

# UNA LEADERSHIP CERTIFICATE



# UNA PUBLIC SAFETY LEADERSHIP & MANAGEMENT CERTIFICATE

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University of North Alabama  
Division of Professional, Interdisciplinary  
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**UNA LEADERSHIP CERTIFICATE  
& UNA PUBLIC SAFETY LEADERSHIP &  
MANAGEMENT CERTIFICATE**

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# UNA Leadership Certificate

## UNA Public Safety Leadership & Management Certificate

Update or expand your leadership skills through the UNA Leadership Certificate or UNA Public Safety Leadership and Management Certificate program. By enhancing your professional knowledge, you are better prepared to meet the difficult challenges of today's economy. These affordable certificate programs provide specialized training that will equip leaders from all sectors of public service and private industry with the skills that empower leadership success and enhance team performance and development.

Attend ten courses (five required and five elective) to earn your certificate. These courses are designed in a way to further your professional development with little time away from your job. Each course is approximately three hours in length. Courses are held at UNA's East Campus in Florence, AL. Tuition is only \$69 each. Courses can be taken individually if you are not interested in earning a certificate.

### UNA LEADERSHIP CERTIFICATE

#### Required Courses:

- Moral Intelligence and Ethics in Leadership
- Understanding Personality Types to Build Relationships
- Generational Differences in the Workplace
- Embracing Diversity in the Workplace
- Customer Relations

Select five electives for a total of ten courses to earn your certificate.

### UNA PUBLIC SAFETY LEADERSHIP & MANAGEMENT CERTIFICATE

#### Required Courses:

- Moral Intelligence and Ethics in Leadership
- Understanding Personality Types to Build Relationships
- Generational Differences in the Workplace
- Embracing Diversity in the Workplace
- Stress Management

Select five electives for a total of ten courses to earn your certificate.

## COURSE OFFERINGS

#### UNDERSTANDING PERSONALITY TYPES TO BUILD RELATIONSHIPS

Which personality type best describes you? Knowing your type can help you understand how you function in relationships and how you can use your strengths to build relationships.

##### Learning Objectives:

- Participants will understand the concept of 'personality types.'
- Participants will understand how our personality type influences the way we act, think, and communicate.
- Participants will begin to be able to recognize the personality type of others.

February 19, 2015 • Thursday • 9:00 a.m. – 12:00 Noon • Cost: \$69 • Course Number: 3001

#### THE POWER OF POSITIVE ATTITUDES

Positive thinking isn't just a soft and fluffy feel-good term. Positive thinking is critical for opening your mind to explore and build the skills that become so valuable in all areas of your life.

##### Learning Objectives:

- Participants will understand the power of having a positive attitude at work.
- Participants will understand how much damage a negative attitude can have on employee morale and productivity in the workplace.
- Participants will know how to recognize negative attitudes and apply techniques to turn a negative attitude into a positive attitude.

February 19, 2015 • Thursday • 1:00 p.m. – 4:00 p.m. • Cost: \$69 • Course Number: 3002

#### GENERATIONAL DIFFERENCES IN THE WORKPLACE

Managers are increasingly dealing with generational differences in their work forces. Problems can arise from differing mindsets and communication styles of workers born in different eras.

##### Learning Objectives:

- Participants will gain an understanding of the four generations in the workplace, each with a different set of values, attitudes, work behaviors, and communication styles.
- Participants will find out how co-workers in other generations approach work, then discover something new about themselves and their generation.
- Participants will take back practical tips and techniques for communicating generationally in the workplace.

March 19, 2015 • Thursday • 9:00 a.m. – 12:00 Noon • Cost: \$69 • Course Number: 3003

#### THE EMOTIONALLY INTELLIGENT LEADER

Over the last decade there has been a huge increase in evidence that emotional intelligence is an important factor in leadership. Numerous studies have shown a positive relationship between emotionally intelligent leadership and employee satisfaction, retention, and performance.

##### Learning Objectives:

- Participants will learn about and understand what Emotional Intelligence (EI) is.
- Participants will discuss and understand the basic strengths and weaknesses of their individual EI score.
- Participants will learn how to apply EI into everyday life situations.

March 19, 2015 • Thursday • 1:00 p.m. – 4:00 p.m. • Cost: \$69 • Course Number: 3004

#### STRESS MANAGEMENT

While stress is present in any job, it is much more pronounced in the field of law enforcement. Being exposed to danger, lengthy shift schedules, or lack of family time can all add up to stress.

##### Learning Objectives:

- Participants will discuss the various forms of stress in both their professional and personal lives.
- Participants will learn how their personality impacts the methods they use to cope with stress.
- Participants will learn how to cope with stress in a more effective manner through the use of stress management techniques.

April 16, 2015 • Thursday • 9:00 a.m. – 12:00 Noon • Cost: \$69 • Course Number: 3005

#### BUILDING EFFECTIVE TEAMS: GUNG HO!

This team building process enables organizations to create an employee community that understands why their work is worthwhile, has control of achieving their goals, and celebrates their accomplishments.

##### Learning Objectives:

- Participants will understand the dynamics of building a team.
- Participants will understand the importance of having goals and values.
- Participants will understand the importance of being in control of achieving goals.

April 16, 2015 • Thursday • 1:00 p.m. – 4:00 p.m. • Cost: \$69 • Course Number: 3006

#### MORAL INTELLIGENCE AND ETHICS IN LEADERSHIP

The best performing organizations have leaders who are able to promote moral intelligence throughout their organizations.

##### Learning Objectives:

- Participants will learn the basic concepts of Moral Intelligence and its importance in leadership.
- Participants will complete a self-assessment to determine their moral intelligence level.
- Participants will learn how to apply moral intelligence to their leadership styles.

May 14, 2015 • Thursday • 9:00 a.m. – 12:00 Noon • Cost: \$69 • Course Number: 3007

#### EMPATHY IN LEADERSHIP: IT DOES MATTER!

Empathy is the ability to identify and understand another's situation, feelings and motives and is an important component of effective relationships.

##### Learning Objectives:

- Participants will learn and understand the role empathy plays in leadership.
- Participants will learn to utilize their emotions in order to effectively incorporate empathy in their leadership style.
- Participants will learn to add empathy into their work culture.

May 14, 2015 • Thursday • 1:00 p.m. – 4:00 p.m. • Cost: \$69 • Course Number: 3008

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# COURSE OFFERINGS

## CONFLICT RESOLUTION SKILLS

Conflict is a normal part of a relationship. Learning to deal with them in a healthy way is crucial. By learning skills you need for successful conflict resolution, you can keep your personal and professional relationships strong and growing.

### Learning Objectives:

- Participants will be able to understand the basic concept and causes of conflict.
- Participants will complete a self-assessment to determine their preferred conflict resolution approaches.
- Participants will learn several techniques to handle conflict situations.

**June 18, 2015 • Thursday • 9:00 a.m. – 12:00 Noon • Cost: \$69 • Course Number: 3009**

## DELEGATION SKILLS FOR LEADERS

Effective delegation is crucial for management and leadership success. Good delegation saves you time and develops/motivates others.

### Learning Objectives:

- Participants will learn the basic concepts and techniques of delegation and its importance in becoming an effective leader.
- Participants will complete a self-assessment to determine their view toward delegation.
- Participants will be able to apply several delegation approaches in order to become a more efficient and effective leader.

**June 18, 2015 • Thursday • 1:00 p.m. – 4:00 p.m. • Cost: \$69 • Course Number: 3010**

## EMBRACING DIVERSITY IN THE WORKPLACE

Managing diversity effectively is the key to leveraging the advantages and minimizing the disadvantages of diversity in the workplace.

### Learning Objectives:

- Participants will learn to appreciate and embrace diversity.
- Participants will learn several techniques to incorporate diversity into their workplace.
- Participants will be exposed to stereotyping, selective perception, pluralism and assimilation and how these concepts impact diversity.

**July 16, 2015 • Thursday • 9:00 a.m. – 12:00 Noon • Cost: \$69 • Course Number: 3011**

## IMPROVING EMPLOYEE PERFORMANCE THROUGH COACHING AND MENTORING

Coaching has received considerable attention in recent years as the responsibility for employees' learning and development has been increasingly devolved to line managers. Supervisory coaching behavior is associated with employees' job satisfaction and performance.

### Learning Objectives:

- Participants will be able to understand and utilize constructive methods to improve employee behavior.
- Participants will be able to explain coaching strategies with employees.
- Participants will be able to develop a feedback model to improve employee performance.

**July 16, 2015 • Thursday • 1:00 p.m. – 4:00 p.m. • Cost: \$69 • Course Number: 3012**

## TECHNOLOGY TOOLS FOR LEADERS

### Learning Objectives:

- Participants will be able to prepare presentations using Prezi.
- Participants will be exposed to several current technologies being used, including those used for document-sharing, virtual team communication, productivity, and social media.

**August 20, 2015 • Thursday • 9:00 a.m. – 12:00 Noon • Cost: \$69 • Course Number: 3013**

## MOTIVATION TECHNIQUES FOR LEADERS

Employee motivation techniques are an essential knowledge to ensure that your employees are as efficient as they can be.

### Learning Objectives:

- Participants will learn how to be a motivator of people.
- Participants will understand the importance of caring about people.

**August 20, 2015 • Thursday • 1:00 p.m. – 4:00 pm • Cost: \$69 • Course Number: 3014**

## CUSTOMER RELATIONS

Any business benefits from good customer relations, whether a large corporation or a mom and pop shop. Customer relations, or customer service, refers to the way a business communicates and interacts with the public to gain and retain customers. It is necessary for a business to cultivate good customer relations to attract and keep a loyal base of customers.

### Learning Objectives:

- Understanding customer relationships.
- Maintaining a loyal customer base.
- Handling customer complaints promptly and effectively.

**September 10, 2015 • Thursday • 9:00 a.m. – 12:00 Noon • Cost: \$69 • Course Number: 3015**

## THE DARK SIDE OF LEADERSHIP

The phrase "The Dark Side of Leadership" has many definitions in today's workplace. In this workshop it is defined as "the inability of an individual in a leadership position of handling the power that comes with the position and the power they gain from their subordinates."

### Learning Objectives:

- Participants will learn about the traits and qualities one should possess to be placed in a leadership position.

- Participants will learn how to be proactive in stopping various forms of psychological bullying due to misuse of power.

**September 10, 2015 • Thursday • 1:00 p.m. – 4:00 p.m. • Cost: \$69 • Course Number: 3016**

## SOCIAL NETWORKING TOOLS

### Learning Objectives:

- Participants will have a better understanding of how social media has created a paradigm shift in the way we communicate and network.
- Participants will have a better understanding of the reasons why social networking is important and will be introduced to several popular social media sites, including Facebook, Twitter, LinkedIn, and others.
- Participants will receive instruction on how to create an account, find contacts, network for personal or professional purposes, and create pages and groups.

**October 1, 2015 • Thursday • 9:00 a.m. – 12:00 Noon • Cost: \$69 • Course Number: 3019**

## THE IMPORTANCE OF ACCOUNTABILITY TO INCREASE EMPLOYEE PERFORMANCE

Establishing standards for measuring performance allows you to evaluate employee achievements and effectiveness and make necessary adjustments.

### Learning Objectives:

- Participants will be able to explain key performance measures in the organization and align employees daily work objectives with those measures.
- Participants will be able to apply techniques which will encourage greater accountability both individually and organizationally.
- Participants will be able to design Accountability Action Plans that will help create a culture of accountability in reaching performance goals.

**October 1, 2015 • Thursday • 1:00 p.m. – 4:00 p.m. • Cost: \$69 • Course Number: 3020**

## LEADING CHANGE

Leaders are the key drivers of change. They play a critical role in preparing people for it, and then leading them through it.

### Learning Objectives:

- Participants will learn about the importance of change in both their professional and personal life.
- Participants will become familiar with paradigms and how they impact the acceptance of change.
- Participants will be exposed to the concepts of stereotyping and their impact upon change.

**October 22, 2015 • Thursday • 9:00 a.m. – 12:00 Noon • Cost: \$69 • Course Number: 3017**

## TRANSITIONING FROM EMPLOYEE TO SUPERVISOR

You are now a manager/supervisor. Adapting to your new role will take time. Much of your success will depend on the relationship you have with peers, employees, and company leaders.

### Learning Objectives:

- Participants will gain a deeper understanding of their roles and responsibilities as a manager.
- Participants will appreciate the difference between being a manager and being an individual contributor.
- Participants will learn the basics of employment law and understand their actions in applying them to the workplace.
- Participants will explore the importance of delegation as a key management skill and learn the steps to take for a successful delegation.

**October 22, 2015 • Thursday • 1:00 p.m. – 4:00 p.m. • Cost: \$69 • Course Number: 3018**

## SITUATIONAL LEADERSHIP: Leadership & The One Minute Manager

Effective leadership is task-relevant, and the most successful leaders are those that adapt their leadership style to the maturity of the individual or group they are attempting to lead or influence.

### Learning Objectives:

- Participants will be able to define leadership style and discuss the two dimensions of leadership style: directive and supportive behavior.
- Participants will be able to describe and discuss four different leadership styles: directing, coaching, supporting, and delegating.
- Participants will learn that there is not one best style of leadership.

**November 12, 2015 • Thursday • 9:00 a.m. – 12:00 Noon • Cost: \$69 • Course Number: 3021**

## APPLIED LEADERSHIP SKILLS

### Learning Objectives:

This session will utilize real-world scenarios and group exercises to enable participants to apply the leadership tools learned in previous classes in this certification program. High participation and involvement of participants will make this an excellent learning experience.

### Learning Objectives:

- Participants will be able to apply several leadership tools to real-world situations through group exercises and discussions.
- Participants will be able to discuss and apply the expectancy theory of motivation through the use of scenarios.
- Participants will be to learn and apply the most effective leadership skill to specific situations.

**November 12, 2015 • Thursday • 1:00 p.m. – 4:00 p.m. • Cost: \$69 • Course Number: 3022**

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# MEET YOUR INSTRUCTORS:

**DR. DENNIS BALCH** is an Associate Professor of Management in the UNA College of Business, where he teaches strategic management. Leadership and strategic human resource development are two of his special interests. He brings more than 24 years of practical management experience into the classroom. From 1977 to 2001, he worked through both boom and bust years in the computer industry—as a technical writer, a programmer, a quality assurance manager, a software development manager, and a senior executive. During that time, he worked for two Fortune 500 companies, Data General Corporation and Dell Computer. At DG as vice president of software development, he managed the 250-person Research Triangle development lab near Raleigh, North Carolina. At Dell, as director of software technology for Dell's personal systems group (desktop and laptop computers), he worked closely with Microsoft to plan new operating system releases. Dr. Balch earned a B.A. degree at UNA in 1971, the M.A. in Literature at the University of Arizona in 1972, the Ph.D. in Literature at the University of Arizona in 1977, and the MBA at UNA in May 2007.

**DR. JANA BEAVER** is the Department Chair and Associate Professor in the Department of Management and Marketing in the College of Business at the University of North Alabama. Her teaching focus is on managerial communication. Before coming to UNA, she was a system technology coordinator for a school system, an entrepreneur with her husband in a small business, and a high school business teacher. Dr. Beaver received her Ph.D. from The University of Alabama in Instructional Leadership with emphasis in Technology.

**JEROME GAFFORD** is an Assistant Professor of Marketing and Director of the UNA Center for Professional Selling, part of the Management and Marketing Department at UNA. Mr. Gafford has over 20 years of experience in Marketing and Professional Sales. Prior to his arrival at UNA, he worked in both business to consumer and business to business environments in the telecommunications industry, transportation industry, and business operations. He is a native of Florence, AL and has been with UNA since 2007.

**DR. DAN HALLOCK** is a Professor in the Department of Management and Marketing in the College of Business at the University of North Alabama. He holds a BBA and an MA from the University of Texas at Austin, an MBA from Louisiana Tech University, and a DBA from Memphis State University. He also holds the professional designations of CPA, CMA, and CPIM. Dr. Hallock has extensive work experience in industry and works with UNA's Continuing Education in developing and presenting customized leadership seminars. He is certified to administer and interpret the BarOn EQ-i Emotional Intelligence Instrument and has written eight papers on emotional intelligence. He has presented over 81 papers at professional conferences and has had 17 journal articles published.

**DR. JEREMY STAFFORD** is an Associate Professor of Management in the College of Business at the University of North Alabama where he teaches HR management, Strategic HRM, and Organizational Behavior. Dr. Stafford's undergraduate and masters' degrees are in Psychology and Industrial/Organizational Psychology and HR management (respectively) and his doctorate is in Organizational Analysis and Change. He is currently enrolled in a Community Counseling master's degree program at UNA. Dr. Stafford has consulted with various local businesses on personnel management issues, and has recently published empirical articles in several peer reviewed journals covering topics related to personality and motivation in both higher education and work contexts.

## FAST & EASY REGISTRATION



### BY PHONE

Our registration office is open from 8 a.m. to 4:30 p.m. Monday through Friday. Call (256) 765-4UNA (4862) or 1(800)-825-5862, ext. 4862. We accept Discover, MasterCard and Visa. We also accept company purchase orders.



### IN PERSON

During our office hours, come by our office in the UNA East Campus building at 1640 Tule Avenue, Florence.



### VIA FAX

Simply fax the attached registration form any time, day or night to (256) 765-4872. All fax registrations require a credit card number unless the course is being invoiced to your company.



### ONLINE

To register online, visit our website at [www.una.edu/continuing-studies](http://www.una.edu/continuing-studies)



### MAIL

Complete the attached registration form and mail with your check or credit card information (don't mail cash) to Continuing Education, UNA Box 5036, University of North Alabama, Florence, Alabama 35632-0001.

**Cancellations:** If you must cancel, notify us five days in advance for a full refund. Later cancellations may receive credit toward future workshops if requested by the date of the seminar less a \$50 cancellation fee. Participant substitution may be made at any time.

**Course Cancellations:** Non-credit courses are subject to cancellation if there is insufficient enrollment. The Division of Professional, Interdisciplinary and Continuing Education apologizes for any inconvenience this may cause you. In the event a course is cancelled, a registrant has the option of applying the fees paid to another course or receiving a complete refund.

## REGISTRATION FORM: UNA Leadership Certificate

### UNA Public Safety Leadership & Management Certificate

Name \_\_\_\_\_

Company/ Job Title \_\_\_\_\_

Mailing Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone: (Day) \_\_\_\_\_

(Evening) \_\_\_\_\_

(Cell) \_\_\_\_\_

Email \_\_\_\_\_

#### Payment Method:

☐ Check Enclosed (payable to UNA)

*Please include course name on lower left side of check.*

☐ Purchase Order ☐ Money Order

☐ Visa ☐ MasterCard ☐ Discover

Credit Card # \_\_\_\_\_

Expiration Date \_\_\_\_\_ Verification # \_\_\_\_\_

Name on Card \_\_\_\_\_

Authorized Signature \_\_\_\_\_

### COST \$69 each class

Please make as many copies of the attached form as you need.

- ☐ **Understanding Personality Types to Build Relationships**  
February 19 • 9 am – 12 pm
- ☐ **The Power of Positive Attitudes**  
February 19 • 1 pm – 4 pm
- ☐ **Generational Differences in the Workplace**  
March 19 • 9 am – 12 pm
- ☐ **The Emotionally Intelligent Leader**  
March 19 • 1 pm – 4 pm
- ☐ **Stress Management**  
April 16 • 9 am – 12 pm
- ☐ **Building Effective Teams: Gung Ho**  
April 16 • 1 pm – 4 pm
- ☐ **Moral Intelligence and Ethics in Leadership**  
May 14 • 9 am – 12 pm
- ☐ **Empathy in Leadership: It Does Matter!**  
May 14 • 1 pm – 4 pm
- ☐ **Conflict Resolution Skills**  
June 18 • 9 am – 12 pm
- ☐ **Delegation Skills for Leaders**  
June 18 • 1 pm – 4 pm
- ☐ **Embracing Diversity in the Workplace**  
July 16 • 9 am – 12 pm
- ☐ **Improving Employee Performance Through Coaching and Mentoring**  
July 16 • 1 pm – 4 pm
- ☐ **Technology Tools for Leaders**  
August 20 • 9 am – 12 pm
- ☐ **Motivation Techniques for Leaders**  
August 20 • 1 pm – 4 pm
- ☐ **Customer Relations**  
September 10 • 9 am – 12 pm
- ☐ **The Dark Side of Leadership**  
September 10 • 1 pm – 4 pm
- ☐ **Social Networking Tools**  
October 1 • 9 am – 12 pm
- ☐ **The Importance of Accountability to Increase Employee Performance**  
October 1 • 1 pm – 4 pm
- ☐ **Leading Change**  
October 22 • 9 am – 12 pm
- ☐ **Transitioning from Employee to Supervisor**  
October 22 • 1 pm – 4 pm
- ☐ **Situational Leadership: Leadership & the One Minute Manager**  
November 12 • 9 am – 12 pm
- ☐ **Applied Leadership Skills**  
November 12 • 1 pm – 4 pm