**NEW EMPLOYEES**  
- Online New Employee Orientation  
- STARS Orientation  
- New Leader Onboarding  
- New Leader Assimilation

**ASSESSMENTS**  
- Supervisor Skills Profile  
- DiSC™  
- Emotional Intelligence™  
- StrengthsFinder™

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**LEADING SELF**

- PEAK Academy  
- Exploring the Decision to Become a Supervisor  
- Navigating Your Next Job with the City  
- Effective Communication

---

**ASPIRING LEADERS**

- Leadership Essentials  
- Fostering Accountability  
- Influencing Others  
- Problem Solving

---

**LEADING TEAMS**

- Interviewing & Selection  
- Leader as Coach

---

**SUPERVISOR SERIES**

- Making an Impact  
- Leading with Emotional Intelligence  
- Coaching for Performance and Engagement  
- Effective Performance Management  
- Holding Difficult Conversations  
- A Culture of Inclusion

---

**MANAGER SERIES**

- City Acumen  
- Data-Driven Decisions  
- A Culture Of Innovation  
- Leading Change  
- Leading Across Generations

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**DIRECTOR SERIES**

The Director Series draws upon the expertise of city leaders and prominent thinkers to create a leadership learning community around topics that help directors bring about meaningful results.
Everything you do creates an experience for others—coworkers, customers, and citizens alike. STARS are the city’s values that help us create a shared culture, guide our performance, and engage our residents. The STARS values are what sets Denver apart as a world-class city.

<table>
<thead>
<tr>
<th>STARS ORIENTATION</th>
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<tr>
<td>JANUARY 9, 2020</td>
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As public servants, we strive to embody the City and County of Denver’s STARS values to ensure that our actions create an impactful experience for those we serve, while fostering trusting relationships and strengthening our public image one STARS moment at a time.

**SERVICE**
Continually exceed expectations by identifying and meeting needs, working collaboratively to solve problems, and developing trusting constructive relationships with residents, employees, officials, vendors, and contractors.

**TEAMWORK**
Work cooperatively with others to achieve team goals. Actively foster commitment and team spirit, and work with others to meet business objectives.

**ACCOUNTABILITY**
Follow through on commitments made and take responsibility for results and subsequent outcomes. Contribute to maintaining the integrity of the organization and display high standards of ethical behavior.

**RESPECT**
Treat others with consideration and high regard. Demonstrate respect for the differences that exist among customers and fellow employees, and recognize that those differences are an important source of innovation, progress, and interpersonal awareness.

**SAFETY**
Create and maintain a safe work environment by taking action that prevents injury or harm to self, others, equipment, and/or property. Additionally, create and foster an environment of open and respectful dialogue in which individuals may offer diverse perspectives.
New Leader Onboarding is designed to accelerate the process of becoming a dynamic leader. This half-day experience provides you with tools and insights to familiarize you with Denver’s unique leadership body and quickly build a culture of trust, engagement, and performance by leading with the STARS values.

FEBRUARY 26, 2020  AUGUST 5, 2020
APRIL 22, 2020  OCTOBER 21, 2020
JUNE 24, 2020

Leader as Coach

Team members are seven times more likely to feel engaged and perform well when their manager takes an interest in their success. Coaching is the best way to help develop, motivate, and retain your employees, but it takes a special skillset. It takes practice, but if you learn to do it well, you’ll have a team of happy and productive people who find meaning in their work. In Leader as Coach, you’ll master the skills and process to take your team to the next level.

MARCH 18, 2020  OCTOBER 7, 2020
JULY 8, 2020

Effective Communication

Communicate effectively to build trusting relationships and achieve mutually beneficial results. Using a five-step process, you’ll learn to skillfully navigate day-to-day conversations, mitigate potential landmines, and make the most of the feedback you receive.

FEBRUARY 10, 2020  AUGUST 10, 2020
MAY 11, 2020  OCTOBER 20, 2020
A S P I R I N G  L E A D E R S

• Explore the core competencies of a supervisor
• Identify strengths and growth opportunities to become a successful leader

Leadership Essentials

Fostering Accountability

Influencing Others

Problem Solving
ASPIRING LEADERS

The Aspiring Leaders Series is a 14-hour, four-module program designed to give high-performing individual contributors the opportunity to explore the competencies of a leadership role. The competencies of the four modules mirror those in the supervisor pre-employment test administered by OHR. Participants partner with their supervisor to apply the skills and tools they learn in the program to real-world situations with the intention of gaining exposure to the work of a leader in a structured format.

LEADERSHIP ESSENTIALS

You bring your own personality and style to the table. There are also basics that all leaders need to know in order to be effective. The first module of the Aspiring Leaders series provides you with the foundational skills you need to become an inspiring leader within the City and County of Denver.

FOSTERING ACCOUNTABILITY

Accountability requires participation from everyone involved. As an aspiring leader you hold others accountable for the role they play and the work that they do. The second installment of the Aspiring Leaders Series teaches you effective ways to hold others accountable for their actions, while building professional relationships.

INFLUENCING OTHERS

Take a moment to think about people who influence you the most. What makes you receptive to their influence? Building on the concepts of trust and foundational leadership examined in the first module, you’ll practice balancing inquiry and advocacy to influence others as you work together to meet shared goals.

PROBLEM SOLVING

You’re stuck and there’s just no way around this brick wall. This feeling happens to everyone. Fortunately, there are steps you can take to get past the roadblock. The ability to problem solve is a key skill to have in any role, but especially as you take on leadership responsibilities. Join us to learn more about the methods you can use to get over, under, through, or around obstacles.
ASPIRING LEADERS 2020

COHORT ONE
30 Participants
8:30 a.m. - 12:00 p.m.
Denver Human Services East Office*

Leadership Essentials  MARCH 18, 2020
Fostering Accountability  APRIL 7, 2020
Influencing Others  APRIL 15, 2020
Problem Solving  APRIL 29, 2020

COHORT TWO
30 Participants
8:30 a.m. - 12:00 p.m.
Webb Building

Leadership Essentials  OCTOBER 6, 2020
Fostering Accountability  OCTOBER 21, 2020
Influencing Others  NOVEMBER 3, 2020
Problem Solving  NOVEMBER 18, 2020

COHORT THREE
30 Participants
1:00 p.m. - 4:30 p.m.
Webb Building

*Denver Human Services East Office is located at 3815 Steele Street.
SUPERVISOR SERIES

• Identify actions that intentionally create an engaged and high-performing culture
• Reflect on the cost and benefit of leadership choices and behaviors
• Learn, demonstrate, and practice effective coaching skills
• Implement a process for skillfully holding difficult conversations
• Distinguish the traits of an inclusive leader

Making an Impact
Leading with Emotional Intelligence
Coaching for Performance and Engagement
Effective Performance Management
Holding Difficult Conversations
A Culture of Inclusion
SUPERVISOR SERIES

The Supervisor Series is a citywide learning initiative focused on enhancing the leadership capabilities of first- and second-level supervisors. The series consists of highly engaging, action-oriented classroom and online learning experiences designed to enhance supervisors’ leadership and management skills. Participants practice proven techniques and build habits of behavior aligned to citywide leadership competencies and STARS values. The program consists of six 3.5-hour in-class modules, online resources, and an emphasis placed on implementing concepts and skills between sessions.

MAKING AN IMPACT

How’s the “whirlwind” been treating you? You know, all the urgent things that have to get done every day but always seem to interfere with making progress on important goals? Making an Impact is designed to give you a leadership operating system guaranteed to defeat the Whirlwind. You’ll learn how to focus on the most important things and ensure you build a high-performing and engaged team culture.

LEADING WITH EMOTIONAL INTELLIGENCE

Think about the best leaders you’ve known in your career. What made them great? It’s likely they demonstrated a high degree of emotional intelligence. In Leading With Emotional Intelligence, you’ll take the EQ-i 2.0 assessment, and then take a deep dive to self-reflect on how your actions affect your relationships and overall well-being. You’ll gain the skills to self-coach and quickly recognize the cost or benefit of your leadership choices.

COACHING FOR PERFORMANCE AND ENGAGEMENT

Team members are seven times more likely to feel engaged and perform well when their manager takes an interest in their success. Coaching is the best way to help develop, motivate, and retain team members, but it takes a special skillset. It takes practice. If you learn to coach effectively, you’ll have a team of happy and productive people who find meaning in their work. In Coaching for Performance and Engagement you’ll master the skills and process to take your team to the next level.

EFFECTIVE PERFORMANCE MANAGEMENT

A recent Harvard study found that progress was the overwhelming factor that contributed to a great work day. Surprised? In Effective Performance Management, we’ll cover a simple process for helping your team feel awesome about their work. You’ll also learn about the city’s performance management process, writing impactful goals, and holding performance conversations. Your team members will be motivated and doing meaningful work in no time.

HOLDING DIFFICULT CONVERSATIONS

Putting off a difficult conversation? We get it. It’s not easy. In fact, it takes a lot of courage to hold that uncomfortable conversation. But difficult conversations can be healthy for you and your team if you follow the process outlined in Holding Difficult Conversations. You’ll be able to master the art of dialogue and resolve festering issues.

A CULTURE OF INCLUSION

We all have unique characteristics that make us who we are. Diversity is bringing these characteristics into one place. Inclusion is capitalizing on these differences to create an environment where everyone can be their best selves. Ignoring these differences could mean disaster. In A Culture of Inclusion, you’ll learn the Six Signature Traits of inclusive leaders, as well as recommended actions to help your team feel connected.
# SUPERVISOR SERIES 2020

## COHORT ONE
- **30 Participants**
- **8:30 a.m. - 12:00 p.m.**
- **Webb Building**

## COHORT TWO
- **30 Participants**
- **1:00 p.m. - 4:30 p.m.**
- **Webb Building**

### March 24, 2020
- Making an Impact
- Leading with Emotional Intelligence
- Coaching for Performance and Engagement
- Effective Performance Management
- Holding Difficult Conversations
- A Culture of Inclusion

### April 14, 2020
- Making an Impact
- Leading with Emotional Intelligence
- Coaching for Performance and Engagement
- Effective Performance Management
- Holding Difficult Conversations
- A Culture of Inclusion

## COHORT THREE
- **25 Participants**
- **8:30 a.m. - 12:00 p.m.**
- **Webb Building**

## COHORT FOUR
- **25 Participants**
- **1:00 p.m. - 4:30 p.m.**
- **Webb Building**

### March 25, 2020
- Making an Impact
- Leading with Emotional Intelligence
- Coaching for Performance and Engagement
- Effective Performance Management
- Holding Difficult Conversations
- A Culture of Inclusion

### April 15, 2020
- Making an Impact
- Leading with Emotional Intelligence
- Coaching for Performance and Engagement
- Effective Performance Management
- Holding Difficult Conversations
- A Culture of Inclusion

### May 13, 2020
- Making an Impact
- Leading with Emotional Intelligence
- Coaching for Performance and Engagement
- Effective Performance Management
- Holding Difficult Conversations
- A Culture of Inclusion

### June 17, 2020
- Making an Impact
- Leading with Emotional Intelligence
- Coaching for Performance and Engagement
- Effective Performance Management
- Holding Difficult Conversations
- A Culture of Inclusion

### July 15, 2020
- Making an Impact
- Leading with Emotional Intelligence
- Coaching for Performance and Engagement
- Effective Performance Management
- Holding Difficult Conversations
- A Culture of Inclusion

### August 12, 2020
- Making an Impact
- Leading with Emotional Intelligence
- Coaching for Performance and Engagement
- Effective Performance Management
- Holding Difficult Conversations
- A Culture of Inclusion
SUPERVISOR SERIES 2020

COHORT FIVE
25 Participants
8:30 a.m. - 12:00 p.m.
Denver Human Services East Office*

COHORT SIX
25 Participants
1:00 p.m. - 4:30 p.m.
Denver Human Services East Office

COHORT SEVEN
30 Participants
8:30 a.m. - 12:00 p.m.
Denver Human Services East Office

COHORT EIGHT
30 Participants
1:00 p.m. - 4:30 p.m.
Denver Human Services East Office

[Topics]
- Making an Impact
- Leading with Emotional Intelligence
- Coaching for Performance and Engagement
- Effective Performance Management
- Holding Difficult Conversations
- A Culture of Inclusion

*MARCH 26, 2020
APRIL 16, 2020
MAY 14, 2020
JUNE 18, 2020
JULY 16, 2020
AUGUST 13, 2020

*MARCH 27, 2020
APRIL 17, 2020
MAY 15, 2020
JUNE 19, 2020
JULY 17, 2020
AUGUST 14, 2020

*Denver Human Services East Office is located at 3815 Steele Street.
• Grasp the city’s processes to help teams and departments thrive
• Utilize data to make sound decisions
• Establish a culture of continuous improvement
• Apply practices that allow team members to adopt change effectively and efficiently
• Manage up and across generations
MANAGER SERIES

The Manager Series builds on the skills and concepts introduced in the Supervisor Series, but it takes a more technical lens that focuses on city processes, using data, and leading change. The program includes five engaging 3.5-hour in-class modules with additional online resources for application and review. Participants partner with their direct managers to identify an action plan that targets mutual benefit for the department and the participant.

CITY ACUMEN

You’re an expert on the work your department does, but do you really know how the city operates? In City Acumen, you’ll learn how the city’s financial processes work. So, when citywide decisions are made and action is taken, you’ll not only know why, you and your team will be able to confidently participate in the process.

DATA-DRIVEN DECISIONS

How do you make decisions about where your team focuses their time and energy? Data-Driven Decisions is designed to help you use the right data at the right time to help your team contribute to work that really matters. You’ll learn a process for uncovering business problems, generating testable questions, interpreting data, making decisions, and telling a compelling story.

A CULTURE OF INNOVATION

If there’s one thing we value in Denver, it’s innovation. Just look around. It’s clear Denver continues to reinvent itself, as well as the departments and teams that make Denver the world-class city it is. A Culture of Innovation is designed to help you create an environment where team members feel safe to share ideas, ask critical questions, and experiment with new ways of doing things. Getting your Green Belt through Peak Academy is strongly recommended before attending this session.

LEADING CHANGE

Billions of dollars are wasted each year on change initiatives that ultimately fail. This is because organizations don’t understand that humans are wired to resist change. In Leading Change, you’ll learn the neuroscience of change and specific, repeatable strategies to help team members move through the emotions of change easier and quicker.

LEADING ACROSS GENERATIONS

For the first time in the modern era we have four generations in the workforce. And each generation has grown up with a different world view and expectations for what they want for their careers. It’s likely you’re dealing with the complicated dynamics of leading a multigenerational team. Leading Across Generations will provide you with a strategic approach for establishing mutual benefit for each member of your team.
MANAGER SERIES 2020

COHORT ONE
25 Participants
8:30 a.m. - 12:00 p.m.
Webb Building

City Acumen  A P R I L  7,  2020
Data-Driven Decisions  A P R I L  2 8,  2 0 2 0
A Culture of Innovation  M A Y  1 9,  2 0 2 0
Leading Change  J U N E  2 3,  2 0 2 0
Leading Across Generations  J U L Y  2 1,  2 0 2 0

COHORT TWO
25 Participants
8:30 a.m. – 12:00 p.m.
Webb Building

City Acumen  A P R I L  9,  2 0 2 0
Data-Driven Decisions  A P R I L  3 0,  2 0 2 0
A Culture of Innovation  M A Y  2 1,  2 0 2 0
Leading Change  J U N E  2 5,  2 0 2 0
Leading Across Generations  J U L Y  2 3,  2 0 2 0
MANAGER SERIES 2020

COHORT THREE
25 Participants
8:30 a.m. - 12:00 p.m.
Webb Building

City Acumen  AUGUST 4, 2020

Data-Driven Decisions  AUGUST 25, 2020

A Culture of Innovation  SEPTEMBER 29, 2020

Leading Change  OCTOBER 13, 2020

Leading Across Generations  NOVEMBER 17, 2020