

WORKNC-620K: CHALLENGES OF LEADERSHIP: DIFFICULT PEOPLE/TOUGH CONVERSATIONS

Effective Term

Fall 2023

CC Approval

3/31/2023

AS Approval

4/11/2023

BOT Approval

4/20/2023

COCI Approval

5/12/2023

SECTION A - Course Data Elements

Send Workflow to Initiator

No

CB04 Credit Status

Noncredit

CB22 Noncredit Category

Workforce Preparation

Discipline

Minimum Qualifications	And/Or
Vocational (short-term): Noncredit (Specific Degree and Professional Experience)	

Subject Code

WORKNC - Work Experience Noncredit

Course Number

620K

Department

Work Skills Noncredit (WORKNC)

Division

Career Education and Workforce Development (CEWD)

Full Course Title

Challenges of Leadership: Difficult People/Tough Conversations

Short Title

Challenges of Leadership

CB03 TOP Code

0506.00 - *Business Management

CB08 Basic Skills Status

NBS - Not Basic Skills

CB09 SAM Code

C - Clearly Occupational

Rationale

Industry request

SECTION B - Course Description**Catalog Course Description**

This course is designed to equip the participant with skills needed to deal with the various challenges of leading people. Special emphasis will be placed on practical and proven tools to deal with difficult people and have tough conversations. The topic of accountability will be explored in regard to individual performance and organizational success. Participants will learn about progressive discipline and how to resolve performance problems.

SECTION C - Conditions on Enrollment**Open Entry/Open Exit**

Yes

Repeatability

Unlimited - Noncredit OR Work Experience Education

Grading Options

Pass/No Pass Only

Allow Audit

No

Requisites**SECTION D - Course Standards****Is this course variable hour?**

No

Total Instructional Hours

9

Distance Education Approval**Is this course offered through Distance Education?**

Yes

Online Delivery Methods

DE Modalities	Permanent or Emergency Only?
Hybrid	Permanent

SECTION E - Course Content**Student Learning Outcomes**

Upon satisfactory completion of the course, students will be able to:

1. Examine different types of difficult people and strategies to deal with them.

Course Objectives

Upon satisfactory completion of the course, students will be able to:

1. Identify common challenges leaders face.
2. Explore the importance of workplace
3. Prepare for tough conversations.
4. Examine the steps of the progressive discipline process.

Course Content

1. Challenges leaders face
 - a. What are common challenges leaders face?
 - b. Why challenges must be addressed and the consequence of avoidance
 - c. Identify common challenges leaders face.
2. Difficult People
 - a. Types of difficult people
 - b. Strategies to deal with difficult people
 - c. Examine different types of difficult people and strategies to deal with them.
3. Accountability
 - a. Why workplace accountability is important
 - b. Setting and communicating standards
 - c. How to increase employee accountability
 - d. What to do when expectations are violated
 - e. Explore the importance of workplace accountability and setting standards.
4. Tough Conversations
 - a. What's a tough conversation and why we must have them
 - b. How to prepare for difficult conversations
 - c. Preventing conversations from getting emotional
 - d. Creating a safe environment
 - e. Prepare for tough conversations.
5. Progressive Discipline
 - a. Identify the gap/problem
 - b. Analyze problem severity
 - c. Discuss the problem
 - d. Document the discussion
 - e. Follow up to monitor results
 - f. Examine the steps of the progressive discipline process.

Methods of Instruction

Methods of Instruction

Types	Examples of learning activities
Group Work	Individual and group problem solving
Discussion	Case analysis
Activity	Role playing and classroom simulations

Instructor-Initiated Online Contact Types

Announcements/Bulletin Boards
 Chat Rooms
 Discussion Boards
 E-mail Communication
 Video or Teleconferencing

Student-Initiated Online Contact Types

Chat Rooms
 Discussions
 Group Work

Course design is accessible

Yes

Methods of Evaluation

Methods of Evaluation

Types	Examples of classroom assessments
Essays/Papers	Oral and/or written case analysis
Projects	Oral and/or written action plans
Portfolios	Journal completion

Assignments

Reading Assignments

1. Textbook
2. Current articles in newspapers, magazines, and business periodicals
3. Materials handed out in class

Writing Assignments

1. Written case analysis
2. Action Plan
3. Multiple worksheets handed out in class
4. Journal entries on how student applied techniques learned in class to various environments including the workplace and at home

SECTION F - Textbooks and Instructional Materials

Material Type

Textbook

Author

Joseph Grenny, Kerry Patterson, Ron McMillan, Al Switler, and Emily Gregory

Title

Crucial Conversations: Tools for Talking when Stakes Are High

Edition/Version

3rd edition

Publisher

McGraw Hill

Year

2021

ISBN

978-1260474183

Proposed General Education/Transfer Agreement

Do you wish to propose this course for a Local General Education Area?

No

Do you wish to propose this course for a CSU General Education Area?

No

Do you wish to propose this course for a UC Transferable Course Agreement (UC-TCA)?

No

Course Codes (Admin Only)**ASSIST Update**

No

CB10 Cooperative Work Experience Status

N - Is Not Part of a Cooperative Work Experience Education Program

CB11 Course Classification Status

J - Workforce Preparation Enhanced Funding

CB13 Special Class Status

N - The Course is Not an Approved Special Class

CB23 Funding Agency Category

Y - Not Applicable (Funding Not Used)

CB24 Program Course Status

Program Applicable

Allow Pass/No Pass

Yes

Only Pass/No Pass

No

Reviewer Comments

Seth Anderson (sethe.anderson) (Mon, 05 Dec 2022 23:56:22 GMT): Added Vocational (short-term): Noncredit to discipline field

Seth Anderson (sethe.anderson) (Wed, 01 Mar 2023 22:57:50 GMT): Please add examples to Methods of Instruction, Online Adaptation, and Methods of Evaluation section and consider adding examples of Reading Assignments