



The **New York State Office of Victim Services (OVS) Training & Technical Assistance Request Program** offers a range of no-cost training and technical assistance services to help funded programs strengthen their overall operation. The topics addressed are outlined below. Many of them can be delivered as:

- Classroom training
- Webinar
- 1-on-1 Coaching
- Consulting and Technical Assistance
- Facilitated planning sessions, staff or board retreats, or problem-solving processes

Classroom Training

Classroom training is offered in-person and on-site. Programs can be offered to any size group, although they are most effective and interactive with 8-25 people. Trainings can be ½ day to 2 full days, depending on the learning goals and topic. We will work with you to determine the ideal training length. In almost all cases, training is a mix of presentation, small group and individual work, giving participants an opportunity to practice what they learn.

Webinars

Webinars are fast-paced, focused on a narrow topic and cover a large amount of material in a short period. Program length is generally an hour, but can be lengthened to 2 hours to cover more material and allow time for facilitators to answer questions.

1-on-1 Coaching

Coaching is generally done by phone and is a combination of individualized training/teaching, and consulting/problem solving. Coaching focuses on a specific leadership challenge. Coaches bring expertise, present new strategies and facilitate realistic problem solving.

Consulting and Technical Assistance

In addition to training, consultants are available to work directly with leadership (staff or board) on a specific issue or project in your organization. Consulting and technical assistance might be a 1 or 2-hour consultation by phone or email, working with you on a strategic plan document or evaluation plan, or helping with a longer project, such as designing and administering a consumer survey or developing an evaluation plan for one or your programs.

Facilitation

Consultants are also available to facilitate on or off-site retreats and planning programs for your VAP. We will help plan the agenda, facilitate the program (usually ½ - 2 days) and follow-up with any notes and action plans that were developed.

Please indicate on the submission form what you hope to accomplish as a result of these services and what your preferred format might be.

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Building and Working with a Strong Board of Directors

In nonprofit organizations, a strong Board of Directors is the cornerstone on which all of the work of the organization is built.

Training/Coaching Topics Can Include:

- Creating a board member job description that sets high level expectations
- Developing a board recruitment plan that is ongoing and provides the organization with diverse and qualified new members
- Effectively “on boarding” new members
- Implementing year-round board development and education that provides board members with the skills and knowledge they need to move the organization strategically forward
- Keeping board members engaged and motivated
- Working effectively through a committee structure
- Making board meetings productive and efficient

The program will give you an opportunity to take a step back and look at where your board is now and where you want it to be. Participants will come away with a plan of concrete actions you can take to create a high functioning board for your organization.

Consulting/Technical Assistance/Facilitation Services Can Include:

- Designing and administering board surveys in order to (1) evaluate board satisfaction and engagement, or (2) develop a board recruitment matrix
- Working with board leadership to develop a board education plan
- Designing and facilitating board development trainings and/or board retreats
- Working with staff to improve staff/board communication

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Creating a Fund Development Plan

With the economic climate more and more volatile and the costs of doing business always going up, diverse and recurring revenue streams for human service organizations are more important than ever. An organizational fund development plan, updated annually, will help ensure that you meet your revenue goals.

Training/Coaching Topics Can Include:

- Identifying the purpose of creating a fund development plan
- The components of a comprehensive fund development plan
- Current trends in philanthropic giving
- Opportunities and challenges in current fund-raising climate
- Creating a reasonable funding mix for your organization
- Strategic Plan goals and how they translate into an organizational fund development plan
- How to set realistic fund development goals and how to create key strategies to get you there
- The implementation pieces that will help ensure plan success

This will give you get a head start on designing your fund development plan and your fundraising strategies.

Consulting/Technical Assistance/Facilitation Services Can Include:

- An analysis of your current resources and revenue streams and ways you might diversify
- Working with the Board and relevant committees to develop a fund development plan for the organization
- Facilitating a fund development retreat to set fundraising goals and develop new strategies
- Development of fundraising materials, such as direct mail letters or case statements

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Developing a Strategic Plan

A Strategic Plan should be the cornerstone of how an organization does its work – providing a long-term vision and blue print for the direction of the organization.

Training/Coaching Topics Can Include:

How to develop and guide a Strategic Planning process that:

- Is inclusive of both internal and external agency stakeholders
- Includes strategies to help agencies and programs realistically assess their strengths and opportunities
- Creates strategic plans which are linked to the mission and vision of the agency
- Includes strategic “change” goals and measurable objectives which can be benchmarked throughout the life of the plan
- Provides a plan that is realistic, powerful and practical

This will give you the tools and strategies you need to design an effective strategic plan and planning process.

Consulting/Technical Assistance/Facilitation Can Include:

- Developing a Strategic Planning process that is both comprehensive and realistic
- Designing and working with the organization to implement an environmental scan that includes input from leaders, board, staff, clients and other key stakeholders
- Planning and facilitating a Strategic Planning retreat
- Setting meaningful and focused strategic goals and objectives
- Developing a Strategic Plan that will effectively guide the organization to continued success
- Developing a Strategic Plan implementation plan, including timelines and action steps

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Evaluating Victim Services Programs – Methods and Challenges

How do we know if the programs we deliver are doing what we intend? Program Evaluation is the way to measure your program's success and demonstrate to others the value of what you do.

Training/Coaching Can Include:

Tools and strategies to design and implement program evaluations, including:

- Strategies for creating a doable evaluation plan
- The different types of program evaluation, and what each type measures
- What a logic model is and how it can guide your evaluation process
- The steps necessary to design and implement an outcome-based program evaluation
- How to write measurable outcomes that accurately depict the goals of your programs
- Realistic data collection strategies to measure your goals and outcomes
- How to use your evaluation data to build support for your programs

You will learn how to draft an evaluation plan, keeping in mind the human and financial resources of your organization.

Consulting/Technical Assistance/Facilitation Can Include:

- Working with organization leaders to develop an evaluation plan for a new or existing program
- Designing data collection tools and strategies
- Analyzing data that has already been collected
- Creating communication plans to disseminate the results of the evaluation
- Writing evaluation reports, press releases and fact sheets related to the evaluation

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Leading and Embracing Successful Change

How leaders approach and manage the change process is the key to survival and growth in the current environment. Change can be stressful and turbulent and can also be an opportunity for success.

Training/Coaching Topics Can Include:

- The six key ingredients of a successful change process
- A five-step process for planning and leading change
- The four phases of change and how to successfully lead a team through each one
- The four key dangers in the change process and how to address them proactively
- Critical communication strategies for supporting change

Consulting/Technical Assistance/Facilitating Can Include:

- Working with organization leaders to design a successful change process, including timelines and implementation plans
- Planning and facilitating meetings to engage organization staff and stakeholders in major change initiatives
- Providing communication strategies to build support and understanding of the change process

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Program Cost Accounting – Knowing Your Return on Investment

When organizations are making hard decisions about which programs to grow and how to better serve clients, it can be useful to know the cost to deliver each of the programs to your clients and how much each hour of program costs. Some funders may also ask for specific breakdown of costs. Implementing program cost accounting provides this snapshot.

Training/Coaching Topics Can Include:

- What program cost accounting is, and why it is important
- How to begin a program cost accounting program without making staff crazy
- Budgeting for growth – looking at program cost per client or hour of service
- How and why to allocate administrative costs across programs
- How to use cost accounting to make the case for a program's return on investment
- Marrying cost accounting and outcome evaluation

Consulting/Technical Assistance/Facilitation Can Include:

- Helping organizations define the programs you want to track
- Working with administration, staff and finance office to create a cost accounting system that is realistic for the organization
- Implementing program budgeting and accounting
- Implementing a staff time study to help allocate administrative costs
- Analyzing program cost allocation data per client and per service hour

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Writing a Strong Grant Proposal

Training/Coaching Topics Can Include:

- Analyzing grant announcements and RFPs
- Drafting narrative responses to respond to funder priorities
- Developing a logic model and outcome objectives
- Developing a program design that builds funder confidence
- Developing collaborative approaches to strengthen the proposal and program
- Developing a program budget
- Promote the organization's strengths and uniqueness
- Demonstrate the need for, and timeliness of, the proposed project
- Leverage other funds to strengthen the proposal

Consulting/Technical Assistance/Facilitation Can Include:

- Helping the grant writing team pull together their program vision
- Assisting with program cost accounting to develop a program budget
- Reviewing/critiquing proposals for non-OVS grants

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Coaching Employees to High Performance

Coaching provides supervisors and managers an opportunity to motivate while holding employees accountable.

Training/Coaching Topics Can Include:

- A six-step coaching process
- The differences between coaching and a more traditional approach to supervision and management
- How to use coaching as a supervisory style to improve overall performance
- Motivating staff
- Where and when coaching is most appropriate
- Using and adapting your work style to fit with a coaching approach
- Key supervisory skills including: feedback, listening, problem solving and performance review
- A plan for using these strategies on the job

These strategies promote high performance. This program helps change the perceptions supervisors have of their role and gives them the tools they need to succeed as a coach.

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Dealing with Difficult Employees/Conflict Resolution

Difficult employees present a special challenge, undercutting productivity and morale and draining supervisors' and managers' time and energy.

Training/Coaching Topics Can Include:

- Strategic listening and feedback
- Work behavior and communication styles
- Motivation and problem solving
- What leads people to act "difficult"
- Strategies for changing or managing the behavior of difficult people
- Strategies for defusing emotionally charged situations
- Tips for managing/changing your own emotional behavior in stressful situations

Prevention strategies are presented that focus on building motivation to prevent difficult situations. Intervention strategies are also presented to address difficult employees' behavior and to limit their negative impact.

The strategies presented can be effective in dealing with employees, customers, co-workers or supervisors. The focus is on understanding why people act in a difficult way and how to reduce the negative impact of the difficult person's behavior.

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Developing and Delivering High Impact Presentations

This workshop is for people who give formal presentations to a wide variety of audiences. The focus is more on building and delivering the right presentation than on skills related to being a public speaker.

Training/Coaching Topics Can Include:

- Writing an engaging presentation
- Developing effective visual aids
- Delivering a focused presentation
- Effectively manage nervousness
- Facilitating audience discussions

Consulting/Technical Assistance Can Include:

Working with individual leaders and organizations to help with your presentations:

- Reviewing and critiquing presentation format
- Suggesting visual aids and slides for an upcoming presentation
- Helping to develop questions to maximize audience discussions

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Holding Staff Accountable

This program focuses on building skills and strategies related to the key elements of accountability – setting clear performance expectations, giving constructive feedback, empowering staff to build commitment, and dealing with perceptions of unfairness.

Training/Coaching Topics Can Include:

- Setting performance expectations
- Inviting commitment and personal accountability
- Measuring progress
- Providing constructive feedback
- Barriers to accountability, including: perceptions of unfairness, supervisor's limited ability to reward or discipline, lack of organizational support
- Linking performance to consequences
- Evaluating effectiveness

Consulting/Technical Assistance Can Include:

Helping develop/improve staff accountability systems and processes

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Leadership Strategies for New Supervisors

Being promoted to a supervisor is an exciting and challenging opportunity. Too often, new supervisors are not given much training in how to effectively supervise. Training and coaching is essential to help new supervisors successfully transition into their leadership role and develop strategies to be an effective leader and manager.

Training/Coaching/Consulting Topics Can Include:

- Key supervisory roles and strategies
- Techniques for establishing a solid leadership presence
- Effectively communicating with and motivating workers
- Setting clear expectations and holding employees accountable
- Ways to respond to common challenges for new supervisors
- Addressing and resolving conflict
- Strategies to successfully navigate the transition from co-worker to supervisor
- How to supervise more experienced employees

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Maximizing Employee Motivation

Gain key insights into what motivates people to do their best (or worst) work and learn strategies to maximize positive employee motivation.

Training/Coaching Topics Can Include:

- What motivation is and what a supervisor's role is in motivation
- What promotes positive motivation / motivational theory
- Understanding differences in individuals – personal styles, values and needs
- The role of perception
- Applying theory to reality – case studies
- Skills and strategies to promote motivation
- Action planning – apply new learnings to a specific employee / work situation

Consulting/Technical Assistance Can Include:

We can consult with leaders on how to build more motivational processes into their operations.

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Performance Evaluations that Really Work

Performance evaluations are generally disliked by both supervisors and employees. If they are done well, they can actually improve performance, build motivation and enhance communication!

Training/Coaching Topics Can Include:

- Learning the true value of the performance evaluation process
- How to develop and plan an effective performance evaluation process
- Key steps for conducting effective performance evaluations
- Using these new strategies in the context of the existing performance evaluation system
- Barriers to an effective performance evaluation process and design strategies to overcome them
- What to do the rest of the year to support the evaluation

Consulting/Technical Assistance Can Include:

- Working with leaders to design or improve your current performance evaluation process
- Drafting new performance appraisal forms that include the 5 steps for effective performance evaluation
- Developing systems that help supervisors follow through on staff corrective action plans

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Strategic Communication for Leaders

Strategic communication is communicating for more than just exchanging information clearly and accurately. Leaders are busy people and need to make the most of their communication. Strategic communication means communicating to motivate, build a team, prevent conflicts, shape culture, and do environmental scans... all while maintaining the effective flow of work.

Training/Coaching Topics Can Include:

- Strategic listening – going beyond active listening - listening for:
 - Interests and positions
 - Relationship building
 - Early warning
- Understanding and adapting to different communication styles:
 - How to identify them
 - How to adapt to better connect
 - How to facilitate diverse styles in a team environment
- Strategic feedback – how to deliver truly constructive feedback – feedback that:
 - Motivates
 - Results in improved performance / behavior change
 - Promotes better communication
 - Builds a team

Consulting/Facilitation Can Include:

- Facilitating a staff or board retreat with the goal of improving communication and team building

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Being a Skilled Team Member – Getting Along with Others

Training/Coaching Topics Can Include:

- Identifying and understanding different communication styles
- Learning how to adapt your style to more successfully communicate with people who use different styles
- New ways to read another person's behavior
- Listening more effectively to improve understanding, defuse tension and build better work relationships
- Key strategies for effective communication
- Barriers to communication and how to overcome
- Setting clear and reasonable expectations for peers
- Giving useful, constructive feedback that resolves conflicts

Consulting/Facilitation Can Include:

Designing and facilitating a retreat to build more positive communication.

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Dealing with Difficult People/Conflict Resolution

Practical skills and strategies to prevent and resolve conflicts and learn how to deal more effectively with a wide range of difficult people; from customers to co-workers to direct reports or supervisors.

Training/Coaching Topics Can Include:

- What makes people difficult and what causes conflict
- A model of communication and conflict management styles
- Identifying and adapting your individual style to better resolve conflict
- Defusing tense situations
- Listening strategically to facilitate understanding and prevent conflict
- Giving corrective feedback that leads to problem solving
- Facilitating the conflict resolution process

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Listening and Giving Constructive Feedback

Staff and supervisors are often intimidated by the thought of giving direct feedback, and often offended when they receive feedback that isn't delivered well. We will address the skills and strategies needed to give feedback more comfortably and effectively.

Training/Coaching Topics Can Include:

- Giving powerful positive feedback to reinforce constructive behavior
- Giving effective corrective feedback to help change negative behavior
- Using problem solving strategies in conjunction with feedback
- Adapting your communication to better match the communication styles of others
- Receiving feedback constructively

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Managing Anger in the Workplace

This can be helpful for people who have difficulty controlling their own emotions under stress and/or for people who have to work with angry clients or co-workers.

Training/Coaching Topics Can Include:

- Understanding what leads you or others to angry outbursts
- The negative effects of anger – on health, work culture, reputation
- Strategies for managing your angry feelings constructively
- How to express difficult emotions in a healthy way
- Strategies for defusing anger in others and work to resolve the underlying conflict

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Strategic Communication to Better Connect with Others

Strategic communication is communicating for more than just exchanging information clearly and accurately. It means thinking about what communication is most needed; how to communicate most efficiently and effectively; and how to use communication to build a better workplace.

Training/Coaching Topics Can Include:

- Strategic listening – going beyond active listening - listening for:
 - Interests and positions
 - Relationship building
 - Early warning
- Understanding and adapting to different communication styles:
 - How to identify them
 - How to adapt to better connect
 - How to facilitate diverse styles in a team environment
- Strategic feedback – how to deliver truly constructive feedback – feedback that:
 - Is well received
 - Results in improved performance / behavior change
 - Promotes better communication
 - Builds a team

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Conducting Effective Meetings

Meetings are a way of life in many organizations. Unfortunately, many meetings end up being counter-productive, reducing rather than facilitating productivity.

Training/Coaching Topics Can Include:

1. How to plan/prepare for an effective meeting:
 - Developing successful agendas
 - Preparing for the meeting
 - Determining alternatives to meetings

2. How to lead/facilitate an effective and productive meeting:
 - Understanding and facilitating group dynamics
 - Maintaining an effective process and pace
 - Dealing with difficult behaviors
 - Recording a meeting/taking minutes
 - Effectively concluding and following up a meeting
 - Evaluating meeting effectiveness

Consulting/Facilitation Can Include:

- Helping with agenda design for especially complex meetings
- Meeting facilitation

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Solving Problems Once/Making Decisions that Work

Training/Coaching Topics Can Include:

- A six-step problem solving process
- Key critical thinking tools to help solve problems and make decisions
- Making decisions based on a structured problem-solving process
- How to think “outside the box” but operate “in the box”
- Understanding how assumptions can help and stymie critical thinking
- Formulating recommendations that are coherent, logical and well-structured
- Engaging others in the decision-making process and building consensus
- Building support for decisions using available information
- Presenting solutions effectively so others will accept them
- Understanding decision making styles to facilitate team decision making
- Identifying and overcoming common barriers to critical thinking

Consulting/Facilitation Can Include:

- Facilitating the process for team decision making to solve challenging problems
- Helping to create a case for support for highly conflicted decisions
- Facilitating town meetings and focus groups to engage stakeholders in decision making

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Strategic Thinking

This involves periodically from a focus on daily tasks and scanning the environment to identify opportunities for improved communication and increased efficiencies or effectiveness. It's future oriented – looking at what could be and then figuring out how to get from here to there.

Training/Coaching Topics Can Include:

- What is strategic thinking?
- Techniques for thinking more strategically
- How to think more innovatively (outside the box)
- Building a strategic action plan: (think outside the box, plan inside the box)
- How to manage the tension between success in daily tasks and success in the long term
- Assessing risk: people, resources, processes/systems, legal/liability, financial viability and safety
- Steps to becoming a strategic thinker

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Time and Work Management

People are constantly under pressure to work harder and faster. What do you do when people are already giving 120% and you need more output? Work smarter, not harder.

Training/Coaching Topics Can Include:

- How to clearly identify priorities and prioritize work and how to set effective goals
- Spending more time on important tasks
- Assessing and monitoring use of time; identifying areas for improvement
- Understanding and harnessing your energy flow for greater efficiency
- Planning and managing time and the work environment to address competing demands more effectively
- Identifying and reducing/eliminating interruptions and other time wasters
- Clarifying and negotiating priorities and performance expectations
- Planning and managing complex tasks and projects

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Building and Leading Strong Work Teams

Team leadership skills are needed when working with formal teams, informal teams, problem solving or planning teams, and when leading staff meetings.

Training/Coaching Topics Can Include:

- How teams differ from groups and the keys to team success
- Obstacles to effective team functioning
- Factors that support positive team development
- Stages of team growth
- Designing and leading a process by which a group becomes a self-maintaining team
- How to facilitate team activities
- Diagnosing and problem solving what teams need to move ahead
- Dealing with difficult and disruptive team members

Consulting/Facilitation Can Include:

- Working with leaders who are in the process of building a new team or struggling with an existing team and looking to improve
- Facilitating team-building retreats to help develop a cohesive team and to resolve on-going team communication issues or team discord

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How to Be a Highly Effective Team Member

Working as a team member can be a very positive... or a very negative experience. There are key skills and strategies that promote success.

Training/Coaching Topics Can Include:

- How teams differ from groups and the keys to team success
- Obstacles to effective team functioning
- Factors that support positive team development
- Stages of team growth
- Understanding and adapting to differences in communication and work styles
- Understanding roles as team members and how to support the overall team
- Communicating more effectively to build connections and resolve problems in the team
- Working collaboratively to achieve the team's mission
- Dealing with difficult and disruptive team members

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Problem Solving and Decision Making in a Group or Team Setting

As Ken Blanchard said, “None of us is as smart as all of us”, so solving problems in a team setting can provide added wisdom and better results. It also adds many layers of complexity.

Training/Coaching Topics Can Include:

- The six key steps to solving problems
- Five tools that will help you facilitate a group through problem solving to solution finding
- What consensus is and is not, and when to use it
- How to fully explore a problem and identify the underlying causes
- How to prioritize criteria to guide successful group decision making
- How to create a team action plan that leads to successful implementation of solutions

Consulting/Facilitation Can Include:

- Working with leaders who are working with a team to solve a difficult problem
- Facilitating team problem solving sessions to help reach the best decision

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