



2019
**COURSE
CATALOGUE**

**TAKE CHARGE
OF YOUR CAREER**





WELCOME TO FLLI

Whether this is your first introduction to FAA's Leadership & Learning Institute (FLLI), or you're continuing your journey with us, we're glad you're here to share in all that FLLI has to offer.

At FLLI, we encourage you to be a continuous learner. We take that to heart because we're continuously learning too – from you.

We're listening to your feedback and evolving to get you the knowledge you need, when you need it, and how you want it. Thanks to your feedback, we:

- **Increased on-demand offerings**, including 24/7 access to a range of courses so learning fits within your schedule
- **Updated our curriculum**, streamlining and restructuring courses to make them even more relevant and directly applicable to your work
- **Launched a brand new, state-of-the-art facility**, FLLI South, in Tampa, Florida, to complement our facilities in Washington, D.C.

Every FAA employee is part of building the future of our agency. Our goal is to be here for you—to help you grow personally and professionally – to shape our future.

Have ideas or suggestions? Let our team know. We're listening.

When you think of FLLI, we want to be sure you think... it's *MY* FLLI.

Sincerely,



Mark S. Creasap, Ed.D.

Office of Human Resource Management
FAA Deputy Chief Learning Officer





CONTENTS

GENERAL INFORMATION.....	1
FAA Talent Development Management Team	1
FLLI Learning Life Cycle	2
FLLI at a Glance	3
FLLI Training Facilities	4
FAA Strategic Leadership Capabilities	5
FLLI Curriculum and SLC Crosswalk	6
EXPLORING LEADERSHIP	9
Program for Emerging Leaders.....	10
Exploring Leadership Program	11
Professional Skills Development.....	12
Take Charge of Your Learning	13
Take 5 for Training	13
Learning and Development Groups	13
NEW MANAGER CURRICULUM.....	14
New Manager Curriculum Overview	16
<i>Prerequisites for New Manager Course</i>	
Web-Based Training Series (0-3 months)	18
New Manager Course (3-6 months).....	22
<i>Prerequisites for Leadership for FAA Managers</i>	
Web-Based Training Series (6-9 months)	23
Leadership for FAA Managers (9-12 months)	27
MIDDLE MANAGER CURRICULUM	28
Middle Manager Curriculum Overview.....	28
Middle Manager Course Description	29
SENIOR MANAGER/EXECUTIVE CURRICULUM.....	31
Senior Manager/Executive Curriculum Overview.....	31
<i>Course Descriptions</i>	
Forum for Executive Excellence: Leading in the FAA	32
Strategic Decision-Making for Senior Managers	33
The Color of Money: Financial Simulation	34
Forum for Executive Excellence: Influencing Our Performance Culture	35
Forum for Executive Excellence: Transforming Our Performance Culture	36
Senior Leadership Development Program	37
Additional Senior Leadership Programs	38
Executive Exchange Program	38
Federal Executive Institute	39

FLLI ELECTIVE CURRICULUM	41
FLLI Elective Curriculum Overview	41
<i>Course Descriptions</i>	
Accountability Board Training for FAA Managers.....	42
Core Communication Skills	43
Creating a Development Plan in eLMS	44
Creating Effective Work Environments	45
Crucial Accountability.....	46
Emotional Intelligence Workshop	47
Essential Communication Skills for Effective Leaders.....	48
Facilitator Training Basics.....	49
Facilitator Training Course	50
Influence, Inquiry, and Implications	51
Labor Management Relations.....	52
Leading Organizational Change.....	53
Managerial Coaching and Mentoring	54
Managing in the Federal Labor Relations Environment.....	55
Managing Remote Employees.....	56
Problem-Solving and Decision-Making	57
Systems Thinking	58
The SMART Model at FAA	59
Valuing Diversity and Inclusion for FAA Managers	60
FLLI FEE-FOR-SERVICE CURRICULUM	63
Fee-For-Service Program Overview	64
<i>Course Descriptions</i>	
Creating and Giving Effective Briefings	65
Emotional Intelligence 2.0	66
Staff Study Fundamentals	67
Organizational Effectiveness Fee-For-Service Program Overview.....	68
<i>Course Descriptions</i>	
Leading Effective Organizations	69
Strategic Facilitated Meetings	70
Strengths-Based Leadership	71
TOOLS AND SERVICES	73
Featured Assessments	74
Skillsoft™ Training Library	76
Yammer	77
STEM Aviation and Space Education Program	78
Rotational Assignment Programs and Opportunities	79
Tuition Assistance and Reimbursement.....	81
Meet Our Facilitators	82

NAVIGATION TIPS

For ease of navigation, we have included page links throughout the document.

- To navigate to the page shown, click the link.
- To return to the previous page, press Alt + the left arrow key.

You may also use the built-in navigation in the Adobe PDF document. To activate:

- Click View in the top menu bar.
- Click on Show/Hide in the flyout menu and choose Navigation Panels.
- Click on Bookmarks.



FAA TALENT DEVELOPMENT MANAGEMENT TEAM



Melissa King
Director, Talent Development/
Chief Learning Officer
(AHD-1)



Mark Creasap
Deputy Chief Learning
Officer
(AHD-100)

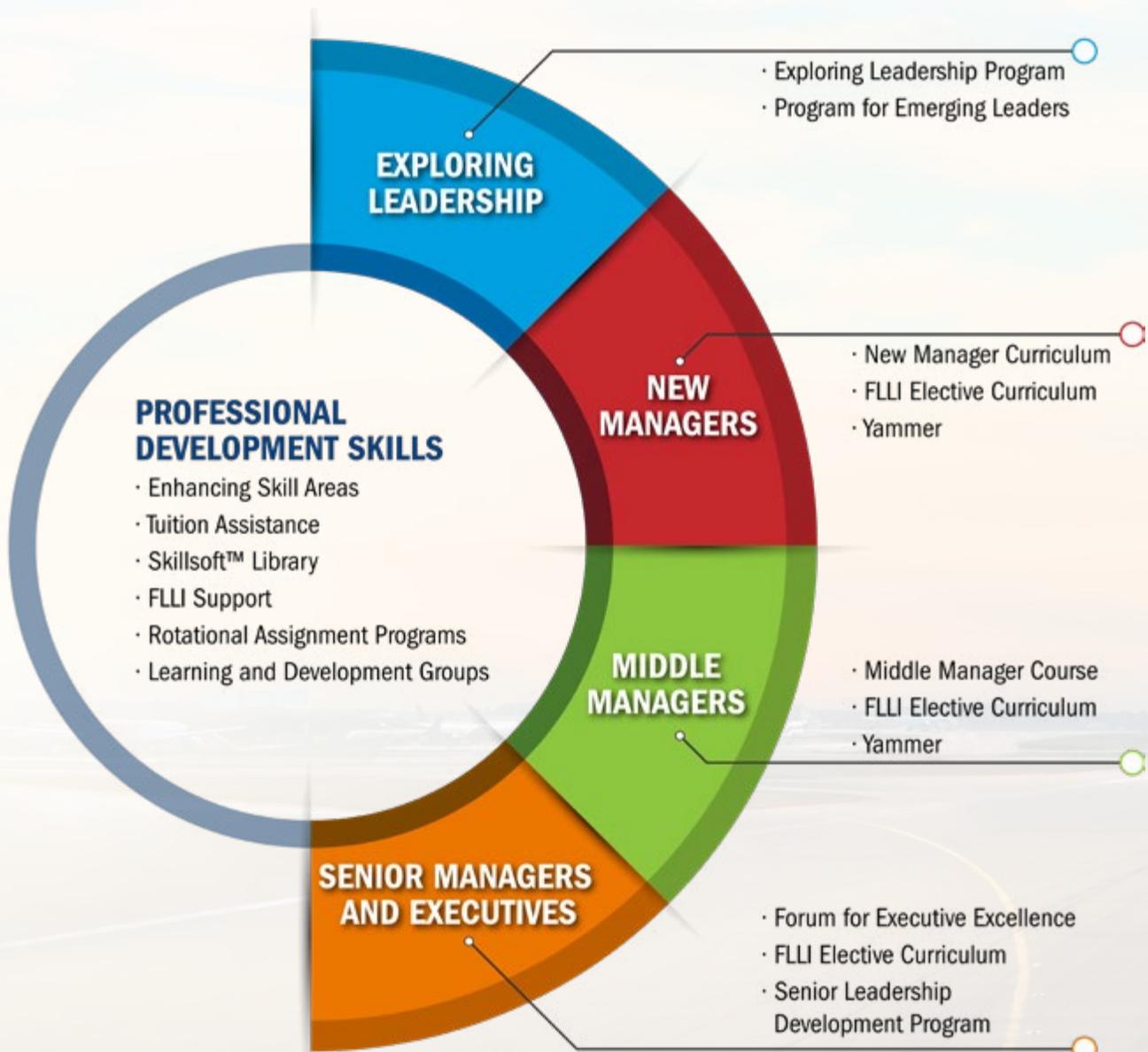


Faye Gibbins
Director, Organizational
Services
(AHD-200)



Joseph (Joe) Kools
Director, Executive
Development
(AHD-300)

FLLI LEARNING LIFE CYCLE



FLLI AT A GLANCE

AFFILIATION

FAA Leadership & Learning Institute (FLLI) (pronounced “FLY”) is the leadership development center of FAA.

CURRICULUM

FLLI’s curriculum emphasizes workforce development by providing FAA employees with tools to proactively address challenges, share knowledge, and collaborate to meet the mission of FAA. Courses are aligned with Strategic Leadership Capabilities (SLCs) that set the standard for leadership at FAA.

TRAINING RESOURCES

Each year, FLLI produces an Agency-wide delivery schedule of courses based on organizational needs expressed in the annual Call for Training.

FLLI uses the latest in learning technology to offer a blended learning approach with a variety of innovative learning options, making courses accessible anytime and from anywhere:

- Face-to-face instructor-led training
- Web-based training
- Mobile access

These learning options maximize learning opportunities, enable the application of newly acquired skills, and reinforce what has already been learned in real time on the job. Web-based training and mobile access to these courses can reduce travel costs and time away from the job, allowing you the opportunity to learn according to your own schedule.

In addition, all FLLI courses are available as Fee-for-Service (FFS) options, allowing any organization to meet unique, specific training requirements. The FFS offerings can be standard deliveries or customized to a particular organization or workgroup.



HOW TO REGISTER

Blackboard Training (Bb) and Instructor-led Training (ILT): Speak to your manager and training coordinator to register for an upcoming course and add it to your training plan.

Web-based Training (WBT): Log in to the electronic Learning Management System (eLMS) and search for the course using its course number, add it to your training plan, and begin when it’s convenient for you.

CONTACT

Michael Peck
FLLI Course Delivery Manager
Centrally Funded Courses
9-AHD-FLLI-Student-Services@faa.gov



Visit the FLLI website at
<https://my.faa.gov/go/flli>
for more information.

FLLI TRAINING FACILITIES

FLLI is committed to providing a first-rate learning experience for FAA managers and leaders as a means of addressing the critical need to develop an engaged and energized workforce of the future.

FLLI NORTH

55 M Street SE
Washington, DC

FLLI North serves as the primary facility and is located in Washington, DC. This learning-centric environment is equipped with multimedia classrooms, breakout rooms, and virtual learning opportunities.

FLLI SOUTH

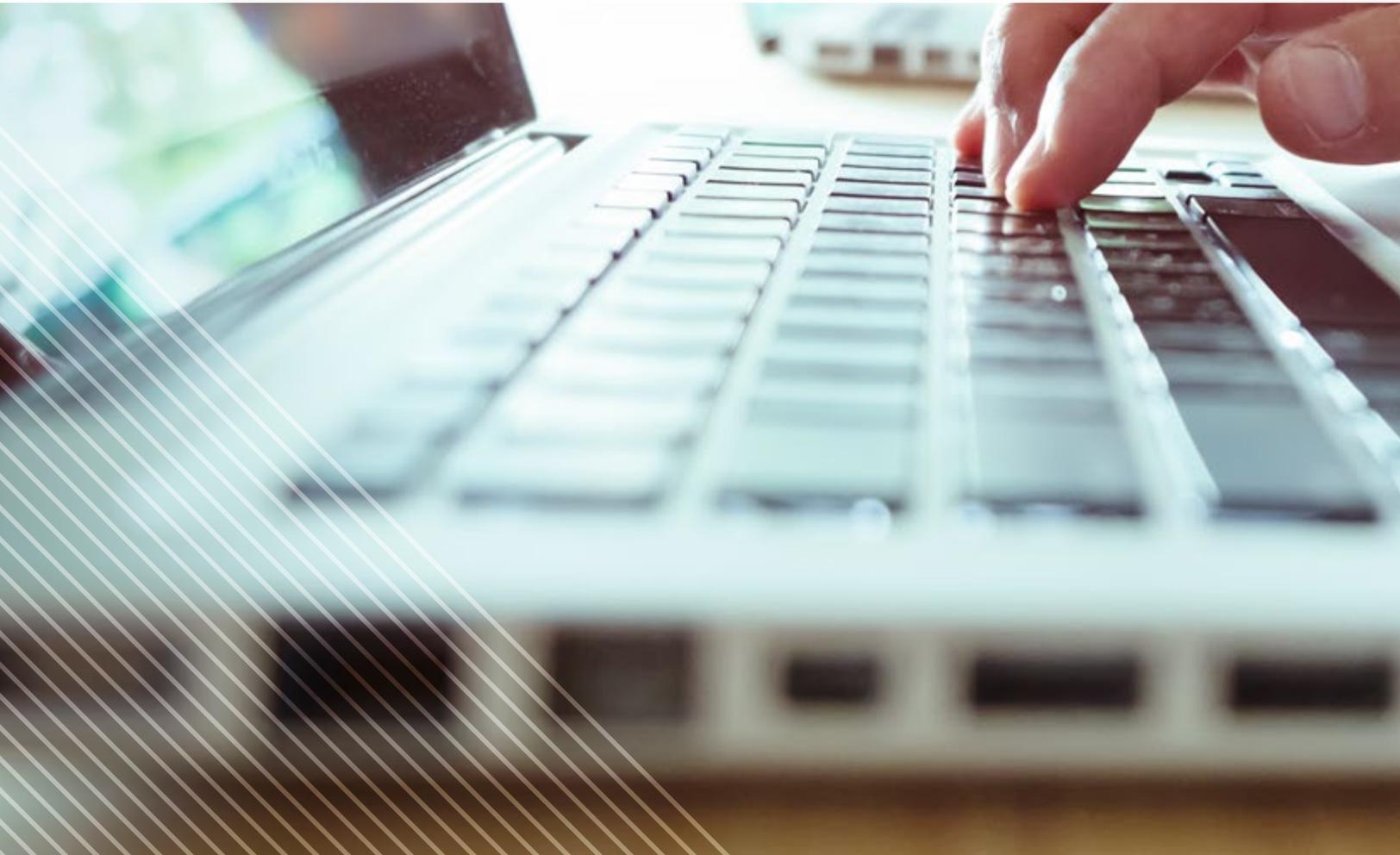
10221 Princess Palm Ave.
Tampa, FL

FLLI South is a secondary facility located in Tampa, FL. This learning-conducive conference center is furnished with multimedia classrooms, breakout rooms, and features additional space for large events.

NATIONAL CONFERENCE CENTER

18980 Upper Belmont Pl.
Leesburg, VA

FLLI provides training deliveries at the National Conference Center and many FAA facilities throughout the country. This allows FLLI to bring exciting, application-based curriculum to a convenient venue for regional participants.



FAA STRATEGIC LEADERSHIP CAPABILITIES

FLLI embeds FAA's eight Strategic Leadership Capabilities (SLCs) throughout all training. FLLI training increases awareness and application of the eight SLCs among FAA employees, managers, and future executives.



Focusing on Mission

- Broaden your understanding of FAA's core mission
- Communicate the mission to others
- Take well-aligned action to further the mission and cause

Developing Others

- Anticipate current and future developmental needs of others
- Provide support and development to grow the workforce of the future

Valuing Diversity and Inclusion

- Recognize and leverage the full value that diversity of people and ideas can bring to FAA
- Value differences based on protected class as well as differences in experiences and opinions

Encouraging Innovation

- Recognize opportunities for innovation
- Plan for the future
- Seek new insights and information
- Encourage others to develop bold, innovative solutions

Communicating Effectively

- Communicate openly and honestly
- Listen to and understand the needs of others
- Interpret intent, influence, and nonverbal elements of communication more effectively
- Tailor your communication style to fit different groups and circumstances
- Provide constructive feedback

Working Collaboratively

- Collaborate across and beyond FAA to do the right thing, regardless of formal authority
- Address short- and long-term efforts by getting the right people together to achieve better outcomes

Leading with Influence

- Create a high-performing team and organization
- Focus others on a sense of purpose, inspire commitment, and provide necessary support and resources to achieve the mission of FAA

Demonstrating Accountability

- Hold employees accountable to higher standards of performance
- Consider potential risks in decision-making and prioritizing tasks

GENERAL INFORMATION

FAA STRATEGIC LEADERSHIP CAPABILITIES

FLLI CURRICULUM AND SLC CROSSWALK

COURSE NAME	COURSE #	FORMAT	STRATEGIC LEADERSHIP CAPABILITIES								PAGE	
			Focusing on Mission	Developing Others	Valuing Diversity and Inclusion	Encouraging Innovation	Communicating Effectively	Working Collaboratively	Leading with Influence	Demonstrating Accountability		
NEW MANAGER CURRICULUM (Mandatory) and prerequisites												
New Manager Course (NMC)	FAA01200050		◆	◆	◆		◆	◆	◆	◆	22	
Leadership for FAA Managers (LFM)	FAA01200070		◆	◆	◆	◆	◆	◆	◆	◆	27	
MIDDLE MANAGER CURRICULUM (Mandatory)												
Middle Manager Course (MMC)	FAA01291			◆	◆			◆	◆	◆	29	
SENIOR MANAGER/EXECUTIVE CURRICULUM												
Forum for Executive Excellence (FEE): Leading in the FAA	FAA30202525		◆	◆			◆		◆	◆	32	
Strategic Decision-Making for Senior Managers (SDM)	FAA01200061		◆	◆	◆	◆			◆	◆	33	
The Color of Money: Financial Simulation (TCOM)	FAA01200078		◆							◆	34	
Forum for Executive Excellence (FEE): Influencing Our Performance Culture (IOPC)	FAA30201331		◆	◆					◆	◆	35	
Forum for Executive Excellence (FEE): Transforming Our Performance Culture (TOPC)	FAA30202533		◆	◆					◆	◆	36	
Senior Leadership Development Program (SLDP)	FAA30202614		◆	◆	◆	◆	◆				37	
FLLI ELECTIVE CURRICULUM												
Accountability Board Training for FAA Managers (ABT)	FAA30201251				◆					◆	◆	42
Core Communication Skills (CCS)	FAA01200059		◆	◆	◆	◆	◆	◆	◆	◆	◆	43
Creating a Development Plan in eLMS	FAA30200674		◆	◆							◆	44
Creating Effective Work Environments (CEWE)	FAA01200034		◆	◆				◆	◆	◆		45
Crucial Accountability (CA)	FAA01200073				◆			◆	◆		◆	46
Emotional Intelligence Workshop (EI)	FAA01200076							◆		◆		47
Essential Communication Skills for Effective Leaders (ECSEL)	FAA01200065		◆	◆	◆			◆	◆	◆	◆	48
Facilitator Training Basics (eFTB)	FAA01200079				◆			◆	◆			49

FORMAT  Blackboard Training (Bb)  Instructor-led Training (ILT)  Web-based Training (WBT)

FLLI CURRICULUM AND SLC CROSSWALK

COURSE NAME	COURSE #	FORMAT	STRATEGIC LEADERSHIP CAPABILITIES								PAGE
			Focusing on Mission	Developing Others	Valuing Diversity and Inclusion	Encouraging Innovation	Communicating Effectively	Working Collaboratively	Leading with Influence	Demonstrating Accountability	
FLLI ELECTIVE CURRICULUM <i>continued</i>											
Facilitator Training Course (FTC)	FAA01200075		◆		◆		◆		◆		50
Influence, Inquiry, and Implications (I3)	FAA01249				◆	◆	◆	◆	◆	◆	51
Labor Management Relations (LMR)	FAA01205						◆	◆	◆	◆	52
Leading Organizational Change (LOC)	FAA01200016		◆	◆	◆	◆		◆	◆	◆	53
Managerial Coaching and Mentoring (MCM)	FAA01299						◆	◆	◆	◆	54
Managing in the Federal Labor Relations Environment (eLR)	FAA01200077						◆	◆	◆		55
Managing Remote Employees (MRE)	FAA01200074			◆			◆	◆	◆	◆	56
Problem-Solving and Decision-Making (PDSM)	FAA01200060						◆	◆	◆	◆	57
Systems Thinking (SYT)	FAA01277		◆		◆	◆	◆	◆		◆	58
The SMART Model at FAA (SMART)	FAA01200058		◆	◆			◆	◆	◆	◆	59
Valuing Diversity and Inclusion for FAA Managers (VDI)	FAA01200057		◆	◆	◆		◆	◆		◆	60
FLLI FEE-FOR-SERVICE CURRICULUM											
Creating and Giving Effective Briefings (CGEB)					◆		◆		◆	◆	65
Emotional Intelligence 2.0 (EI2)							◆		◆		66
Staff Study Fundamentals (SSF)			◆				◆	◆	◆	◆	67
ORGANIZATIONAL EFFECTIVENESS FEE-FOR-SERVICE CURRICULUM <i>(Available Only To Senior Managers/Executives)</i>											
Leading Effective Organizations (LEO)			◆	◆	◆	◆	◆	◆	◆	◆	69
Strategic Facilitated Meetings (SFM)			◆				◆	◆	◆	◆	70
Strengths-Based Leadership (SBL)			◆	◆			◆	◆	◆	◆	71



EXPLORING LEADERSHIP

The Office of Talent Development (AHD) is committed to providing you and every FAA employee with continuous opportunities to learn, to grow personally and professionally, to enhance your line of business/staff office (LOB/SO), and to develop others. This combination of in-person, instructor-led training (ILT) and web-based training (WBT) allows you to customize your program to meet your individual needs. Together, we'll educate the leaders of the future!

The Exploring Leadership section highlights informal opportunities and formal programs to help you develop your leadership skills.

Program for Emerging Leaders (PEL)

The Program for Emerging Leaders (PEL) is a rigorous 6- to 8-month succession-planning vehicle and leadership development program open to full-time, non-supervisory employees. It is part of FAA's commitment to developing leaders at all levels.

PEL participants enhance their leadership skills through a variety of self-directed activities and required coursework. Core program components include:

Individual Development Plans

With guidance from mentors and managers and based on feedback from Myers-Briggs Type Indicator® (MBTI®) and StrengthsFinder assessments, PEL participants chart a course for individual leadership and career growth.

Readings and Case Studies

PEL participants read and discuss books and case studies pertaining to critical leadership skills and their real-world applications.

Mentoring

Throughout the program participants have the opportunity to receive mentorship from senior FAA leaders.

Development Activities

Guided by their Individual Development Plan (IDP), mentor, and manager, PEL participants select numerous developmental activities to grow in targeted areas over a four-week period. Examples of these activities include detailing, shadowing, leadership training, serving as a representative on a higher-level committee or working group, and performing inter-Agency or intra-Agency rotational assignments.



Eligibility Requirements

Applicants for the PEL Program must:

- Be full-time, non-supervisory employees (I or J Core Compensation pay band or equivalent for other FAA pay bands, although some high-performing H bands may also be accepted)
- Meet the minimum qualifications for a new management position in their current line of business/ staff office (LOB/SO) organizational unit (*Note: Completion of the program does not convey preferential consideration when managerial vacancies arise or for placement in FLLI courses*)
- Be continuously employed by FAA for the year immediately preceding the application deadline
- Obtain the support and endorsements of their first- and second-level managers

How to Apply

You may work on your application to the PEL Program at any time. However, your application cannot be submitted for review until an application period opens.

- Share your interest in PEL participation with your first-level and second-level managers to garner their support
- Study the FAA Strategic Leadership Capabilities (SLCs), PEL Program Guidelines, and application instructions found on the FAA Talent Development website
- Check out the PEL webpage for the next application submission period at <https://my.faa.gov/go/pel>



For More Information

John Leuth, Program Manager 386-264-9796 or 9-AHD-FLLI-Student-Services@faa.gov

Exploring Leadership Program

The Exploring Leadership Program is online, on demand, on your time, and at your pace.

Program Overview

The primary goal of Exploring Leadership is to develop learning opportunities for aspiring individuals in management and leadership topics, with a secondary goal of aligning education with FLLI line of business/staff office (LOB/SO) training and leadership opportunities.

Program Components

Exploring Leadership develops proficiency in each of the eight Strategic Leadership Capabilities (SLCs) by providing several learning resources aligned with each capability. The courses are in eLMS, Skillsoft™, and HR University, and are free for FAA employees. You can also easily access all of these courses from the eLMS home page. It's that simple!

1. Visit the [Exploring Leadership](#) home page
2. Hover over a leadership capability in the graphic for a brief description
3. Click on the one you want to explore
4. Select and take a course
5. Get credit in eLMS

What will you learn today?

More information on the FAA SLCs are located at:
https://my.faa.gov/tools_resources/training_learning/FLLI/leadership_capabilities.html



For More Information

Daniel Del Balzo, 202-267-7846 or 9-AHD-FLLI-Student-Services@faa.gov

Professional Skills Development

This new online, on-demand professional learning opportunity is available for all FAA employees through eLMS. It is an innovative resource that allows FAA employees to fulfill their potential and advance their career at any time, and from anywhere.

The Professional Skills Development initiative is a concept based on feedback provided at the Administrators' 2017 Executive Offsite, along with input provided by FLLI students on the skills they wanted to have earlier in their careers. The product will continue to grow as new topics, courses, and activities are added throughout the year.

Skill Areas

The new eLMS application is easy to use. Course content is delivered in 21 professional skill areas, with five different proficiency levels based on pay grades. This allows for easy navigation to a personalized course to master each of the following skills:

- Coaching
- Conflict Management
- Critical Thinking
- Customer Service
- Decision-Making
- Employee Engagement
- Feedback to Promote Employee Performance
- Increasing Productivity
- Interpersonal Skills
- Leveraging Diversity
- Mentoring
- Mitigating Cognitive Biases
- Plan and Conduct Performance Appraisals
- Planning and Evaluating
- Problem-Solving
- Professionalism
- Resolve Conflict Situations
- Team Building
- Teamwork
- Time Management
- Written Communication

How to Access

Taking the next step in your learning plan is now simple:

- Visit <http://elmscontent.dot.gov/elms/faa/ahr/ProfessionalSkills/index.html> from your computer
- Select the skill area you're interested in
- Select the level of learning that's right for you
- Launch the learning resource that you're interested in
- Get credit



For More Information

Daniel Del Balzo, 202-267-7846 or 9-AHD-FLLI-Student-Services@faa.gov

Take Charge of Your Learning

FAA has a wide array of leadership development opportunities within the Agency that can help you grow and develop professionally. Opportunities include details, rotations, leadership programs, and other unique experiences. Below are examples of programs to explore that will add value to your career.

Take 5 For Training

FLLI staff continually supports your professional development, even when you might not be able to get away from your workplace or devote a great deal of time to the learning experience. Each month, FLLI focuses on a key leadership capability that will help you grow as a leader in every unique environment of FAA.

Visit the FLLI website at <https://my.faa.gov/go/flli> for the **Featured Leadership Articles** and **Take 5 for Training** recommendations for Skillsoft™ courses and videos related to the month's topic.

Learning and Development Groups

Your professional career plans may involve an interest in participating and learning with others. As a participant in learning-focused groups, you will discuss the vision of the FAA for the future, their mission, and organizational standards.

- Learning and Development Council
- Training Integration Group
- eLearning Technical Advisory Group

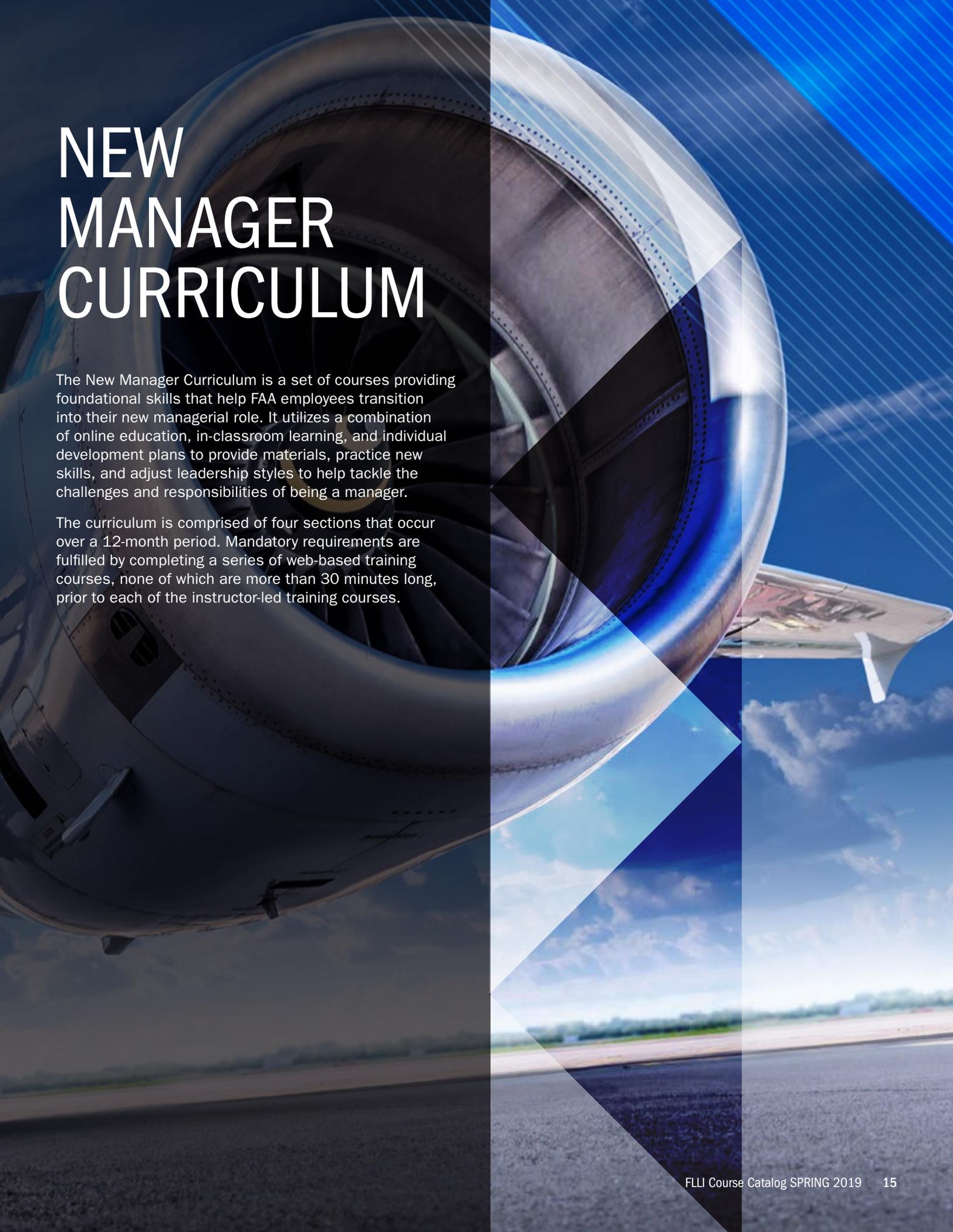
Contact your line of business/staff office (LOB/SO) Training Coordinator for further information.



For More Information

Daniel Del Balzo, 202-267-7846 or 9-AHD-FLLI-Student-Services@faa.gov





NEW MANAGER CURRICULUM

The New Manager Curriculum is a set of courses providing foundational skills that help FAA employees transition into their new managerial role. It utilizes a combination of online education, in-classroom learning, and individual development plans to provide materials, practice new skills, and adjust leadership styles to help tackle the challenges and responsibilities of being a manager.

The curriculum is comprised of four sections that occur over a 12-month period. Mandatory requirements are fulfilled by completing a series of web-based training courses, none of which are more than 30 minutes long, prior to each of the instructor-led training courses.

0-3 MONTHS



Web-based Training (WBT) Series

Prerequisites to attend the New Manager Course. Each WBT is no more than 30 minutes.

COURSE NAME	COURSE #
Welcome to FAA Management	FAA01200056
Transitioning into Management	FAA01200402
Managing Leave	FAA01200420
Time and Attendance	FAA01200421
FAA Core Compensation and Pay	FAA01200423
Leading Performance Management	FAA01200051
Setting Performance Standards	FAA01200053
Managing Performance in the FAA	FAA01200406
Conduct and Discipline: Basics of Ethical Behavior	FAA01200415
Conduct and Discipline: Conducting an Investigation	FAA01200416
Labor Relations for FAA Managers	FAA01200063
Conduct and Discipline: Disciplining Process	FAA01200417
Managing Multigenerational Employees	amg_05_a02_bs_enus

3-6 MONTHS



New Manager Course (NMC) FAA01200050

FORMAT Instructor-led Training (4.5 days)

NOTE: Must complete prior to taking Leadership for FAA Managers (LFM) WBT prerequisites.

Topics

Leading Self

- Transitioning into a New Role
- Fundamental Leadership Roles
- Self-assessment

Leading Others

- Leveraging Diversity
- Labor Relations
- Conduct and Discipline
- Promoting Employee Performance
- Conducting Employee Performance Appraisals
- Handling Unacceptable Performance

6-9 MONTHS



Web-based Training (WBT) Series

Prerequisites to attend Leadership for FAA Managers (LFM). Each WBT is no more than 30 minutes.

COURSE NAME	COURSE #
Equal Employment Opportunity: Preventing Discrimination	FAA01200408
Equal Employment Opportunity: Understanding Reasonable Accommodation	FAA01200410
Mentoring Employees	FAA01200087
Coaching Employees	FAA01200085
FAA Hiring Process and the Role of the Hiring Manager	FAA30201393
Managerial Workforce Planning	FAA01200404
FAA Leadership Fundamentals	FAA01200068
Financial Management Responsibilities	FAA01200428
In Pursuit of Leadership	FAA01200403
Stress and Trauma Management	FAA01200427
WorkLife Solutions	FAA01200419
Maximizing Employee Engagement	FAA30201257
Individual Development Plan	FAA01200086

9-12 MONTHS



Leadership for FAA Managers (LFM) FAA01200070

FORMAT Instructor-led Training (4.5 days)

PREREQUISITES All new manager prerequisites (26 WBT's and the Instructor-led New Manager Course) must be completed prior to taking Leadership for FAA Managers (LFM).

NOTE: Completes New Manager Curriculum mandatory requirements.

Topics

Leading Self

- Leadership Foundations

Leading Others

- Employee Engagement
- Employee Development
- Improving Employee Performance and Productivity
- Mentoring Employees
- Team Development
- Conflict Resolution

Leading the Organization

- Collaboration
- Financial Management
- Culminating Activity



Electives

Available as eLMS and Skillssoft™ offerings

Topics

Additional course topics that can be added to an IDP (partial list)

- Strategic Thinking
- Customer Service
- Effective Feedback
- Delegating Work
- Building Peer Relationships and Alliances at Work
- Conflict Management
- Motivating Employees

Welcome to FAA Management

COURSE NUMBER: FAA01200056

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about the New Manager Curriculum (NMC) and training requirements, including course and timeline. You will also learn about the Strategic Leadership Capabilities (SLCs) and the Managerial Success Profile (MSP).

OBJECTIVES

- Describe the purpose of the NMC and its benefits
- Define the eight SLCs
- Interpret the Managerial Success Profile

FORMAT WBT

LENGTH 30 minutes or less

Transitioning into Management

COURSE NUMBER: FAA01200402

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about your role as a new manager in FAA. You will also learn about the new opportunities and the challenges that come along with your new role.

OBJECTIVES

- Differentiate between the role of a manager and that of an individual contributor
- Outline the various ways a manager can build effective working relationships
- Describe how to successfully build a support network

FORMAT WBT

LENGTH 30 minutes or less

Managing Leave

COURSE NUMBER: FAA01200420

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about employee leave benefits and how to manage them.

OBJECTIVES

- Explain the leave provisions available to employees
- Describe the manager's role in administering leave
- Identify steps to address leave abuse

FORMAT WBT

LENGTH 30 minutes or less

Time and Attendance

COURSE NUMBER: FAA01200421

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about your role in managing employee time and attendance records.

OBJECTIVES

- Illustrate the manager's role in maintaining accurate employee pay and leave records
- Describe the types of work schedules and their characteristics
- Define overtime and its variations
- Explain telework and tips for managing remote employees

FORMAT WBT

LENGTH 30 minutes or less

FAA Core Compensation and Pay

COURSE NUMBER: FAA01200423

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about FAA pay, allowances, and pay increases.

OBJECTIVES

- Identify key Core Compensation terms
- Categorize the different types of pay and allowances
- Identify the requirements to receive a Valuing Performance (VP) annual increase
- Identify the requirements to receive an Organizational Success Increase (OSI)/Superior Contribution Increase (SCI)

FORMAT WBT

LENGTH 30 minutes or less

Leading Performance Management

COURSE NUMBER: FAA01200051

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about leading performance management and the performance management cycle.

OBJECTIVES

- Describe the manager's role in leading performance management
- Discuss the role of the manager in the Valuing Performance Cycle and establishing performance standards
- Outline strategies to address employee performance during the Performance Cycle
- Describe tips that can help a manager create and drive a high-performance environment

FORMAT WBT

LENGTH 30 minutes or less

Setting Performance Standards

COURSE NUMBER: FAA01200053

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about the importance of setting performance standards, which are critical to accurately measure and rate performance at differentiated levels that relate directly to employee compensation.

OBJECTIVES

- Identify critical job performance elements that define results to be achieved
- Describe how to rate performance objectives and behavioral performance consistently and fairly across employees at the end of the rating cycle

FORMAT WBT

LENGTH 30 minutes or less

Managing Performance in the FAA

COURSE NUMBER: FAA01200406

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about the various tools and techniques to help better manage the performance of your employees.

OBJECTIVES

- Identify key characteristics of effective documentation
- Describes the effective use of rewards and recognition
- Identify and address unacceptable performance from a subordinate

FORMAT WBT

LENGTH 30 minutes or less

Conduct and Discipline: Basics of Ethical Behavior

COURSE NUMBER: FAA01200415

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about the Agency's expectations of ethical conduct for FAA personnel.

OBJECTIVES

- Explain ethical standards of conduct required of FAA personnel as stipulated by regulations under the Office of Government Ethics Standards of Ethical Conduct
- Describe FAA expectations of professional employee and manager conduct as outlined in FAA's Human Resources Policy Manual

FORMAT WBT

LENGTH 30 minutes or less

Conduct and Discipline: Conducting an Investigation

COURSE NUMBER: FAA01200416

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about the Agency's structured approach to conducting and participating in an investigation into alleged misconduct.

OBJECTIVES

- Describe how to conduct a fair and thorough investigation
- Define employees' Weingarten Rights

FORMAT WBT

LENGTH 30 minutes or less

Labor Relations for FAA Managers

COURSE NUMBER: FAA01200063

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about labor relations and the management of your relationships with unionized employees and their unions.

OBJECTIVES

- Describe the basics of labor relations and union interactions to resolve daily workplace issues
- Explain the role of unions in the Federal government
- Describe the importance of the Collective Bargaining Agreement
- Describe the Federal Service Labor-Management Relations Statute

FORMAT WBT

LENGTH 30 minutes or less

Conduct and Discipline: Disciplining Process

COURSE NUMBER: FAA01200417

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about the Agency's structured approach to addressing misconduct, and its processes for administering discipline.

OBJECTIVES

- Describe the philosophy and stages of progressive discipline
- Determine appropriate disciplinary measures
- Explain the steps of the formal disciplinary process

FORMAT WBT

LENGTH 30 minutes or less

Managing Multigenerational Employees

COURSE NUMBER: Skillsoft™ amg_05_a02_bs_enus

DESCRIPTION AND LEARNING STRATEGY

Many influences have shaped the lives and work experiences of various generations. Because each generation has its own distinct attitudes, priorities, and work habits, managers can get the best from each generation by using strategies that recognize the differences. In this course, you will learn about the best practices and successful techniques for managing generational employees in the workplace.

OBJECTIVES

- Match the generations with key events that helped shape their attitudes and behaviors
- Match management strategies to meet each generation's needs and expectations
- Recognize the benefits of managing each generation effectively

FORMAT WBT

LENGTH 30 minutes or less

New Manager Course (NMC)

COURSE NUMBER: FAA01200050

DESCRIPTION AND LEARNING STRATEGY

The New Manager Course (NMC) focuses on the knowledge, skills, and abilities required to manage the unique challenges and responsibilities of being a new manager. The course goal is to equip new FAA managers with the necessary tools initially needed upon promotion or acceptance into their new leadership position. Topics in the course include transitioning into a management and leadership role, fundamental leadership skills, leveraging diversity, labor relations, conduct and discipline, and promoting employee performance.

OBJECTIVES

- Identify the requirements of the NMC
- Develop strategies to facilitate the transition from technical expert to manager/leader
- Demonstrate the fundamental skills to manage and lead employees
- Develop strategies to leverage the diverse capabilities of employees in the workforce
- Apply Agency policies, laws, and regulations to maintain positive labor relations
- Apply Agency policies, laws, regulations, and procedures to manage employee conduct and discipline
- Demonstrate effective behaviors to enhance employee performance

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Building a Model Equal Employment Opportunity (EEO) Program
- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem-Solving

CLASS SIZE 27 participants

FORMAT ILT

LENGTH 4.5 days
(8:00 a.m. – 12:00 p.m., Monday – Friday)

WHO SHOULD ATTEND?

All new FAA managers, within six months of assignment or promotion.

PREREQUISITES

Prior to attending this course, participants must complete a series of 13 WBT courses (see page 16).

ASSESSMENT

None

RELATED COURSES

- Labor Management Relations FAA01205 (ILT)
- Managing Remote Employees FAA01200074 (ILT)
- Essential Communication Skills for Effective Leaders FAA01200065 (ILT)

Equal Employment Opportunity: Preventing Discrimination

COURSE NUMBER: FAA01200408

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about the equal employment opportunity program in FAA and how to prevent employment discrimination.

OBJECTIVES

- Describe the Model Equal Employment Opportunity (EEO) Commission Program
- Outline the requirements of the No FEAR Act
- Discuss the roles and responsibilities listed in the MD-715

FORMAT WBT

LENGTH 30 minutes or less

Equal Employment Opportunity: Understanding Reasonable Accommodation

COURSE NUMBER: FAA01200410

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about reasonable accommodation and the process for reasonable accommodation requests.

OBJECTIVES

- Define reasonable accommodation
- Outline various reasonable accommodations associated with employment in the U.S.
- Describe the process for responding to a request for reasonable accommodation

FORMAT WBT

LENGTH 30 minutes or less

Mentoring Employees

COURSE NUMBER: FAA01200087

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about the benefits of mentoring, the roles and responsibilities of mentors and mentees, and how to respond to challenges in a mentoring relationship.

OBJECTIVES

- Describe what it means to be a mentor, and the benefits of mentorship
- Identify best practices to establish and maintain effective mentor-mentee relationships
- Identify solutions to challenges in a mentoring relationship

FORMAT WBT

LENGTH 30 minutes or less

Coaching Employees

COURSE NUMBER: FAA01200085

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about the role of a coach, how it differs from mentoring and some concepts to get you started as a coach.

OBJECTIVES

- Define the role of a coach and the purpose of coaching
- Explain the differences between coaching and mentoring
- Identify measures of success in coaching

FORMAT WBT

LENGTH 30 minutes or less

FAA Hiring Process and the Role of the Hiring Manager

COURSE NUMBER: FAA30201393

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about how to effectively fulfill your responsibilities for identifying and hiring qualified staff to accomplish FAA's mission.

OBJECTIVES

- Explain the Merit System Principles that form the foundation of the supervisor's legal and human resources management responsibilities
- Describe the prohibited personnel practices
- Explain the basic hiring process and the roles of the hiring manager, Line of Business (LOB) liaison, and Human Resources
- Contrast the job offer and job acceptance processes

FORMAT WBT

LENGTH 30 minutes or less

Managerial Workforce Planning

COURSE NUMBER: FAA01200404

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about what you need to do to successfully complete your probationary year as a new FAA manager, and about the policy that provides guidance for recruiting, selecting, and managing the performance of FAA managers.

OBJECTIVES

- Describe workforce planning and the Managerial Success Profile
- Define the four dimensions of the Managerial Success Profile
- Outline requirements to successfully complete the probationary period

FORMAT WBT

LENGTH 30 minutes or less

FAA Leadership Fundamentals

COURSE NUMBER: FAA01200068

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about best practices and the three phases of leadership at FAA: leading self, leading others, and leading the organization.

OBJECTIVES

- Identify the qualities of an effective leader
- Define emotional intelligence and its attributes
- Describe the benefits of, and guidelines for, receiving feedback
- Discuss leadership power

FORMAT WBT

LENGTH 30 minutes or less

Financial Management Responsibilities

COURSE NUMBER: FAA01200428

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about your role in managing operational budgets and controlling costs at FAA.

OBJECTIVES

- Explain the expectations and financial responsibilities placed on FAA managers
- Describe the four phases of the Federal Budget process
- Define FAA funding sources referred to as "colors of money"
- Identify the online financial management resources available to FAA managers

FORMAT WBT

LENGTH 30 minutes or less

In Pursuit of Leadership

COURSE NUMBER: FAA01200403

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn basic leadership principles, adopt best practices, and gain inspiration from world-renowned leaders.

OBJECTIVES

- Define what leadership means in FAA
- Compare and contrast four common groups of leadership styles
- Describe key leadership characteristics

FORMAT WBT

LENGTH 30 minutes or less

Stress and Trauma Management

COURSE NUMBER: FAA01200427

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn how to manage stress and trauma in the workplace.

OBJECTIVES

- Define stress and trauma and understand their impacts
- Identify tips for managing stress and trauma at work
- Describe FAA's Critical Incident Stress Management Program
- Describe how to use FAA's Employees Assistance Program (EAP) for continuing support

FORMAT WBT

LENGTH 30 minutes or less

WorkLife Solutions

COURSE NUMBER: FAA01200419

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about programs available to help employees balance their life and work at FAA.

OBJECTIVES

- Describe the WorkLife Solutions Program
- Discuss the key WorkLife programs
- Outline tips for referring an employee to a WorkLife program

FORMAT WBT

LENGTH 30 minutes or less

Maximizing Employee Engagement

COURSE NUMBER: FAA30201257

DESCRIPTION AND LEARNING STRATEGY

In this course, you will be given practical guidance and resources to effectively engage your team and learn about employee engagement and its relationship to organizational success, financial performance, and employee outcomes such as retention and attraction.

OBJECTIVES

- Understand the importance of employee engagement
- Identify strategies for evaluating employee engagement
- Identify strategies and techniques for increasing employee engagement

FORMAT WBT

LENGTH 30 minutes or less

Individual Development Plan

COURSE NUMBER: FAA01200086

DESCRIPTION AND LEARNING STRATEGY

In this course, you will learn about the responsibilities of the employee and supervisor toward completing the Individual Development Plan (IDP), as well as the step-by-step process for preparing an IDP.

OBJECTIVES

- Describe the purpose of an IDP
- Describe the IDP process

FORMAT WBT

LENGTH 30 minutes or less

Leadership for FAA Managers (LFM)

COURSE NUMBER: FAA01200070

DESCRIPTION AND LEARNING STRATEGY

Leadership for FAA Managers (LFM) builds on the New Manager Course (NMC), continuing to develop the skills required to manage the unique challenges and responsibilities of the first year as a new manager. The course goal is to ensure that new managers have the tools and skills necessary to be effective in their career in management. Topics in LFM include employee engagement, employee and team development, conflict resolution, collaboration, and financial management. An Individual Development Plan (IDP) for continued professional development is the deliverable for the completion of the NMC.

OBJECTIVES

- Identify the requirements of the NMC
- Apply Agency policies and procedures for developing IDPs for yourself and your employees
- Demonstrate effective behaviors to enhance employee engagement
- Apply best practices in developing employees
- Demonstrate effective skills for enhancing team development
- Apply Agency procedures for managing conflict in the workplace
- Apply collaboration skills for leading in the organization
- Recognize responsibilities for managing financial resources
- Demonstrate mastery of the knowledge and skills provided in the NMC

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Building Alliances
- Building Teamwork and Cooperation
- Business Acumen
- Communication
- Developing Talent
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem-Solving

CLASS SIZE 24 participants

FORMAT ILT

LENGTH 4.5 days
(8:00 a.m. Monday to 12:00 p.m. Friday)

WHO SHOULD ATTEND?

Mandatory for new FAA managers within 9-12 months of onboarding or promotion.

PREREQUISITES

Participants must complete the NMC (FAA01200050) and a series of 13 WBT courses (see page 17).

ASSESSMENT

Thomas Kilmann Conflict Mode Instrument (TKI)

RELATED COURSES

- Crucial Accountability FAA01200073 (ILT)
- Managerial Coaching and Mentoring FAA01299 (ILT)



MIDDLE MANAGER CURRICULUM

Upon onboarding or promotion to a middle manager position, it is mandatory that you complete the initial requirement, the Middle Manager Course. This offering serves as a foundation in your quest to enhance personal and organizational leadership effectiveness.

Middle Manager Course (MMC) must be completed within 12 months of promotion or onboarding.

Middle Manager Course (MMC)

COURSE NUMBER: FAA01291

DESCRIPTION AND LEARNING STRATEGY

The Middle Manager Course (MMC) focuses on the skills required to manage the unique challenges and responsibilities of middle management. These skills include creating a plan for self-development, leading subordinates, collaborating with and coaching peer managers, and managing resources.

Methodologies include facilitated discussion, coaching and feedback, case study analysis, skill practice, small- and large-group activities, and the use of TurningPoint 5 audience response system.

OBJECTIVES

- Develop a plan to enhance personal leadership effectiveness
- Demonstrate skills necessary to lead and develop other leaders
- Explain necessary skills for working collaboratively
- Identify strategies to enhance organizational effectiveness

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Managing Organizational Performance

CLASS SIZE 24 participants

FORMAT ILT

LENGTH 4 days
(8:00 a.m. – 5:00 p.m., Monday – Friday)

WHO SHOULD ATTEND?

Mandatory for all first time FAA middle managers within 12 months of onboarding or promotion. Also recommended for all middle and senior managers.

PREREQUISITES

New Manager Curriculum

ASSESSMENT

20/20 Insights® Assessment

RELATED COURSES

- Creating Effective Work Environments FAA01200034 (Bb)
- Influence, Inquiry, and Implications FAA01249 (ILT)
- Leading Organizational Change FAA01200016 (ILT)
- Managerial Coaching and Mentoring FAA01299 (ILT)



SENIOR MANAGER/ EXECUTIVE CURRICULUM

The Senior Manager/Executive Curriculum addresses important components to enhance existing skills of experienced leaders and provide strategies to carry out responsibilities in the context of today's workplace realities.

Courses focus on strategic leadership expectations, organizational changes, financial management, legal and ethical behaviors, leadership styles, measuring organizational performance, external relations, communication, and achieving the vision and mission of FAA.

MANDATORY REQUIREMENTS

Must complete within 12 months of promotion or onboarding

COURSE #	COURSE NAME	LENGTH	PREREQUISITES	FORMAT	PAGE
FAA30202525	Forum for Executive Excellence (FEE): Leading in the FAA	3 days	None	ILT	32
FAA01200061	Strategic Decision-Making for Senior Managers (SDM)	3.5 days	Yes	ILT	33

ELECTIVE OFFERINGS

FAA01200078	The Color of Money: Financial Simulation (TCOM)	1 day	None	ILT	34
FAA30201331	Forum for Executive Excellence (FEE): Influencing Our Performance Culture (IOPC)	2 days	Yes	ILT	35
FAA30202533	Forum for Executive Excellence (FEE): Transforming Our Performance Culture (TOPC)	2 days	Recommended	ILT	36
FAA30202614	Senior Leadership Development Program (SLDP)	12-18 months	Yes	ILT	37

Forum for Executive Excellence (FEE): Leading in the FAA



COURSE NUMBER: FAA30202525

DESCRIPTION AND LEARNING STRATEGY

Forum for Excellence (FEE): Leading in the FAA is an onboarding and leadership development program for new and experienced executives from across FAA. During this three-day course, participants network, discuss current and future challenges at FAA, and learn skills essential to succeeding as an executive at the Agency.

After attending the program, executives are equipped with the networking relationships, tools, and resources they need to lead their teams to continue achieving FAA's mission now and into the future.

OBJECTIVES

- Discuss FAA Strategic Priorities and FAA strategies for achieving them
- Deliberate on future FAA challenges and what first steps could be made to address them
- Describe ways in which executives identify and develop talent
- Identify ways FAA executives communicate most effectively to the media

STRATEGIC LEADERSHIP CAPABILITIES



EXECUTIVE SUCCESS COMPETENCIES

- Building Alliances
- Customer Focus
- Developing Talent
- Innovation
- Vision

CLASS SIZE 14-24 participants

FORMAT ILT

LENGTH 3 days, Washington, D.C.

WHO SHOULD ATTEND?

Mandatory for all new FAA executives during the executive probationary period. All other executives are encouraged to attend.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSES

None

For More Information

John Leuth, Program Manager 386-264-9796 or 9-AHD-FLLI-Student-Services@faa.gov

Strategic Decision-Making for Senior Managers (SDM)

COURSE NUMBER: FAA01200061

DESCRIPTION AND LEARNING STRATEGY

Management decisions often entail considerable risks and can have long-range implications for the organization. This course is designed to improve the ability of senior FAA managers to make and execute strategic decisions. The course draws from current research on decision processes and executive education courses at leading business schools. It specifically addresses the leadership challenges facing senior managers in making data-driven decisions and promoting a culture of execution. Learning activities include lectures, discussions, case studies, and application exercises.

OBJECTIVES

- Consider the impacts and consequences of FAA organizational and environmental/cultural factors on decision-making
- Apply ethical principles to the decision-making process
- Mitigate the effects of cognitive biases and heuristics
- Resolve interpersonal barriers and group dynamics that impede success of decision-making
- Implement the steps of the decision-making process
- Implement decisions in your organization successfully
- Present decisions to executives, stakeholders, and regulators in a decision briefing

STRATEGIC LEADERSHIP CAPABILITIES



EXECUTIVE SUCCESS COMPETENCIES

- Business Acumen
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem-Solving
- Strategy Formulation

CLASS SIZE 18 participants

FORMAT ILT

LENGTH 3.5 days
(8:00 a.m. – 12:00 p.m., Tuesday – Friday)

WHO SHOULD ATTEND?

Mandatory for all first time FAA senior managers within 12 months of appointment. Also recommended for all senior managers.

PREREQUISITE

Middle Manager Course FAA01291 (ILT)

ASSESSMENT

None

RELATED COURSE

Problem-Solving and Decision-Making FAA01200060 (WBT)

The Color of Money: Financial Simulation (TCOM)

COURSE NUMBER: FAA01200078

DESCRIPTION AND LEARNING STRATEGY

The Color of Money is a co-operative simulation with a competitive overtone. This simulation was designed for FAA executives to increase their government financial acumen. The simulation is a simplified demonstration of the FAA budget process. It models the budget formulation, presentation, and execution phases for facilities and equipment (F&E) multi-year funding.

Key budget terms, laws, and concepts are discussed throughout the simulation.

OBJECTIVES

- Demonstrate the flow of money from government appropriation to expenditure
- Utilize the time-process of the federal budget stages from planning and analysis through project execution
- Make decisions within funding constraints

STRATEGIC LEADERSHIP CAPABILITIES



EXECUTIVE SUCCESS COMPETENCIES

- Business Acumen
- Decision-Making
- Strategy Formulation

CLASS SIZE 12 participants

FORMAT ILT

LENGTH 1 day
(8:00 a.m. – 5:00 p.m.)

WHO SHOULD ATTEND?

Recommended for all senior managers.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSES

Problem-Solving and Decision-Making FAA01200060 (WBT)

Forum for Executive Excellence (FEE): Influencing Our Performance Culture (IOPC)



COURSE NUMBER: FAA30201331

DESCRIPTION AND LEARNING STRATEGY

Leaders at all levels have the ability to influence behaviors and can take action to shape and create a high-performing culture. This course provides essential developmental support for leaders in a proven, phased format with key milestones along the way. Participants gain a deeper understanding of that leadership style, set development targets to improve performance, and apply FAA Strategic Leadership Capabilities (SLCs) to meet these goals.

During phase one, participants complete a 180-degree assessment based on feedback from their direct reports along with a self-assessment, providing information on behavior in the workplace, leadership styles, and the environments they create for their teams. During phase two, participants attend a group session where they address three interrelated factors essential to leadership effectiveness: demands of the job, leadership style, and organizational climate.

OBJECTIVES

- Understand behavior in the workplace, leadership styles, and learn team environments
- Understand and apply FAA SLCs
- Set and follow through on key development targets linked to improving performance
- Identify areas for improvement
- Make personal and operational changes to enhance performance

STRATEGIC LEADERSHIP CAPABILITIES



EXECUTIVE SUCCESS COMPETENCIES

- Communication
- Customer Focus
- Developing Talent
- Innovation
- Problem-Solving
- Vision

CLASS SIZE 14-24 participants

FORMAT ILT

LENGTH 2 days
(8:00 a.m. – 5:00 p.m., Tuesday – Wednesday)

WHO SHOULD ATTEND?

Mandatory for all new FAA executives during the executive probationary period. All other executives are encouraged to attend.

For More Information

John Leuth, Program Manager 386-264-9796 or 9-AHD-FLLI-Student-Services@faa.gov

PREREQUISITE

Forum for Executive Excellence (FEE): Leading in the FAA FAA30202525 (ILT)

ASSESSMENT

180 degree assessment with feedback from direct reports and self

RELATED COURSES

None

Forum for Executive Excellence (FEE): Transforming Our Performance Culture (TOPC)



COURSE NUMBER: FAA30202533

DESCRIPTION AND LEARNING STRATEGY

In this interactive workshop, executives build upon the insights they learned about their leadership style and the climate they create during the previous Forum for Executive Excellence course. Participants will practice using transformational leadership principles in a realistic simulation experience. Its goal is to help participants develop and practice the leadership skills and mindset that will shape the culture and performance of FAA into the future. The course provides an engaging, team-based simulation experience that enables participants to see the impact of decisions. Integrated learning modules prepare participants for each of three rounds of decision-making and engaging in leadership conversations to receive individual insight and feedback about their strengths and development opportunities. Finally, participants create a personal action plan for continuing their development and personal growth.

OBJECTIVES

- Understand the concept of transformational leadership and its importance at FAA
- Expound upon the definition of “FAA leader”
- Develop your FAA leadership capabilities by practicing transformational leadership in the business simulation
- Connect your personal leadership style with the ability to lead as a transformational leader
- Identify personal development opportunities

STRATEGIC LEADERSHIP CAPABILITIES



EXECUTIVE SUCCESS COMPETENCIES

- Communication
- Customer Focus
- Developing Talent
- Innovation
- Problem-Solving
- Vision

CLASS SIZE 20-24 participants

FORMAT ILT

LENGTH 2 days
(8:00 a.m. – 5:00 p.m.)

WHO SHOULD ATTEND?

Open to FAA executives and L-band senior managers and above.

PREREQUISITES

Encouraged, but not required

- Influencing Our Performance Culture FAA30201331 (ILT)
- Forum for Executive Excellence (FEE): Leading in the FAA (ILT)

ASSESSMENT

None

RELATED COURSES

None

For More Information

John Leuth, Program Manager 386-264-9796 or 9-AHD-FLLI-Student-Services@faa.gov

Senior Leadership Development Program (SLDP)

COURSE NUMBER: FAA30202614



DESCRIPTION AND LEARNING STRATEGY

The Senior Leadership Development Program (SLDP) is an Agency-wide program designed to enhance the leadership abilities of high potential FAA senior managers. Through classroom and experiential learning and FAA-specific developmental opportunities, the program emphasizes collaboration and teamwork across the organization.

The SLDP is a 12- to 18-month structured development program that acts as a succession-planning vehicle to develop and prepare K through M band proactive managers with the leadership skills and mindset necessary to communicate the vision of the Agency, drive change, and assume executive-level FAA positions. The actual development plan is based on individual career goals and objectives.

APPLICANT QUALIFICATIONS

- Be full-time employees of FAA assigned to a position at the K, L, or M band level under FAA Core Compensation Program or Level 4 under the Air Traffic MSS Pay System
- Have completed their 12-month managerial probation period
- Have a minimum of three years management experience, including: at least one year as a senior manager reporting to an executive; Federal, military, or private sector equivalent; deputy to an executive; or have served as an L-band manager
- Receive endorsement by the executive to whom they report
- Be in good standing with the Agency and must not be under FAA disciplinary review or have had negative findings from a prior FAA disciplinary action

STRATEGIC LEADERSHIP CAPABILITIES



EXECUTIVE SUCCESS COMPETENCIES

- Communication
- Customer Focus
- Developing Talent
- Innovation
- Problem-Solving
- Vision

Scan the QR code to visit the SLDP website for more info.

CLASS SIZE 20-24 participants

FORMAT ILT

LENGTH 12-18-month structured development program, including ILT workshops

WHO SHOULD ATTEND?

Managers in K through M band positions may submit applications to the program for consideration.

PREREQUISITES

See [SLDP Program Guidelines](#)

ASSESSMENT

None

RELATED COURSES

None

For More Information

Joe Kools, Director; John Leuth, Program Manager 386-264-9796 or 9-AHD-FLLI-Student-Services@faa.gov

Executive Exchange Program



The award-winning [FAA Executive Exchange Program: Making Strategic Connections](#) offers FAA executives unique opportunities to step out of their day-to-day routine and experience the Agency from their colleagues' points of view.

Upon completion of their exchange, rotation, or shadowing experiences, executives return to their home organization ready to drive change, foster innovation, promote FAA Strategic Leadership Capabilities (SLCs), and spur growth to lead the Agency forward.

FAA's Executive Exchange Program provides an opportunity for executives to foster cross-Agency awareness, collaboration, knowledge sharing, and strategic connections. Specifically, the program enables FAA and its executives to:

- Create effective cross-Agency communication practices
- Build Agency acumen and gain exposure within cross-functional business units
- Share information and create innovative solutions for Agency challenges
- Provide executive-level capability mentoring and meaningful developmental opportunities within or outside an executive's current area of expertise
- Support FAA executive-level succession planning efforts by empowering staff to stretch in their current role
- Cultivate greater diversity of thought within FAA's executive corps
- Build networks that can be leveraged in the future

Program cohorts run for 10 weeks, during which participants spend 4-6 weeks in an exchange, rotation, or shadowing assignment, assuming an executive role and responsibilities in a line of business or staff office other than their own. During the program, executives progress through the following four phases:



01 PREPARATION

Prepare your staff and develop your goals for the program.



02 BRIEFING

Work with your exchange partner or host LOB/SO to learn about the assignment.



03 ASSIGNMENT

Assume full-time exchange, rotation, or shadowing position assignment.



04 DEBRIEF

Meet with your staff and program peers to discuss the assignment experience.

The FAA Executive Exchange Program offers three participation options for executives from across the Agency:

- **One-for-One Exchange:** Two FAA executives from different lines of business or staff offices switch places with one another for a period of time in a one-for-one swap of roles and responsibilities.
- **One-Way Rotation:** One FAA executive steps into a vacant executive role and assumes the responsibilities of that role for a period of time.
- **Job Shadowing:** One FAA executive follows another executive in their role for a period of time; several shadowing experiences can occur during the 4-6-week assignment.

For More Information

9-AHD-FLLI-Student-Services@faa.gov

Federal Executive Institute



The [Federal Executive Institute's \(FEI\) Leadership for a Democratic Society \(LDS\)](#) program uses the U.S. Constitution as the principal guide in helping government leaders understand the diverse goals of the government and the citizens they serve. At LDS, government leaders build their skills in personal leadership and gain insights into organizational theory, the policy framework in which government leadership occurs, and the broad global trends and events that shape government agendas.

As a participant in LDS, you will:

- Gain a broad understanding of the Constitution and how it continues to guide today's government
- Understand the policy framework in which executives must lead and the interplay among major stakeholders at national and global levels
- Develop keen insights into your leadership strengths and areas for improvement
- Devise a plan to enhance your organization's performance
- Increase your networks for enhanced problem-solving support
- Appreciate more fully the importance of Federal service and the diverse talents of Federal executives
- Receive five hours of post-program executive coaching as you return to your day-to-day organizational challenges



ELECTIVE CURRICULUM

The FLLI Elective Curriculum provides a wide array of elective course offerings to equip you to become a fully integrated leader who can manage yourself, your broad network of colleagues, your team of managers, and your resources.

Elective courses provide specialized focus on topics needed to achieve success in your career as an FAA leader. Offerings include Instructor-led Training (ILT), Web-based Training (WBT), and Blackboard (Bb) courses, giving you options to fit learning into your busy schedule.

COURSE #	COURSE NAME	LENGTH	PREREQUISITES	FORMAT	PAGE
FAA030201251	Accountability Board Training for FAA Managers (ABT)	60 min.	None	WBT	42
FAA01200059	Core Communication Skills (CCS)	30 min.	None	WBT	43
FAA30200674	Creating a Development Plan in eLMS	30 min.	None	WBT	44
FAA01200034	Creating Effective Work Environments (CEWE)	40 hrs. over an 8-week period	None	Bb	45
FAA01200073	Crucial Accountability (CA)	2 days	None	ILT	46
FAA01200076	Emotional Intelligence Workshop (EI)	1 day	None	ILT	47
FAA01200065	Essential Communication Skills for Effective Leaders (ECSEL)	2.5 days	Yes	ILT	48
FAA01200079	Facilitator Training Basics (eFTB)	30 min.	None	WBT	49
FAA01200075	Facilitator Training Course (FTC)	3 days	Yes	ILT	50
FAA01249	Influence, Inquiry, and Implications (I3)	6.5 days	None	ILT	51
FAA01205	Labor Management Relations (LMR)	4.5 days	None	ILT	52
FAA01200016	Leading Organizational Change (LOC)	3 days	None	ILT	53
FAA01299	Managerial Coaching and Mentoring (MCM)	3 days	None	ILT	54
FAA01200077	Managing in the Federal Labor Relations Environment (eLR)	16 hrs. over a 4-week period	Yes	Bb	55
FAA01200074	Managing Remote Employees (MRE)	2 days	None	ILT	56
FAA01200060	Problem-Solving and Decision-Making (PSDM)	20-30 min.	None	WBT	57
FAA01277	Systems Thinking (SYT)	4 days	None	ILT	58
FAA01200058	The SMART Model at FAA (SMART)	20-25 min.	None	WBT	59
FAA01200057	Valuing Diversity and Inclusion for FAA Managers (VDI)	40 min.	None	WBT	60

Accountability Board Training for FAA Managers (ABT)

COURSE NUMBER: FAA30201251

DESCRIPTION AND LEARNING STRATEGY

This course is provided in collaboration with the FAA Accountability Board and is designed to educate managers and supervisors of their responsibilities as related to the Accountability Board.

The FAA Administrator established the Accountability Board on July 1, 1998 in response to concerns expressed by Congress regarding the Agency’s handling of sexual harassment allegations. The Board now follows standardized procedures to ensure management’s uniform and effective handling of sexual harassment allegations and related misconduct of a sexual nature. At the completion of this course, you will be well informed of the Accountability Board’s processes and procedures.

OBJECTIVES

- Provide a description of an overview of the Accountability Board
- Explain the various policies and procedures associated with the Accountability Board
- Describe the allegation process

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- | | |
|-------------------------------------|---|
| · Agility | · Integrity and Honesty |
| · Building Alliances | · Interpersonal Relations and Influence |
| · Building Teamwork and Cooperation | · Managing Organizational Performance |
| · Customer Focus | |

CLASS SIZE Individual, Self-Paced

FORMAT WBT

LENGTH 60 minutes

WHO SHOULD ATTEND?

All FAA managers. Also recommended for any employee who is interested in or needs to develop an understanding of the Accountability Board to manage effectively and/or to work in a team environment.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSES

None

Core Communication Skills (CCS)

COURSE NUMBER: FAA01200059

DESCRIPTION AND LEARNING STRATEGY

Effective communication is essential to fulfilling FAA's mission of providing the safest, most efficient aerospace system in the world. The Core Communication Skills WBT course explains the fundamental elements, process, and overall importance of communication in FAA. Interactive activities are used to apply course content.

Upon successful completion of this course, participants will be able to explain the key elements of communication, basic process of communication, active listening, and questioning skills in a highly engaging and interactive environment.

OBJECTIVES

- Explain the benefits and importance of effective communication in the FAA organization to fulfill FAA's mission to provide the safest, most effective aerospace system in the world
- Identify when it is most appropriate to use oral, written, and/or nonverbal communication to communicate a message that is tailored to fit different groups and circumstances
- Describe the basic process of communication (how people form, deliver, and receive messages) to present information, analysis, and recommendations clearly and persuasively
- Explain the significance of using active listening and questioning to listen effectively, communicate understanding, and clarify information as needed

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Communication
- Conflict Resolution
- Developing Talent
- Interpersonal Relationships and Influence
- Problem-Solving
- Teamwork and Collaboration

CLASS SIZE Individual, Self-Paced

FORMAT WBT

LENGTH 30-40 minutes

WHO SHOULD ATTEND?

All FAA managers. Also recommended for any employee who is interested in or needs to develop the foundational core communication skills necessary to manage effectively and/or to work in a team environment.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSES

- Essential Communication Skills for Effective Leaders FAA01200065 (ILT)
- Influence, Inquiry, and Implications FAA01249 (ILT)
- Managerial Coaching and Mentoring FAA01299 (ILT)

Creating a Development Plan in eLMS

COURSE NUMBER: FAA30200674

DESCRIPTION AND LEARNING STRATEGY

Ensuring an employee has a development plan is a key responsibility of a manager. An employee or his manager may develop plans for the employee’s professional development in eLMS.

This web-based lesson provides step-by-step instructions on creating plans, editing plan goals or activities, and adding activities on eLMS.

This lesson also provides directions on how to submit a plan for approval.

OBJECTIVES

- Describe how to add a new plan to an individual development plan (IDP) on eLMS
- Explain how to add activities to plan goals
- Describe how to edit a plan
- Explain how to submit a plan for approval

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Developing Talent
- Managing Organizational Performance
- Strategy Formulation

CLASS SIZE Individual, Self-Paced

FORMAT WBT

LENGTH 30 minutes

WHO SHOULD ATTEND?

All FAA managers. Also recommended for any employee who is interested in or needs to develop an individual development plan (IDP).

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSES

None

Creating Effective Work Environments (CEWE)

COURSE NUMBER: FAA01200034

DESCRIPTION AND LEARNING STRATEGY

An effective work environment is vital for success in FAA. Creating effective work environments (CEWE) focuses on factors such as employee engagement, safety, accountability, trust, and increased productivity to increase the performance of FAA managers and employees.

This course is designed to be an engaging learning experience via FAA's Blackboard learning platform, comprising six lessons, totaling 40 hours in length. Materials are skill-based and highly interactive, using instructor-facilitated guidance in a virtual classroom environment. Lessons in this course are comprised of reading assignments, a self-assessment, group discussions, quizzes, videos, and other activities.

OBJECTIVES

- Analyze a specific work group culture using prescribed criteria
- Select appropriate methods of establishing accountability to create an effective work environment
- Assess the degree to which your employees are engaged in their work
- Develop countermeasures to overcome detractors of effective work environments
- Complete an Improvement Plan with specific action items for establishing and maintaining an effective work environment

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Building Teamwork and Cooperation
- Interpersonal Relations and Influence
- Managing Organizational Performance

CLASS SIZE 20 participants

FORMAT Bb

LENGTH 40 hours (delivered over an 8-week period)

WHO SHOULD ATTEND?

Recommended for all middle and senior managers needing skills to enhance the work environment.

PREREQUISITES

None

ASSESSMENT

Emotional Intelligence (EQi-2.0) Appraisal

RELATED COURSES

- Crucial Accountability FAA01200073 (ILT)
- Influence, Inquiry, and Implications FAA01249 (ILT)
- Managing Remote Employees FAA01200074 (ILT)

Crucial Accountability (CA)

COURSE NUMBER: FAA01200073

DESCRIPTION AND LEARNING STRATEGY

Accountability is directly linked to the responsibility and liability surrounding in-the-moment face-to-face interactions.

Crucial Accountability (CA) was developed by VitalSmarts® and is delivered in this two-day course that teaches a step-by-step process for enhancing accountability, improving performance, and ensuring execution. By learning how to talk about violated expectations in a way that solves problems while improving relationships, you'll improve individual, team, and organizational effectiveness.

OBJECTIVES

- Resolve disagreements and accurately address concerns by talking respectfully, candidly, and skillfully with someone in a safe way
- Build acceptance by giving and receiving feedback that enhances relationships and improves results
- Diagnose and address underlying personal motivations and ability issues, team breakdowns, or structural barriers and deficiencies
- Speak persuasively, not abrasively, about high-stakes, emotional, and controversial topics
- Confront broken promises or violated expectations in a manner that solves the problem and strengthens relationships

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Building Teamwork and Cooperation
- Communication
- Interpersonal Relations and Influence
- Problem-Solving

CLASS SIZE 20 participants

FORMAT ILT

LENGTH 2 days
(8:00 a.m. – 5:00 p.m., Tuesday – Wednesday)

WHO SHOULD ATTEND?

This course is beneficial for all managers. Anyone who relies on the efforts of others to get things done will benefit from this course.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSES

- Creating Effective Work Environments FAA01200034 (Bb)
- Influence, Inquiry, and Implications FAA01249 (ILT)
- Managerial Coaching and Mentoring FAA01299 (ILT)

Emotional Intelligence Workshop (EI)

COURSE NUMBER: FAA01200076

DESCRIPTION AND LEARNING STRATEGY

Emotional intelligence describes the ability to understand one's own feelings. It also provides great insight on how emotion influences motivation and behavior.

Following this one-day workshop, you should be able to apply emotional intelligence concepts in order to work together effectively and collaboratively. Participants will gain a better understanding of self-management and self-awareness, which in turn will provide better insight and control over their actions and emotions.

Instructional methods include interactive discussion, short lectures, application activities, collaborative data generation, and self-assessment.

OBJECTIVES

- Identify the impact of emotional intelligence on job performance
- Practice high emotional intelligence responses to challenging workplace scenarios
- Identify strategies to improve emotional intelligence

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Communication
- Interpersonal Relations and Influence
- Managing Organizational Performance

CLASS SIZE 20 participants

FORMAT ILT

LENGTH 1 day
(8:00 a.m. – 5:00 p.m.)

WHO SHOULD ATTEND?

All managers who are interested in improving their job performance.

PREREQUISITES

None

ASSESSMENT

Emotional Intelligence Self-Assessment

RELATED COURSES

- Influence, Inquiry, and Implications FAA01249 (ILT)
- Emotional Intelligence 2.0 (ILT FFS)

Essential Communication Skills for Effective Leaders (ECSEL)

COURSE NUMBER: FAA01200065

DESCRIPTION AND LEARNING STRATEGY

The Essential Communication Skills for Effective Leaders (ECSEL) course is designed to help you improve your communication skills so you can be a more effective manager and leader in FAA and communicate effectively to peers, those you supervise, and your superiors.

This highly interactive course utilizes participant results from the *Everything DiSC Workplace® Assessment* and FAA-specific examples and scenarios to equip leaders with the skills they need to be effective communicators.

OBJECTIVES

- Apply the five elements of effective communication to write and deliver a message to a target audience
- Tailor a message to different target audiences to effectively communicate the message
- Actively listen and respond to a message
- Use effective questioning to gain a thorough and clear understanding of the message
- Plan a meeting and achieve each of the meeting's goals

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem-Solving

CLASS SIZE 24 participants

FORMAT ILT

LENGTH 2.5 days
(8:00 a.m. – 12:00 p.m., Tuesday – Thursday)

WHO SHOULD ATTEND?

All managers who want to improve their communication skills.

PREREQUISITE

Core Communication Skills FAA01200059 (WBT)

ASSESSMENT

Everything DiSC Workplace® Assessment

RELATED COURSE

Creating and Giving Effective Briefings (ILT FFS)

Facilitator Training Basics (eFTB)

COURSE NUMBER: FAA01200079

DESCRIPTION AND LEARNING STRATEGY

The Facilitator Training Basics WBT is a prerequisite course for participants to learn foundational facilitation concepts and information in a WBT platform prior to attending the face-to-face, instructor-led training (ILT).

Following the WBT, participants attend the 3-day ILT course (FAA01200075) to discuss and apply the concepts from the WBT.

OBJECTIVES

- Identify critical components of a pre-facilitation discussion
- Describe some pre-facilitation discussion risks
- Explain the four different types of meetings and the benefits of each
- Identify attributes of an effective facilitator
- Distinguish between task, maintenance, and hindering group roles
- Recognize characteristics of each state of group development

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Communication
- Interpersonal Relations and Influence
- Problem-Solving

CLASS SIZE Individual, Self-Paced

FORMAT WBT

LENGTH 30-40 minutes

WHO SHOULD ATTEND?

All managers who are interested in building or enhancing facilitation skills.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSE

Facilitator Training Course FAA01200075 (ILT)

Facilitator Training Course (FTC)

COURSE NUMBER: FAA01200075

DESCRIPTION AND LEARNING STRATEGY

The Facilitator Training Course (FTC) provides participants with the foundational concepts for facilitation skills.

This highly interactive course uses small and large group activities and discussions, with a strong emphasis on practicing, reflecting, and providing feedback. Individual skills are practiced and recorded with up-to-date technology, which provides powerful insights into facilitation skills and group process.

This course empowers people who want to improve meetings who may not see themselves as leaders or having specific expertise in a meeting topic.

OBJECTIVES

- Demonstrate effective facilitator roles and behaviors
- Manage group processes toward a desired outcome
- Develop strategies for moving groups through the stages of group development
- Demonstrate effective intervention techniques
- Identify effective preparation strategies for facilitating

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Communication
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem-Solving

CLASS SIZE 18 participants

FORMAT ILT

LENGTH 3 days
(8:00 a.m. – 5:00 p.m., Tuesday – Thursday)

WHO SHOULD ATTEND?

All managers who are interested in building or enhancing facilitation skills.

PREREQUISITE

Facilitator Training Basics FAA01200079 (WBT)

ASSESSMENT

None

RELATED COURSES

- Core Communication Skills FAA01200059 (WBT)
- Creating and Giving Effective Briefings (ILT FFS)

Influence, Inquiry, and Implications (I3)

COURSE NUMBER: FAA01249

DESCRIPTION AND LEARNING STRATEGY

In this course, participants select specific opportunities to improve their organization and develop plans and influence strategies to make those improvements. They examine how they can more effectively use their interpersonal skills to influence managers, peers, employees, and customers.

This course allows participants to identify, share, and expand their existing positive influencing strategies, identify gaps between their intent to influence and the actual outcomes of attempts to do so, explore implications of their actions, and practice communication, inquiry, feedback, and conflict management approaches that lead to their increased capacity to influence.

OBJECTIVES

- Demonstrate influencing skills that enhance leadership capabilities
- Analyze the interaction of system components that influence workplace situations
- Develop strategies for influencing the workplace culture
- Demonstrate effective inquiry skills to contribute to a problem-solving process
- Convert feedback received into actionable behaviors to apply to workplace situations
- Apply confrontation skills for constructively addressing conflict
- Present an action plan that integrates enhanced leadership skills

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Building Alliances
- Innovation
- Interpersonal Relations and Influence
- Problem-Solving
- Strategy Formulation

CLASS SIZE 24 participants

FORMAT ILT

LENGTH 6.5 days
(8:00 a.m. – 12:00 p.m., Tuesday – Wednesday)

WHO SHOULD ATTEND?

All managers who want to effectively use their interpersonal skill to influence peers, employees, and customers. Suggested for middle or experienced managers.

PREREQUISITES

None

ASSESSMENT

20/20 Insights® Assessment

RELATED COURSES

- Creating Effective Work Environments FAA01200034 (Bb)
- Crucial Accountability FAA01200073 (ILT)
- Leading Organizational Change FAA01200016 (ILT)
- Systems Thinking FAA01277 (ILT)

Labor Management Relations (LMR)

COURSE NUMBER: FAA01205

DESCRIPTION AND LEARNING STRATEGY

Creating an effective labor-management relationship in the workplace requires an understanding of the rights and responsibilities as defined by law, collective bargaining agreements, and executive orders. Labor Management Relations (LMR) presents LMR principles and laws to achieve positive outcomes in a bargaining unit work environment.

Instructional methods include case studies, discussion, lectures, small and large group activities, and video scenarios.

OBJECTIVES

- Apply the Federal Service Labor-Management Relations Statute, FAA-union collective bargaining agreements, FAA policies, and Presidential executive orders to resolve workplace situations
- Distinguish between the various types of informal and formal problem-solving processes for resolving differences between labor and management
- Characterize labor-management relations methods that promote collaboration and protect the rights of FAA management, unions, and bargaining unit employees

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem-Solving

CLASS SIZE 24 participants

FORMAT ILT

LENGTH 4.5 days
(8:00 a.m. – 12:00 p.m., Monday – Friday)

WHO SHOULD ATTEND?
All FAA managers in a bargaining unit work environment.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSE

Managing in the Federal Labor Relations Environment
FAA01200077 (Bb)

Leading Organizational Change (LOC)

COURSE NUMBER: FAA01200016

DESCRIPTION AND LEARNING STRATEGY

The scope, speed, and frequency of change within FAA have been increasing exponentially. Today's FAA managers at all levels work in an environment where customer feedback, strategic plans, business plans, and lines-of-sight drive change. Leading Organizational Change (LOC) is designed for managers who are affected by current organizational change initiatives or are responsible for implementing change in their organizations.

This course provides strategies and specific skills needed to lead people effectively and deal with the dynamics of organizational change. Readings, skill practices, group assignments, and a computer simulation incorporates managerial skill-building with the Blanchard Companies' course entitled *Leading People Through Change*®.

OBJECTIVES

- Identify the top reasons (according to Ken Blanchard Companies®) change efforts fail
- Assess individual change readiness
- Build change leadership capability
- Practice diagnosing statements of concern
- Identify potential strategies to “re-script” an unsuccessful change effort
- Differentiate between the two contrasting approaches to leading change
- Provide examples of both low- and high-involvement change efforts in FAA
- Identify change leadership strategies

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Building Alliances
- Innovation
- Strategy Formulation
- Vision

CLASS SIZE 22 participants

FORMAT ILT

LENGTH 3 days
(8:00 a.m. – 5:00 p.m., Tuesday – Thursday)

WHO SHOULD ATTEND?

All managers who want to learn how to drive change. Suggested for middle or experienced managers.

PREREQUISITES

None

ASSESSMENT

Change Readiness Survey

RELATED COURSES

- Core Communication Skills FAA01200059 (WBT)
- Essential Communication Skills for Effective Leaders FAA01200065 (ILT)
- Influence, Inquiry, and Implications FAA01249 (ILT)
- Systems Thinking FAA01277 (ILT)

Managerial Coaching and Mentoring (MCM)

COURSE NUMBER: FAA01299

DESCRIPTION AND LEARNING STRATEGY

This highly interactive course covers the full spectrum of managerial coaching activities. It begins by providing foundational coaching skills for managers who must coach and mentor subordinates, then moves on to apply these skills to common managerial coaching scenarios. Examples of this include supporting a new manager’s transition into management, addressing ineffective performance, preparing a manager to take on new challenges, and dealing with managerial burnout.

Participants also learn to distinguish coaching from mentoring and counseling, determine readiness of a coaching candidate, and select the best coaching or mentoring approach.

OBJECTIVES

- Differentiate between coaching, counseling, and mentoring
- Apply the four “must-have” skills during coaching and mentoring discussions
- Demonstrate the four stages of the S.A.F.E. Model for Coaching
- Conduct an effective coaching or mentoring session

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Managing Organizational Performance

CLASS SIZE 16 participants

FORMAT ILT

LENGTH 3 days
(8:00 a.m. – 5:00 p.m., Tuesday – Thursday)

WHO SHOULD ATTEND?

All managers who want to obtain and/or enhance their coaching and mentoring ability.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSES

- Core Communication Skills FAA01200059 (WBT)
- Essential Communication Skills for Effective Leaders FAA01200065 (ILT)

Managing in the Federal Labor Relations Environment (eLR)

COURSE NUMBER: FAA01200077

DESCRIPTION AND LEARNING STRATEGY

Managing in the Federal Labor Relations Environment (eLR) is an instructor-facilitated asynchronous e-course for FAA managers with a thorough understanding of Labor Management Relations (LMR) principles and laws. By exploring topics such as conduct and discipline, students will have opportunities to individually, and as a group, analyze different workplace scenarios that will enhance their ability to effectively apply labor relations policies and laws in workplace situations.

The instructor monitors the virtual classroom on FAA's Blackboard (Bb) Learning Platform and provides timely feedback and guidance. Methodologies used in the course include readings, group discussions, quizzes, case studies, and simulations.

OBJECTIVES

- Demonstrate knowledge of rights and responsibilities as specified in labor law
- Demonstrate the ability to use available resources in workplace labor relations situations
- Apply knowledge of labor relations laws and FAA policies to workplace situations
- Apply knowledge of processes for resolving differences between labor and management
- Choose appropriate management actions when handling conduct situations

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Communication
- Interpersonal Relations and Influence
- Problem-Solving

CLASS SIZE 16 participants

FORMAT Bb

LENGTH 16 hours (delivered over a 4-week period)

WHO SHOULD ATTEND?

All managers in a bargaining unit work environment.

PREREQUISITES

Foundational understanding of LMR principles and laws

ASSESSMENT

None

RELATED COURSE

Labor Management Relations FAA01205 (ILT)

Managing Remote Employees (MRE)

COURSE NUMBER: FAA01200074

DESCRIPTION AND LEARNING STRATEGY

Managing Remote Employees (MRE) addresses the importance of building trust between managers and remote employees, and discusses the behaviors that help to grow that mutual trust. Successful managers of remote employees communicate clear expectations and are proactive in adapting to their remote employees' communication styles and preferences.

Participants in this course learn about the resources available to support remote employees. They review telework policies and procedures that govern telework. This course stresses the importance of managers ensuring that remote employees are held to the same performance standards as their traditional counterpart.

OBJECTIVES

- Create mitigating strategies for challenges in managing remote employees
- Align technology tools to use in managing remote employees
- Plan actions to implement trust-building behaviors
- Create actions for remote employees to progress as a group
- Demonstrate setting performance expectations for a remote employee
- Demonstrate coaching a remote employee
- Apply techniques to resolve conflict among remote employees

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Building Alliances
- Communication
- Managing Organizational Performance
- Teamwork and Collaboration

CLASS SIZE 24 participants

FORMAT ILT

LENGTH 2 days
(8:00 a.m. – 5:00 p.m., Tuesday – Wednesday)

WHO SHOULD ATTEND?

All managers who manage or are expecting to manage telework and/or remote employees.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSES

- Creating Effective Work Environments FAA01200034 (Bb)
- Essential Communication Skills for Effective Leaders FAA01200065 (ILT)
- Managerial Coaching and Mentoring FAA01299 (ILT)

Problem-Solving and Decision-Making (PSDM)

COURSE NUMBER: FAA01200060

DESCRIPTION AND LEARNING STRATEGY

The problem-solving and decision-making processes used by FAA managers ensure that the challenges the organization faces as it strives to meet its mission are met with thorough and consistent analysis and implementation.

This brief WBT provides an overview of the three-part process, defining each action step. Upon successful completion of the course, participants will be able to apply the steps of the process to on-the-job challenges they face.

OBJECTIVES

- Identify some of the complex factors related to a problem and analyze relevant information about the problem
- Generate solutions, analyze the effects of various options, and determine the appropriate course of action
- Discuss best practices for the implementation of decisions and explore the importance of conducting an after-action review

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Interpersonal Relations and Influence
- Problem-Solving

CLASS SIZE Individual, Self-Paced

FORMAT WBT

LENGTH 20-30 minutes

WHO SHOULD ATTEND?

All FAA Managers. Also recommended for any employee who is interested in or needs to develop problem-solving and decision-making skills.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSE

Strategic Decision-Making for Senior Managers
FAA01200061 (ILT)

Systems Thinking (SYT)

COURSE NUMBER: FAA012077

DESCRIPTION AND LEARNING STRATEGY

Systems Thinking (SYT) is designed to provide public sector leaders and problem solvers with the knowledge and skills necessary to analyze specific organizational issues within the context of the larger organizational system.

Participants will enhance their problem-solving skills by applying systems thinking to analyze issues and design strategic interventions, engaging in effective inquiry and advocacy, and identifying individual assumptions and organizational patterns that influence individual and organizational effectiveness.

Instructional methods include systems simulations on the computer and in the classroom, videos, worksheets, case studies, lectures, and discussions

OBJECTIVES

- Differentiate between Systems Thinking’s concepts, disabilities, and archetypes
- Analyze how interactions among systems components influence business outcomes
- Identify how assumptions limit organizational learning and innovation
- Design alternative ways of addressing specific organizational issues using system thinking principles, concepts, and tools
- Explore implications of systemic issues and their affects

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Agility
- Building Alliances
- Communication
- Innovation
- Problem-Solving
- Strategy Formulation
- Vision

CLASS SIZE 18 participants

FORMAT ILT

LENGTH 4 days
(8:00 a.m. – 5:00 p.m., Tuesday – Friday)

WHO SHOULD ATTEND?

All managers who want to enhance their problem-solving skills. Suggested for middle or experienced managers.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSES

- Influence, Inquiry, and Implications FAA01249 (ILT)
- Leading Organizational Change FAA01200016 (ILT)

The SMART Model at FAA (SMART)

COURSE NUMBER: FAA01200058

DESCRIPTION AND LEARNING STRATEGY

Well-defined objectives, goals, and measures are key to achieving success at any organization. This course provides an overview of the SMART (specific, measurable, attainable, relevant, time-bound) model for developing objectives.

Upon successful completion of this course, participants will be able to identify SMART statements and explain how to apply the SMART model to FAA goals, objectives, and measures.

OBJECTIVES

- Define the five elements of the SMART model at FAA
- Explain how the SMART model is applied to FAA goals, objectives, and measures
- Identify statements that meet FAA's SMART model criteria

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Problem-Solving

CLASS SIZE Individual, Self-Paced

FORMAT WBT

LENGTH 20-25 minutes

WHO SHOULD ATTEND?

All FAA Managers. Also recommended for any employee who is interested in or needs to apply the SMART model to FAA goals, objectives, and measures.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSE

Problem-Solving and Decision-Making
FAA01200060 (WBT)

Valuing Diversity and Inclusion for FAA Managers (VDI)

COURSE NUMBER: FAA01200057

DESCRIPTION AND LEARNING STRATEGY

To create the workforce of the future, we must strive to have a workplace free of discrimination and harassment. All FAA employees must monitor their own behaviors in the workplace and embrace the applicable laws and Agency policies. Executives and managers are accountable and responsible for administering all programs, practices, and activities in accordance with applicable laws and Agency policies.

This course explains the fundamental laws, policies, and executive orders in place, including the definition and types of harassment. Completion of this interactive and engaging eLearning course allows participants to collaborate on FAA's strategic goal of having a model Equal Employment Opportunity (EEO) program and eliminate harassment and offensive, intolerant, or otherwise inappropriate behavior from the workplace.

OBJECTIVES

- Discuss Federal anti-discrimination policies, executive orders, and the No FEAR Act
- Explain FAA's vision of having a model EEO program
- Define harassment and identify different types of harassment
- Identify employees' rights and responsibilities pertaining to discrimination and harassment in the workplace

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Building a Model EEO Program
- Building Alliances
- Building Teamwork and Cooperation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance

CLASS SIZE Individual, Self-Paced

FORMAT WBT

LENGTH 40 minutes

WHO SHOULD ATTEND?

All FAA Managers. Also recommended for any employee who is interested in or needs to discuss diversity and inclusion in the workplace.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSE

Creating Effective Work Environments FAA01200034 (Bb)





FEE-FOR-SERVICE CURRICULUM

FEE-FOR-SERVICE CURRICULUM				
COURSE NAME	LENGTH	PREREQUISITES	FORMAT	PAGE
Creating and Giving Effective Briefings (CGEB)	8 or 16 hrs.	None	ILT	65
Emotional Intelligence 2.0 (EI2)	Custom	Recommended	ILT	66
Staff Study Fundamentals (SSF)	4 hrs.	None	ILT	67
ORGANIZATIONAL EFFECTIVENESS FEE-FOR-SERVICE CURRICULUM (Available Only To Senior Managers/Executives)				
COURSE NAME	LENGTH	PREREQUISITES	FORMAT	PAGE
Leading Effective Organizations (LEO)	8 or 16 hrs.	None	ILT	69
Strategic Facilitated Meetings (SFM)	Custom	None	ILT	70
Strength-Based Leadership (SBL)	4 hrs.	None	ILT	71

Fee-for-Service Options

Fee-for-Service (FFS) options expand access to the FLLI curriculum by allowing an organization to choose training deliveries that meet unique, specific training requirements. Any FLLI course can be presented in standard delivery format or customized to incorporate precise components that relate directly to a targeted workgroup.

All FLLI course deliveries utilize highly experienced instructional curriculum developers and instructional facilitators, including many retired FAA managers and senior managers.

Specialized Workshops

FLLI training is continually updated to ensure its relevance to the Agency, but many times there are topics requiring focused workshops specifically for your organization. These might include:

- Coaching and Mentoring
- Building Communication Skills
- Managing Conflict
- Emotional Intelligence

Open Enrollment

FLLI training can be accessed on a “per-seat” basis through open enrollment. This is a flexible and cost-effective option for an organization with individual participant training requirements.

For More Information

Adrienne Young, Fee-for-Service Business Program Manager 202-267-1137 or 9-AHD-FLLI-Student-Services@faa.gov

Creating and Giving Effective Briefings (CGEB)

DESCRIPTION AND LEARNING STRATEGY

This course focuses on how to effectively communicate with colleagues. The course content emphasizes characteristics of being an influencing leader and provides context on how to most-effectively communicate in the workplace, either by presentation, white paper, or group discussion.

This course includes five segments (including course opening and closing) totaling 16 hours of classroom training.

During the session, you will create and present a briefing while giving and receiving feedback from your classmates.

OBJECTIVES

- Analyze the elements of the communication process for effective receiver-centered communication
- Develop a briefing that is tailored to the receiver

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Accountability and Measurement
- Building Teamwork and Cooperation
- Communication
- Interpersonal Relations and Influence
- Problem-Solving

CLASS SIZE 16 participants

FORMAT ILT

LENGTH 2 days

WHO SHOULD ATTEND?

Recommended for managers needing skills to create and deliver briefing presentations.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSES

- Core Communication Skills FAA01200059 (WBT)
- Essential Communication Skills for Effective Leaders FAA01200065 (ILT)
- Staff Study Fundamentals (ILT FFS)

Emotional Intelligence 2.0 (EI2)

DESCRIPTION AND LEARNING STRATEGY

Emotional Intelligence: Part 2 continues developing skills to apply emotional intelligence concepts to increase self-awareness and improves relationship management. It also provides insight on how emotion influences motivation and behavior.

This course reviews the components of personal competence (self-awareness and self-management) and delves further into social competence (social awareness and relationship management) using video examples, self-assessment, and a culminating conflict practice activity.

The course may be delivered to multiple locations via FAA's Video Teleconferencing Communication (VTC) system.

OBJECTIVES

- Recognize behaviors resulting from emotions in yourself and others
- Use emotional intelligence to manage the emotional components of conflict to resolve differences
- Confront broken promises or violated expectations in a manner that solves the problem and strengthens relationships

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Communication
- Interpersonal Relations and Influence
- Managing Organizational Performance

CLASS SIZE 20 participants

FORMAT ILT

LENGTH 1 day
(8:00 a.m. – 5:00 p.m.)

WHO SHOULD ATTEND?

All managers who are interested in improving their job performance.

PREREQUISITES

Emotional Intelligence Workshop (FAA01200076) is recommended

ASSESSMENT

Emotional Intelligence Self-Assessment

RELATED COURSES

- Influence, Inquiry, and Implications FAA01249 (ILT)
- Emotional Intelligence Workshop FAA01200076 (ILT)

Staff Study Fundamentals (SSF)

DESCRIPTION AND LEARNING STRATEGY

As demands for more effective resource allocation increase, decisions progressively require more, reliable data provided by staff studies.

In this course, participants examine the major components of a staff study and identify methods to increase their effectiveness when doing a study. Participants gain a clear and consistent understanding of suggested skills and processes through a specific case situation that is worked throughout the course.

Participants will develop skills in dealing with data and presenting information, understand the value of specific processes and work flow models, and become more comfortable operating independently to execute projects requiring effective staff work.

OBJECTIVES

- Demonstrate the procedures to conduct an effective staff study
- Write a purpose statement that meets provided criteria
- Demonstrate the techniques for gathering, organizing, and analyzing data
- Demonstrate generating, narrowing, and analyzing options
- Demonstrate the procedures for selecting a recommendation
- Demonstrate a staff study briefing

STRATEGIC LEADERSHIP CAPABILITIES



MANAGERIAL SUCCESS COMPETENCIES

- Agility
- Building Alliances
- Business Acumen
- Communication
- Innovation
- Interpersonal Relations and Influence
- Problem-Solving
- Strategy Formulation

CLASS SIZE 18 participants

FORMAT ILT

LENGTH 4 days
(8:00 a.m. – 5:00 p.m., Tuesday – Friday)

WHO SHOULD ATTEND?

All managers who want to enhance their problem-solving skills.

PREREQUISITES

None

ASSESSMENT

None

RELATED COURSES

- Core Communication Skills FAA01200059 (WBT)
- Creating and Giving Effective Briefings (ILT FFS)
- Essential Communication Skills for Effective Leaders FAA01200065 (ILT)

ORGANIZATIONAL EFFECTIVENESS

Helping FAA leaders overcome challenges to achieve their business goals



VISION

To create the leadership culture for the FAA of the future.

MISSION

We partner with FAA senior executives to navigate transformational change and improve leadership and organizational performance aligned with business goals and strategic initiatives.

WHO WE ARE AND WHAT WE DO

FAA's Organizational Effectiveness (OE) Office partners with you and your team using a consultative, client-driven approach to understand your challenges and develop customized solutions. We deliver industry-proven organizational development techniques and best practices to help you achieve your goals.

The OE Office is comprised of FAA experts experienced in addressing Federal client needs. We are a team with deep subject matter knowledge, with experts such as International Coaching Federation (ICF) professional and master certified coaches, organizational and individual assessment consultants, executive development specialists, and human capital and learning practitioners. Our toolset includes best practice methodologies, models, and diagnostics, and we leverage resources within our team, across FAA, and external to FAA to provide customized solutions that best meet your needs and constraints.

The OE Team uses FAA's leadership models of the Strategic Leadership Capabilities (SLCs) and Performance Culture, integrated with support tools like StrengthsFinder, Strengths-Based Leadership, CoreClarity, industry-proven organizational change theories, and best practices models. These tools are used expertly to support the Agency's senior leaders to achieve organizational goals.



An Effective Organization:

Demonstrates Accountability

Aligns Workforce Strategy

Manages Change

Works Collaboratively

Communicates Effectively

Strengthens Relationships

Leading Effective Organizations (LEO)

DESCRIPTION AND LEARNING STRATEGY

This workshop provides an experiential overview of the six leadership styles, eight FAA Strategic Leadership Capabilities (SLCs) used across senior levels of FAA, and the principles of organizational climate based on the *Influencing our Performance Culture and Transforming Our Performance Culture* workshops delivered to FAA executives. Participants apply concepts and create action plans for one or more challenge(s) in their organization. This is a cross-functional opportunity for leaders within FAA.

Participants are individually coached on assessment results and develop a goal for how they want to grow as leaders and improve the effectiveness of their organizations

OBJECTIVES

- Create an individual action plan to improve effectiveness as a leader
- Apply the concepts of leadership styles, SLCs, and organizational climate to a real-world challenge
- Create action plans to address the identified organizational challenge(s)

STRATEGIC LEADERSHIP CAPABILITIES



SESSION TOPICS

- Leadership Styles
- Strategic Leadership Capabilities
- Individual Development
- Organizational Climate
- Interpersonal Communications
- Influencing
- Action Plans

CLASS SIZE 16 participants

FORMAT ILT

LENGTH Available in 16-hour or 8-hour workshop sessions

WHO SHOULD ATTEND?

FAA senior leaders, K-band to executives, who are interested in enhancing their ability to lead effectively

PREREQUISITES

None

ASSESSMENT

Leadership Styles Inventory and Organizational Climate Assessment

RELATED COURSES

None

Scan the QR code to visit the OE website for more info.



Strategic Facilitated Meetings (SFM)

DESCRIPTION AND LEARNING STRATEGY

Using an Organizational Effectiveness (OE) facilitator to help design and facilitate strategic meetings has proven to increase the effectiveness toward achieving intended outcomes. Specific focus of the facilitation content, design, and duration will vary by content focus areas determined by the senior leader. Topics for these meetings can include strategic planning, budget planning, organizational alignment, decision-making, business goal setting, manager assimilation, and many others. Meetings may range in duration from 30 minutes up to multi-day events. Either one, two, or three facilitators may be requested depending on the number of participants, complexity of the agenda, and focus of the meeting. Pre-work can include gathering input from meeting participants and key stakeholders. Post-meeting follow-up is an available option.

OBJECTIVES

- Increase the impact and business results of complex or critical meetings
- Ensure productive discussion and participation from all attendees
- Deliver decisions and action items from meetings that support organization goals
- Reduce wasted time in meetings that take place repeatedly to address the same topic without resolution
- Increase employee engagement as a result of making more progress in meetings and high-quality facilitation

STRATEGIC LEADERSHIP CAPABILITIES



SESSION TOPICS

- Strategic Planning
- Budget Planning, Organizational Alignment
- Decision-Making
- Business Goal Setting
- Manager Assimilation

CLASS SIZE Customizable as needed by leadership team

FORMAT ILT

LENGTH Customizable as needed by leadership team

WHO SHOULD ATTEND?

FAA senior leaders, K-band to executives, who are involved in developing and/or implementing change in their organization

PREREQUISITES

None

ASSESSMENT

Leadership Styles Inventory and Organizational Climate Assessment

RELATED COURSES

None

Scan the QR code to visit the OE website for more info.



Strengths-Based Leadership (SBL)

DESCRIPTION AND LEARNING STRATEGY

This session provides an overview of Strengths-Based Leadership, helping leaders explore their top five strengths individually and as a team.

Discussion will focus on how strengths can be used to help leaders address challenges identified in their organizations. Leadership teams will apply learning to increase organizational capability for effective employee engagement and development, collaboration, delegation, and accountability. Participants apply concepts and create action plans for one or more challenges in their organization, and take the StrengthsFinder 2.0 self-assessment

OBJECTIVES

- Identify strengths and how they can be used to help address challenges in the organization
- Apply the concepts of strengths-based leadership as a strategy to address real-world team and organizational challenges
- Create action plans to address the real-world challenges identified for the organization

STRATEGIC LEADERSHIP CAPABILITIES



SESSION TOPICS

- Leadership Strengths
- Organizational and Team Development
- Collaboration
- Accountability
- Employee Engagement
- Action Plans

CLASS SIZE 16 participants

FORMAT ILT

LENGTH 4 hours

WHO SHOULD ATTEND?

FAA senior leaders, K-band to executives, who are involved in developing and/or implementing change in their organization

PREREQUISITES

None

ASSESSMENT

StrengthsFinder 2.0 Self-Assessment

RELATED COURSES

None

Scan the QR code to visit the OE website for more info.





TOOLS AND SERVICES

Educational development often takes many forms to accommodate the varied, individual learning styles within a large organization. At FLLI, continual learning is the watchword of its most successful programs.

Fee-for-Service course options for standard or customizable deliveries, an array of assessments, the on-demand Skillsoft™ library, the collaborative FAA Managers' Forum in Yammer, and multiple rotational assignment programs create outstanding opportunities that bring you the education you need, when you need it, and where you need it.



Featured Assessments

FLLI provides a diverse array of assessments to assist leaders in developing self-awareness to leverage their strengths and mitigate their weaknesses. The assessments currently used in the FLLI curriculum are detailed below, with each also available as part of a customized training event or as stand-alone administration. Group and/or individual debriefs are available and will provide an in-depth look at output, allowing participants to take actions based on the assessment results.

20/20 INSIGHT (360 MULTI-RATER)

Measuring Individual Performance Improvement

20/20 Insight is a confidential and anonymous process that generates credible feedback from the people within one's circle of influence. Feedback helps uncover blind spots and provides insight for development planning and performance improvement.

CORE CLARITY

Identifying an Individual's Core Talents

CoreClarity helps people and teams tap into their talents to work more productively, live more fully, and have more fun. An individual's core talents are those recurring patterns of thought, feeling, and behavior that are determined by the basic "hard-wiring" of the brain. CoreClarity provides a disciplined approach to identifying and understanding an individual's core talents and how those innate competencies affect daily decisions, career choices, learning preferences and motivations, as well as how they drive personal and professional relationships. At the group level (e.g., a leadership team, work group, branch office, or company), the collective talents of the individuals determine the potential competitive advantage of the group as a whole. CoreClarity shows how to tap into this powerful, yet often latent, reserve of talent.

EMOTIONAL INTELLIGENCE (EQ-I 2.0)

Human Performance and Development

The EQ-I tool measures emotional intelligence and its impact on people and the workplace. While emotional intelligence isn't the sole predictor of human performance and development potential, it is proven to be a key indicator in leadership and organizational development, team building, selection, executive coaching, and student development.

EMOTIONAL INTELLIGENCE (Me Edition)

Recognize, Understand, and Use Emotions Effectively

Exceptionally skilled or not, each person has room to grow their emotional intelligence skills. Results provide the critical first step. Having self-awareness of which emotional intelligence skills to develop in your action plan is critical. The four skills of this model (self-awareness, self-management, social awareness, and relationship management) are based on the connection between what you see and what you do with emotions personally and in the presence of others.

ENERGIZE2LEAD

Unleash the Power of a Leader's Energy

This tool provides insight into what makes people tick, what motivates them, how they deal with stress, how they prefer people to talk to them, and what jobs and activities they like most or find frustrating. It identifies the dominant styles of one's personality in three dimensions: preferred style, expectations, and instinctive needs.

EVERYTHING DISC WORKPLACE

Build Better Relationships in the Workplace

The foundation of success lies in understanding yourself, understanding others, and realizing the impact of your behavior on people. This survey measures and focuses on four behavioral dimensions: dominance, influence, steadiness, and conscientiousness.

The report uses individual assessment data to inform you about your workplace priorities and preferences. In addition, you'll learn how to connect better with colleagues whose priorities and preferences differ from yours.

LEADERSHIP STYLES AND ORGANIZATIONAL CLIMATE

Measuring Behavioral Style and Impact on Team

This is the only leadership assessment that measures the behavioral styles that a leader uses and the impact they have on their team. Leadership Styles and Organizational Climate uses two online 180 degree assessment tools in powerful combination:

- Inventory of Leadership Styles (ILS)
- Organizational Climate Survey (OCS)

Help your leaders understand the impact of their behavior on performance with feedback that offers powerful insights into a leader's effectiveness and how they can impact their team members' extra effort and performance. The feedback helps leaders improve their leadership styles for better business results, providing the data they need to improve for impact on bottom-line performance.

MYERS-BRIGGS TYPE INDICATOR (MBTI)

Inspire Development and Enhance Performance

The MBTI® tool helps millions of people worldwide gain insights about themselves and how they interact with others. It provides a powerful framework for building better relationships, driving positive change, harnessing innovation, and achieving excellence. This assessment determines preferences on four dichotomies:

- Extroversion (E) or Introversion (I)
- Sensing (S) or Intuition (N)
- Thinking (T) or Feeling (F)
- Judging (J) or Perceiving (P)

PERSONNEL RELATIONS SURVEY (PRS)

Communication Practices of Managers

As a manager, the manner in which you handle interpersonal relationships associated with your job will determine your individual success as well as the success of your organization. This survey provides an opportunity to assess your communication patterns with peers, direct reports, and your manager.

THOMAS-KILMANN CONFLICT MODE INSTRUMENT (TKI)

Delivering Effective Conflict Management

The TKI® tool assesses an individual's typical behavior in conflict situations and describes it along two dimensions: assertiveness and cooperativeness.

It provides detailed information to effectively use the following five conflict-handling modes: competing, avoiding, collaborating, accommodating, and compromising.

STRENGTH DEPLOYMENT INVENTORY (SDI)

Managing Conflict and Improving Relationships

SDI® increases your understanding of how we relate to others in conflict situations and when everything is going well. It becomes easier to accept another person's actions when you understand their motives and intentions. This tool offers practical solutions to enhancing teamwork, improving relationships, developing leaders, managing conflict, and accomplishing change initiatives.

STRENGTHSFINDER 2.0

Discover Your Strengths to Become a More Effective Leader

Gallup's CliftonStrengths online talent assessment helps you identify your top five strengths of the 34 natural Talent Themes. The CliftonStrengths assessment uncovers which talents you rely on to build relationships, think strategically, execute plans, and influence others to accomplish goals.

Completing the assessment helps you:

- Discover what you naturally do best
- Learn how to develop your greatest talents
- Become a more effective leader
- Increase employee engagement in your organization

Skillsoft™ Training Library



Skillsoft™ Learning Opportunities

Skillsoft™ is a high quality, innovative cloud-based learning and performance support resource that provides formal and informal desktop and mobile modalities for all learner needs. FAA employees have access to over 5,000 titles, including on-demand courses, videos, books, and podcasts.

The FAA Skillsoft™ website is designed to be intuitive and easy to use, making it simpler than ever to find and use the resource you need. Skillsoft™ provides all FAA employees, regardless of level or line of business/staff office (LOB/SO), with resources and courses they need to enhance their professional development. Embark on your Skillsoft™ learning journey today!

<https://dot.skillport.com>

FAA employees can access this engaging learning experience in three ways:

eLMS

1. Log in to eLMS
2. Search the eLMS catalog for:
 - “Skillsoft™ Books 24 x 7”
 - “Leadership Advantage”
 - “Government Leadership Advantage”
3. Start and launch your content

Skillport

1. Connect to the site: <https://dot.skillport.com>
2. Log in via My Access

NOTE: Skillport content completions are recorded in your Skillport Learning Transcript

Mobile

1. From the appropriate app store, search for “Skillsoft™ Learning app”
2. Follow steps for your particular smartphone to download and install the app
3. Launch the Skillport Learning app
4. Type “DOT” into the Skillport (site) Name field when prompted (DOT.skillport.com)
5. Log in to the app using your MyAccess credentials*
6. Personalize your experience
7. Use the Skillport to access and/or download audiobooks, books, video, and more

**NOTE: Sign up for MyAccess using your email login with your PC prior to signing in with the app. For example, account registration (registering PIV using the digits on the back of the card, using PIN, and creating and answering three security questions).*

For More Information

Daniel Del Balzo, 202-267-7846 or 9-AHD-FLLI-Student-Services@faa.gov

Yammer

Whether you're a new manager or a seasoned pro, you're always faced with new and unique challenges. Now you don't have to take them on alone thanks to the FAA Managers Forum on Yammer, your source for resources to develop as a leader and navigate the trials of being a manager at FAA.

What is Yammer?

- Yammer is a social media site open to FAA employees
- Yammer connects you with your colleagues to share challenges, exchange ideas, provide coaching, and build and sustain your relationships across the Agency
- The FAA Managers Forum is a Yammer group restricted to FAA managers containing short learning resource posts, such as articles, blogs, podcasts, and videos centered around leadership development
- Access Yammer 24/7, anywhere, from any device (e.g., smart phone, laptop, or tablet)

Get Started

- Download the Yammer app from the app store to your smart phone or tablet, or visit <https://www.yammer.com/faa.gov>
- Create your account using your FAA email address
- Upload a photo (preferably with your face clearly visible)
- Complete the "About Me", "Work", and "Education" profile sections
- Add organization information to your profile (example: manager)
- Add additional information you would like to share with colleagues to your profile
- Request an invitation to the FAA Managers Forum



Yammer Away

- Check the group regularly, either using the mobile app or website
- Start new conversations by asking questions or posting challenges, ideas, and successes
- Jump into conversations others have started by offering your own take
- Respond to polls
- Comment on or "like" resources posted by the FLLI team

For More Information

Daniel Del Balzo, 202-267-7846 or 9-AHD-FLLI-Student-Services@faa.gov

STEM Aviation and Space Education Program (AVSED)



Love aviation? Passionate about helping kids?

Shape the future of aviation and make a difference in kids' lives. Become a STEM AVSED Outreach Representative to inspire the next generation of aviation professionals.

The aviation industry is facing a critical shortfall of qualified professionals to fill positions as pilots, aviation mechanics, and unmanned aerial systems operators. We are competing for engineering, programming, and data analytics talent with other, high-paying industries. It's important that we act now to ensure we have the talent we need in aviation positions in the future.

As an aviation professional, you can inspire and motivate youth to seek out careers in aviation. Passion is contagious. By sharing with kids what matters to you, you can help them catch the aviation bug.

As an Outreach Representative, you will conduct STEM-related activities, projects, events, and programs to inform elementary through high school students about jobs available in the aerospace industry and the education needed to get those jobs. Outreach events can be accomplished during work hours, when feasible. For activities occurring outside working hours, compensatory time or credit hours may be approved in advance.

It's easy... all you need to do is Enroll, Engage, and Report.



STEM AVSED Vision Statement

“To prepare and inspire the next generation of skilled professionals for the aviation/aerospace communities, using science, technology, engineering, and math (STEM) based programs and to educate the public about FAA's mission of focusing on NextGen technologies and systems to ensure that we provide the safest, most efficient aerospace system in the world.”

Rotational Assignment Programs

Broaden Your Leadership Perspective

Expand your organizational knowledge and managerial skillset by participating in a rotational assignment program or by hosting a high-performing employee. Rotational assignment programs are exciting opportunities for current and emerging leaders at FAA; they offer short-term, meaningful assignments that expand participants' experience outside of their current area of expertise, strengthen collaboration across the Agency and government, and build the leadership skills necessary to lead at FAA and other Federal agencies.

Why consider a rotational assignment?

Rotational assignment programs support your leadership development by:

- Creating new opportunities to expand your current set of leadership and management skills
- Broadening your organizational experience by tackling complex issues outside of your home line of business/ staff office (LOB/SO)
- Deepening your understanding of the overall Agency and government mission
- Exposing you to different management techniques and leadership styles
- Supporting development of your personal and professional leadership qualities

Rotational Assignment Opportunities

U.S. DEPARTMENT OF TRANSPORTATION (DOT) DEPARTMENTAL ROTATIONAL ASSIGNMENT PROGRAM (DRAP)

The [Departmental Rotational Assignment Program \(DRAP\)](#) is a competitive opportunity within the U.S. Department of Transportation (DOT) designed to broaden employee experiences in transportation systems and build cross-DOT awareness through short-term rotation assignments. There are two cohorts per year, for a duration of 6 months. Assignments are non-reimbursable.

Who Can Apply?

- January-June cohort: GS 13-15 or equivalent employees
- July-December cohort: GS 12 and below equivalent employees.

FAA EXECUTIVE EXCHANGE PROGRAM: MAKING STRATEGIC CONNECTIONS



The [FAA Executive Exchange Program](#) offers a unique opportunity for FAA executives to expand their organizational knowledge, build strategic connections, and enhance their leadership skillset in an FAA line of business/staff office (LOB/SO) other than their own.

Upon completion of their exchange, rotation, or shadowing experiences, executives return to their home organizations ready to drive change, foster innovation, promote FAA Strategic Leadership Capabilities (SLCs), and spur growth that will lead the Agency forward.

Who Can Participate?

FAA Executives

Assignment Length: 4-6 weeks

Contact: 9-AHD-FLLI-Student-Services@faa.gov

FAA ROTATIONAL ASSIGNMENT PROGRAM



The FAA Rotational Assignment Program is a competitive opportunity within FAA designed to broaden employee experiences and build cross-FAA awareness through short-term rotation assignments. Assignments are non-reimbursable.

Who Can Apply?

High-performing FAA employees endorsed by their line of business/staff office (LOB/SO)

Assignment Length: Variable

PRESIDENT'S MANAGEMENT COUNCIL (PMC) INTERAGENCY ROTATION PROGRAM



The [President's Management Council \(PMC\) Interagency Rotation Program](#) is hosted by the Office of Personnel Management and enables emerging Federal leaders to expand their management skills, broaden their organizational experience, and build their professional networks by providing them the opportunity to serve in rotational assignments in other Federal agencies. The PMC Interagency Rotation Program also strengthens agencies themselves by encouraging interagency collaboration, facilitating best practice sharing across departments, and building a pipeline of emerging leaders who possess a broad understanding of the varied missions across the Federal government. Assignments are non-reimbursable.

Specifically, the program aims to:

- Deliver a collaborative, cross-agency program to reduce barriers to interagency mobility
- Enhance PMC participants' leadership competencies through a meaningful rotational assignment and through other developmental opportunities outside of their current agencies
- Expand PMC participants' interagency experience either within or outside their current area of expertise
- Offer engaging and insightful interagency cohort events that allow each participant to network and interact with other program participants, Federal employees, and senior executives

Who Can Apply?

High-potential and high-performing GS 13-15 or equivalent employees in the National Capital Region

Assignment Length: 6 months; two cohorts per year, October-March, and April-September

WHITE HOUSE LEADERSHIP DEVELOPMENT (WHLD) PROGRAM



The [White House Leadership Development \(WHLD\) Program](#) is a unique and challenging opportunity for high potential and high-performing GS-15 and equivalent employees who are poised to enter the executive ranks. WHLD Fellows step out of their comfort zone for a full year to drive progress on mission-critical programs and deliver long-term strategic results, bettering both themselves and the Federal government. Assignments are non-reimbursable.

The program provides an opportunity to:

- Gain exposure to a variety of agencies, including cultures, missions, functional areas, and senior leaders
- Improve your ability to address complex problems across organizational and jurisdictional boundaries
- Leverage newly expanded professional networks to identify best practices and address organizational challenges in future positions

Who Can Apply?

High-potential and high-performing GS-15 or equivalent employees in the National Capital Region

Assignment Length: 1 year; January-December

Tuition Assistance and Reimbursement

FAA Tuition Assistance

Current FAA policy allows and encourages lines of business/staff offices (LOB/SOs) to support tuition assistance programs and academic degree programs. These programs vary across FAA organizations and are subject to availability of funding. Contact your organization's training coordinator to find out which programs are available to you. In addition, managers may pay tuition for individual courses or classes to pursue mission-related education for purposes of professional development.

Reduced College Tuition Program

Interested in pursuing a post-secondary degree or certification?

The Office of Personnel Management (OPM) has partnered with several institutions of higher learning to offer reduced tuition for Federal employees, their spouses, and (in some cases) their dependents. Certificate programs, undergraduate degrees, and graduate degrees are available through this program.

The amount of tuition reduction varies from 5% to 70%. Each college or university has unique policies on transfer credits for previous college work, military training, corporate training, and life experiences. Some offer a course test-out option.

The following are the current colleges and universities participating in the Reduced College Tuition Program:

- University of Maryland University College
- Champlain College
- Excelsior College
- Central Michigan University
- Penn State University World Campus
- Saint Mary's University of Minnesota
- University of Maryland Francis King Carey School of Law
- College for America at Southern New Hampshire University
- Drexel University Online
- Georgetown University of Continuous Studies
- University of Maryland Robert H. Smith School of Business
- Catholic University of America Metropolitan School of Professional Studies
- Pace University Pace Program
- Park University
- Utica College

For More Information

Michael Bergan, 202-267-3442 or 9-AHD-FLLI-Student-Services@faa.gov

Meet Our Facilitators



IRV ABEL

Irving Abel is a Federal Government Labor Management Relations specialist. Irv has extensive management and leadership experience gained through 35 years of Federal service with NASA at the Langley Research Center. He has 18 years of management experience with 10 years at the Senior Executive level. His knowledge of managerial and leadership training was acquired through 16 years combined experience as an instructor with American Systems, DMS International, and 6K Systems providing services to FAA, Transportation Security Administration (TSA), and U.S. Department of Transportation (DOT).

Irv holds an M.S. in Applied Mechanics from the University of Virginia and a B.S. in Engineering Science from the University of Miami. He is certified to administer and debrief the Myers-Briggs Type Indicator® (MBTI) instrument. He has also taught other frontline management training courses for FAA, Foundations of Leadership and Transitions for TSA, On-the-Job Training for Aviation Inspectors, and was selected as a trainer for Federal Air Marshals.



MARIE AVERY

Marie Avery has extensive experience in a variety of training and development, clinical, and consultant positions from first-line managers to executive levels. She possesses specialized skills and expertise in accreditation preparedness, talent development, crisis management, strategic planning, mentoring and problem solving, and labor relations.

In addition to her instructional background, Marie has years of business expertise, culminating as CEO. In this capacity, she led staff and corporate boards through operational changes, mergers and acquisitions, and funding stabilization.

Marie earned a M.B.A. in Administration from Lindenwood University and a B.S. from the University of Illinois. She is a certified coach through the International Coaches Federation and is certified in administering and interpreting MBTI and DiSC assessments.



REBECCA BENSON, Ed.D.

Rebecca Benson is an accomplished instructor and developer of high-quality leadership training and development programs for Federal agencies as well as other public and private sector companies.

With over 25 years of experience, Rebecca has developed her skills through positions as a training director, adjunct university professor, and business consultant. She has collaborated in the creative process and overseen implementation of talent management and human capital strategies for Federal agencies as well as other public and private sector companies. Her broad-based expertise includes strategic planning, performance management, leadership development, HR compliance, training programs, recruiting, compensation, benefits programs, employee handbooks, onboarding, international/ domestic labor policies, and employee relations. She is dedicated to building effective relationships and providing support to stakeholders, executive teams, and boards of directors.

Rebecca holds an Ed.D. and a M.B.A. in Educational Leadership. She received her B.A. in Business and Marketing from the University of Central Florida in Orlando, FL. She is also a certified facilitator for the DiSC Profile Assessment and is an Associate Certified Coach through the International Coaching Federation (ICF).



WALTER BOGERT

Walter Bogert is a highly skilled instructor/facilitator with over 25 years of experience delivering leadership and management training for FAA. Walter has 10 years of experience as a professor of social sciences and seven years as an instructional systems designer. He has extensive course design experience in various content areas such as leadership development, performance management, labor relations and strategic planning. His most recent focus has been manager of training evaluations and quality assurance.

Walter has an M.S. in Personnel Psychology from the Florida Institute of Technology and a B.S. in Psychology from the University of Florida. He has certifications in MBTI, Vital Smarts® Crucial Confrontations, Leadership Coaching, Situational Leadership, Critical Thinking, and Instructional Systems Design.



HAYDN DECKER

Haydn Decker has been in aviation since 1968 in both civilian and military roles. He has held numerous training and management positions including Director of Aviation, Red Roof Inns; Functional Test Pilot, North American Aviation; and Maintenance Test Pilot, Department of Defense (DoD). He transitioned to FAA in 1986. His first assignment was the Cincinnati, OH Flight Standards District Office (FSDO) where he served as a General Aviation Inspector. He continued his service at the Columbus, OH FSDO to become an Air-Carrier Inspector and Aviation Safety Program Manager. The opportunity to go to the FAA Academy came in 1998, and he became a flight and platform instructor. In 2001, he became a frontline manager and retired from FAA in January 2016.

Haydn attended The Ohio State University; the United States Army Primary and Advanced Flight Training, in both Fixed-wing and Rotary-wing; the Department of the Army Maintenance Pilot School; and all FAA management courses offered at Palm Coast, Florida. He has also completed all required FAA training to be an instructor at all levels of training. Haydn currently holds and maintains credentials as a First Class Medical, Airline Transport Pilot; Certified Flight Instructor; Airplane Single and Multi-engine; Instrument Airplane; Rotorcraft-Helicopter; and Glider Pilot.



JOHN DETHLEFS

John Dethlefs has over 23 years of managerial and leadership experience in the U.S. Army, non-profit organizations, and corporate America. He has instructed in the Florida National Guard Officer Candidate School and trained Special Operations Pilots from the United Arab Emirates (UAE) as well as total quality management and leadership for AERT Inc, Fidelity Federal Bank and Trust, and Vassal Enterprises. He has commanded units in the Active Army, National Guard, and Reserves, and deployed to seven different countries.

He has a B.S. in Business from the Florida Institute of Technology and an M.B.A. from Touro University International. He is also a graduate of U.S. Army Ranger School, Command and General Staff College, and the U.S. Army War College.



MIKE GALM

Mike Galm has been providing leadership training for managers in a variety of businesses for over 20 years. Since 2009, he has focused primarily on training FAA managers. Mike possesses expertise in the facilitation of learning and the transfer of job-related knowledge. He is a former Press Secretary for Iowa Congressman Fred Grandy, who served on the House Transportation Committee.

Mike holds a M.Ed. in Education and Human Resources Studies with a specialization in Adult Learning from Colorado State University, and a B.S. in Speech Communication from Southwest State University in Marshall, MN. Mike has certifications in Vital Smarts® Crucial Accountability and Emotional Quotient Inventory 2.0 from Multi-Health Systems Inc., as well as an eCornell Financial Management certificate from Cornell University.



DON FREEDENBERG

Don Freedenberg has worked for FAA in numerous roles since 1990, performing as a Certified Professional Controller, a Traffic Management Coordinator, and an Operational Supervisor at various facilities including New York Terminal Radar Approach Control (TRACON), Pittsburgh, and Buffalo. Don supported the deployment of ATO Leadership Development programs including ATLDP and assisted in the curriculum redesign and facilitation of Succeeding in Your First Year (SYFY). Don served as a faculty member and mentor of the FAA Program for Emerging Leaders, as a SUPCOM District Chairman, and facilitated recurrent training at several facilities.

Don has a M.S. in Executive Leadership and Innovation from Daemen College and a B.S. in Psychology from the State University of New York at Buffalo. Don completed facilitation instruction courses from Langevin Learning Services and Leadership Strategies, Inc.



SANDI HERBST

Sandi Herbst has been working with FAA managers and leaders since 2009. Sandi has experience in coaching and mentoring and has facilitated learning in diverse subject areas such as the new manager curriculum, facilitator training, and labor relations.

Sandi has an M.S.H. in Health Promotion/Health Education from the University of North Florida and a B.A. from Briar Cliff University. She is a Certified Health Education Specialist (CHES) and certified in Vital Smarts® Crucial Accountability. Inc.



RICHARD KETTELL

Rick Kettell has worked for FAA in numerous roles since 1981, functioning as a Certified Professional Controller, Headquarters Specialist, Terminal Air Traffic Manager/Hub Manager, Air Traffic Control Center (ARTCC) Air Traffic Manager, Terminal District Manager, and SDI Facilitator. Rick served as an Aircraft Operations Specialist in the U.S. Air Force and was an Undergraduate Instructor in the Department of Technology at Kent State University, teaching Air Traffic Control and Air Transportation Management. In 2002, he served as a participant on the Congressional 9/11 Sub-committee.

Rick has a B.S. in Traffic and Transportation Management from Rochester Institute of Technology and an A.A. from University of Maryland. He is a recent graduate of the Federal Executive Institute Leadership in a Democratic Society Program, as well as the FAA Executive Senior Leadership Development Program. Rick is certified in both the Air Traffic National Assessment Program (ATNSP) and Supervisory Identification Development Program (SIDP).



KARLA LANGLOTZ

Karla Langlotz has over 25 years of experience as an instructor/facilitator, including 10+ years delivering courses, coaching seminars, and team workshops at multiple Federal agencies. These include FAA, TSA, Department of Navy Acquisitions, and the U.S. Army Joint Center of Excellence at Fort Huachuca, Arizona (HT-JCOE). Prior to 2010, Karla served as Vice President of Human Resources/Training and Development in several private, for-profit hospital organizations. She was responsible for developing and implementing robust leadership development programs at each facility, including instruction, coaching, and mentoring programs. She was also an adjunct instructor at University of Phoenix.

Karla holds an M.B.A from Nova Southeastern University and a B.S.B.A. from University of Central Florida. She is certified by the ICF at the A.C.C. Level. She is a certified MBTI and DiSC practitioner and holds a Senior Practitioner in Human Resources (SPHR) certification from the Society for Human Resource Management (SHRM).



GARY LAVIMONIERE

Gary Lavimoniere has over 30 years of experience with FAA. Gary was an Air Traffic Controller at both Boston Center and the Providence Air Traffic Control Tower (ATCT), Staff Support Specialist/Frontline Manager/Operations Manager at Boston ARTCC, as well as Air Traffic Manager for the Portland Jetport and 11 additional airports. He also served on the faculty of Anna Maria College in Paxton, MA, teaching undergraduate courses in business administration.

Gary retired as a Lieutenant Colonel from the U.S. Army, where he served as Assistant Director of Logistics for 94th Regional Support Command in Devens, MA. He holds an M.B.A. and a B.S. in Business Administration from the University of Rhode Island.



JANE LILYANDER

Jane Lilyander has worked with FAA in several roles since 2002, most recently as an instructional systems designer for the ATOP Equipment Curriculum for oceanic Air Traffic Control. Prior to that, Jane was an instructor at the FAA Center for Management and Executive Leadership, dividing her time between instructional design/development and classroom instruction. Jane was an integral member of the development teams for FAA's Frontline Manager Courses, Managerial Coaching and Mentoring, Introduction to Personal Property, and Personal Property Management courses. She has extensive experience in program management and experiential education, working with juveniles, adults, and corporate populations.

Jane received her M.S. in Counseling and Psychological Services from Georgia State University, and a B.A. in Psychology from Mercer University in Macon, GA. She has certifications in Myers-Briggs Type Indicator®, Vital Smarts® Crucial Accountability, Critical Thinking, and Instructional Systems Design.



SID NOWELL, ESQ.

Sid Nowell has over 35 years of active law practice, specializing in Labor Relations, Land Use/Zoning, Civil Litigation, City and Town Ordinances, Family Law, Education Law, and Immigration Law. Sid is an Assistant Professor in the Criminal Justice and Legal Studies Department at Bethune-Cookman University in Daytona Beach, FL. In addition to teaching Criminal Justice, Criminal Law, Criminal Procedures, and Adjudication, he provides advisement and life skills coaching to students.

Sid has been involved in FAA management training since 1996. Initially he was an instructor, developing and delivering course curriculum related to Interest-Based Bargaining and Mediation Techniques and later a consultant, concentrating on the delivery of courses in Conflict Resolution, Labor Relations, and Alternate Dispute Resolution for Federal agencies.

Sid graduated with a Juris Doctor from the University of Wisconsin Law School and has a B.A. in History from the University of Wisconsin. He is a member of the Florida Bar, the New York State Bar, the Flagler County Bar, the American Arbitration Association, and the Florida Academy of Mediators.



DAVID SELLERS

David Sellers has worked for FAA in several roles since 1984, performing as an Air Traffic Controller/Supervisor at Cleveland Center, an ACT OJT Instructor, a Cultural Diversity Workshop Facilitator, an ADR Mediator, and most recently an Enroute Air Traffic Control Instructor at FAA Academy in Oklahoma City. David has extensive experience in working with conduct and discipline issues at FAA field facilities and has conducted multiple mediations for FAA Civil Rights complaints.

David has a M.Ed. from Loyola University in Chicago. He is certified in ATC FPL Radar Control, ATC OJT, ADR Mediation, FAA Academy Radar Instruction, and FAA Academy Non-Radar Instruction.



CAROL SIBONI

Carol Siboni has worked with FAA in several different roles since 1994, functioning as an instructional designer, project lead, instructor, facilitator, and consultant. She has worked extensively in the areas of leadership and team development, measuring organizational performance, performance management, and creating effective work environments.

Carol has a M.S.W. from Indiana University and a B.A. in Psychology and Sociology from Butler University. She has certifications in MBTI, Microsoft Project, Vital Smarts® Crucial Confrontations, Blackboard Learn™, and Instructional Systems Design. Her current research and interests include the areas of Emotional Intelligence and Strengths Based Leadership.



RICK SIBONI

Rick Siboni has over 25 years of experience as an Instructor/Developer, delivering courses and team workshops for FAA, TSA, and other government agencies. He has extensive knowledge in the areas of FAA management development, performance management, labor management relations, conduct and discipline, coaching and mentoring, conflict management, organizational change, and team development.

Rick holds a M.Ed. and a B.Ed. from the University of Florida in Gainesville and is a graduate of Cornell University's Financial Management Certificate Program. He has certifications in MBTI and Vital Smarts® Crucial Confrontations and Crucial Accountability.



ROBERT SOBEL, Ph.D.

Dr. Robert (Bob) Sobel has been an instructor/facilitator and instructional curriculum designer for over 20 years, specializing in the development and delivery of management and leadership training programs for FAA and other government agencies. Prior to 1996, Bob was Principal of MDTA International, a management development and consulting firm located in New York, Hong Kong, and Tampa. He was also Manager of Special Projects Development at the American Management Association, and a Professor of Psychology, serving on the faculties of Yale, City University of New York, and the University of Connecticut.

Bob holds a Ph.D. and a M.A. in Psychology from the University of Illinois. He has certifications in MBTI, DiSC, Vital Smarts® Crucial Confrontations and Crucial Accountability, and Ken Blanchard Companies' Leading Organizational Change. Bob is a licensed psychologist (inactive status) in New York State and Arizona.



JACK VINCENT

Jack Vincent is an expert facilitator and U.S. Navy Veteran with over 20 years of Federal service experience in both management and leadership. He served the last five years as a Subject Matter Expert (SME) and primary trainer for a massive training initiative to retool the leadership culture of the TSA. Jack has private sector experience in manufacturing management and operations including Six Sigma/Lean initiatives and organizational culture change. Jack's diverse background in adult education, training, instructional delivery, management, facilitation, and course design provide participants experiential learning that stretch them while maximizing the development and transfer of learning.

Jack holds an M.B.A. from University of Phoenix Central Florida and B.S. in Management from Park College with minors in business and finance. Jack is a certified MBTI practitioner, DiSC Certified, Six Sigma Green Belt, ICF Accredited CoachU Graduate (Associate Certified Coach [ACC] Pending), experienced with 180/360 feedback assessments, and Fundamental Interpersonal Relations Orientation Behavior (FiroB).



DEAN VITALE, Ph.D.

Dr. Dean Vitale is a retired U.S. Air Force (USAF) Colonel. As an Assistant Professor at the Air Force Institute of Technology, Dean developed course curricula and instructed/facilitated graduate-level courses in Research Design, Research Methods, Principles of Management, Qualitative Data Collection and Analysis, and Change Management. Dean finished his career as the Senior Defense Official in Algeria, where he led a team to facilitate the accomplishment of U.S. Defense policy goals. Prior to 1997, Dean was a navigator on the C-130 Hercules. He served as an in-flight and platform Instructor Navigator and the Squadron Chief of Standardization/Evaluation. Dean also commanded multiple mission deployments to the Middle East. His last flying assignment was as a Course Director in the USAF Weapons School, where he authored the syllabus and directed Joint Air Force/Army operations.

Dean earned a Ph.D. and a M.S. in Organizational Change and Human Resource Management from Auburn University, as well as a M.A. in Strategic Studies from Air University and B.S./B.A. from the University of Florida. His articles have been published in the *Journal of Organizational Change Management* and the *Journal of Mixed Methods Research*.



ADRIENNE WHITE

Adrienne White is an instructor/facilitator and a senior instructional systems designer with over 15 years of combined experience in virtual and traditional classroom course facilitation in leadership, strategic change management, emotional intelligence, situational leadership, communication, and team building. Adrienne leverages her deep knowledge of instructionally sound curriculum with effective application of adult learning principles across the various training platforms.

Adrienne holds a M.S. in Human Resources and Organizational Development from Chapman University and a B.A. in Social Work from the University of Washington. She is certified in MBTI and is a nationally certified Achieve Global Leadership for Results facilitator. In addition, Adrienne is currently pursuing her ACC credentialing through ICF.



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