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# MIOSHA

Michigan Occupational Safety and Health Administration (MIOSHA)  
Department of Licensing and Regulatory Affairs (LARA)

# AGENCY INSTRUCTION

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DOCUMENT IDENTIFIER :  
MIOSHA-TRG-16-1R1

DATE:  
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**SUBJECT: MIOSHA Leadership Institute**

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- I. Purpose. Provide opportunity for MIOSHA staff to develop leadership skills.
- II. Scope. This instruction applies to all MIOSHA staff who are given the opportunity to participate in MIOSHA Leadership Institute (MLI) classes. Most courses have prerequisites that must be completed prior to taking a course. Some courses have restrictions such as previous supervisory experience.
- III. Distribution. MIOSHA Staff; Federal OSHA; S-drive Accessible; MIOSHA Messenger; and Internet Accessible.
- IV. Cancellations. All previous versions of this agency instruction.
- V. Next Review Date. This instruction will be reviewed in five years from date of issuance.
- VI. History. History of previous versions includes:
  - MIOSHA-TRG-16-1, September 22, 2016.
  - MIOSHA-MEMO-TRG-10-1R1, July 10, 2013.
  - MIOSHA-MEMO-TRG-10-1, May 20, 2010.
- VII. Contact. [Shannon Matsumoto](#), MLI Coordinator
- VIII. Originator: Barton G. Pickelman, Director
- IX. Background. In 2000, MIOSHA surveyed employees about the culture and effectiveness of the agency. The survey identified training of supervisors, managers, and other leaders as an area for further attention. As a result, MIOSHA began the MIOSHA Leadership Institute (MLI) in 2002 to help create a common vision, to improve culture, and to foster improved communications through consistent training tailored to the agency. Approximately 190 current and former MIOSHA employees have previously attended MLI sessions. In 2010, MIOSHA issued an agency memorandum, MIOSHA Leadership Institute. This instruction is being converted to follow the document management system instruction.
- X. Guidelines. The MLI is based on the following:
  - A. Be open to all MIOSHA staff, with no special criteria required for attending other than a genuine interest and willingness to participate and supervisory approval. During preparation of annual performance management plans, MIOSHA staff and supervisors should consider MLI courses for professional development.
  - B. Use low or no-cost alternatives such as in-house facilitators, staff from other state agencies, and Civil Service courses to the extent practical.
  - C. Include a free online QuicKnowledge course as a course prerequisite to develop fundamental skills or knowledge prior to an MLI class. MLI students must bring

- their certificate of satisfactory completion for the prerequisite course to the MLI class.
- D. Stress the importance of taking class concepts and finding practical application of them in work-related projects.
  - E. Encourage participants to seek a mentor from other class participants or elsewhere in MIOSHA to guide them in the understanding and implementation of course concepts.
  - F. Be open to other department participants on a limited basis, if classroom space allows.
- XI. **Steering Committee.** A MIOSHA Leadership Institute Steering Committee, comprised of staff from each division and administration, meets periodically to review options for continuing the MLI and to provide ongoing guidance and support.
  - XII. **MLI for Non-Supervisory Staff.** In 2013, the MLI Steering Committee recommended developing a version of the MLI for non-supervisory staff, limiting the courses to only those which are applicable to both supervisory and non-supervisory staff.
  - XIII. **Courses.** Current listing of courses is included in [Appendix A](#). The MLI Steering Committee regularly reviews course material and makes recommendations for improvements.
  - XIV. **Attendance.** MIOSHA staff attendance must be approved by the employee's immediate supervisor and the division director. Classes will be filled on a first-come/first-served basis, with the exception of giving priority to current supervisors.
  - XV. **Certification.** MIOSHA staff who satisfactorily complete all courses will be eligible for an MLI Certificate of Participation.

## APPENDIX A



### **MIOSHA Leadership Institute Course Descriptions**

- **Vision and Values in Leadership – ½ day.** Participants will:
  - Receive an overview of the vision and values for MIOSHA, LARA, and the State of Michigan.
  - Learn the importance of vision and values to organizations and for excellent public service.
  - Assess how organizational values impact the decision-making process.
  - Discuss the role of personal values in organizations.
  - Evaluate individual demonstration of values.
  - Highlight the supervisor's or leader's role in implementing vision and values.
    - **Competencies: *Leading Through Vision/Values, Customer Focus, Decision Making, Aligning Performance for Success, Strategic Thinking, Coaching***
    - **QuickKnowledge Prerequisite: Applying Leadership Basics**
  
- **Facilitating Effective Meetings – ½ day.** Participants will learn:
  - How to set rules and norms.
  - Different kinds of meetings for different purposes.
  - Different leadership styles for different meetings.
  - How to prepare for a meeting, draft an agenda, set times for agenda items, and make arrangements for a facility and equipment.
  - Enhancers and blockers to effective communication.
  - How to politely and effectively deal with difficult participants.
    - **Competencies: *Planning and Organizing Work, Decision Making, Communication, Facilitating Change***
    - **QuickKnowledge Prerequisite: Leading Effective Meetings**
  
- **Essentials of Leadership – 1 day.** This is a Development Dimensions International (DDI) course in which participants will learn:
  - How to get results through people.
  - The seven Leadership Imperatives for meeting today's challenges.
  - How to multiply effectiveness by motivating team members and helping people be more effective.
  - How to accomplish more in interactions in less time, while enhancing interpersonal relationships.

- How to improve performance by providing effective feedback.
  - **Competencies: Communication, Technical/Professional Knowledge and Skills, Developing a Successful Team, Innovation**
  - **QuickKnowledge Prerequisite: Applying Leadership Basics**
- **Navigating Beyond Conflict – ½ day\***. This is a DDI course in which participants will learn:
  - What is conflict?
  - The causes and sources of conflict, and how to prevent conflict.
  - How to identify the conflicts that affect you personally.
  - Eight strategies for dealing with conflict.
  - Alternative Dispute Resolution (ADR) – Conciliation – Mediation – Arbitration.
    - **Competencies: Managing Conflict, Facilitating Change, Coaching**
    - **QuickKnowledge Prerequisite: Managing Disagreement**
- **Effective Listening Skills\* – ½ day**. Participants will learn:
  - The stages of listening.
  - The barriers and enhancers to effective communication.
  - How to check for understanding.
  - Listening skills assessment.
  - How to make it easier for the listener.
    - **Competencies: Communication, Building Trust, Customer Focus, Developing a Successful Team, Managing Conflict, Coaching**
    - **QuickKnowledge Prerequisite: Keys to Effective Listening**
- **Effective Time Management\* – ½ day**. Participants will learn:
  - What you can—and cannot—control.
  - The difference between priorities and urgencies.
  - The basic principles of scheduling.
  - How to deal with interruptions.
  - How to deal more effectively with e-mail, voice-mail, and in-baskets.
  - Specific techniques for controlling procrastination and for delegation.
  - How to use Outlook to manage daily activities.
    - **Competencies: Planning and Organizing Work, Delegating Responsibility, Aligning Performance for Success**
    - **QuickKnowledge Prerequisite: Time Management**
- **Setting and Achieving Personal Goals\* – ½ day**. Participants will:
  - Learn why they should set goals and take inventory of their lives.
  - Identify key goal areas and develop personal priorities.
  - Learn how to set SMART goals for work and personal life.
  - Develop an action plan for a personal goal.
  - Develop a follow-through technique for achieving goals, such as working with a coach or a mentor.

- ***Competencies: Planning and Organizing Work, Technical/Professional Knowledge and Skills***
- **QuickKnowledge Prerequisite: Achieving Personal Goals**
- **Team Building I\* – ½ day.** Participants will learn how to:
  - Determine your individual teamwork behaviors and styles.
  - Recognize the different types of team structures.
  - Understand the stages of team development.
  - Recognize the characteristics of high performing teams.
  - Identify areas for development required by you and/or your team: communication, conflict resolution, leadership, problem solving, and decision-making.
    - ***Competencies: Developing a Successful Team, Building Partnerships, Coaching, Communication, Delegating Responsibility***
    - **QuickKnowledge Prerequisite: Building a Successful Team**
- **Emotional Intelligence – 1 day.** Emotional Intelligence (EI or EQ) is defined as the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in us and in our relationships. Participants will:
  - Learn the five key EI competencies and practice using emotions effectively.
  - Learn why EI is so important to personal and professional success.
  - Learn to listen to and employ their emotions for better decision-making.
  - Learn to use their energy to motivate others while tempering negative responses to distressing situations.
    - ***Competencies: Adaptability, Aligning Performance for Success, Decision Making, Developing a Successful Team, Building Trust, Managing Conflict***
    - **QuickKnowledge Prerequisite: Applying Emotional Intelligence in the Workplace**
- **Coaching Skills Workshop – ½ day** (elective recommended for staff with direct reports). Participants will learn how to:
  - Identify opportunities for coaching direct reports.
  - Set expectations or goal for a coaching session.
  - Explore the current situation with staff.
  - Create options that will move the situation towards the goal.
  - Set an action plan for what steps need to be taken and when by parties.
  - Set a time for follow-up to the action plan.***Competencies: Coaching, Facilitating Change, Delegating Responsibility***  
**QuickKnowledge Prerequisite: Coaching and Counseling**
- **Facilitating Nominal Group Technique Brainstorming Workshops – ½ day** (elective). Participants will learn to be a facilitator to workshops, including:
  - The differences between traditional brainstorming techniques and the Nominal Group Technique (NGT).
  - How to use NGT to identify a problem and prioritize possible solutions.

- Work as a group to identify the best solutions to a problem.  
**Competencies:** *Innovation, Adaptability, Facilitating Change, Strategic Thinking, Strategic Planning, Developing a Successful Team, Decision Making*  
**QuickKnowledge Prerequisite:** **Critical Thinking**
- **Team Building II – ½ day** (core course). Using a Human Synergetics' survival scenario and Group Style Inventory, participants will:
  - Individually prepare a solution to a problem.
  - Prepare a second solution as a team.
  - Score individual and team solutions.
  - Assess how the team functioned as a synergistic group.**Competencies:** *Developing a Successful Team, Building Partnerships, Coaching, Communication, Delegating Responsibility*  
**QuickKnowledge Prerequisite:** **Solving Problems as a Team**
- **Leaders on Leading – ½ day** (core course). A panel of leaders from state government and private industry will share perspectives on leadership. Participants will:
  - Hear comments from panel members about different aspects of leadership.
  - Learn what the panel of leaders considers to be the significant issues affecting Michigan's economy.
  - Have an opportunity to present questions to panel members.**Competencies:** *Leading through Vision/Values, Strategic Planning, Strategic Thinking, Building Partnerships, Building Trust, Innovation*  
**QuickKnowledge Prerequisite:** **Building Trust and Credibility**
- **Self-Management/Situational Leadership – ½ day** (core course). Situational Leadership is a leadership style that adapts the amount of directive and supportive behavior depending upon the needs of the employee. This self-management course has been adapted for non-supervisory staff. Participants will:
  - Learn how to evaluate the competence and commitment for various tasks or assignments.
  - Learn to identify when a directing, coaching, supporting, or delegating style of leadership is more appropriate.
  - Learn to vary their approach to meet changing needs.**Competencies:** *Adaptability, Aligning Performance for Success, Coaching, Delegating Responsibility, Planning and Organizing Work, Technical/Professional Knowledge and Skills, Innovation*  
**QuickKnowledge Prerequisite:** **Developing Assertiveness**
- **Project Management – full day** (core course). Participants will learn:
  - When a task or goal becomes a project.
  - The common causes of failure.
  - The Project Management Process.
  - The role of the Project Leader vs. Team Members.
  - How to identify the stakeholders.

- To identify all of the tasks, resources, and constraints involved.
- Scheduling, monitoring, modifying, and debriefing.
- How to know when the project is completed.

***Competencies: Planning and Organizing Work, Strategic Planning, Aligning Performance for Success***

**QuickKnowledge Prerequisite: Setting Performance Goals and Expectations**

- **Life Styles Inventory I\*** – ½ day (elective for non-supervisory staff). Using Human Synergistics' Life Style Inventory self-assessment instrument, the workshop attendee completes an inventory prior to the class and receives an individual report with circumplex. The attendee will:
  - Learn the four constructive styles, the four passive/defensive styles, and the four aggressive/defensive styles.
  - Identify what an "ideal" circumplex looks like.
  - Compare results and identify behaviors that will help toward work success or hinder performance.
  - Develop an action plan for improving performance and leadership skills.

***Competencies: Aligning Performance for Success, Adaptability, Facilitating Change, Developing a Successful Team, Decision Making***

**Prerequisite: Complete Life Style Inventory self-assessment**

- **Life Styles Inventory II** – ½ day (elective recommended for staff with direct reports). Using Human Synergistics' Life Style Inventory Stylus Report, the workshop attendee and five trusted associates complete this inventory prior to the class. The attendee will:
  - Learn the four constructive styles, the four passive/defensive styles, and the four aggressive/defensive styles.
  - Identify what an "ideal" circumplex looks like.
  - Compare results and identify behaviors that will help toward work success or hinder performance.
  - Identify gaps between how individuals see themselves and how others see them.
  - Develop an action plan for improving performance and leadership skills.
  - Be given an opportunity for a personal coaching session to review their report and action plan.

***Competencies: Aligning Performance for Success, Adaptability, Facilitating Change, Developing a Successful Team, Decision Making***

**Prerequisite: Complete Life Style Inventory Stylus instrument**

\*indicates that courses are included in both non-Supervisory and Supervisory sessions