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Developing Your Emotional Intelligence

Cincinnati

Thursday, July 7

Columbus

Thursday, July 14

Virtual

Tuesday, October 11

Members: \$170

Nonmembers: \$238



ERA
EMPLOYERS RESOURCE ASSOCIATION

In today's working environment a good level of technical knowledge and intellectual ability is taken for granted. However, that doesn't help you stand out from the crowd. Emotional Intelligence (EI) has become the great differentiator, the way leaders and professionals stand out.

Learning Objectives:

- Define Emotional Intelligence
- Identify your EI in the areas of Self Awareness, Self-Management, Social Awareness, and Relationship Management
- Apply this knowledge to real life situations
- Ability to recognize your own feelings and feelings of others
- Strategies to Motivate Yourself
- Demonstrate ability to manage emotions in yourself as well as others

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Wage and Hour Law Essentials

Virtual

Tuesday, July 12

Members: \$170

Nonmembers: \$218

SHRMCP/SCP PDCs: 4



ERA

EMPLOYERS RESOURCE ASSOCIATION

Employee suits alleging wage and hour violations are on the rise and making headlines. In this program, we will review the various components of the Fair Labor Standards Act. It also will provide you with a safe, convenient forum to ask your FLSA questions. Participants will leave the program equipped with a thorough understanding of their company's pay obligations under the FLSA.

Learning Objectives:

Few topics are of more interest to employers (and employees) than pay. Unfortunately, many FLSA experts estimate that over 50% of all employers are violating the FLSA — predominately in the “white collar” exemptions area. Have you ever wondered...

- Do we have to pay for work-related training on-site or off-site?
- Are we supposed to be paying for travel time on the job or to and from the job?
- How do we really determine if an employee is exempt or non-exempt?
- How long can we ask our employees to work per day?
- Do we have to schedule and pay for meal periods or rest breaks?
- What happens if we're not in compliance and we are investigated?
- When is a contractor really an employee?
- Is requiring compensatory time off instead of overtime pay legal?
- What kinds of pay records do we need to keep on our exempt employees?
- Can I pay a lump sum for extra hours worked?
- Can I dock an exempt employee's pay?
- We don't pay overtime unless it's been pre-approved...that's not illegal, is it?

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Master Change Before Change Masters You

Virtual

Tuesday, July 19

Members: \$170

Nonmembers: \$218

SHRMCP/SCP PDCs: 4



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EMPLOYERS RESOURCE ASSOCIATION

According to research from Prosci®, a Change Management research and consulting company, projects with excellent change management programs, are six times more likely to meet objectives.

Our Championing Change program will provide the participants with knowledge, skills, and tools to lead themselves and their teams successfully through change initiatives. Participants will learn how to apply strategies at different times of the change initiative.

Learning Objectives:

- Helping leaders understand the dynamics of the changing world to include: the marketplace, technology advancements, global competitors, the workforce dynamics, and more.
- We will address the people side of change. It is often ignored and is often the cause for change failure.
- All changes will experience a dip in productivity. We will discuss how to manage this.
- Not everyone goes through change the same way. You, as a leader, need to prepare and help people through the change. We will discuss the stages they may go through, how to identify it, and how to lead them through this.
- We will discuss change sponsorship and the need for a change team.
- Why is the change happening? The leader needs to understand and support the change before communicating it to their people.
- We will discuss the needs for a communication plan and how to develop buy in along the way.
- Reinforcing the change.
- After the fact, communicate what the change did. Celebrate if appropriate. Redirect as needed.

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Demonstrating Self-Awareness

Cincinnati

Thursday, July 21

Columbus

Thursday, July 21

Virtual

Tuesday, October 18

Members: \$242

Nonmembers: \$310



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EMPLOYERS RESOURCE ASSOCIATION

Recognizing who you are, what drives you, what exhausts you, and where you have room to grow is foundational in your growth as a leader. This course teaches participants to understand yourself and others while learning to appreciate differing priorities, preferences, and values each individual brings to the workplace. With personalized insights and actionable strategies, participants learn how to adapt to the styles of others; ultimately improving engagement, collaboration, and the overall quality of the workplace.

Learning Objectives:

- Discover your DiSC style
- Understand the style of others
- Build more effective relationships
- Explore people reading capabilities
- Design your plan to implement into your leadership brand

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Interpersonal Skills Development Series

Virtual

Tuesdays, July 26, August 2, 9 & 16

Columbus

Wednesdays, September 28, October 5, 12 & 19

Cincinnati

Thursdays, September 29, October 6, 13 & 20

Members: \$390

Nonmembers: \$526

SHRMCP/SCP PDCs: 12



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EMPLOYERS RESOURCE ASSOCIATION

Session 1: DiSC Dimensions of Behavior®

Learn about the tendencies of your natural behavioral style, how it might “rub” other style the wrong way and what to do about it if it does. *Self-assessment to be completed prior to attendance.*

Session 2: Personal Assertiveness

This session is designed to help participants to recognize the differences between passive, aggressive and assertive behaviors and how to maintain healthy, productive, assertive communication.

Session 3: The Art of Conflict Resolution

Organizations depend on managers, supervisors, and employees to openly discuss concerns and arrive at a joint resolution before a situation gets out of control. Through the use of exercises, team discussions and role-plays, participants learn how to intervene in creative, effective ways to turn conflict into conciliation.

Session 4: Dealing With Difficult People

This session is designed to help anyone at any level deal with “difficult” people in their workplace. Participants will learn how to level the playing field in dealing with difficult people by adopting coping mechanisms. Participants will examine each type of difficult person and identify strategies for effectively dealing with them.

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Adaptive Leadership Behaviors

Cincinnati

Thursday, July 28

Columbus

Thursday, July 28

Virtual

Tuesday, October 25

Members: \$170

Nonmembers: \$238



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What do leaders do to try and get the best out of people? Do they cajole? Do they plead? Do they collude? Or do they simply lead by example? The reality is leaders use many different behaviors, drawing on a range of skills, techniques, strengths, habits, and ideas.

Learning Objectives:

- Understand the role of the leader
- Define the six behaviors of leadership
- Profile your own strengths and weakness' in the six behaviors of leadership
- Identify the behaviors of leadership your role demands of you
- Develop strategies for improving areas of leadership behavior

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Leading Through Service

Cincinnati

Thursday, August 4

Columbus

Thursday, August 4

Virtual

Tuesday, November 1

Members: \$170

Nonmembers: \$238



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EMPLOYERS RESOURCE ASSOCIATION

Servant leadership is a philosophy that involves focusing on others (i.e. your employees), and focus on their success, which in turn build better professional relationships that can benefit both manager and employee. Servant leadership shows that managers can be great leaders while boosting their employee's confidence and further their success at the same time.

Learning Objectives:

- Define servant leadership
- Know the characteristics of servant leadership
- Recognize the barriers of servant leadership
- Learn to be a mentor and a motivator
- Practice self-reflection

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

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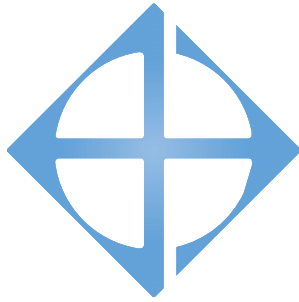
LGBTQ+ Employees in the Workplace

Cincinnati

Thursday, August 4

Members: \$150

Nonmembers: \$190



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Promoting diversity and inclusion within an organization has become essential not only to employers, but also to their employees, customers, and clients. While there has been some focus on being inclusive of women and people of color, employers and their HR professionals are also increasing their efforts to build workplaces that incorporate the LGBTQ+ community.

HR can help employers understand the difference between sexual orientation and gender identity and how those definitions can impact policy. When HR professionals and employers educate themselves, there will be improved communication and trust.

Join us as we start with some LGBTQ+ basics like gender, pronouns, and transgender employees.

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

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Human Resource Management I

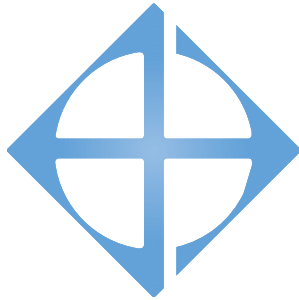
Virtual

Mondays, August 8, 15, 22, 29,
September 12, 19, 26, October 3

Break September 5

Members: \$615

Nonmembers: \$798



ERA
EMPLOYERS RESOURCE ASSOCIATION

This comprehensive 32-hour program bursts with information, providing an intensive overview of the key elements of the contemporary HR function. Participants are introduced to the body of general HR knowledge they need to perform in the modern practitioner role, and are offered practical, usable ideas for handling HR matters. Practical application through exercises includes the ability to spot issues and determine “what questions to ask” rather than trying to memorize all the answers in the ever-changing, complicated HR field.

Learning Objectives:

- Identify and apply federal/state laws to your workplace rules and standards.
- Manage the employment process from requisition to recruiting, screening, interviewing, testing, and background checks to making the offer.
- Evaluate how best to welcome and retain new employees, including orientation, and onboarding basics.
- Assure compliance with employment recordkeeping and posting requirements.
- Explore compensation basics, and main components of Wage and Hour regulations to avoid typical violations.
- Improve HR’s communication effectiveness by strategizing what, to whom, and how best to transmit various types of information.

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Leadership Skills for Group Leaders

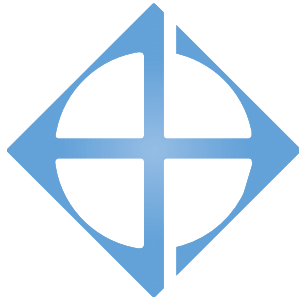
Virtual

Tuesdays, August 16, 23, 30,
September 6, 13 & 20

Members: \$460

Nonmembers: \$624

SHRMCP/SCP PDCs: 12



ERA
EMPLOYERS RESOURCE ASSOCIATION

Help your non-exempt level group leaders improve their ability to get things done through others without actual supervisory/management authority. This course will give them the tools to need to have more success, with more people, more often, by exposing them to the most important leadership competencies.

Learning Objectives:

- Adopt the qualities of a great leader
- Change/adjust leadership styles to meet the needs of team members
- Apply motivational techniques
- Avoid communication “gaffes” that plague group leaders
- Improve skill training: techniques to get new employees trained better and faster
- Improve communication by overcoming aggressiveness (active and passive) and submissiveness
- Utilize a six-step coaching method for performance improvement

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Developing Others Through Delegation

Cincinnati

Thursday, August 11

Columbus

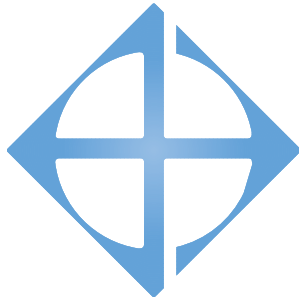
Thursday, August 11

Virtual

Tuesday, September 27

Members: \$150

Nonmembers: \$190



ERA
EMPLOYERS RESOURCE ASSOCIATION

Delegation is a key competence all leaders require. This module will provide you with the necessary skills to delegate a task/project through your preparation, communication, and follow through. Learners will practice the art of effective delegation using a “real life” example from their current role and build a plan they can execute upon returning to work.

Learning Objectives:

- Overcome common barriers to effective delegation
- Recognize your delegation style
- Decide what should be delegated
- Execute the three key steps to delegation

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Leading a Department Director Series

Columbus

Tuesdays, August 16, 23, 30,
September 6, 13 & 20

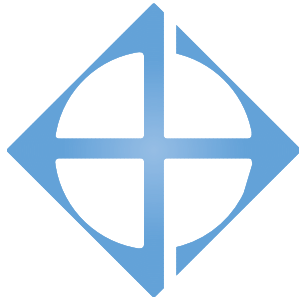
Cincinnati

Thursdays, October 13, 20, 27,
November 3, 10 & 17

Members: \$600

Nonmembers: \$840

SHRMCP/SCP PDCs: 36



ERA
EMPLOYERS RESOURCE ASSOCIATION

Leading a department comes with its own unique set of necessary capabilities for success. This leadership series focuses on growing your capabilities in the areas of Strategic Mindset, Financial Acumen, Building Top Talent Teams, Driving Results, Organizational Savvy, and more!

Learning Objectives:

- Build partnerships and work collaboratively with others to meet shared objectives
- Step up to address difficult issues and say what needs to be said
- Make good and timely decisions that keep the organization moving Develop people to meet both their career goals and the organization goals
- Interpret and apply understanding of key financial indicators to make better business decisions
- Maneuver comfortably through complex policy, process, and people related organizational dynamics
- Plan and prioritize work to meet commitments aligned with organizational goals

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Leading with a Strategic Mindset

Columbus

Tuesday, August 16

Cincinnati

Thursday, October 13

Members: \$335

Nonmembers: \$469

SHRMCP/SCP PDCs: 6



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of the Leading a Department: Director Series

Grow your impact as a leader through a process of Vision, Alignment and Execution. Leveraging your individual Everything DiSC Work of Leaders profile; included at a \$120 value; we will create an actionable path toward developing your strategic mindset as a leader. Before the course you will receive a 1:1 profile review with a certified DiSC expert to help set you up for the fast-paced development of the session.

Learning Objectives:

- Create a vision through exploration, boldness, and testing assumptions
- Build alignment through clarity, dialogue, and inspiration
- Champion execution through momentum, structure, and feedback

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Finance for Non-Finance Managers

Columbus

Tuesday, August 23

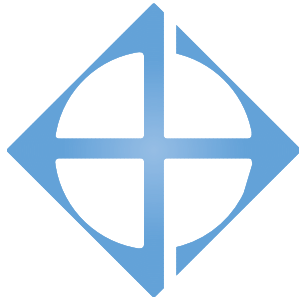
Cincinnati

Thursday, October 20

Members: \$215

Nonmembers: \$301

SHRMCP/SCP PDCs: 6



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Department: Director Series

Corporate finances are complex and tricky to work through. Often the need to navigate within corporate financials becomes part of a larger leadership role that we may be underprepared for. This course focuses on driving understanding of how various corporate financial structures work and how to be successful at operating within them.

Learning Objectives:

- Define key terms of corporate financials
- Differentiate the differences in various Corporate financial structures
- Identify the financial structure of your organization
- Understand how the Stock Market plays a role
- Identify how your role and team play a part in the larger company financials
- Identify key actions to implement to maintain your finger on the pulse of your team and organizations financials
- Design a strategy to implement supporting financials in your role when you leave this course

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

MBA in a Day

Columbus

Tuesday, August 30,

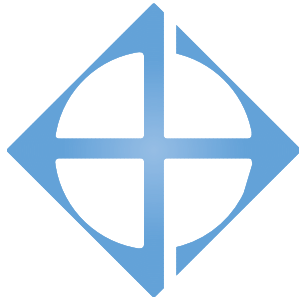
Cincinnati

Thursday, October 27

Members: \$215

Nonmembers: \$301

SHRMCP/SCP PDCs: 6



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Department: Director Series

Build your business acumen through this 6-hour course. Business' have many structures, departments, and functions that are critical to overall operations. Knowledge of this information is crucial to being effective in leading your organization within the larger scope of your company.

Learning Objectives:

- Understand the various functions within a business
- Identify how each function works collectively to successfully run a business
- Define how to align your organization to the larger company strategy and focus
- Design an action plan to implement business knowledge in your role

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Developing Top Talent

Columbus

Tuesday, September 6

Cincinnati

Thursday, November 3

Members: \$215

Nonmembers: \$301

SHRMCP/SCP PDCs: 6



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Department: Supervisor Series

This program helps supervisors and managers to more capably coach their employees into enhanced performance on the job. It will reinforce the business value of helping employees realize the need to improve their own performance or to change their behaviors in the workplace. As a result of lively practice in this session, leaders will be better able to use performance coaching as a method of helping their employees grow and develop greater responsibility for their choices, actions and productivity.

Learning Objectives:

- Utilize coaching to improve performance
- Identify main reasons employees do not perform as expected
- Master six steps of coaching for performance deficiency
- Gain “buy-in” at an important time
- Live practice of common performance/behavioral issues
- Develop sound documentation practices
- Preview effective communication skills during coaching
- Identify high potentials within your team

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Creating a Superior Culture

Columbus

Tuesday, September 13

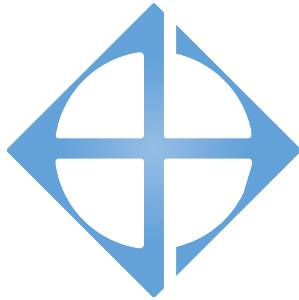
Cincinnati

Thursday, November 10

Members: \$215

Nonmembers: \$301

SHRMCP/SCP PDCs: 6



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Department: Director Series

Culture takes on many forms and focus' on many areas within an organization. Culture is also created from the top down. Leadership knowingly, or unknowingly, creates the culture of their team, their department, and their organization. This program focuses on all the elements of corporate culture and your role in creating a culture team members are excited to be a part of!

Learning Objectives:

- Understand the impact of culture to an organization
- Define the key elements that make up corporate culture
- Understand your role in creating and driving culture
- Design your own "Culture Brand Statement"
- Create a team alignment strategy to communicate your culture brand
- Develop a plan to continue this work and culture creation long after leaving this session

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Navigating the Corporate Landscape

Virtual Afternoon

Thursdays, September 18, 2025,
September 1, 8, 15, 22, October
6, 13, 20, 27, November 3, 10 &
Thursday, November 17

Virtual - Evening

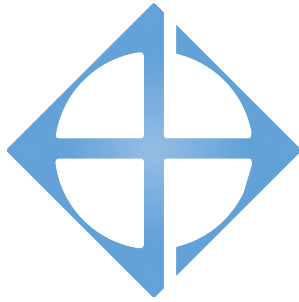
Members: \$205
Nonmembers: \$301
Thursdays, September 18, 25,
October 6, 13, 20, 27, November 3, 10 &
17

SHRMCP/SCP PDC

Break September 27

Members: \$1210

Nonmembers: \$1670



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of the Leading a Department: Director Series

Organizations are complex and both policy, procedure, and people dynamics all play a role in company operations. As a leader within an organization, it is important to understand the ins and outs of your organization and how to utilize this information for your success as well as the success of your team. This program focuses on understanding how to develop organizational savvy and effective impactful strategies to navigate your organization successfully.

Learning Objectives:

- Recognize how people within the organization function
- Anticipate landmines and plan approaches accordingly
- Define strategies to operate comfortably within organizational politics
- Identify who has power, respect, and influence
- Successfully navigate the corporate maze to get things done

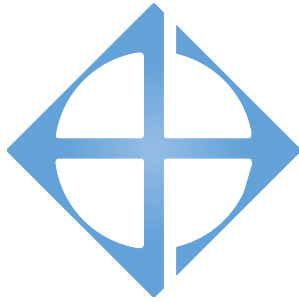
Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

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SHRM CP/SCP Certification Prep Course



ERA
EMPLOYERS RESOURCE ASSOCIATION

It's time to earn your SHRM-CP or SCP credential, and ERA can really help with that. Our student pass rates have far exceeded the national average year after year.

Maybe it's because ERA makes it easier for you and offers you so much more:

- Totally live virtual classes: there is no need to waste time or gas in commuting, and no need to take any health risks.
- Choice of class times: choose when you attend – Thursday afternoons or evenings. Bounce between the two sessions based on your other obligations that pop up.
- Backup support: if you need to miss some sessions, or just want more reinforcement, don't worry. You can purchase access to the recorded series that remains available to you all the way through the exam window.
- Practice makes perfect, or at least more likely: a bonus 3-hour concentrated practice session is devoted to building your confidence in handling those tricky Situational Judgment questions.
- Get recognized, build networks and new friendships: Winners' Circle Society membership is granted after you take ERA's course and you've earned and maintained your credential. The Society is a valuable network of HR peer professionals who have shared this experience and work in a variety of capacities and industries.
- Friendly, dedicated instructor: Ours is available to you for questions and concerns and brings wisdom from decades of HR and teaching experience.
- All the materials you'll need: the **NEW 2022 SHRM Learning System**® comprehensive learning modules come in both print and e-reader formats, and advanced online resources are designed to streamline study time, accelerate learning, and build confidence for passing the exam. You can pick materials up, or we can even arrange to have them shipped directly to your door.
- A head start option: by registering and purchasing your materials in advance, you can begin your reading at a leisure pace over the summer. You'll be in better shape and under less time pressure when classes begin in the fall.

ERA offers this course in partnership with the Society for Human Resource Management (SHRM). The curriculum is designed by global subject matter experts and covers the entire SHRM Body of Applied Skills & Knowledge™ (BASK). The topics covered in the course encourage HR professionals to acquire the Competencies and Knowledge they'll need to effectively perform their jobs and achieve career success.

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Making a Successful Transition to Supervisor

Cincinnati

Thursday, August 18

Columbus

Thursday, August 18

Virtual

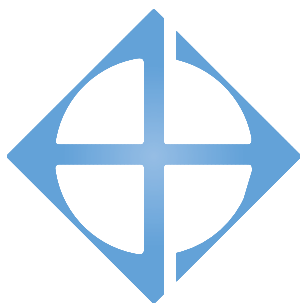
Tuesday, October 11

Members: \$215

Nonmembers: \$301

SHRMCP/SCP PDCs: 6

SHRMCP/SCP PDCs: 6



ERA

EMPLOYERS RESOURCE ASSOCIATION

Transitioning from an individual contributor to a supervisor of people comes with a unique set of challenges. The Leading a Team: Supervisor Series develops the necessary capabilities to make this transition a success. This program focuses on growing your capabilities in Ensuring Accountability, Directing Work, Managing Conflict, Communicating Effectively, Driving Engagement, Directing Workflow, and more!

Learning Objectives:

- Successfully transition from individual contributor to supervisor
- Hold yourself and others accountable to meet commitments
- Recognize and leverage your strengths and weaknesses related to management
- Develop and deliver multi-mode communications that convey a clear understanding of unique needs of different audiences
- Handle conflict situations effectively with a minimal amount of noise
- Create an environment where people are motivated to do their best to help the organization achieve its objectives
- Provide direction, delegate, and remove obstacles to get work done

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Leveraging Your Management Style

Cincinnati

Thursday, August 25

Columbus

Thursday, August 25

Virtual

Tuesdays, October 18

Members: \$287

Nonmembers: \$373

SHRMCP/SCP PDCs: 6

SHRMCP/SCP PDCs: 6



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Team: Supervisor Series

Transitioning from an individual contributor to a supervisor of people comes with a unique set of challenges. Moving from a peer to a leader, a friend to a manager, a colleague to a supervisor means establishing new boundaries and broadening your scope of impact. This course will walk you through how to do just that successfully.

Learning Objectives:

- Successfully transition from individual contributor to supervisor
- Identify the new scope of impact
- Recognize the adjusted behaviors of required of the role
- Define your leadership brand
- Implement strategies to communicate your goal for your team
- Practice having the transition conversation with peers

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



T.E.A.M. Work

Cincinnati

Thursday, September 1

Columbus

Thursday, September 1

Virtual

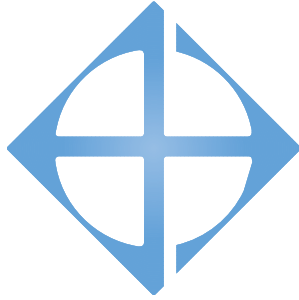
Tuesday, October 25

Members: \$215

Nonmembers: \$301

SHRMCP/SCP PDCs: 6

SHRMCP/SCP PDCs: 6



ERA

EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Team: Supervisor Series

Participants deepen their understanding of themselves, their direct reports, and their own managers using the DiSC® model while learning how their management style influences their approach to decision-making, time management, and problem solving. Participants walk away with concrete strategies to help them adapt to the styles of their direct reports, enabling them to bring out the best in their people.

Learning Objectives:

- Understand your DiSC Management Style
- Become efficient in directing and delegating
- Recognize strategies to motivating and developing orders
- Effectively learn to work with your manager

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Communicating with Impact

Cincinnati

Thursday, September 8

Columbus

Thursday, September 8

Virtual

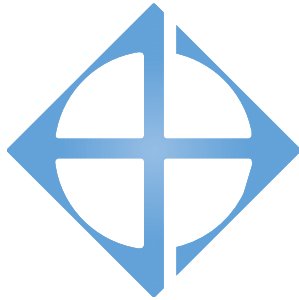
Tuesday, November 1

Members: \$215

Nonmembers: \$301

SHRMCP/SCP PDCs: 6

SHRMCP/SCP PDCs: 6



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Team: Supervisor Series

In business today organizations are facing a climate of accelerating changes. One of the key ingredients in surviving and prospering in this climate is teamwork.

This highly interaction program examines the 4 key influences on T.E.A.M. in the workplace today, Trust, Engagement, Accountability and Mission focus. Participants will be encouraged to share their challenges in creating a team environment at work; strategies will be shared to help them build a sustained Trust, Engagement, Accountability and Mission focus.

Learning Objectives:

- Understand the intentional and unintentional benefits/consequences of teamwork in today's rapidly changing business climate
- Importance of strong leadership in developing a strong team environment
- Build trust, the true essence of team. Examine causes of lost trust and how to rebuild that trust in our relationships
- Fuel engagement – how to build an environment of highly engaged employees to create a team environment
- Hold ourselves accountable, the glue that holds the team together. It's not about punishment it's about improvement. Explore how to create an environment of accountability to insure a sustained team environment
- Drive a mission focus. Meaning and purpose is what keeps the team engaged and able to handle challenges and adversity that all teams face.

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Creating a Culture of Diversity

Cincinnati

Thursday, September 15

Columbus

Thursday, September 15

Virtual

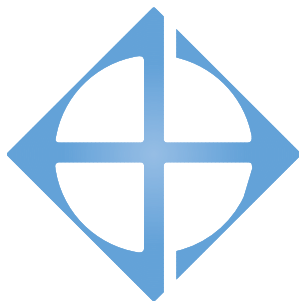
Tuesday, November 8

Members: \$215

Nonmembers: \$301

SHRMCP/SCP PDCs: 6

SHRMCP/SCP PDCs: 6



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Team: Supervisor Series

When communication breaks down, so does teamwork. Help your team or individuals on your team to improve their ability to communicate with each other by understanding behavioral styles and how they affect communication and, ultimately, teamwork. This highly interactive program gets at the heart of teamwork and team play.

Learning Objectives:

- Gain an awareness of how others see you
- Complete a self-assessment to determine dominant behavioral style
- Recognize how your style can “rub others the wrong way”
- Exercise behavioral flexibility to improve communications with team members of different styles
- Deal with conflict in a **healthy** way
- Utilize principles of consensus to always do what is best for the group as a whole.

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Employment Laws Lite

Cincinnati

Thursday, September 22

Columbus

Thursday, September 22

Virtual

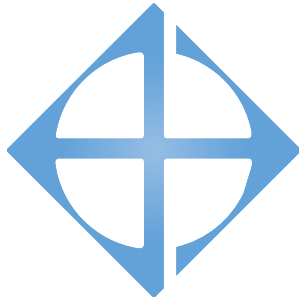
Tuesday, November 15

Members: \$215

Nonmembers: \$301

SHRMCP/SCP PDCs: 6

SHRMCP/SCP PDCs: 6



ERA
EMPLOYERS RESOURCE ASSOCIATION

Part of Leading a Team: Supervisor Series

Diversity is comprised of so many things; diversity of individuals, diversity of thought; diversity of experiences, diversity of knowledge and skill, the list goes on. Recognizing, being intentional about, and valuing the tapestry that is your team will create a culture of inclusivity and civility of which everyone will want to be a part.

Learning Objectives:

- Define diversity and inclusion
- Recognize the benefits and strength an inclusive culture brings to your team
- Develop your inclusive culture statement
- Design strategies to create your culture of inclusivity
- Recognize and practice how to respond when unconscious biases and microaggressions are present

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.

Part of Leading a Team: Supervisor Series

Company policies and practices based on laws must continue to flex and conform to the altering employment law landscape. This course provides a solid foundation and shares best practices to allow participants to evaluate their own workplace. Participants will also glean ways to continue to stay current as the world shifts around them.

Learning Objectives:

- The overarching objective is to enable participants to determine if their own organization is handling workplace matters according to current requirements
- To recognize likely unlawful situations as well as areas of potential exposure, and to know how and where to get deeper information or assistance in dealing with these issues.
- Determine which laws apply to your company or organization
- Grasp the role and scope of government agencies in enforcing them
- Recognize how to spot four main types of unlawful discrimination
- Grasp the basics of wage and hour laws -no shades of gray there
- Expose yourself to the high points of the big impact laws such as FMLA and ADA

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.



Applying Project Management Technique to Your Role

Columbus

Tuesday, September 27

Cincinnati

Thursday, September 29

Virtual

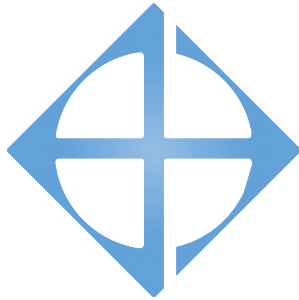
Tuesday, October 25

Members: \$215

Nonmembers: \$281

SHRMCP/SCP PDCs: 6

SHRMCP/SCP PDCs: 6



ERA
EMPLOYERS RESOURCE ASSOCIATION

Project management is an important skill in many professions. This course provides an introduction to the core concepts of project management, such as planning, communication and problem solving. It is ideal for participants with little or no formal Project Management training. Through a variety of discussions, group activities and skills practice, participants will be able to apply these concepts to their current and future work, leading to higher efficiency and better quality results.

Learning Objectives:

- Demonstrate comprehension of the four phases of project life cycle
- Develop a "S.M.A.R.T." objective for a project
- Utilize a Work Breakdown Structure
- Utilize a Gantt Chart
- Demonstrate effective communication skills
- Apply organizational skills, proper planning and effective communication to current and future projects

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Investigating Employee Complaints & Misconduct

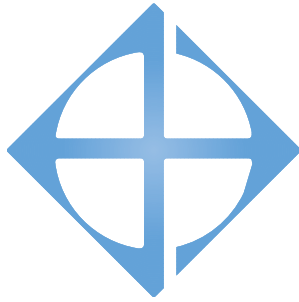
Virtual

Thursday, October 6

Members: \$170

Nonmembers: \$218

SHRMCP/SCP PDCs: 4



ERA
EMPLOYERS RESOURCE ASSOCIATION

Nearly every company will eventually need to conduct an investigation. Whether prompted by an allegation of workplace harassment, a problem of theft or some other form of misconduct, a prompt and thorough investigation is a critical first step toward protecting your organization. Participants will learn valuable skills and methods for navigating this difficult managerial task.

Learning Objectives:

- Prepare to conduct your investigation without violating employee privacy rights or inadvertently causing defamation of character
- Identify and focus on the real objective in conducting any investigation
- Implement an effective witness interview process to gather facts/data to help make informed decisions
- Decide whether a third-party investigator or an internal investigator is a better choice for any particular type of investigation.

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



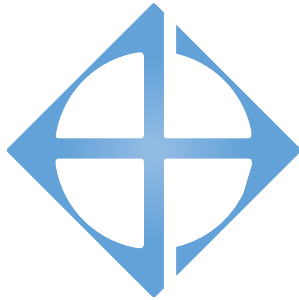
Dare to Lead

Cincinnati

Thursday & Friday,
October 13 & 14

Members: \$350

Nonmembers: \$450



ERA
EMPLOYERS RESOURCE ASSOCIATION

The Dare to Lead™ leadership training was created by Brene' Brown's best-selling book and is for individuals committed to being more courageous leaders at work or in their communities. This training is designed to provide new knowledge, skills, and tools for new leaders as well as seasoned, executive leaders.

Workshop objectives: to understand, practice, and apply the four learned skill sets required for daring leadership: 1) rumbling with vulnerability, b) living into our values, c) braving trust, and d) learning to rise.

Lesson 1: The Heart of Daring Leadership

Lesson 2: Rumbling with Vulnerability

Lesson 3: Shame

Lesson 4: Empathy

Lesson 5: Armored Leadership

Lesson 6: Grounded Confidence and Rumbling Skills

Lesson 7: Living into our Values

Lesson 8: Braving trust

Lesson 9: Learning to Rise

Lesson 10: Rumbling with our SFD's

Lesson 11: The Revolution and Closing

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Discipline & Discharge for Managers & Supervisors

Cincinnati

Thursday, October 27

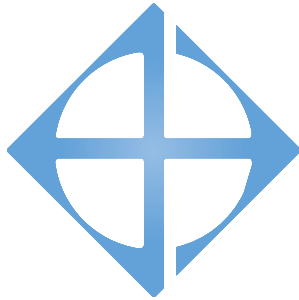
Columbus

Thursday, October 27

Members: \$170

Nonmembers: \$218

SHRMCP/SCP PDCs: 4



ERA
EMPLOYERS RESOURCE ASSOCIATION

Ending the employment relationship is not easy for most managers. Discharge is a huge area for employment litigation, with more and more regulations eroding the concept of “employment at will”. Managers will learn certain precautions they can take to make sure they discharge legally and ethically. In this program, we will also discuss the importance of coaching substandard performance, behavior and rules violations as a tool to help the employee succeed.

Learning Objectives:

- Recognize the purpose behind progressive discipline
- Avoid the seven “deadly sins” of reprimanding
- Develop a step-by-step process of preparing for and conducting the disciplinary meeting
- Recognize, reinforce and maintain performance improvements
- Review and discuss the most often violated laws surrounding termination that may prompt charges against the organization
- Develop a step-by-step process of preparing for and conducting the termination meeting that is both legal and ethical

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Behavioral Interviewing Techniques

Cincinnati

Thursday, November 3

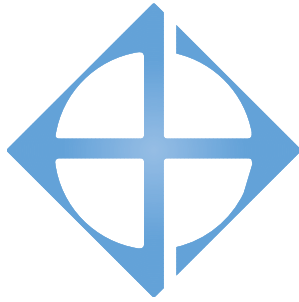
Columbus

Thursday, November 3

Members: \$215

Nonmembers: \$281

SHRMCP/SCP PDCs: 6



ERA
EMPLOYERS RESOURCE ASSOCIATION

Interviewing and selection mistakes are costly: increased turnover, lower productivity, morale problems, unemployment and litigation. These problems are caused or exacerbated by well-intended individuals who have not been formally trained in proper selection techniques.

Learning Objectives:

- Introduce the “behavioral” interviewing technique
- Analyze the job for critical success factors
- Develop better behavioral questions to uncover those critical success factors and improve efficiency
- Avoid asking questions that are illegal or potentially lead to discrimination charges
- Read applications/resumes with a critical eye, identifying red flags
- Consider the challenges in remote interviewing
- Determine if panel interviewing would work for you

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



FMLA Essentials

Virtual

Tuesdays, November 8 & 15

Members: \$100

Nonmembers: \$140

SHRMCP/SCP PDCs: 6



ERA
EMPLOYERS RESOURCE ASSOCIATION

This program is designed to provide a working knowledge of FMLA requirements and is ideally suited for growing organizations at or near the 50-employee threshold of regulation, or any manager new to the FMLA.

Learning Objectives:

- Effectively determine the key qualifiers that must occur before an employer is expected to grant job-protected family and medical leave to its employees
- Identify an employer's essential obligations in handling and resolving requests from employees for job-protected leave under FMLA
- Discuss what an employer can legally require with regard to employees who are eligible for job-protected leave under FMLA
- Effectively deal with those situations in which you must comply with FMLA, state worker's compensation laws and ADA

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Exceptional Customer Service

Cincinnati

Thursday, November 10

Columbus

Thursday, November 10

Members: \$215

Nonmembers: \$281



ERA

EMPLOYERS RESOURCE ASSOCIATION

Customer service is truly a lost art form. Since few of us have products/services, technology, pricing, etc. different from our competition, the one way left to differentiate ourselves from them is to provide better service. Exceptional customer service is 90% attitude and 10% technique. Participants walk away with the skills to excel at both.

Learning Objectives:

- Adopt the qualities and skill sets of a customer service professional
- Explore customer service from the customer’s perspective
- Display excellent phone skills
- Diffuse difficult customers with grace and ease
- Modify how you communicate to avoid common “gaffes”
- Read and address problematic body language and “hidden” meanings in speech
- Be the best by design, using the techniques of benchmarking to improve all areas of customer service.

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.



Skill-Based Training Techniques

Cincinnati

Thursday, November 17

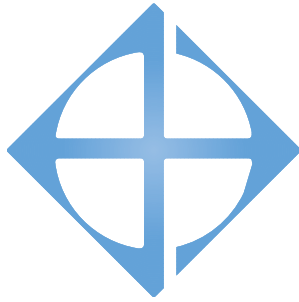
Columbus

Thursday, November 17

Members: \$240

Nonmembers: \$316

SHRMCP/SCP PDCs: 6.5



ERA
EMPLOYERS RESOURCE ASSOCIATION

This program is designed for those front-line employees and supervisors who are tasked with training new employees or re-training existing employees. It highlights the importance of properly structured training, how adults learn best and a four-step method of teaching a process, procedure or how to operate a tool or a piece of equipment.

Learning Objectives:

- Recognize business implications and importance of effective training
- Identify the four stages of learning, three distinct learning styles and how this impacts adult learners
- Discover the *Ten Commandments* for effective training and learning
- Apply the four-step method of skill training using Job Instruction Training (J.I.T.)
- Identify relevant key points that should be shared with all trainees
- Break down barriers to effective communications in training
- Master the ability to give useful feedback to ensure trainee success

Register via www.erahr.org or by clicking the location links on the left-hand side of the page.

CANCELLATION POLICY:

Substitutions may be made at any time. No-shows or cancellations within **2 full business days** will be charged.