members: \$485

Nonmembers: \$679



ERA
EMPLOYERS RESOURCE ASSOCIATION

Transitioning from an individual contributor to a supervisor of people comes with a unique set of challenges. The Leading a Team: Supervisor Series develops the necessary capabilities to make this transition a success. This program focuses on growing your capabilities in Ensuring Accountability, Directing Work, Managing Conflict, Communicating Effectively, Driving Engagement, Directing Workflow, and more!

Learning Objectives:

- Successfully transition from individual contributor to supervisor
- Hold yourself and others accountable to meet commitments
- Recognize and leverage your strengths and weaknesses related to management
- Develop and deliver multi-mode communications that convey a clear understanding of unique needs of different audiences
- Handle conflict situations effectively with a minimal amount of noise
- Create an environment where people are motivated to do their best to help the organization achieve its objectives
- Provide direction, delegate, and remove obstacles to get work done

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.

CANCELLATION POLICY:

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Making a Successful Transition to Supervisor

Cincinnati

Thursday, February 10

Virtual

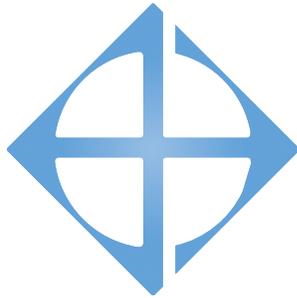
Tuesday, April 5

Columbus

Tuesday, May 17

Members: \$215

Nonmembers: \$301



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Team: Supervisor Series

Transitioning from an individual contributor to a supervisor of people comes with a unique set of challenges. Moving from a peer to a leader, a friend to a manager, a colleague to a supervisor means establishing new boundaries and broadening your scope of impact. This course will walk you through how to do just that successfully.

Learning Objectives:

- Successfully transition from individual contributor to supervisor
- Identify the new scope of impact
- Recognize the adjusted behaviors of required of the role
- Define your leadership brand
- Implement strategies to communicate your goal for your team
- Practice having the transition conversation with peers

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Interpersonal Skills Development Series

Cincinnati

Wednesdays, February 16, 23,
March 2 & 9

Virtual

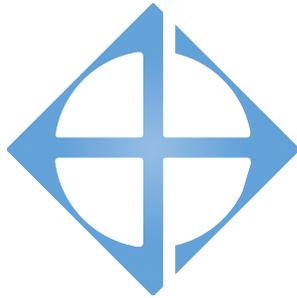
Tuesdays, March 22, 29, April 5 &
12

Columbus

Wednesdays, April 27, May 4, 11
& 18

Members: \$390

Nonmembers: \$526



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EMPLOYERS RESOURCE ASSOCIATION

Session 1: DiSC Dimensions of Behavior®

Learn about the tendencies of your natural behavioral style, how it might “rub” other style the wrong way and what to do about it if it does. ***Self-assessment to be completed prior to attendance.***

Session 2: Personal Assertiveness

This session is designed to help participants to recognize the differences between passive, aggressive and assertive behaviors and how to maintain healthy, productive, assertive communication.

Session 3: The Art of Conflict Resolution

Organizations depend on managers, supervisors, and employees to openly discuss concerns and arrive at a joint resolution before a situation gets out of control. Through the use of exercises, team discussions and role-plays, participants learn how to intervene in creative, effective ways to turn conflict into conciliation.

Session 4: Dealing With Difficult People

This session is designed to help anyone at any level deal with “difficult” people in their workplace. Participants will learn how to level the playing field in dealing with difficult people by adopting coping mechanisms. Participants will examine each type of difficult person and identify strategies for effectively dealing with them.

CANCELLATION POLICY:

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Applying Project Management Technique to Your Role

Columbus

Tuesday, February 22

Virtual

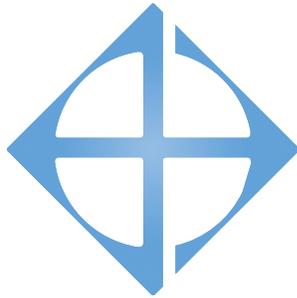
Wednesday, March 16

Cincinnati

Thursday, March 31

Members: \$215

Nonmembers: \$281



ERA
EMPLOYERS RESOURCE ASSOCIATION

Project management is an important skill in many professions. This course provides an introduction to the core concepts of project management, such as planning, communication and problem solving. It is ideal for participants with little or no formal Project Management training. Through a variety of discussions, group activities and skills practice, participants will be able to apply these concepts to their current and future work, leading to higher efficiency and better quality results.

Learning Objectives:

- Demonstrate comprehension of the four phases of project life cycle
- Develop a “S.M.A.R.T.” objective for a project
- Utilize a Work Breakdown Structure
- Utilize a Gantt Chart
- Demonstrate effective communication skills
- Apply organizational skills, proper planning and effective communication to current and future projects

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CANCELLATION POLICY:

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Leveraging Your Management Style

Cincinnati

Thursday, February 17

Virtual

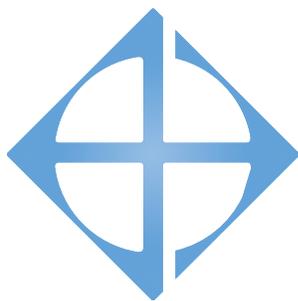
Tuesday, April 12

Columbus

Tuesday, May 24

Members: \$287

Nonmembers: \$373



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Team: Supervisor Series

Participants deepen their understanding of themselves, their direct reports, and their own managers using the DiSC® model while learning how their management style influences their approach to decision-making, time management, and problem solving. Participants walk away with concrete strategies to help them adapt to the styles of their direct reports, enabling them to bring out the best in their people.

Learning Objectives:

- Understand your DiSC Management Style
- Become efficient in directing and delegating
- Recognize strategies to motivating and developing orders
- Effectively learn to work with your manager

CANCELLATION POLICY:

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T.E.A.M. Work

Cincinnati

Thursday, February 24

Virtual

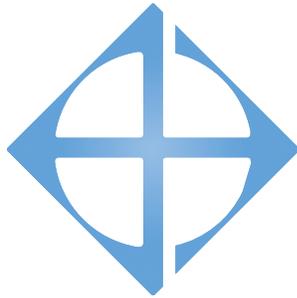
Tuesday, April 19

Columbus

Tuesday, May 31

Members: \$215

Nonmembers: \$301



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Team: Supervisor Series

In business today organizations are facing a climate of accelerating changes. One of the key ingredients in surviving and prospering in this climate is teamwork.

This highly interaction program examines the 4 key influences on T.E.A.M. in the workplace today, Trust, Engagement, Accountability and Mission focus. Participants will be encouraged to share their challenges in creating a team environment at work; strategies will be shared to help them build a sustained Trust, Engagement, Accountability and Mission focus.

Learning Objectives:

- Understand the intentional and unintentional benefits/consequences of teamwork in today's rapidly changing business climate
- Importance of strong leadership in developing a strong team environment
- Build trust, the true essence of team. Examine causes of lost trust and how to rebuild that trust in our relationships
- Fuel engagement – how to build an environment of highly engaged employees to create a team environment
- Hold ourselves accountable, the glue the holds the team together. It's not about punishment it's about improvement. Explore how to create an environment of accountability to insure a sustained team environment
- Drive a mission focus. Meaning and purpose is what keeps the team engaged and able to handle challenges and adversity that all teams face.

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CANCELLATION POLICY:

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Employment Law Update and Review

Cincinnati

Thursday, March 3

Members: \$240

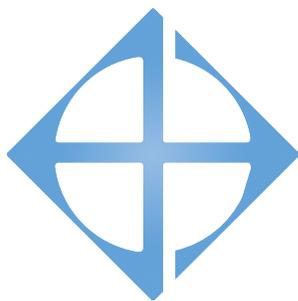
Nonmembers: \$316

Virtual

Thursday, March 3

Members: \$215

Non-Members: \$291



ERA

EMPLOYERS RESOURCE ASSOCIATION

This valuable day with legal experts provides tremendous insight into the latest laws, rulings, and practical interpretations that allows the executive or HR professional to perform a difficult job confidently, avoid expensive litigation, and keep personal knowledge up-to-date.

Learning Objectives:

- Legally stay within the rules in dealing with the requirements of federal and state laws and regulations
- Identify and implement changes in policy and procedure made necessary by new legal requirements and changes in existing requirements
- Avoid making risky and costly mistakes due to lack of awareness of recent court decisions that change the way employment issues must be handled
- Explore creative alternatives in dealing with problems you are facing by discovering what your peers are doing on such issues

Agenda to come

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Communicating With Impact

Cincinnati

Thursday, March 10

Virtual

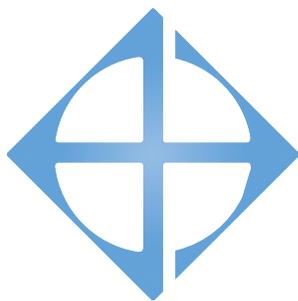
Tuesday, April 26

Columbus

Tuesday, June 7

Members: \$215

Nonmembers: \$301



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Team: Supervisor Series

When communication breaks down, so does teamwork. Help your team or individuals on your team to improve their ability to communicate with each other by understanding behavioral styles and how they affect communication and, ultimately, teamwork. This highly interactive program gets at the heart of teamwork and team play.

Learning Objectives:

- Gain an awareness of how others see you
- Complete a self-assessment to determine dominant behavioral style
- Recognize how your style can “rub others the wrong way”
- Exercise behavioral flexibility to improve communications with team members of different styles
- Deal with conflict in a **healthy** way
- Utilize principles of consensus to always do what is best for the group as a whole.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Leadership Skills for Group Leaders

Cincinnati

Thursdays, March 17, 24, 31, April 7, 14 & 21

Virtual

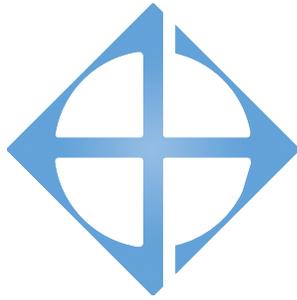
Thursdays, May 5, 12, 19, 26, June 2 & 9

Columbus

Dates to come*

Members: \$460

Nonmembers: \$624



ERA
EMPLOYERS RESOURCE ASSOCIATION

Help your non-exempt level group leaders improve their ability to get things done through others without actual supervisory/management authority. This course will give them the tools to need to have more success, with more people, more often, by exposing them to the most important leadership competencies.

Learning Objectives:

- Adopt the qualities of a great leader
- Change/adjust leadership styles to meet the needs of team members
- Apply motivational techniques
- Avoid communication “gaffes” that plague group leaders
- Improve skill training: techniques to get new employees trained better and faster
- Improve communication by overcoming aggressiveness (active and passive) and submissiveness
- Utilize a six-step coaching method for performance improvement

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Creating a Culture of Diversity

Cincinnati

Thursday, March 17

Virtual

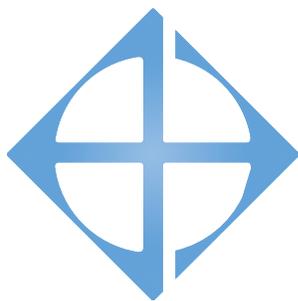
Tuesday, May 3

Columbus

Tuesday, June 14

Members: \$215

Nonmembers: \$301



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Team: Supervisor Series

Diversity is comprised of so many things; diversity of individuals, diversity of thought; diversity of experiences, diversity of knowledge and skill, the list goes on. Recognizing, being intentional about, and valuing the tapestry that is your team will create a culture of inclusivity and civility of which everyone will want to be a part.

Learning Objectives:

- Define diversity and inclusion
- Recognize the benefits and strength an inclusive culture brings to your team
- Develop your inclusive culture statement
- Design strategies to create your culture of inclusivity
- Recognize and practice how to respond when unconscious biases and microaggressions are present

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Employment Laws Lite

Cincinnati

Thursday, March 24

Virtual

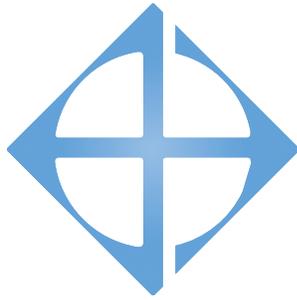
Tuesday, May 10

Columbus

Tuesday, June 21

Members: \$215

Nonmembers: \$301



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Team: Supervisor Series

Company policies and practices based on laws must continue to flex and conform to the altering employment law landscape. This course provides a solid foundation and shares best practices to allow participants to evaluate their own workplace. Participants will also glean ways to continue to stay current as the world shifts around them.

Learning Objectives:

- The overarching objective is to enable participants to determine if their own organization is handling workplace matters according to current requirements
- To recognize likely unlawful situations as well as areas of potential exposure, and to know how and where to get deeper information or assistance in dealing with these issues.
- Determine which laws apply to your company or organization
- Grasp the role and scope of government agencies in enforcing them
- Recognize how to spot four main types of unlawful discrimination
- Grasp the basics of wage and hour laws -no shades of gray there
- Expose yourself to the high points of the big impact laws such as FMLA and ADA

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Discipline and Discharge

Cincinnati

Thursday, April 7

Columbus

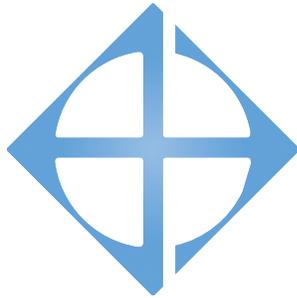
Wednesday, April 20

Virtual

Wednesday, May 4

Members: \$170

Nonmembers: \$238



ERA
EMPLOYERS RESOURCE ASSOCIATION

Ending the employment relationship is not easy for most managers. Discharge is a huge area for employment litigation, with more and more regulations eroding the concept of “employment at will”. Managers will learn certain precautions they can take to make sure they discharge legally and ethically. In this program, we will also discuss the importance of coaching substandard performance, behavior and rules violations as a tool to help the employee succeed.

Learning Objectives:

- Recognize the purpose behind progressive discipline
- Avoid the seven “deadly sins” of reprimanding
- Develop a step-by-step process of preparing for and conducting the disciplinary meeting
- Recognize, reinforce and maintain performance improvements
- Review and discuss the most often violated laws surrounding termination that may prompt charges against the organization
- Develop a step-by-step process of preparing for and conducting the termination meeting that is both legal and ethical

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Exceptional Customer Service

Columbus

Wednesday, April 13

Virtual

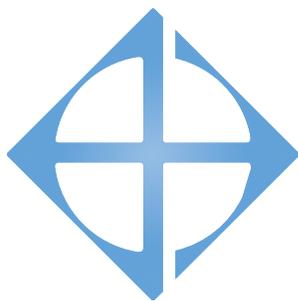
Wednesday, April 27

Cincinnati

Tuesday, May 10

Members: \$215

Nonmembers: \$281



ERA

EMPLOYERS RESOURCE ASSOCIATION

Customer service is truly a lost art form. Since few of us have products/services, technology, pricing, etc. different from our competition, the one way left to differentiate ourselves from them is to provide better service. Exceptional customer service is 90% attitude and 10% technique. Participants walk away with the skills to excel at both.

Learning Objectives:

- Adopt the qualities and skill sets of a customer service professional
- Explore customer service from the customer's perspective
- Display excellent phone skills
- Diffuse difficult customers with grace and ease
- Modify how you communicate to avoid common "gaffes"
- Read and address problematic body language and "hidden" meanings in speech
- Be the best by design, using the techniques of benchmarking to improve all areas of customer service.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Leading a Department: Director Series

Cincinnati

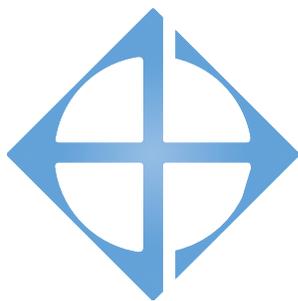
Thursdays, April 14, 21, 28, May 5, 12, & 19

Virtual

Wednesdays, June 1, 8, 15, 22, 29 & July 6

Members: \$600

Nonmembers: \$840



ERA
EMPLOYERS RESOURCE ASSOCIATION

Leading a department comes with its own unique set of necessary capabilities for success. This leadership series focuses on growing your capabilities in the areas of Strategic Mindset, Financial Acumen, Building Top Talent Teams, Driving Results, Organizational Savvy, and more!

Learning Objectives:

- Build partnerships and work collaboratively with others to meet shared objectives
- Step up to address difficult issues and say what needs to be said
- Make good and timely decisions that keep the organization moving Develop people to meet both their career goals and the organization goals
- Interpret and apply understanding of key financial indicators to make better business decisions
- Maneuver comfortably through complex policy, process, and people related organizational dynamics
- Plan and prioritize work to meet commitments aligned with organizational goals

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Leading with a Strategic Mindset

Cincinnati

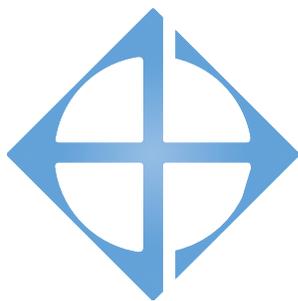
Thursday, April 14

Virtual

Wednesday, June 1

Members: \$335

Nonmembers: \$469



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of the Leading a Department: Director Series

Grow your impact as a leader through a process of Vision, Alignment and Execution. Leveraging your individual Everything DiSC Work of Leaders profile; included at a \$120 value; we will create an actionable path toward developing your strategic mindset as a leader. Before the course you will receive a 1:1 profile review with a certified DiSC expert to help set you up for the fast-paced development of the session.

Learning Objectives:

- Create a vision through exploration, boldness, and testing assumptions
- Build alignment through clarity, dialogue, and inspiration
- Champion execution through momentum, structure, and feedback

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Finance for Non-Finance Managers

Cincinnati

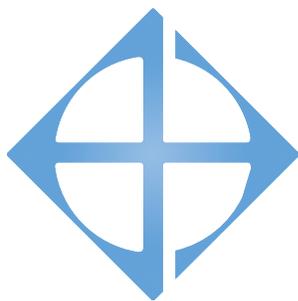
Thursday, April 21

Virtual

Wednesday, June 8

Members: \$215

Nonmembers: \$301



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Department: Director Series

Corporate finances are complex and tricky to work through. Often the need to navigate within corporate financials becomes part of a larger leadership role that we may be underprepared for. This course focuses on driving understanding of how various corporate financial structures work and how to be successful at operating within them.

Learning Objectives:

- Define key terms of corporate financials
- Differentiate the differences in various Corporate financial structures
- Identify the financial structure of your organization
- Understand how the Stock Market plays a role
- Identify how your role and team play a part in the larger company financials
- Identify key actions to implement to maintain your finger on the pulse of your team and organizations financials
- Design a strategy to implement supporting financials in your role when you leave this course

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



MBA In A Day

Cincinnati

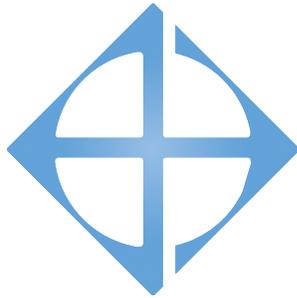
Thursday, April 28

Virtual

Wednesday, June 15

Members: \$215

Nonmembers: \$301



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Department: Director Series

Build your business acumen through this 6 hour course. Business' have many structures, departments, and functions that are critical to overall operations. Knowledge of this information is crucial to being effective in leading your organization within the larger scope of your company.

Learning Objectives:

- Understand the various functions within a business
- Identify how each function works collectively to successfully run a business
- Define how to align your organization to the larger company strategy and focus
- Design an action plan to implement business knowledge in your role

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Developing Top Talent

Cincinnati

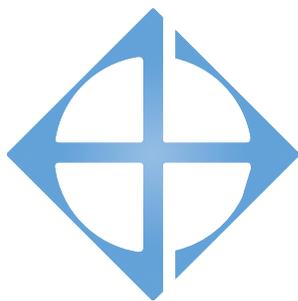
Thursday, May 5

Virtual

Wednesday, June 22

Members: \$215

Nonmembers: \$301



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Department: Supervisor Series

This program helps supervisors and managers to more capably coach their employees into enhanced performance on the job. It will reinforce the business value of helping employees realize the need to improve their own performance or to change their behaviors in the workplace. As a result of lively practice in this session, leaders will be better able to use performance coaching as a method of helping their employees grow and develop greater responsibility for their choices, actions and productivity.

Learning Objectives:

- Utilize coaching to improve performance
- Identify main reasons employees do not perform as expected
- Master six steps of coaching for performance deficiency
- Gain “buy-in” at an important time
- Live practice of common performance/behavioral issues
- Develop sound documentation practices
- Preview effective communication skills during coaching
- Identify high potentials within your team

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Creating a Superior Culture

Cincinnati

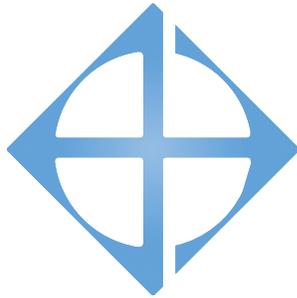
Thursday, May 12

Virtual

Wednesday, June 29

Members: \$215

Nonmembers: \$301



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Department: Supervisor Series

Culture takes on many forms and focus' on many areas within an organization. Culture is also created from the top down. Leadership knowingly, or unknowingly, creates the culture of their team, their department, and their organization. This program focuses on all the elements of corporate culture and your role in creating a culture team members are excited to be a part of!

Learning Objectives:

- Understand the impact of culture to an organization
- Define the key elements that make up corporate culture
- Understand your role in creating and driving culture
- Design your own "Culture Brand Statement"
- Create a team alignment strategy to communicate your culture brand
- Develop a plan to continue this work and culture creation long after leaving this session

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Navigating the Corporate Landscape

Cincinnati

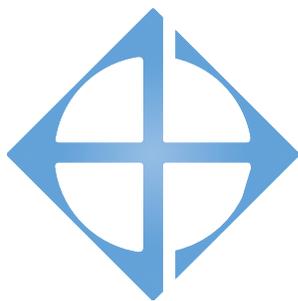
Thursday, May 19

Virtual

Wednesday, July 6

Members: \$215

Nonmembers: \$301



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of the Leading a Department: Director Series

Organizations are complex and both policy, procedure, and people dynamics all play a role in company operations. As a leader within an organization, it is important to understand the ins and outs of your organization and how to utilize this information for your success as well as the success of your team. This program focuses on understanding how to develop organizational savvy and effective impactful strategies to navigate your organization successfully.

Learning Objectives:

- Recognize how people within the organization function
- Anticipate landmines and plan approaches accordingly
- Define strategies to operate comfortably within organizational politics
- Identify who has power, respect, and influence
- Successfully navigate the corporate maze to get things done

CANCELLATION POLICY:

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Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



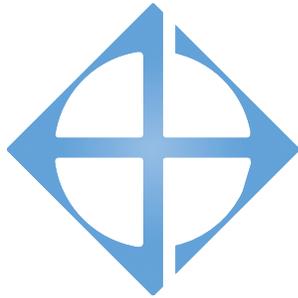
Skill-Based Training Techniques

Cincinnati

Thursday, May 19

Members: \$240

Nonmembers: \$316



ERA
EMPLOYERS RESOURCE ASSOCIATION

This program is designed for those front-line employees and supervisors who are tasked with training new employees or re-training existing employees. It highlights the importance of properly structured training, how adults learn best and a four-step method of teaching a process, procedure or how to operate a tool or a piece of equipment.

Learning Objectives:

- Recognize business implications and importance of effective training
- Identify the four stages of learning, three distinct learning styles and how this impacts adult learners
- Discover the *Ten Commandments* for effective training and learning
- Apply the four step method of skill training using Job Instruction Training (J.I.T.)
- Identify relevant key points that should be shared with all trainees
- Break down barriers to effective communications in training
- Master the ability to give useful feedback to ensure trainee success

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



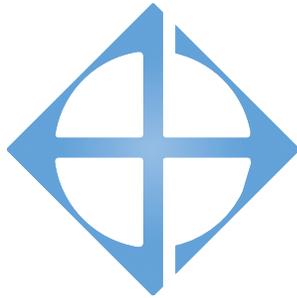
Investigating Employee Complaints and Misconduct

Virtual

Wednesday, May 25

Members: \$170

Nonmembers: \$218



ERA
EMPLOYERS RESOURCE ASSOCIATION

Nearly every company will eventually need to conduct an investigation. Whether prompted by an allegation of workplace harassment, a problem of theft or some other form of misconduct, a prompt and thorough investigation is a critical first step toward protecting your organization. Participants will learn valuable skills and methods for navigating this difficult managerial task.

Learning Objectives:

- Prepare to conduct your investigation without violating employee privacy rights or inadvertently causing defamation of character
- Identify and focus on the real objective in conducting any investigation
- Implement an effective witness interview process to gather facts/data to help make informed decisions
- Decide whether a third-party investigator or an internal investigator is a better choice for any particular type of investigation.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



Adaptive Leadership

Cincinnati

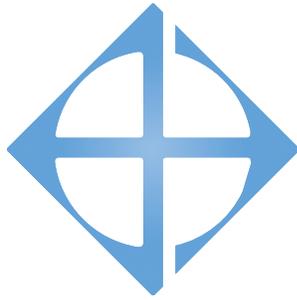
Thursday, May 26

Virtual

Thursday, June 9

Members: \$170

Nonmembers: \$218



ERA
EMPLOYERS RESOURCE ASSOCIATION

This program is designed for *non-EL* and *non-GL* series participants and is a detailed look at using different leadership styles based on predictable variables in situations and employee maturity. The goal of this program is to help leaders bend and flex their styles of leadership to best meet the needs of each team member. A challenging case study helps to illustrate the importance of leading by adapting to the needs of your team.

Learning Objectives:

- Use personal power (influence) in leading others
- Complete a personal leadership style assessment
- Recognize the four main leadership styles and when it's best to use them
- Director style
- Teacher style
- Facilitator (coach) style
- Consultant style
- Define what constitutes a fully "performance mature" employee
- Identify the seven factors impacting your leadership style
- Apply lessons learned through an interesting and true case study

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.

CANCELLATION POLICY:

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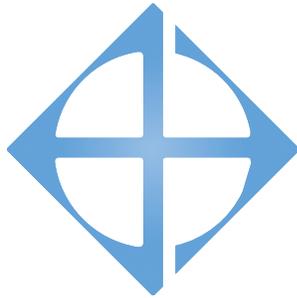
ADAAA Essentials

Virtual

Thursday, June 2

Members: \$150

Nonmembers: \$190



ERA
EMPLOYERS RESOURCE ASSOCIATION

This program is designed to provide an overview of the Americans with Disabilities Act, as amended by the ADA Amendments Act. It is ideally suited for HR and supervisory personnel faced with their employees' various "reasonable accommodation" requests, including job restructuring and leaves of absence. A comprehensive review of the ADAAA's key terminology will be followed by a discussion of the most common errors made by employers. Participants will then review recent court cases and EEOC guidance papers, and explore how the courts and the EEOC have handled various "disability" situations.

Learning Objectives:

- Discuss and apply the employer's obligation in engaging in the "interactive process"
- Work with and apply the "reasonable accommodation" standard as well as know when "undue hardship" impacts such accommodation
- Effectively deal with those situations where ADAAA, FMLA and state workers' compensation laws must all be complied with at the same time
- Prepare to handle mental conditions as a disability that falls within the protection of the ADAAA.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.



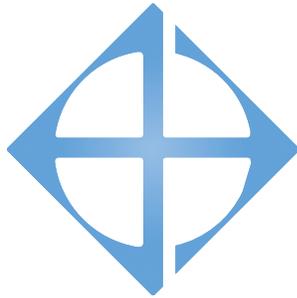
FMLA Essentials

Virtual

Thursdays, June 9 & 16

Members: \$100

Nonmembers: \$140



ERA
EMPLOYERS RESOURCE ASSOCIATION

This program is designed to provide a working knowledge of FMLA requirements and is ideally suited for growing organizations at or near the 50-employee threshold of regulation, or any manager new to the FMLA.

Learning Objectives:

- Effectively determine the key qualifiers that must occur before an employer is expected to grant job-protected family and medical leave to its employees
- Identify an employer's essential obligations in handling and resolving requests from employees for job-protected leave under FMLA
- Discuss what an employer can legally require with regard to employees who are eligible for job-protected leave under FMLA
- Effectively deal with those situations in which you must comply with FMLA, state worker's compensation laws and ADA

CANCELLATION POLICY:

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T.E.A.M. Work

Cincinnati

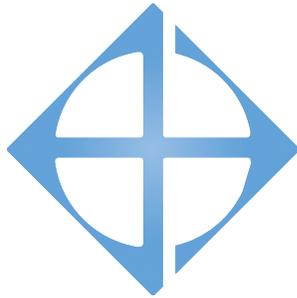
Thursday, June 16

Columbus

Thursday, June 30

Members: \$170

Nonmembers: \$218



ERA
EMPLOYERS RESOURCE ASSOCIATION

In business today organizations are facing a climate of accelerating changes. One of the key ingredients in surviving and prospering in this climate is teamwork. This highly interaction program examines the 4 key influences on T.E.A.M. in the workplace today, Trust, Engagement, Accountability and Mission focus. Participants will be encouraged to share their challenges in creating a team environment at work; strategies will be shared to help them build a sustained Trust, Engagement, Accountability and Mission focus.

Learning Objectives:

- Understand the intentional and unintentional benefits/consequences of teamwork in today's rapidly changing business climate
- Importance of strong leadership in developing a strong team environment
- Build trust, the true essence of team. Examine causes of lost trust and how to rebuild that trust in our relationships
- Fuel engagement - how to build an environment of highly engaged employees to create a team environment
- Hold ourselves accountable, the glue that holds the team together. It's not about punishment it's about improvement. Explore how to create an environment of accountability to insure a sustained team environment
- Drive a mission focus. Meaning and purpose is what keeps the team engaged and able to handle challenges and adversity that all teams face.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



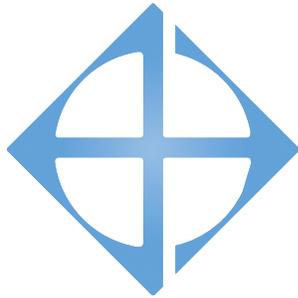
Taking Back Control of Your Time

Cincinnati

Wednesday, June 22

Members: \$215

Nonmembers: \$281



ERA
EMPLOYERS RESOURCE ASSOCIATION

In business today organizations are facing a climate of accelerating changes. One of the key ingredients in surviving and prospering in this climate is teamwork. This highly interaction program examines the 4 key influences on T.E.A.M. in the workplace today, Trust, Engagement, Accountability and Mission focus. Participants will be encouraged to share their challenges in creating a team environment at work; strategies will be shared to help them build a sustained Trust, Engagement, Accountability and Mission focus.

Learning Objectives:

- Understand the intentional and unintentional benefits/consequences of teamwork in today's rapidly changing business climate
- Importance of strong leadership in developing a strong team environment
- Build trust, the true essence of team. Examine causes of lost trust and how to rebuild that trust in our relationships
- Fuel engagement - how to build an environment of highly engaged employees to create a team environment
- Hold ourselves accountable, the glue that holds the team together. It's not about punishment it's about improvement. Explore how to create an environment of accountability to insure a sustained team environment
- Drive a mission focus. Meaning and purpose is what keeps the team engaged and able to handle challenges and adversity that all teams face.

Three ways to register: at www.erahr.org, e-mail training@erahr.org, or call Training at (513) 679-4120, ext. 3.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.