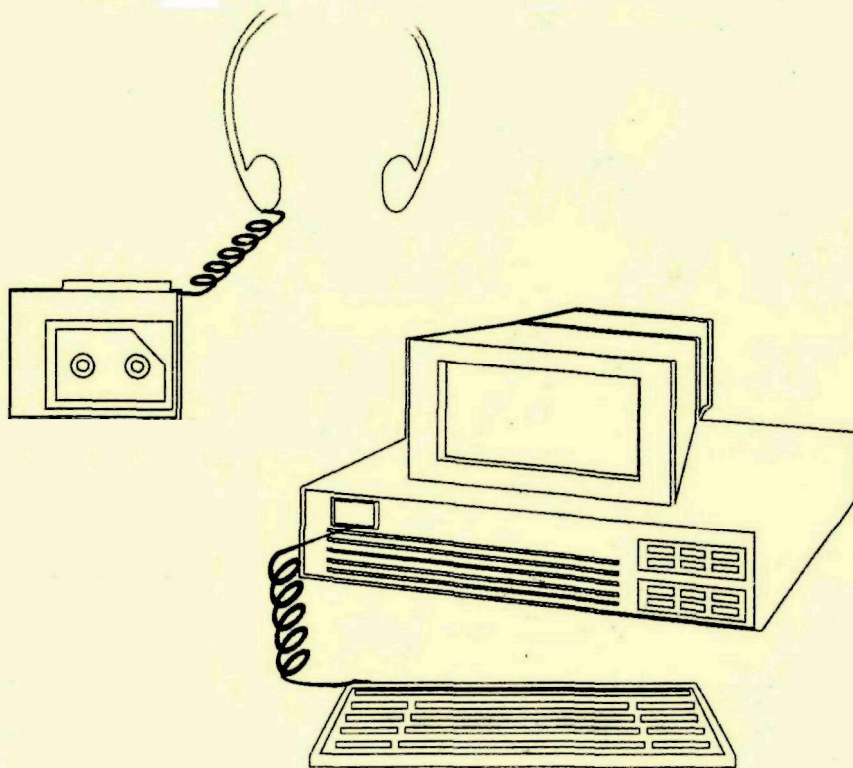




Management Development Self-Learning Catalog

1994—1995



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INTRODUCTION

This EPA Management Development Self-Learning Catalog provides descriptions of selected audiocassette and computer-based programs. These programs expand on the characteristics of the EPA Model Manager as well as compliment classroom training available to EPA executives, managers, and supervisors. This approach broadens the self-learning opportunities for our management team members here in Headquarters and serves as guidance to those in Regions and Labs.

To re-invent government policies and procedures as indicated by the National Performance Review teams, it is important that we learn new methods, encourage innovation, and empower team members. These programs were selected to enable management team members to focus on the EPA Model Manager characteristics:

- **vision and forward thinking**
- **integrity**
- **communication**
- **action/results orientation**
- **resources management**
- **leadership**
- **diversity**
- **customer focus**
- **technical/professional credibility**
- **broad-based perspective**

Each program addresses specific characteristics and methods for improving your own behavior and for modeling those changes within one's work group. As a leader and manager at EPA, you play a "key" role in workforce productivity and effectiveness. Your success, and that of EPA, depends on your ability to get the job done through others.

The Management Development Training team is interested in your response to this new self-development effort. Please take time to evaluate each program. Your comments will help us decide which programs to expand and which to "sunset."

1. THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE

Stephen Covey's highly popular book introduces you to his seven habits which can help you become more effective in your workstyle and in your personal life. Topics include:

Habit 1: Be Proactive

Habit 2: Begin with the End in Mind

Habit 3: Put First think First

Habit 4: Think Win/Win

Habit 5: Seek to Understand, Then to be Understood

Habit 6: Synergize -- Create Cooperation

Habit 7: Sharpen the Saw, Balanced Self-Renewal

Covey discusses ways to expand one's circle of influence, ways to overcome one's weaknesses, ways to enhance one's self-confidence and ways to improve one's work relationships through the use of the habits. EPA Model Manager characteristics touched upon include Leadership and Communication.

LENGTH: Total time about six hours -- six audiocassettes

2. PRINCIPLE-CENTERED LEADERSHIP

Covey in his second book, Principle-Centered Leadership, suggests a more complete way of thinking about leadership. He discusses ways to delegate, to coach, and to empower others. Learning how to give your team the autonomy they need to be effective while maintaining control is the key according to the author. Despite heavy workloads, changing work priorities, and stressful team interactions, a principle-centered leader is able to balance a hectic professional life and a just as hectic personal life. EPA Model Manager characteristics discussed are Leadership and Diversity.

LENGTH: Total time about five hours -- six audiocassettes

3. EMBRACING CHAOS

Re-inventing government at EPA means that managers will have to use their creativity and innovation in the partnerships they form with various groups, local and state governments, various industries, etc. in order to accomplish EPA's mission. Tom Peters discusses the chaotic marketplace and a wide array of business themes and strategies which will be essential in the new era. EPA Model Manager characteristics touched upon include Vision, Forward Thinking, Customer Focus, Broad-based Perspective, and External Awareness.

LENGTH: Total time about six hours -- six audiocassettes

4. WORKING SMARTER

Michael LeBoeuf discusses his "work smarter" techniques for becoming a better communicator and a better delegator. In a time of limited resources, it is important to have the skills not only to get the most from your time and energy, but also to reduce paperwork and to make the most out of meetings. The author, a time management "guru", suggests new ways for setting your goals and priorities as well as ways to build a team. EPA Model Manager characteristics include Action/Results Orientation and Communication.

LENGTH: Total time about six hours -- six audiocassettes

5. COPING WITH DIFFICULT PEOPLE

Since each of us can be seen as difficult at certain times, Dr. Bramson puts forward effective methods for coping with difficult people. In times of crisis and change, people often revert to old behaviors and are resistant to change. As a manager, your job is to deal effectively with resistance and to encourage change. Using the techniques discussed in this program, you will be able to negotiate to overcome barriers. You will learn techniques to achieve positive results and to understand the motives behind the behavior. Dr. Bramson also suggests learning how to understand your own defensive behaviors which unintentionally can aggravate the behavior of others. EPA Model Manager characteristics highlighted are Communication and Action/Results Orientation.

LENGTH: Total time about five hours -- six audiocassettes

6. BRINGING OUT THE BEST IN PEOPLE

The many changes in today's workplace make it essential for all EPA managers to be effective motivators. Psychologist Alan Loy McGinnis discusses several motivational techniques which can foster teamwork and create an environment which will help individuals reach their potential and achieve success. Methods for maintaining high morale in a work group are also covered. The EPA Model Manager characteristics highlighted include Leadership, Diversity, and Action/Results Orientation.

LENGTH: Total time about six hours -- six audiocassettes

7. COACHING SKILLS FOR MANAGERS AND SUPERVISORS

This program discusses not only the qualities of great coaches, but also emphasizes the ways to increase innovation, productivity, and morale within a team. With the re-invention of government and workforce streamlining, it is important for our management team to encourage creativity and innovation within changing workgroups. Using the techniques discussed may open lines of communication, and increase team involvement and loyalty. EPA Model Manager characteristics touched upon are Vision, Forward Thinking, Action/Results Orientation, and Diversity.

LENGTH: Total time about five hours -- six audiocassettes

8. HOW TO GAIN POWER AND INFLUENCE WITH PEOPLE

As we begin to re-invent many of EPA's Standard Operating Procedures, managers must discover how to use their own innate charisma to help others adapt to change. Dr. Alessandra gives examples of ways to support subordinates, ways to create an effective team, and ways to listen effectively. He discusses how to use confidence and a positive outlook to your advantage. Topics include how to create a stable environment and how to make a strong first impression. The EPA Model Manager characteristics discussed include Vision, Forward Thinking and Communication.

LENGTH: Total time about six hours -- six audiocassettes

9. RELATIONSHIP STRATEGIES

In a constantly changing workplace, it is important that EPA team leaders, supervisors, and managers embrace change and be assertive change agents. Using the professional techniques discussed in this program, you will be able to be more responsive to the needs of your employees and customers. The author discusses the key to effective communication, which is understanding other people's behavioral styles. The EPA Model Manager characteristics focused on are Broad-based Perspective, Leadership, Diversity, and Communication.

LENGTH: Total time about five hours -- six audiocassettes

10. HOW TO SUPERVISE PEOPLE

Leadership is the art of making people want to do what needs to be done. This program discusses ways to help you become a stronger leader, and thus, get better results by delegating, coaching, and motivating others to achieve. "Real-life examples" of the principles of effective supervision at work are discussed and full explanations of the concepts behind each principle are given. EPA Model Manager characteristics include Leadership, Diversity, and Vision, and Forward Thinking.

LENGTH: Total time about five hours -- six audiocassettes

11. THE CONFIDENT WOMAN

Working women often fill many different roles--colleague, wife, mother, community activist, friend, daughter, etc.. Time is a precious resource. This program will help outline ways to set realistic standards and ways to live up to those standards. The approach used can make it easier to face the challenges of having many roles. Using the skills discussed, an individual can learn how to communicate more openly and effectively, and manage more assertively. EPA Model Manager characteristics mentioned include Diversity, Communication, and Leadership.

LENGTH: Total time about four hours -- four audiocassettes

12. HOW TO MASTER YOUR TIME

This series reviews a system of organization which promises up to a 500% return on planning so that you will improve your efficiency and effectiveness. Brian Tracy discusses his seven keys which will enable individuals to keep projects on track. The more time saved, the faster you will reach your goals. Because time is a valuable resource, this program can help you obtain positive results faster through effective planning and organization. When your employees follow your model of planning, they will become more efficient and consequently more productive. EPA Model Manager characteristics highlighted are Resources Management, Action/Results Orientation, and Leadership.

LENGTH: Total time about five hours -- six audiocassettes

13. SWIM WITH THE SHARKS

Using the real-world principles discussed in this program, Mackay points out mistakes managers make in trying to motivate employees and discusses effective ways to avoid such mistakes. Finding ways to be influential as a coach and discovering techniques to get things done through others are the essence of Mackay's message. EPA Model Manager characteristics discussed include Integrity, Leadership, and Action/Results Orientation.

LENGTH: Total time about six hours -- six audiocassettes

14. THE PROCRASTINATION CURE

Procrastination is frustrating for colleagues and support staff. It is costly to EPA's mission. It can slow down your progress. However, even the most motivated people procrastinate at times. This program will help you learn the skills necessary for achieving your goals within the time available. Common misconceptions about methods for overcoming procrastination are illustrated along with techniques that might end one's tendencies to procrastinate. Topics include how to plan and organize your time and how to achieve your goals within the available time. The EPA Model Manager characteristics touched upon are Resources Management, Integrity, and Action/Results Orientation.

LENGTH: Total time about six hours -- six audiocassettes

COMPUTER-BASED PROGRAMS

Presently, there are only a few computer-based management development programs. We have selected one, "MANAGING FOR SUCCESS", which explores one's strengths in relationship to 12 competencies areas. All 12 areas are listed by OPM as important for Federal executives, managers, and supervisors. Each of the three computer-based self-assessment programs has been widely-used and praised in the public and private sectors. Dr. William Marston of the University of Minnesota developed these programs to address the specific workplace behavior of managers. In each program, you will be asked to self-identify which of four words is **MOST** like you and which word is **LEAST** like you. It takes about ten minutes to complete the twenty-four sets of word choices. Then, via the Learning Lab's printer, you may request a printout based on Dr. Marston's research of your composite as a manager. The three programs are:

1. **Employee-Manager Assessment Profile** - Effective managers are those who best understand their strengths and weaknesses. This knowledge makes it easier to develop strategies for meeting the demands of one's work environment. With the 10-14 page composite report you will be able to share your strengths with your manager as well as request information about your blind spots.
2. **Communicating With Style Assessment Profile** - Effective interaction begins with an understanding of one's individual communication style. Your 6-8 page composite report will list the most effective and the least effective ways to communicate with you. Sharing the report with your co-workers and peers may open lines of communication.
3. **Time-Management Assessment Profile** - Effective use of time begins with an accurate perception of oneself and one's workstyle. This 10-12 page composite report will identify time wasters that may impact your time effectiveness. The report includes an action plan for minimizing time wasters and increasing productive time.

HOW TO CHECK-OUT PROGRAMS

I. LOCATION and LOAN PROCEDURES:

Audiocassette Programs: The EPA Headquarters Library is located on the second floor of Waterside Mall, Room M2904. It is above the EPA Education Center. It is open workdays from 10:00 a.m. to 2:00 p.m. You may check-out ONE audiocassette program at a time by submitting the REQUEST FORM found either in the back of this catalog or at the Headquarters Library Desk. The Librarian on duty will check your EPA ID and date stamp the requested program for a two-week loan. You may also request the use of an audiocassette player and headset for use in the library, in your car, or at your desk.

Computer-Assisted Programs: The EPA Institute's Learning Lab is located in the Washington Information Center (WIC) near the Telecommunications Office on the ground floor in the Waterside Mall. It is open workdays from 7:30 a.m. to 7:00 p.m. The WIC receptionist will direct you through the registration process and will require you to leave your EPA ID while using the "Managing For Success" computer-based Assessment Profiles. You may call the WIC reception desk at 202-260-7200 for more information.

- II. LOSS OR DAMAGE POLICY & PROCEDURES:** Loss or damage of the audiocassettes will have to be paid for by you/your office. We only have one set of each audiocassette program, so it is important to return them promptly and in good condition. If you note a warped or damaged tape, please report it and return the program immediately to the Librarian. Remember direct sunlight warps tapes.

- III. EVALUATION OF AUDIOCASSETTE PROGRAMS:** We are interested in your response to this self-development effort. Each audiocassette program contains an evaluation form. Please complete it and return it to the library with the program. This will help us decide which programs to expand and which to "sunset."

1994 EPA MANAGEMENT DEVELOPMENT
AUDIOCASSETTE PROGRAM REQUEST FORM
EPA HEADQUARTERS LIBRARY
ROOM 2904M
202-260-5922

NAME _____ GRADE/SERIES _____ DATE _____

OFFICE _____ MAILCODE _____

PHONE _____ **DUE DATE** _____

YOU CAN CHECK OUT ONE PROGRAM AT A TIME, SINCE YOUR CHOICE MAY NOT BE AVAILABLE, PLEASE LIST YOUR 1st, 2nd, AND 3rd CHOICES.

- _____ THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE
- _____ PRINCIPLE-CENTERED LEADERSHIP
- _____ EMBRACING CHAOS
- _____ WORKING SMARTER
- _____ COPING WITH DIFFICULT PEOPLE
- _____ BRINGING OUT THE BEST IN PEOPLE
- _____ COACHING SKILLS FOR MGRS AND SUPERVISORS
- _____ RELATIONSHIP STRATEGIES
- _____ TO GAIN POWER AND INFLUENCE WITH PEOPLE
- _____ HOW TO SUPERVISE PEOPLE
- _____ THE CONFIDENT WOMAN
- _____ HOW TO MASTER YOUR TIME
- _____ SWIM WITH THE SHARKS
- _____ THE PROCRASTINATION CURE

Due to the high demand, you can borrow the programs for up to a two-week period. Please report any damage/audiocassette problems to Michael Logsdon at 202-260-3330. Remember to rewind the tapes before returning them. Thank you.

Your Signature

Signature of Headquarters Library Staff

1994 EPA MANAGEMENT DEVELOPMENT
AUDIOCASSETTE PROGRAM REQUEST FORM
EPA HEADQUARTERS LIBRARY
ROOM 2904M
202-260-5922

NAME _____ GRADE/SERIES _____ DATE _____

OFFICE _____ MAILCODE _____

PHONE _____ **DUE DATE** _____

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____ PRINCIPLE-CENTERED LEADERSHIP
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____ WORKING SMARTER
____ COPING WITH DIFFICULT PEOPLE
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Signature of Headquarters Library Staff

1994 EPA MANAGEMENT DEVELOPMENT
COMPUTER-BASED PROGRAM REQUEST FORM
EPA LEARNING LAB
W.I.C
202-260-7200

NAME _____ GRADE/SERIES _____

OFFICE _____ MAILCODE _____ DATE REQUESTED _____

PHONE _____ DATE USED _____

YOU ARE ALLOWED TO USE ANY OF THE THREE
ASSESSMENT PROFILES LISTED. PLEASE CHECK YOUR
CHOICE.

_____ EMPLOYEE-MANAGER ASSESSMENT PROFILE

_____ COMMUNICATION ASSESSMENT PROFILE

_____ TIME-MANAGEMENT ASSESSMENT PROFILE

YOUR SIGNATURE

SIGNATURE OF WIC STAFF

1994 EPA MANAGEMENT DEVELOPMENT
COMPUTER-BASED PROGRAM REQUEST FORM
EPA LEARNING LAB
W.I.C
202-260-7200

NAME _____ GRADE/SERIES _____

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PHONE _____ DATE USED _____

**YOU ARE ALLOWED TO USE ANY OF THE THREE ASSESSMENT
PROFILES LISTED. PLEASE CHECK YOUR CHOICE.**

_____ EMPLOYEE-MANAGER ASSESSMENT PROFILE

_____ COMMUNICATION ASSESSMENT PROFILE

_____ TIME-MANAGEMENT ASSESSMENT PROFILE

YOUR SIGNATURE

SIGNATURE OF WIC STAFF

For MANAGEMENT DEVELOPMENT Self-Learning Information:

Clare Shea/Michael Logsdon
EPA/OARM/OHRM/ERSPD
401 M Street, SW (3633)
Washington, D.C. 20460
Phone: 202-260-3338
FAX: 202-260-0523

For Audiotape Check-Out Information:

EPA HEADQUARTERS LIBRARY
Room M2904
401 M Street, SW (3404)
Washington, D.C. 20460
Phone: 202-260-5922
E-mail: LIBRARY.HDQ

For Computer-Assisted Program Reservation:

WIC Receptionist
Washington Information Center (WIC)
401 M Street, SW
Washington, D.C. 20460
202-260-7200