Bringing LEARNING to WORK

This program is designed to connect the faculty expertise at Cal State Fullerton with Orange County organizations with a series of “Lunch & Learn” topics (75-90 minutes). Your organization will handle the location, facility, and food (if applicable) – and we will bring the learning to you! You can assemble your own customized programs – from our many topics – and the Center for Leadership will be Bringing the Learning to Work. Proceeds from this program go directly to support student programs – so while you are helping your organization you will also be contributing to student scholarships and initiatives!

Organizations are experiencing two incompatible trends – shrinking training budgets combined with growing human capital training needs. This forces organizations to stretch their training dollars to maximize the return on human capital investments. While many consulting companies offer training programs for hire – none can combine the content-knowledge and world-class facilitation of our award winning faculty-led program.

Each of our Bringing Learning to Work programs are led by full-time faculty in CSUF’s Mihaylo College of Business and Economics – our faculty presenters have Ph.D.s from top universities and have extensive industry experience consulting for organizations ranging from Fortune 100 companies to family-businesses to not-for-profit government organizations. Our faculty are engaged in cutting-edge research that makes them true “content-experts”. Our faculty research the topics they present – so your organization will get the latest research, the latest thinking, and the most practical information from their research fields – to apply in your organization.

What have attendees said about our programs?

“I’d rather have the Center for Leadership and their expert faculty-led programs in my organizations – because why invite the person who ‘read the book’ when you can bring in the person who ‘wrote the book’ to train your organizations. Plus the faculty are world-class presenters.”

“The instructors from the Center for Leadership were both engaging and incredibly knowledgeable about their subject matter. I didn’t want the session to end.”

“We’ve been wasting time and money investing in programs led by amateurs (in comparison) when we could have had content experts all along – from our own backyard in Orange County.”

“The faculty are not like other professors – in addition to researching the topics they present – they are completely engaging and interesting! It is the best of both worlds!”
Experience for yourself and your organization the difference that the Center for Leadership’s Bringing Learning to Work programs offer. Is your organization Ready to Work, Ready to Lead?

**TOPICS**

- Diversity
- Organizational Dynamics
- Organizational Leadership
- Performance Management
- Servant Leadership Series
- Skills for Work and Life
- Transformational Leadership Series

**COST**

- $1,995 per “Lunch & Learn”
  (includes facilitation, travel, materials, and supplies)
- $2,995 per “Half-Day” session
  (includes facilitation, travel, materials, and supplies)

Need something more than a “Lunch & Learn”?
Most of these topics can be delivered in half-day and full-day formats. Custom programs are our specialty. We can also assist with strategic planning, board development, and retreat facilitation.

Check the boxes next to the topics you would like to select:

**DIVERSITY MANAGEMENT**

- Building your Cultural Intelligence
  This session is highly interactive and well-suited for organizations that have existing and/or potential global clients and markets. A simulation will be used to punctuate different cultural characteristics that exist. This session will entertain and powerfully impact attendees.

- Communicating Across Cultures
  Businesses are now operating in a truly global environment with an increasing number of transnational organizations. This interactive session uses a simulation to help participants understand different communication styles across cultures and provides tools to communicate more effectively with employees and clients from diverse cultures.

- Fact or Fiction
  Assumptions, perceptions, and reality—this program is a must for anyone working in a diverse work population. Participants will be exposed to the current research findings in the field to uncover those areas that are myths and those that are evidence-based.

- Gender Differences: Are We Speaking the Same Language? “NEW!”
  This highly interactive session looks at the ways in which men and women differ in their communication styles. The session highlights the ways in which these communication differences might cause ambiguities and difficulties in the workplace and offers tangible suggestions for how to solve these types of issues. Through a series of exercises and discussion, participants will reflect on their own communication
patterns and will develop strategies to help them communicate more effectively and get the results they want.

- **Leading in an Intergenerational Climate**
  This session equips attendees with the necessary tools to manage the inter-generational diversity that organizations face today. Inter-generational differences between “baby-boomers”, “generation x”, and “millennials” will guide the session.

- **Leveraging Diversity to Increase Performance “NEW!”**
  This session evaluates the business case for diversity, and explores some of the best practices for effectively managing diversity. This session can be tailored to specific types of diversity or diversity management issues with prior coordination.

- **Managing Diversity in YOUR Organization “NEW!”**
  This session provides customized training around specific diversity issues that your organization faces. Examples include racial, ethnic, religious, gender, LGBT, and age.

**ORGANIZATIONAL DYNAMICS**

- **Competition and Organizational Goals**
  This session addresses how different departments and teams must learn to work together for the good of the company – while also finding ways to shine and stand out. This will be a high energy, high impact experience.

- **Core Self Evaluation “NEW!”**
  This highly interactive session provides a framework to develop a healthier sense of self-worth and lead a happier, healthier and more productive life. Core self-evaluation relates to the underlying conclusion individuals have about their skills and capabilities, their competence and their overall worth as a person.

- **Creating Flow “NEW!”**
  There are times in our lives that things just seem to come together and we find ourselves operating in a groove and other times when it seems laborious. This session introduces attendees to the importance of creating flow in our work and lives. Attendees will learn to create flow in their lives.

- **Employee Performance**
  Organizations succeed to the degree that they get the most out of their employees. This session seeks to help employees understand what being a “great employee” means and helps them to get the most out of their knowledge, skills, and abilities.

- **Enhancing Trust in the Workplace**
  Trust in the workplace has tangible, bottom-line effects. This session helps participants better understand the importance of trust, how to build it, and when necessary, how to repair it. Attendees will get practical strategies for creating a more trusting environment at work.

- **Enhancing Workplace Safety**
  What are the best ways to promote safety in the workplace? This session covers the fundamental determinants of workplace safety. Tools to help managers and organizations promote safety at work will be presented.

- **Handling Conflict Effectively**
  Functional conflict is healthy disagreement between people and can spark creativity, generate new ideas, motivate change, revitalize an organization, help individuals and groups establish identities and boundaries and serve as a valuable signal that problems exist. This interactive session uses a simulation to help participants understand different conflict handling styles and provides tools to assist in handling workplace conflicts more effectively.

- **How to Avoid Breakdowns in Communication “NEW!”**
  So often we find that our interactions with colleagues, friends, and family “break-down”! This program will expose participants to the communication process while expanding communication skills. Participants will learn to recognize areas of communication breakdowns and how to prevent them. This will be beneficial to anyone that has ever had a communication breakdown.

- **Interpersonal Skills for Managers**
  We all know that interpersonal skills matter, but which ones matter most? This session examines interpersonal skills with engaging activities, examples, and applications to boost your interpersonal effectiveness and performance.

- **Leading Change**
  Some say change is the only constant in today’s hyper-competitive economy. This session offers a framework for understanding how to design and implement effective organizational change.

- **Managing Ethical Dilemmas - Should I or Should I Not?**
  This practical hands-on session examines factors that shape ethical decision-making in the workplace, including individual and organizational characteristics. Participants will be better equipped to navigate ethical dilemmas in the work place.

- **Managing Virtual Teams “NEW!”**
  This interactive session provides a framework for managing and motivating employees engaged in virtual teams. Information technology has eliminated many of the barriers of time and space that previously prevented people from working together as a team. This program provides the tools necessary to manage teams in these virtual settings.
 Attendees will take the Motivation Sources to tap into the right sources of work motivation. These motives during interactions to learn how and this session will train attendees to identify areas that motivate individuals in the workplace and highly interactive format. There are five core five sources of work motivation – in an upbeat This session allows participants to identify those that have to work with others. (some good, some bad). This is a must have for of the added “side-effects” that come from each practice using them – while also becoming aware participants assess their current levels of EI and provides tools for further developing their EI skills.

**ORGANIZATIONAL LEADERSHIP**

- **Navigating Social Networks “NEW!”**
  There are big differences between the formal and informal social structures of an organization. This session introduces a number of key concepts in social networks to enhance your understanding of the roles, benefits and liabilities inherent to social network structures.

- **Team Building**
  This session is particularly valuable for intact teams that will engage in a team-building activity that is both fun and interesting – in a playful, albeit competitive environment.

- **The Biology of Decision-Making - Why we do what we do “NEW!”**
  This practical session prepares attendees for better decision-making in the workplace by illuminating the psychological and neuro-scientific factors (attention, cognitive biases, sleep) that impact decision-making processes.

- **Developing Your Emotional Intelligence**
  There is evidence that individuals high in Emotional Intelligence (EI) are able to recognize, appraise, predict and manage emotions in a way that enables them to work with and motivate co-workers and subordinates. This session helps participants assess their current levels of EI and provides tools for further developing their EI skills.

- **How to Influence People (Without Them Resenting You)**
  This program will discuss the ten most commonly used influence tactics used by people when they are trying to get their way. Participants will explore the unique tactics and practice using them – while also becoming aware of the added “side-effects” that come from each (some good, some bad). This is a must have for those that have to work with others.

- **How to Inspire Others**
  This session allows participants to identify their five sources of work motivation – in an upbeat and highly interactive format. There are five core areas that motivate individuals in the workplace and this session will train attendees to identify these motives during interactions to learn how to tap into the right sources of work motivation. Attendees will take the Motivation Sources Inventory, the gold-standard of workplace motivation instrumentation, which identifies how much each source drives their motivation. This program has received national recognition ($12/attendee for instrumentation).

- **Leadership and Strategic Change: How Much Change Are We Seeking? “NEW!”**
  This program equips individuals with the understanding of the three levels of change that must be part of any change planning or change implementation process. How much change are we seeking and what will the leadership requirements of the change be? This program is a must for teams or work groups that are likely to face changes or evolutions in the near and foreseeable future.

- **Leadership as a Series of One-on-One Relationships “NEW!”**
  This program assesses and interprets the quality of leader-employee relationships in our work groups in an eye-opening and impactful program. This program is interactive and equips managers with perspective to better develop high quality work relationships with supervisors, peers, and subordinates. This program is a must for anyone that supervises multiple people.

- **Motivating Creativity “NEW!”**
  This session opens the black box of the creative process. Participants will engage in a fun, research-based exercise to learn the motivational dynamics that contribute to creative ideas and outcomes.

- **Motivation 2.0**
  This session explores the science of workplace motivation with practical, interactive applications on how to help colleagues and subordinates realize their potential while improving your organization's bottom line.

- **Negotiating to Win**
  How can you boost your power in a negotiation? What specific strategy should you employ when negotiating with suppliers, customers or strategic partners? We'll use actual negotiation exercise and critical reflection to answer these questions and others to help you improve your negotiating skills.

- **Political Skills: Navigating your Career and Business Relationships “NEW!”**
  This program equips participants with an assessment and opportunity to improve their ability to navigate the interpersonal and political dynamics needed most for success. Rooted in the concept of political skills, attendees will learn about the dimensions of political skills and will develop strategies for addressing developmental needs. People who are good at their jobs but not getting “ahead” really need to participate in this eye opening and career changing program.

- **Understanding Leverage in Negotiations “NEW!”**
  This session is very entertaining and highly impactful as participants simulate a product roll-out through vendor negotiations and selection while experiencing fluid leverage in a competitive setting. Attendees will be entertained and informed while experiencing the dynamics of leverage.

**PERFORMANCE MANAGEMENT**

- **Active Listening ... Ever feel as though half of your time is wasted repeating points your colleagues missed because they were not listening? Listening is probably the most overlooked part of communication. This session will discuss active listening techniques critical to minimizing miss-communications in your organization.**

- **Creating a Supportive Work Environment**
  When employees feel supported, they are more satisfied, committed and they perform better. This session answers the question: What are the key ways that organizations can improve employee perceptions of support? This session can be tailored to individual organizations with prior coordination.

- **Designing Effective Performance Appraisals “NEW!”**
  Performance appraisals are an important way to manage employee and organizational performance, but its potential benefits are often
unrealized due, in part, to process and structural problems. In this workshop, participants will learn some of the key ways to improve the effectiveness of performance appraisal systems.

- **Empowering Employees**
 Empowerment refers to strategies that enable employees to do what they feel is best in ways that benefit the organization. Empowerment creates a cooperative environment rather than one characterized by competition for limited power and resources. This interactive session provides a framework for designing and implementing effective employee empowerment strategies.

- **Experiencing the Power of Goal Setting**
  This session is highly interactive, extremely fun, with dramatic impact on those that participate. How important is goal setting for influencing performance? This session is a simulation in goal-setting that produces remarkable results. Attendees will be captivated, energized, and amazed at the impact of goal setting strategies.

- **Feedback that Motivates**
  Delivering performance feedback in a way that is helpful and motivating is not always easy. This session involves discussions and simulations that will help participants develop skills related to the construction and delivery of performance feedback.

- **Helping Employees Succeed**
  This interactive session provides a framework for applying positive reinforcement, negative reinforcement, punishment and extinction in a way to achieve optimal behavior so that individuals can more easily accomplish their desired goals.

- **Importance of Engagement in YOUR Organization “NEW!”**
  Most organizations are concerned with employee engagement of their employees because it is tied to important business unit outcomes (e.g., productivity, profitability, retention, and customer satisfaction). Because organizations vary in their approach towards employee engagement, we can cater this session to meeting the organization’s needs, spanning from a general education on engagement to applied managerial and organizational practices.

- **Leading a Service Revolution “NEW!”**
  In today’s society, service is faster, smarter, and more customized. Enjoy the ride! In this interactive workshop, we provide tools and techniques for collaborating better with customers, navigating technology-enabled interactions, and winning with difficult people. Learn what it means to “co-create value” and cultivate a service culture in your organization.

- **Performance Management Overview**
  The goal of performance management is to improve employee performance by continuously setting specific expectations, evaluating performance, and providing developmental feedback. This session provides an overview of this process along with best-practice recommendations to optimize employee performance.

- **Succeeding in a Technology-Rich Workplace “NEW!”**
  Ding! Zap! Beep! Distractions abound. How do you re-focus? In this interactive workshop, we reveal best practices for fashioning a more meaningful and productive workday without succumbing to the pressures of emails, texts, and instant messages. Using systems theory principles, we will find routines and processes that work best for each of us.

- **Supervisor Support that Reduces Employee Burnout**
  Pressures to perform are greater today than ever before, yet there are simple ways for supervisors to keep employees motivated and engaged through specific supportive behaviors. This session will explore what these specific behaviors are and how to enact them for maximum effectiveness.

- **Supportive Communication**
  Effective communication is a complex skill to master, especially when the receiver does not want to hear the message. Participants learn tools to effectively communicate delicate messages. Participants will actively experiment with these techniques to enhance retention.

- **Upgrade and re-master your super powers “NEW!”**
  Necessity is the mother of invention, and it’s always a good time to re-invent, upgrade and re-master your super powers. This interactive workshop will lead participants through an assessment of their super powers, and unravel upgrade options using “dynamic capabilities” theory.

**SERVANT LEADERSHIP - Executive Leadership Series**

This 5-part leadership development series will provide participants with an in-depth overview and practical implementation guides for practicing servant leadership. Instrumentation may be arranged in advance to heighten the quality of leadership assessment and guide leadership development efforts. This leadership program will become the springboard for leaders to make a positive difference in others’ lives.

- **Overview of Servant Leadership**
  This session provides an overview of the five dimensions of servant leadership. Exploring the power and promise of service over self-interest. This session will discuss the alternate view of leadership and provide an overview of the five dimensions that encompass servant leadership.

- **Servant Leadership - Advanced Applications: Altruistic Calling**
 guides them to develop a number of hands-on comprehensive framework of self-leadership and strategies that regularly deliver great results.

Self-leadership looks at how we can motivate ourselves to develop personal leadership and positive emotions and resilience in your work and developing strategies to help you increase experience calculating your own positivity ratio building psychological resilience. You’ll gain to show why positivity is a better option for session will distinguish optimism from positivity Is optimism really always a good thing? This program is highly interactive and is ideal for employees, supervisors, and middle managers.

How to make Yourself More Valuable at Work “NEW!”
This program gives participants perspective to understand the power dynamics at work - especially at making oneself impossible to replace. Rooted in social economic theory, this program is highly interactive and is ideal for employees, supervisors, and middle managers.

Positive Emotions “NEW!”
Is optimism really always a good thing? This session will distinguish optimism from positivity to show why positivity is a better option for building psychological resilience. You’ll gain experience calculating your own positivity ratio and developing strategies to help you increase positive emotions and resilience in your work and personal life.

Self-Leadership “NEW!”
Self-leadership looks at how we can motivate ourselves to develop personal leadership strategies that regularly deliver great results. This session introduces participants to a comprehensive framework of self-leadership and guides them to develop a number of hands-on strategies that they can use to regulate their behaviors and move them in the directions they want to go.

Stress Management “NEW!”
This interactive session highlights research on the consequences of stress, helps participants understand their own individual responses to stress and provides tools for helping people cope with the stress in their everyday lives with the intention that they might lead happier, healthier and more productive lives.

The Power of Proactivity “NEW!”
Proactive behaviors can help you live a more productive and meaningful life. We’ll examine a range of proactive behaviors that can help be more successful at work and in your personal life. Participants will develop a proactivity plan to help you implement these behaviors.

Time Management 2.0
This reflective session requires a small amount of “pre-work”, but will illuminate extraordinary ways we can better utilize our time, be more productive, and reduce our stress in the workplace. This program will open eyes as attendees discover where their inefficiencies are in the way they manage their schedules and time. Attendees will evaluate how they spend their time to optimize their most scarce resource: TIME!

Work-Life Balance
Research shows that long-term health and happiness comes from balancing time spent on these different components of life. This session provides a framework to help participants balance their time and achieve a more balanced lifestyle.

TRANSFORMATIONAL LEADERSHIP SERIES
This 9-part series provides both an overview and in-depth leadership development experience to guide leaders toward improving their transformational leadership. Instrumentation is highly encouraged to optimize the impact of this program and provide customized leadership assessments, which will guide leadership development.

Contingent Rewards “NEW!”
The most commonly used form of leadership is contingent rewards which is utilized in 70% of all organizations. This session explores the full-range leadership model, while providing insight into the benefits and limitations of this practice. Participants will learn how to optimize its use.

Laissez-Faire and Management-by-Exception “NEW!”
Why would we develop a program around the least effective forms of leadership? This session delves deeply into the perils, complacency, and mis-management concerns that plague so many organizations. The negative impact of these leadership behaviors will be deeply explored and participants will challenged to reduce the use of these negative leadership behaviors.

The Full Range of Leadership Behaviors - Overview
Through an interactive session, participants will uncover the characteristics that cross the full range of leadership behaviors from the least effective to the most effective. This session is highly interactive and is the ideal starting point for leadership development efforts.

Transformational Leadership - The 4 I’s “NEW!”
This session will provide a general overview of transformational leadership and its role in shaping extraordinary organizational performance. Participants will be challenged to elevate their leadership skills to incorporate more of the 4I’s of transformational leadership - individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence.

- Transformational Leadership - Advanced Application: Idealized Influence
- Transformational Leadership - Advanced Application: Individualized Consideration
- Transformational Leadership - Advanced Application: Inspirational Motivation
- Transformational Leadership - Advanced Application: Intellectual Stimulation
FACULTY INSTRUCTION
Our faculty affiliates are experts in their fields. In addition to being great presenters and facilitators – they are actively engaged in the most cutting-edge research.

Meet Our Faculty

Jay Barbuto
Director and Faculty

Dr. Barbuto joined the CSUF faculty after 14 years at the University of Nebraska-Lincoln. He earned his Ph.D. in business administration from the University of Rhode Island, his M.B.A. from Bentley University, and his B.S. from Maine. His research areas include all aspects of leadership, work motivation, emotional intelligence, global leadership, power and influence, and other organizational behavior topics. He has consulted and served as an executive coach for Fortune 100 companies, government entities, and small private organizations.

» Leadership Series
» How to Inspire Others
» Emotional Intelligence
» Team Building
» Building Your Cultural Intelligence

Gerard Beenen
Faculty

Dr. Beenen received his Ph.D. in Organizational Behavior and Theory from Carnegie Mellon University and his M.B.A. from the Kellogg School of Management at Northwestern University. His research focuses on workplace motivation and learning, and leadership development. He teaches courses in Negotiation, Organizational Behavior, Team Leadership, and Organizational Change. He has extensive consulting experience with Fortune 100 companies, government and non-profit organizations, as well as small businesses. Prior to his academic career, he was a management consultant with Bain & Company, a co-founding executive of a dot-com, and CEO of a healthcare organization.

Jennifer Chandler
Faculty

Dr. Chandler’s expertise is in service systems, media, and technology. She teaches courses in Strategic Management, Service and Entertainment Operations, and Project Management at Cal State Fullerton. She holds a BA from UCLA, an MBA from the University of Hawaii at Manoa, and a PhD from the University of California, Irvine. Her research focuses on strategy, service operations, and dynamic social systems theory. Dr. Chandler has consulted for public, private, and multinational organizations, especially in the Asia-Pacific region. She brings a wealth of experience in media, sales, advertising, vendor management, tourism, and event management.
**Jungmin Seo**  
Faculty  
Dr. Seo received her Ph.D. in Management from Arizona State University. She also earned a Master's in Human Resource Development at the University of Illinois at Urbana-Champaign. Her research interests include leadership, team, and employee turnover. Dr. Seo worked for Samsung before starting her academic career and has extensive experience working with multi-national companies around the world.

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**Shaun Pichler**  
Faculty  
Dr. Pichler teaches courses in Organizational Behavior and Human Resource Management. He received his Ph.D. in Human Resource Management from Michigan State. His research program seeks to understand fairness in organizations, and features gender and diversity, performance management and appraisal, and international HRM. Dr. Pichler has consulted for large and small profit and not-for-profit organizations ranging from publicly traded to small businesses.

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**Goli Sadri**  
Faculty  
Dr. Sadri teaches courses in Organizational Behavior and Leadership. She received her Ph.D. in Organizational Psychology from the University of Manchester, U.K. Her research interests include emotional intelligence, communication, conflict resolution, diversity and women's leadership. She is Academic Director of the Mihaylo Women's Leadership Program, served as adjunct leadership coach for the Center for Creative Leadership and has extensive consulting experience with both large and small organizations.

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**Rommel Salvador**  
Faculty  
Dr. Rommel Salvador teaches Training and Human Resource Management at the Mihaylo College of Business and Economics, California State University Fullerton. He has published research on ethical decision making, occupational health and safety training, and diversity in leading academic journals. He serves on the editorial boards of the Journal of Management and the Journal of Hospitality and Tourism Research, and has been invited to conduct workshops for human resource management professionals from various organizations and trade groups.

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**Lori Muse**  
Faculty  
Dr. Muse received her Ph.D. in management from Auburn University, where she also earned an M.S. in Human Resource Management and an MBA. She completed her bachelor’s degree at the University of Akron. She joined Cal State Fullerton after being on the faculty at Western Michigan University. She has an active research agenda and has extensive consulting experiences in organizations ranging from Fortune 100 companies to small family-owned businesses.

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**Goli Sadri**  
Faculty  
Dr. Sadri teaches courses in Organizational Behavior and Leadership. She received her Ph.D. in Organizational Psychology from the University of Manchester, U.K. Her research interests include emotional intelligence, communication, conflict resolution, diversity and women’s leadership. She is Academic Director of the Mihaylo Women’s Leadership Program, served as adjunct leadership coach for the Center for Creative Leadership and has extensive consulting experience with both large and small organizations.

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**Contact Us**  
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**CENTER FOR LEADERSHIP** is housed in Mihaylo College of Business and Economics, which is the largest business school on the West Coast and the fourth largest in the United States.