Leadership & Management Development Conference

Promoting Effective Workplace Dynamics

October 21, 2009

Exhibition Hall at the Alliant Energy Center
Madison, Wisconsin

Sponsored by:
The Office of Human Resource Development
www.ohrd.wisc.edu
The Wisconsin Certified Public Manager Program
www.decs.wisc.edu/pda/cpm/
7:30-8:30 am Check-In — Atrium
8:30-10:00 am Welcome and Keynote Presentation — Mendota 3-4
   Notes of a Management Watcher: Discontinuity, Discourse and Dialogue - Don Percy
10:15-11:45 am Featured Sessions — Mendota Rooms
11:45-12:45 pm Lunch — Mendota 3-4
12:45-2:15 pm Featured Sessions — Mendota Rooms
2:15-2:30 pm Refreshment Break — Atrium
2:30-4:00 pm Featured Sessions — Mendota Rooms
4:00 pm Adjourn
Welcome and Keynote Presentation
Mendota 3-4
8:30 am-10:00 am

Notes of a Management Watcher:
Discontinuity, Discourse and Dialogue
Don Percy, President and Principal for the Bardish Group

Don Percy is currently President and Principal for The Bardish Group, an executive management consulting firm. Don specializes in CEO coaching, and boards of directors education and development. In the past, Don has served in a variety of leadership positions both within government and the private sector. His service includes: research administrator in the public and private sector in Washington, D.C. and Princeton; secretary of the Wisconsin Department of Health and Social Services; senior vice president with UW System; assistant dean of the College of Letters and Science at UW-Madison; an occasional adjunct faculty member with the UW-Madison Schools of Business, Education and Medicine; president of a management consulting firm; CEO of a multi-specialty medical clinic; and the CEO of UW Credit Union.

*The conference keynote and some handouts will be available for downloading after the conference at: tinyurl.com/LMD2009

Save the Date

Plan to join us next year on
Thursday, November 4, 2010

New Location: The Pyle Center on the UW-Madison campus
## Schedule of Featured Sessions

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Venue</th>
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| 10:15 a.m.- 11:45 a.m. | Enhancing Employee Engagement  
  *Sherry Ray*  
  The Appreciative Facilitator—Creating the Generative Learning Environment  
  *Mary Hoddy & Jay Ekleberry*  
  Identifying, Eliminating, and Preventing Accidental Adversaries at Work  
  *Jody Jacobson* | Mendota 1  
  Mendota 2  
  Mendota 6-7  
  Mendota 8  
  Supervising the “Not Me” Employee  
  *Stephen Pearson* |
| 12:45 p.m.- 2:15 p.m. | The Wellness Factor: Personal Benefits, Organizational Gains  
  *Paul Riehemann*  
  Effective Management Behaviors: A Sustainable Model for Leaders and Managers  
  *Karl van Lith*  
  I Lost My Motivation. If Found, Please Return to its Rightful Owner  
  *Dawn Rekoske*  
  Creating Effective Systems for Managing Conflict  
  *Harry Webne-Behrman* | Mendota 1  
  Mendota 2  
  Mendota 6-7  
  Mendota 8  |
| 2:30 p.m.- 4:00 p.m. | The Wellness Factor: Personal Benefits, Organizational Gains  
  *Paul Riehemann*  
  Using Lean/Six Sigma to Improve an Organization  
  *Craig Plain*  
  Engaging Your Strengths at Work and in Life  
  *James Wells*  
  Creating the Necessary Conditions for Successful Change  
  *Don Schutt* | Mendota 1  
  Mendota 2  
  Mendota 6-7  
  Mendota 8  |
Featured Sessions

10:15 am-11:45 am

Enhancing Employee Engagement  M-1
Sherry Ray, Employee Assistance Office, UW-Madison

Come and learn what you can do to help unleash the potential in your employees and enable them to be the best they can be at work. The key is a manager who is skilled at enhancing employee engagement. In this workshop, we will define the characteristics of engagement and use the PERKS model to explore steps you can take to help your employees be successful at work. There will be time for interaction, discussion and practical problem solving.

The Appreciative Facilitator—Creating  M-2
The Generative Learning Environment
Jay Ekleberry, Wisconsin Union, UW-Madison
Mary Hoddy, Wisconsin Union, UW-Madison

As facilitators of personal and organizational development (whatever our title may be) we strive to create a positive environment for learning. When our meetings and daily activities have our employees actively engaged in generative process, the energy and “buzz” creates a sense of appreciation and respect. We will explore some principles and practices we can use to achieve an appreciative and generative workplace.

Identifying, Eliminating, and Preventing  M-6-7
Accidental Adversaries at Work
Jody Jacobson, Aerial View Consulting LLC

When individuals or groups that need to collaborate instead compete, they can defeat an initiative or derail an entire organization more effectively than even the most cunning external competitor. Looking back at the scorched earth they have left behind, it’s hard to believe that the adversarial dynamic actually began innocently, with actions of one or both parties unintentionally limiting the other’s success—yet that’s exactly what the post-mortem examination reveals. Come learn about Accidental Adversaries:

• Why they occur so often, despite good intentions,
• How to spot their symptoms,
• Ways to build a strong foundation for successful collaboration and control risks of an adversarial turn of events, and
• How to transform adversaries into collaborators.

This session includes case examples and hands-on exercises that will help you be an effective agent of positive collaboration in your organization.

Supervising the “Not Me” Employee  M-8
Stephen Pearson, Employee Assistance Office, UW-Madison

One of the main responsibilities of supervisors is to provide timely and specific feedback to employees regarding their work performance and/or their behavior in the workplace. Sometimes, though, when a supervisor provides feedback to an employee, s/he encounters not only resistance to it, but outright rejection of it as well. Resistance to or rejection of feedback is the hallmark of the “Not Me” employee. Such an employee is irritatingly frustrating to his/her supervisor and very disruptive to his/her workgroup. This workshop will identify various types of “Not Me” employees and describe some strategies for effectively dealing with them.

12:45 pm-2:15 pm

The Wellness Factor: Personal Benefits, M-1
Organizational Gains
Paul Riehemann, Well Today

Given our health care crisis, wellness and health promotion are hot topics these days. Join us to interactively explore topics including: health care problems and statistics, the benefits of worksite wellness for employees and you, emotional intelligence, and your personal wellness journey. You’ll measure your Health Today Index and we’ll conclude with action items for building a wellness culture at your workplace.

Effective Management Behaviors:  M-2
A Sustainable Improvement Model for Leaders and Managers
Karl van Lith, City of Madison

This session will look at management and leadership behaviors that have been proven over time to work within organizations. It uses a performance improvement model that highlights effective leadership qualities and behaviors, detractors from effective leadership and measures that enhance workplace respect, cooperation and overall effectiveness.
12:45 pm-2:15 pm (continued)

I Lost My Motivation. If Found, M-6-7
Please Return to its Rightful Owner.
Dawn Rekoske, Wisconsin Union, UW-Madison

Haven’t we all experienced work-related slumps? Most jobs come with a reasonable amount of stress and frustration. We cope. Now we’re facing budget cuts, staffing cuts and workload increases. These are the things that could trigger a tumble into a dismal abyss of despair. This presentation will get you thinking about your own sources for motivation and how to tap into them during stressful times. You will be the manager, professional, and person you want to be when you are reminded where and how to rediscover your resolve.

Creating Effective Systems for M-8
Managing Conflict
Harry Webne-Behrman,
Office of Human Resource Development, UW-Madison

In the face of increasing stress factors and challenges to do our work well, managers frequently face situations in which their staff members are involved in conflicts that persist, fester, and sap energy from our organizations. This session will identify formal, informal, and “non-formal” strategies that managers can use to address such conflicts, given parameters, budget constraints, and personnel factors that come into play. Participants will be encouraged to identify situations that need improved approaches and to look at places in their departments that would be meaningful to address.

2:30 pm-4:00 pm

The Wellness Factor: Personal Benefits, M-1
Organizational Gains
Paul Riehemann, Well Today

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Using Lean/Six Sigma to Improve an M-2
Organization
Craig Plain, Administrative Process Redesign Project, UW-Madison

Lean and Six Sigma are not merely buzzwords. They are powerful methods any organization may use to reduce waste and increase productivity—while engaging and energizing employees. This presentation will provide a general overview of both Lean and Six Sigma methods, along with some of the most used tools. Best practices (as well as some failures) will also be presented. Attendees will leave this presentation with a general understanding of the philosophies of Lean and Six Sigma, an appreciation of some of the tools, and insight into adopting and implementing these methods.

Engaging Your Strengths at Work M-6-7
and in Life
James Wells, Office of Research Policy, UW-Madison

Strengths are the unique talents and abilities we each have that set us apart from others and are our best tools for accomplishment and satisfaction. This session introduces the concept of strengths through hands-on exercises, addresses how to engage strengths in the workplace, and provides information about strength tools and resources.

Creating the Necessary Conditions for M-8
Successful Change
Don Schutt,
Office of Human Resource Development, UW-Madison

Change is happening all around us, all the time. How you prepare for continuous change on both the individual and the organizational levels can help to focus on the opportunities embedded in change, and lead to a culture where change is accepted as ongoing and valuable. Come learn about how you can create the necessary conditions for change in your unit.
Jay Ekleberry
Jay Ekleberry is the Director of the Wisconsin Union Mini Course Program, the Craftshop and advisor to the Wisconsin Basecamp program. He is a certified Master Trainer and has facilitated the Madison Appreciative Inquiry Network for the past seven years.

Mary Hoddy
Mary Hoddy directs Staff Education and Training at the Wisconsin Union. She works with a team of students who teach workshops for the 1,000 part-time students and 200 permanent staff who work at the Union. Mary designed and facilitates the Sometimes and Aspiring Supervisor Series, Appreciative Inquiry, Train the Trainer, and Performance Management for campus through the Office of Human Resource Development. She also teaches elective courses for UW’s Certified Public Manager Program and co-teaches “Yoga at Noon” for WU Mini Courses. Mary has a M.S. in Vocational and Continuing Education from UW-Madison and is a Master Teacher for Global Learning Partners. Lots of her creative ideas come during her walks along the Lakeshore Path!

Jody Jacobson
Jody Jacobson is the Founder and President of Aerial View Consulting LLC, and Board President-Elect of MAQIN (Madison Area Quality Innovation Network). She is passionate about helping organizations identify, eliminate, and prevent Accidental Adversaries and other dynamics that limit effectiveness and stifle creativity, innovation, and happiness at work. Jody has more than 20 years of experience as a consultant, manager, coach and educator in health care, technology, education, government and non-profit settings. She believes that organizations and individuals work best when they leverage their strengths, think strategically, and act systemically. Her innovative nature is demonstrated by her work integrating approaches to the people (psychological) and process improvement sides of change. Jody is completing her doctorate in Organizational Psychology from Tilburg University, The Netherlands, and has a Master’s degree in Management from Bucknell University and Bachelor’s degree in Biological Sciences from George Mason University.

Stephen Pearson
Steve Pearson has been the Director of the UW-Madison Employee Assistance Office since July 1990. He has extensive knowledge and experience in the areas of responding to employees with personal problems, coaching of managers and supervisors, interpersonal communication in the workplace, organizational assessment, managing organizational change, managing conflict in the workplace, working with difficult coworkers, and responding to threats of violence in the workplace. Steve holds a Masters degree in Religion and Psychological Studies from the University of Chicago. He is also a Licensed Professional Counselor in the state of Wisconsin.

Craig Plain
Craig Plain is currently a Six Sigma Black Belt with the University of Wisconsin-Madison’s Administrative Process Re-design (APR) project. He is also a Master Process Officer with the US Air Force’s continuous process improvement (CPI) program. He is presently assigned as a Reservist with Air Force Acquisitions—Information Dominance at the Pentagon. Craig has a history with quality and process improvement initiatives going back to the ‘90s. He is Six Sigma certified from General Electric Healthcare, where he worked as Project Manager and Quality Leader. Craig has taught undergraduate and graduate classes on quality management, business research and statistics, and systems thinking. Currently he serves on the board of the Madison Area Quality Innovation Network (MAQIN). Craig’s educational background includes a Bachelor’s and Master’s degree in Economics. He is finishing his doctorate in Adult Education and Public Administration and is writing his dissertation on how CPI programs impact organizational development.

Sherry Ray
Sherry Ray is a consultant with the UW-Madison Employee Assistance Office. Prior to UW, she had worked in the private sector for 10 years as an Employee Assistance Consultant. In her consultant role she provides counseling and facilitates workshops for both employees and leaders. These workshops center around effective communication and conflict management. Her BA is from North Texas State University and her MSE is from University of Wisconsin-Oshkosh. Sherry is a Licensed Clinical Social Worker in the state of Wisconsin and certified as a Substance Abuse Professional.
Presenter Biographies

Dawn Rekoske
Dawn Rekoske, M.S.S.W., is Assistant Director of Staff Education at the Wisconsin Union, UW-Madison. She designs, facilitates and evaluates professional and student development for Union staff and is involved in process improvement both at the Union and across campus. Prior to coming to UW-Madison in 2007, she was an international training director in the human services industry for 22 years. Both her bachelor’s and master’s degrees are in social work.

Paul Riehemann
Paul Riehemann is founder of the wellness training, consulting and coaching practice, Well Today. He is certified by the National Wellness Institute and National Exercise and Sports Trainers Association, and has completed two Ironman World Championship races in Hawaii. Paul is a University of Wisconsin-Madison Executive M.B.A. graduate and a Wisconsin Certified Public Manager. Paul serves on the Board of Directors for the Rotary Club of Madison and as a Permanent Advisory Board Member for the Goodman-Rotary 50+ Fitness Program.

Don Schutt
Dr. Don Schutt is the Director of Human Resource Development in the Office of Human Resources at the University of Wisconsin-Madison where he manages the development and delivery of centralized professional and career development workshops for over 18,000 employees. Previously, Don worked as a career development specialist at the Center on Education and Work in the School of Education at UW-Madison. In the last ten years, he has presented over 300 workshops focusing on a variety of topics including leadership development, management strategies, employee relations, and professional and career development concepts. In addition, he has written three books focusing on creating and implementing career development systems in organizations. Don is a Licensed Professional Counselor in the state of Wisconsin as well as a National Certified Counselor and a Master Career Development Professional. His educational background includes a Ph.D. and M.A. in Counselor Education from the University of Iowa, and a B.A. in Journalism and Economics from UW-Madison.

Karl van Lith
Karl van Lith is the Organizational Development and Training Officer for the City of Madison and is responsible for organizational improvement efforts city wide. He has over 20 years of experience in OD, HR, training, quality improvement, sales, sustainability initiatives and facilitation. Karl has worked both in the public and private sectors.

Harry Webne-Behrman
Harry Webne-Behrman is a Training Officer with UW-Madison’s Office of Human Resource Development. In that capacity, he coordinates professional development programs for campus managers and supervisors, and participates as an instructor in courses on conflict management, communication skills, facilitation skills, managerial mediation and other areas. Along with his wife, Lisa Webne-Behrman, he has served as Senior Partner of a private consulting and mediation firm, Collaborative Initiative, Inc., since 1991. Harry has worked with hundreds of businesses, schools, community groups and public agencies, and he maintains tremendous enthusiasm about the importance of learning to work collaboratively to build positive work environments. In November 2006, Harry received the Wisconsin Association of Mediators Distinguished Service Award in recognition of his extensive contributions to the field.

James Wells
Jim Wells has been Director of Research Policy at UW-Madison since 2007. He is a sociologist specializing in social psychology and human development. He leads workshops on strengths development at UW and in the community. His strengths include inclusiveness, goal orientation, maximizing performance, contextualizing and learning.