

An aerial photograph of Oakland County, Michigan, showing a large, modern government building complex surrounded by lush green trees and lawns. The building has "OAKLAND COUNTY" and "HUMAN RESOURCES CENTER" visible on its facade. The image is framed by a white border.

# 2021

## E-LEARNING CATALOG

# EMPLOYEE DEVELOPMENT OPPORTUNITIES

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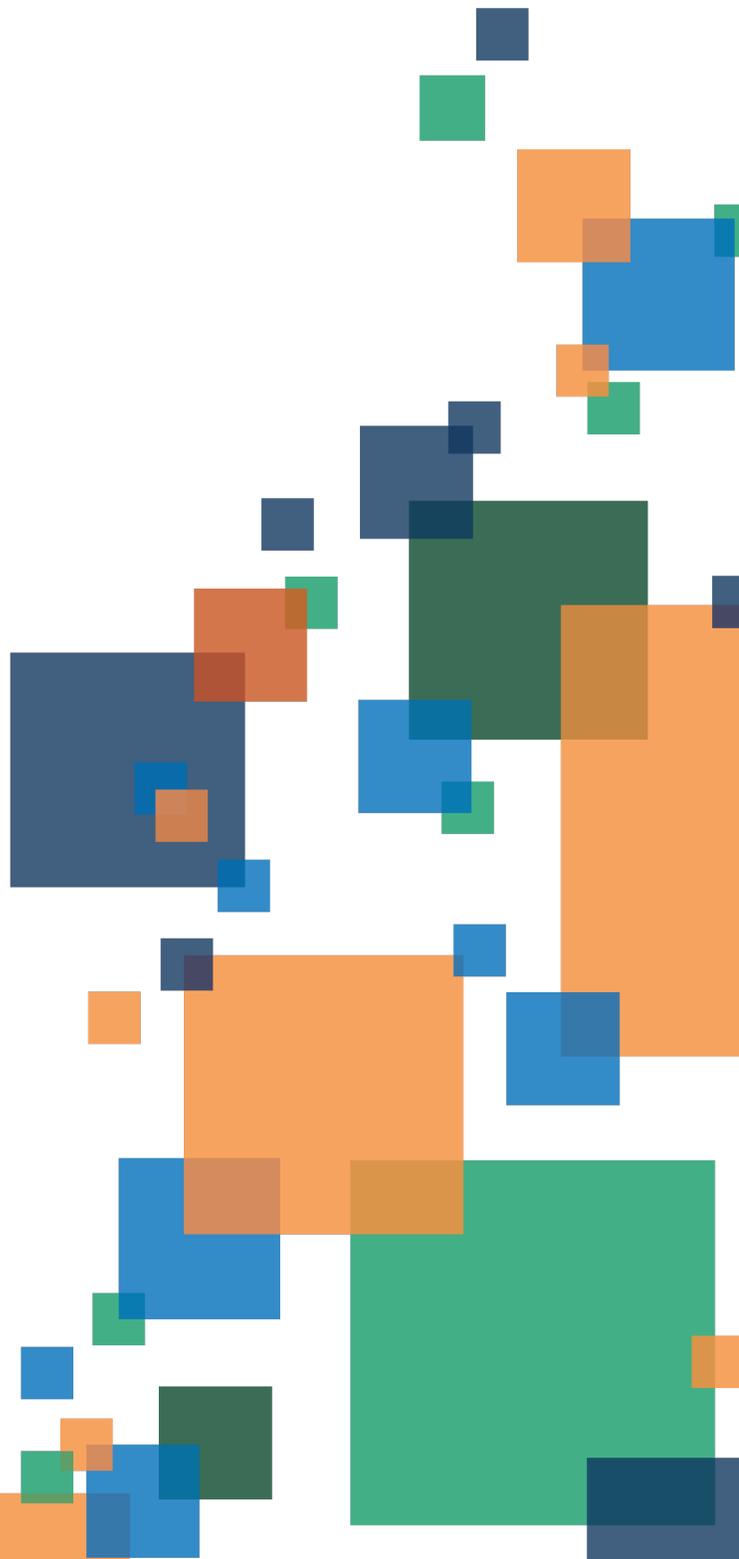
Compliance

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# E-LEARNING

## Abbreviating, Capitalizing, and Using Numbers

Writing well is not just about constructing logical sentences. It also involves the correct use of abbreviations, capital letters, and numbers in your business writing. Knowing how to use them consistently is a strong asset to have as part of your communication skills. In this course, you'll learn the basic rules of capital letters, abbreviations, and numbers. You'll learn how to correctly abbreviate titles, names, locations, and countries, as well as how to capitalize direct quotes, titles, names of organizations, and product names, among other elements. In addition, you'll explore other key elements for better writing – the forms and uses of numbers with dates and time, money, fractions, and symbols.

33 minutes

## Achieve Productivity in Your Personal Life

A busy personal life has a direct correlation to your productivity level at your job. By getting control of your productivity at home, you can improve your productivity at work too, making you better able to stick to schedules and meet deadlines by reducing the stress and distractions that come from trying to juggle home and work at the same time. In this course, you'll learn how to prepare for trips, plan personal and household tasks, and become more organized as a parent. You'll also explore tips for achieving an effective work/life balance and taking care of your personal health and well-being.

29 minutes

## Acting with Diplomacy and Tact

People who communicate with diplomacy and tact can inspire confidence. In this course, you'll learn about developing diplomacy and tact, avoiding meltdowns and apologizing, developing empathy, and removing personal biases.

36 minutes

## Administrative Support: Developing Your Essential Skills

Whether you're an office administrator, an office assistant, a personal assistant, or an administrative assistant, to achieve professional success and enhance the value of your role, you need to optimize your knowledge of administrator essentials. Mastering skills that every administrative professional needs to perform will prepare you for handling wide-ranging and ever-changing tasks. In this course, you'll learn the classification systems for sorting records, key tasks in arranging business travel, and the steps for planning, scheduling, and recording meetings.

26 minutes

## Administrative Support: Interacting Effectively with Colleagues

Dealing with people on a daily basis can be both rewarding and challenging. Whether you're an office administrator, an office assistant, a personal assistant, or an administrative assistant, it's important to be able to handle various encounters in a professional and effective manner. Mastering administrator essentials and good peer relationships will increase your efficiency, job satisfaction, and career advancement. In this course, you'll learn how to master the skills of being an administrative support professional. You'll also learn how to interact effectively with colleagues by asking for help from others, dealing with criticism, and building trust, morale, and respect.

20 minutes

## Administrative Support: Projecting a Positive Professional Image

Mastering administrator essentials requires working on your communication skills. Whether you're an office administrator, an office assistant, a personal assistant, or an administrative assistant, you'll need to navigate the world of office politics while trying to remain true to who you are. In this course, you'll explore best practices for making a good impression as an administrative professional. You'll learn about projecting a professional image by building credibility, communicating honestly, respecting others, and practicing positive office politics.

20 minutes

## Administrative Support: Working in Partnership with Your Boss

Whether you're an office administrator, an office assistant, a personal assistant, or an administrative assistant, job satisfaction and career advancement require you to build a partnership with your boss. Good boss relationships involve mastering administrator essentials, dealing effectively with different management styles and handling confrontations. In this course, you'll learn about building and maintaining a true partnership with your boss and how this can be beneficial. You'll also discover approaches for dealing with different management styles, as well as various techniques for handling any confrontations you may have with your boss.

18 minutes

## Aligning Goals and Priorities to Manage Time

Too much to do and too little time? Everything is urgent? Modern technology means our employers can reach us 24/7, so schedule management and goal setting are more important than ever. When you're under pressure to deliver, you need to know your priorities. Meeting targets and achieving goals consistently regardless of the business situation isn't easy. And this means managing your time effectively. In this course, you'll learn about aligning each goal with your employer's expectations, clarifying your goals, and prioritizing your most important work. You'll also learn how to ask questions to clarify goals, and how to establish and schedule priorities based on these goals.

26 minutes

## Aligning Unit Goals and Imperatives

Getting your priorities straight, no matter what your role is in your organization, is about keeping a focus on your goals. It requires you to think about the bigger picture, to ensure your department's work effectively supports the vision and strategic objectives of your organization. In this course, you'll learn about the importance of setting strategic, tactical, and operational goals to meet an organizational vision. You'll also learn how to create effective unit goals and align them with your company's goals and strategy. Finally, you'll learn how to identify imperatives for action that keep you focused on meeting your objectives.

23 minutes

## Applicant Screening: The First Step in Hiring the Best

Talent management starts with hiring the right person for the job. Applicant screening takes a lot of work, and much of this work is done prior to the actual interview. This course covers how to create a job description, which will help you evaluate an applicant's resumé effectively. You'll learn key techniques for screening resúmes based on job requirements, as well as how to identify red flag issues in resúmes and how to approach them. These techniques will help you recruit, and hire, the best people.

29 minutes

## Assessing Your Own Leadership Performance

If you're working on a team in a team leadership position, monitoring your own progress as you develop is a simple and effective way to ensure success in your team collaboration. Knowing how to self-assess your teamwork and leadership competencies will help you improve your skills when managing teams in the future. In this course, you'll learn about techniques leaders can use to carry out a self-assessment, such as reflective journaling, surveys and checklists, and 360-degree feedback. You'll also learn ways to increase your motivation and manage your own learning by creating a leadership development plan.

26 minutes

## Assessing Your Organization's Risks

Risk is a fact of life for businesses and one that will never just go away. But before you can start managing risk, you need to be able to assess a risk – as well as its probability – in order to create a strategic plan that will enable you to avoid or mitigate its potential negative impact. In this course, you'll learn some common techniques for assessing risk, including opportunity assessment, and threat assessment using FMEA – failure mode and effects analysis.

29 minutes

## Audience and Purpose in Business Writing

To write effective and appropriate business messages, you need to know your audience and your purpose. In this course, you'll discover how to identify your readers and create messages that convey the appropriate tone for different reader roles. You'll also explore how to write effectively for the three most common purposes: to inform, respond, or persuade.

29 minutes

## Avoid Procrastination by Getting Organized Instead

Procrastination reduces your productivity while causing you stress at the same time. Procrastinating is a habit that causes urgent and difficult tasks to pile up as you studiously avoid them. Developing and applying organization skills, you can declutter your schedule and avoid putting off work that demands your attention. In this course, you'll learn about the reasons people procrastinate, and the benefits of organizing your time. You'll learn how to build self-discipline and combat time wasters, as well as how to bring more organization to your day. And finally, you'll explore how to set priorities and how to say no when you need to.

23 minutes

## Basic Budgeting for Non-Financial Professionals

It's not only the Finance department that needs to understand budgeting and finance essentials. Given the importance of finance for non-finance professionals, it's in everyone's best interest to have some basic knowledge of one of the most important aspects of business finance – budgeting. In this course, you'll learn to identify the characteristics of an effective budget, the stages in planning one, and how to distinguish between budget types. You'll also explore budgeting concepts and techniques such as historical and zero-based budgeting, variance analysis, capital budgeting, and performing budgeting calculations.

29 minutes

## Beating Procrastination by Boosting Your Creativity and Drive

Everyone could benefit from a boost in creativity. Whether you're in marketing and advertising, management, or software development, all professionals need to be able to come up with original ideas and think outside the box every now and then. But sometimes the pressure to think creatively is the very thing that blocks the flow of fresh ideas and results in the type of procrastination that is an obstacle to efficient time management. This course focuses on the relationship between procrastinating and creativity. You'll learn about how the optimal amount of procrastination actually boosts creativity and efficiency. You'll also learn how to use creativity boosters to help you past those times when you procrastinate a little too much.

20 minutes

## Become a Great Listener

Communication is a two-way process – while one person provides information, another must not only understand what is meant, but also show that they're being receptive to that information. This requires strong listening skills – a vital asset in any business environment. In this course, you'll work on sharpening your listening skills and getting yourself in the right receptive mindset for communicating. You'll learn how to recognize the behaviors that indicate receptivity, as well as to identify the different types of listener. You'll also learn how to ask the right questions to ensure that you understand what is being communicated.

24 minutes

## Becoming an Inspirational Leader

People are inspired when they trust their leaders and are mobilized by common goals. When you strive to inspire others through your leadership, you demonstrate credibility and create a community with a shared vision. In this course, you'll learn about the characteristics people look for in an inspiring leader. You'll explore the traits and behaviors that inspirational leaders exemplify, and how your words and actions can help persuade your employees to believe in a vision. Finally, you'll learn about the role of clear, credible, and persuasive messages in inspirational leadership.

30 minutes

## Becoming More Professional through Business Etiquette

Your reputation often precedes you in any work environment. It can define your credibility, impact your career opportunities, and shape your relationships with your colleagues. In this course, you'll learn the basics of how to act professionally and practice proper business etiquette. You'll learn how to project a professional image, both in your appearance and in your workspace décor. Finally, you'll learn how to ensure your personal activities, including your social media presence, don't negatively impact your work reputation.

17 minutes

# E-LEARNING

## Becoming Your Own Best Boss

Have you ever thought that you could be the best boss you've ever had? By developing attitudes and skills that empower you, you can manage from within and become your own best boss. Self-empowerment is the process of taking responsibility for your attitudes, behaviors, and actions at work to maximize your effectiveness. As an empowered employee, you will be driven by ownership, initiative, and performance. This course focuses on attitudes and behaviors that promote self-empowerment. It provides strategies for empowering yourself through self-coaching, approaches for developing an entrepreneurial mind-set, and an opportunity to apply a model for self-empowerment to enhance your performance. Applying these approaches will help you become a self-empowered contributor in your organization.

29 minutes

## Being a Fair and Caring Manager

As a manager, you will wear many different hats as you deal with a variety of people. Because you will encounter many personalities, emotions, and practices, it's important to learn how to be fair and caring when managing others. In this course, you will explore the many facets of treating others with fairness, including how to apply standards fairly. You'll also learn how to demonstrate fairness in your communication, decision making, and personal skills such as listening, sharing, and showing concern to your direct reports.

29 minutes

## Becoming an Accountable Professional

Accepting personal accountability for your work means your inner boss sets demanding standards and that you're willing to commit to meeting those standards and answer for the results of your work. In this course, you'll learn how to listen to your own inner boss, how to identify your internal standards, how to create a plan to meet those standards, and how to apply your inner boss's guidance to gain more control over your work, your goals, and your future.

30 minutes

## Being an Effective Manager when Times Are Tough

Most companies will eventually face tough times, and it's during these times that your role as a manager is vital. The employees you manage will depend on your leadership to help see them through, and shying away from tough conversations may only make the situation worse. In this course, you'll learn specific strategies for weathering difficult times, including ways to reduce costs, how to hold difficult conversations with employees and secure their support, and what alternatives to consider before laying off staff. For when there's no other choice, you'll learn how best to plan and implement staff reductions, and how to deliver the difficult message. You'll also learn about opportunities you can use to strengthen your organization during difficult times.

23 minutes

## Being an Effective Team Member

Making a real, positive difference on a team is not necessarily about showing team leadership. Even if your role doesn't involve managing teams, you can still make an important contribution by being a strong team member. This course covers strategies and techniques to help you become a more effective and valued team member. You'll explore ways to adopt a positive mindset toward teamwork, so that you can make a significant contribution. Because your success when working on a team depends on pulling together with other people, you'll also learn constructive ways to acknowledge differences and show respect for teams, and specific strategies for team collaboration.

30 minutes

## Bridging the Diversity Gap

Without a diverse workforce, organizations run the risk of viewing things from a very limited perspective. The organization provides the structure for operation, but it's the individuals within that organization who carry out the mission of the organization. To get the most innovative solutions from the individuals in your business, you need to create a workplace that embraces inclusion and avoids bias and stereotyping. This course focuses on what diversity is and how to leverage the diversity within the organization. You'll also explore the barriers, such as unconscious bias, that must be overcome to create a diversified and inclusive working environment.

27 minutes

## Building a Leadership Development Plan

Creating your own leadership development plan is a significant part of any successful and valuable leadership development strategy. This plan will help ensure you remain focused on what is required to continually grow and develop as a leader. In this course, you'll learn about how to assess yourself as a leader, establish a vision for the future, and identify obstacles to that vision. You'll also learn about practical approaches for setting objectives, identifying appropriate actions, and sustaining your leadership development plan. Finally, you'll learn how to evaluate your plan.

30 minutes

## Building Career Development Programs and Succession Planning

An organization can't achieve its strategic business goals if it doesn't have the needed human capacity and skills - the talent - to do this. Managing talent effectively means your organization will have a total workforce optimized for overall success in achieving its goals. In this course, you'll learn about creating development programs for everyone from emerging employees through to experienced leaders by considering key concepts of career development, leadership development, and mentoring. You'll also learn how to maintain a qualified talent pipeline through effective succession planning. You'll explore succession planning activities, and learn how to create a succession program and analyze its success after implementation.

23 minutes

## Building Innovation Cultures and Leaders

Innovating is the only way to adapt and keep speed with the pace of change in today's business world. Building and supporting an innovative culture is the responsibility of leaders and employees across organizational hierarchies and is aided by an effective change management process. In this course, you'll learn about business innovation cultures and types of innovation leadership. You'll also learn about the importance of experimenting, managing change, and executing a project. Finally, you'll learn how to attract and nurture innovation in your organization.

30 minutes

## Building Personal Power through Influence

Along with being credible and trustworthy, you can get results without direct authority by using your influence. Effective influence skills are probably the biggest differentiator when getting results without authority. When you influence, you engage and enlist others in getting results – without necessarily having formal power. Influence is not about forcing or exerting – it's about getting people on your side for good reasons. Three ways to promote influence are through language/effective communication, reciprocity/exchanging 'currencies', and persevering through resistance.

30 minutes

## Building Rapport with Your Boss

The relationship between you and your boss is a key factor in your career. Careful relationship management will make your job more enjoyable. You'll find that to work more effectively with your boss, you need to develop a rapport and good networking skills. Managing up can help you find enjoyment and reward in your current position. In this course, you'll learn the importance of managing relationships, and ways to build great boss relationships by recognizing their agenda and management style. You'll also learn strategies for building a strong professional relationship with your boss, and about various ways you can become aligned with your boss.

30 minutes

## Building the Foundation for an Effective Team

The way in which teams are built is an important factor in determining a project's success. Effective team management requires strong team leadership that clearly outlines your goals and standards of behavior. In this course, you'll learn about the five stages of team development and strategies for selecting high-performing team members most suited for collaboration. You'll also learn some foundations for managing teams successfully, including how to set team goals, assign roles to individuals working on a team, and define specific guidelines for how team members should behave to minimize conflict and optimize teamwork.

29 minutes

## Building Your Presentation

Effective business presentations need to have a sound structure. To ensure that your presentation has this structure, you need to consider its overall purpose, your audience, and the key points you'll be presenting, and then put them all together into a plan of action to guide you. In this course, you'll learn how to write the key parts of a presentation so they're memorable and effective. You'll also learn how to select and use eye-catching visual aids to bring your PowerPoint presentations to life. Finally, you'll learn how to rehearse your presentation – a key step for public speaking that will improve your verbal communication skills and build confidence for the real thing.

30 minutes

## Building Your Professional Network

When you're serious about advancing your career, you need to build strong professional relationships and maintain an effective network of contacts. Whether it's for executive networking or general business networking, this course covers the essential communication and professional networking skills needed to establish a solid network. It includes strategies for building rapport with new contacts during networking opportunities and covers best practices for maintaining your network so that business contacts can help you achieve your career goals.

23 minutes

## Capturing the Attention of Senior Executives

Does your job require you to communicate critical information to c-suite executives, such as the Chief Executive Officer (CEO)? Perhaps you have opportunities to influence executive decision making, but don't know how best to deliver your message. In order to make the most of your communication with senior executives, you need to be prepared. In this course, you'll learn how to shape your message so it's communicated clearly to your organization's C suite. You'll discover how to build your credibility with those at the senior level, such as the CFO, CIO, and COO. And you'll explore how to approach and plan meetings with senior executives, and how to make your case – whether it's with an elevator pitch or a formal report.

16 minutes

## Career and Family Challenges for Women Leaders

There are more women leaders now than ever before in our history. But there's still a gender imbalance, and female leaders are scarce at the top. One of the challenges facing a woman on the path to leadership is managing work and family. The experience in running both a family and a career also provides women with unique value and perspective. In this course, you'll learn how to conquer some of the challenges of career and family, including building a support system, overcoming the perfection mindset, and reframing your limiting beliefs.

20 minutes

# E-LEARNING

## Choosing and Preparing Your Delegate

As a manager, it's all too easy to become inundated with various demands on your time, such as meetings, reports, and e-mails. To manage your time more effectively, you'll need to delegate some of your tasks. Delegating work not only frees you up for other tasks, it also motivates your team by showing that you trust them with key responsibilities. In this course, you'll learn about different delegation styles and fundamentals. You'll explore methods for preparing and launching a delegation. And you'll also learn how to educate, direct, and authorize delegates appropriately.

29 minutes

## Choosing and Using the Best Solution

The time has come to make a final decision. In this course, you'll learn how to make smart decisions based on key criteria and decision-making styles. You'll also learn how to plan, manage, evaluate, and celebrate solution implementation.

26 minutes

## Choosing the Right Interpersonal Communication Method to Make Your Point

Today there are more communication methods than ever before. Choosing the right method for the situation can have a huge impact on how your method is received. The further you stray from communication methods that are rich in personal attributes, the more likely it will result in a one-way communication. In this course, you'll learn how to select the best communication methods to convey your intention and target your audience. By doing so, you improve the odds of getting your message across and leaving your audience feeling informed, enlightened, and engaged.

30 minutes

## Choosing to Lead as a Woman

When a woman aims for a leadership role, she needs to understand that gender still matters. It's generally agreed that women leaders share key leadership traits with their male peers such as intelligence and capacity for innovation; however, female leaders are often viewed as more compassionate, organized, and family oriented. In this course, you'll explore how to capitalize on your natural strengths to enhance your leadership skills and communicate and network effectively.

20 minutes

## Clarity and Conciseness in Business Writing

Being clear and concise in business documents and messages isn't always easy. But it's essential in the workplace if you want what you write to be read. In this course, you'll explore techniques you can use to make your writing more clear. Specifically, you'll learn about the importance of using short and familiar words, appropriate connotations, concrete and specific language, and transitional words and phrases. You'll also explore tips for being more concise in your writing and best practices for organizing content.

32 minutes

## Coaching Techniques that Inspire Coachees to Action

Successful businesses see the development of talent as an essential activity. This course identifies how coaching helps professional growth, how to develop relationships with coachees, assess their needs, and create goals to meet them.

26 minutes

## Communicating Effectively with Customers

Effectively communicating with customers is essential to the success of any customer-oriented business. Adapting to the different communication styles and emotions of customers will help you build customer relationships through better customer conversations. Improving conversations with customers enables an efficient, high quality client service (CS). This course explains how to adapt to the different communication types and identify the common emotions that customers experience when contacting a support center. It also explains how to adapt your writing skills to communicate through e-mail and to document incidents.

30 minutes

## Communicating Vision to Your Employees

Leaders should strive to communicate vision with a sense of integrity and authenticity. Engaging your team with enthusiasm and honesty will help build trust in your leadership and belief in your message. This course provides a general introduction to communicating vision, including its nature and its purpose. You will be guided through numerous techniques and methods to successfully communicate vision, such as personalizing and multiplying a clear message, communicating enthusiasm in an authentic way, and making the organization's vision for the future the employees' own vision.

24 minutes

## Communicating with Confidence

Communicating with confidence is critical to your message being successfully received. Feeling confident in a high stakes situation is not always easy but with effort, confidence can be cultivated and improved. In this course, you'll learn about being an effective speaker. You'll discover ways to prepare, techniques to avoid being nervous and how to use your voice and body language to communicate with self-confidence.

18 minutes

## Conducting an Effective Hiring Interview

The process of interviewing candidates to fill a role can be daunting. How do you know who to recruit? An effective interview is key to hiring the interviewee who best fits the job description. Certain steps must be taken to ensure the interviewer handles the interview well. In this course, you'll learn how to prepare, conduct, and assess an interview to hire the right person for the right role.

15 minutes

## Confronting Your Assumptions

Assumptions are necessary to help us make sense of our world. We are bombarded with so much information that we simply couldn't function if we didn't each have some basic premises to work from. That said, the critical thinker knows assumptions can get in the way of rational decision making. When solving problems, it's necessary to use strategic thinking to challenge our assumptions and find the right solutions. This course defines what assumptions are, describes how different kinds of assumptions may be challenged, and covers the importance of seeking out other people's perspectives.

24 minutes

## Conquering the Challenges of Public Speaking

Most people find the task of public speaking daunting. But with enough practice and preparation, anyone can be effective at delivering a speech. Being a competent public speaker allows you to showcase your work and deliver an effective presentation. However, you won't convey your message if you fail to engage your audience, handle audience challenges that arise, and tackle your nerves and anxiety. In this course, you'll learn about the basics of good speech delivery and dealing with some of the most common challenges of public speaking, such as handling difficult questions or hecklers in your audience. You'll also find out methods of overcoming public speaking anxiety.

26 minutes

## Controlling Conflict, Stress and Time in a Customer Service Environment

Working at a customer support center or help desk environment can be challenging. Customers can sometimes be demanding and unreasonable, leading to conflict and stress. The customer service representative (CSR) who aims for service excellence can improve customer relationships by understanding the emotional needs of each customer and adapting to how they communicate. In this course, you'll learn how to identify and resolve conflict, negotiate with customers, and develop strategies to better manage time and stress, and you'll explore how a positive approach and attitude can benefit client service (CS).

16 minutes

## Creating a Plan for Performance Management

Do you know if your team's goals are consistently being met or if employees are always performing at their peak? Do you dread difficult conversations when there's a performance problem that needs to be addressed? Effectively managing performance can help avoid termination of employees and boost productivity at all levels of your organization. Challenging and engaging top performers is key, as these high achievers are very valuable to the company and may terminate their contracts to seek challenges elsewhere. In this course, you'll learn about the factors involved in successful performance management. You'll explore the phases of the performance management process, critical success factors, and key performance indicators. Finally, you'll learn about identifying key job requirements when creating a role profile.

23 minutes

## Creating Well-Constructed Sentences

Syntax is the grammatical term for arranging words to create logical phrases, clauses, and sentences. Well-constructed sentences express an idea by using the parts of speech in a logical order, and are essential for effective business writing. A misplaced modifier might get a chuckle out of the reader, but it reflects poorly on your communication skills. In this course, you'll learn some of the fundamentals for better writing – the parts of a sentence, such as the subject and predicate, as well as phrases and clauses. You'll examine subject-verb agreement, as well as agreement between pronouns and their antecedents. You'll also discover some techniques for writing well, such as how to identify and fix common types of sentence errors.

36 minutes

## Cultivating Relationships with Your Peers

Developing and maintaining relationships with your peers at work can lead to success for both you as an individual, and within your organization. Networking skills and building supportive peer relationships can provide you with a wide variety of experiences, expertise, and institutional knowledge. Whether you're exploring executive networking, professional networking, or just general business networking, this course explains how to identify the people in your organization who are important in helping you reach your goals. You'll learn the skills that maintain solid, mutually beneficial relationships so you can advance your career.

21 minutes

## Dealing with Customer Service Incidents and Complaints

Failing to realize the importance of customer service and effective complaint handling leads to increasingly dissatisfied customers. Organizations must be able to address the needs of customers in an effective manner to succeed. This course is intended to show the proper procedures and processes needed to provide an efficient client service (CS). It covers how to improve customer relationships to reduce conflict and enable service excellence. You'll also learn how to provide accurate documentation for incident reporting.

30 minutes

## Defining Alternative Solutions to a Problem

Part of problem solving is creating alternative solutions. In this course, you'll learn how to define ideal states and generate and evaluate problem solutions. You'll also learn how to recognize and avoid common problem-solving pitfalls.

24 minutes

## Detecting and Dealing with Performance Problems

When valuable top performers choose to terminate their contracts to take up more challenging positions elsewhere, it can be a consequence of poor performance management. Identifying a performance problem early and diagnosing it accurately is key to managing performance effectively. You've got to involve employees in what might be difficult conversations to discover actual root causes and come up with the best possible solutions. In this course, you'll learn how to detect, identify, and question problems in your workplace, determine the scope, frequency, and impact when they occur, and diagnose root causes – both external and internal – to help find the best solution and avoid a contract termination of a valuable employee.

24 minutes

## Developing a Growth Mind-set

In the workplace, there are two specific types of mindsets, or attitudes, that can either promote personal growth and resilience or hamper an employee's performance. People with a growth mindset achieve ever-higher levels of productivity and can help their organizations thrive; by contrast, people with a fixed mindset tend not to develop professionally, and may hinder an organization's goals. In this course, you'll learn about the characteristics of a growth mindset, such as perseverance, and how to distinguish it from a fixed mindset. You'll also explore methods of developing mindsets for success, and how professional growth can benefit you and your organization.

9 minutes

# E-LEARNING

## Developing a Plan to Further Your Career

The whole notion of what a career is has changed. You are now responsible for managing your career. And the straightest path toward your goal is not always clear. In this course, you'll learn how to take an inventory of your values, interests, skills, and lifestyle aspirations in order to develop your career management skills. You'll also learn strategies for identifying your strengths and dealing with weaknesses. Then you'll learn how to pull it all together and develop a career plan based on your attributes and what you want to achieve. This course also provides tips on how to deal with any weaknesses that are holding you back.

29 minutes

## Developing a Personal Accountability Framework

You juggle a lot of competing tasks. Meeting deadlines, production targets, and business objectives are serious responsibilities. It's tempting, at times, to find easy ways out of fulfilling them, or to use excuses as to why you can't. But to be accountable is part of being a professional. Demonstrating your personal and professional accountability is key to your ongoing success. Building accountability is a process of showing that you're a reliable, organized, and dedicated person, and further, ensuring accountability means taking ownership of your responsibilities. In this course you'll learn how to show leadership accountability, implementing strategies for setting goals, developing an action plan, and seeing all those competing tasks through to completion.

24 minutes

## Developing a Successful Team

Anyone who is responsible for managing teams will tell you that team dynamics make a huge difference in the working environment. Developing effective project teams is one of the primary aspects of team leadership. In this course, you'll learn how to develop a team culture early on by establishing team member competencies and working to improve team dynamics. You'll also learn about methods used to encourage team participation and motivation and increase teamwork and commitment. Finally, you'll learn about the importance of assessing and improving team performance.

30 minutes

## Developing Your Business Acumen

Business acumen is a difficult to define combination of forethought, creativity, and agility that is a key factor in setting successful business professionals apart from their less accomplished peers. But it doesn't just come from experience. It has to be cultivated and nurtured. In this course, you'll learn how developing professional acumen enhances your leadership, communication, and decision-making skills. And further, you'll learn that influences your company's competitive advantage and explore methods for developing an operational perspective to uncover opportunities for change or innovation.

21 minutes

## Developing your Business Ethics

It's not always easy to decide between right and wrong at work. Making ethical decisions can help you to discern the right thing to do in difficult situations. You might think that business ethics are only an issue for upper management, but in fact, every employee should understand the importance of ethical decision making. In this course, you'll learn some common myths about business ethics. You'll learn about different approaches to ethics, the values and standards in a typical code of conduct, and how to develop your own code. You'll also learn ways to overcome obstacles to ethical behavior and steps for making ethical decisions.

26 minutes

## Difficult People: Can't Change Them, so Change Yourself

It would be easy to say that to deal with difficult people you should be tolerant and accept people's differences. This sounds nice, and might work in the short term, but if you are working with people you find difficult and you expect to be working with them for some period of time – you are better off learning how to respond and relate to them. The approach you use depends on the person, the situation, and your willingness to build and blend skills as needed. Dealing with difficult people requires that you first learn how to manage yourself with them. This means being self-aware and practicing self-management. It also means tuning into the feelings and emotions of others, however difficult it might be. When you know what triggers you and how you typically react, you can build skills to help make your interactions with others more productive. This is emotional intelligence, and if you build this capacity, you will be able to deal more effectively with many difficulties in life (including other people)!

32 minutes

## Difficult People: Strategies to Keep Everyone Working Together

While it's best to get personally fit for dealing with difficult people – that is, managing your own emotions and using self-management techniques – there are also interpersonal strategies and skills you need when working on a team with difficult people. In this course, you'll learn strategies for managing difficult people that involve redirecting their behavior toward your work goals. You'll discover ways of working together effectively with negative people by giving appropriate feedback when needed. You'll also learn how to make your collaboration work with difficult people more productive by managing conflicts professionally.

32 minutes

## Difficult People: Why They Act That Way and How to Deal with Them

Anything taken to an extreme can be a liability, including human behavior. While confident, cautious, or energetic people can be perfectly tolerable in small doses when working together, they can also be annoying or problematic when their behavior is over-the-top. Then there are people who are just plain negative – their glasses are always “half empty”. While occasional griping is acceptable when working on a team, the behavior of negative people can eventually wear you down. To ensure successful communication and collaboration in the workplace, it's vital you develop the skills needed for managing difficult people. In this course, you'll learn about the four types of difficult people: dominant-controlling, analytical-obsessive, expressive-impulsive, and skeptical-negative. You'll also discover techniques for dealing with difficult people, and for managing your own emotions.

32 minutes

## Do We Have a Failure to Communicate?

Communicating effectively can be challenging when having difficult conversations. Because these challenges typically involve emotions such as hurt, anger, or confusion, it's not uncommon for people to avoid one another or shut down, preventing what could be a productive exchange at many levels. In this course, you'll examine some common communication challenges and how you can successfully navigate them. By showing patience, perseverance, and accountability, you can effectively deal with tough conversations, communicate your message, and reach mutual understanding and agreement.

26 minutes

## Editing and Proofreading Business Documents

Have you ever distributed a document or message only to find later that you forgot to include a key point or correct an embarrassing spelling error? Taking the time to edit and proofread your writing will help you produce more focused, polished, and effective business documents. This course describes how to edit and proofread effectively, covering key areas, such as tone, structure, clarity, and accuracy, as well as common grammar, punctuation, and spelling mistakes to watch out for.

30 minutes

## Effective Team Communication

It's vital to maintain open, effective communication when working on a team. However, it's all too easy for teams to adopt bad habits. Without realizing how badly it affects your team, you or another team member may communicate in ways that lead to misunderstandings in teamwork, cause unnecessary conflict, keep others from having their say, and prevent collaboration. In this course, you'll learn about different verbal barriers to effective team communication and strategies for overcoming them. But speaking is only one part of communication; effective team leadership is about listening too. So you'll also learn about some active listening techniques that can help you be a better listener when managing teams.

32 minutes

## Effectively Directing and Delegating as a Manager

Understanding the essential responsibilities you have when directing and delegating to others, and the practices you should employ in order to meet those responsibilities, will lead to you fulfilling your duties and realizing the potential of your entire team. This course provides information on the key proficiencies of managing people, such as setting direction and establishing clear objectives and goals for your direct reports. It discusses the importance of organizing, as well as communicating for clarity and direction. It also covers the best practices for planning delegation and the techniques you need to carry through with delegation. Finally, the course details the importance of monitoring delegated tasks to ensure employees are on the right track.

30 minutes

## Encouraging Team Communication and Collaboration

Managing teams successfully involves ensuring that team members can communicate with you and with one another and that they will collaborate effectively as a team. To achieve this, clear channels of communication are required for both on-site and virtual teams. In this course, you'll learn how to demonstrate team leadership by encouraging effective communication and overcoming communication problems. You'll explore strategies for encouraging team collaboration. Finally, you'll learn about tools and technologies that are commonly used for virtual teamwork and key considerations for establishing virtual communication guidelines.

30 minutes

## Ensuring Onboarding Success

Talent management means hiring the right person for the job and successfully onboarding the new recruit. A good job description can aid in effective applicant and resumé screening before the interview. An effective onboarding program can increase new employee acclimation and productivity, as well as greatly decreasing employee turnover. Managers are key to ensuring the success of new employee onboarding programs. This course provides managers with an insight into their unique role and outlines the benefits they reap from properly onboarding new hires. It also covers the key elements of an effective onboarding program and explains how onboarding is different from traditional orientation.

29 minutes

## Ensuring Successful Presentation Delivery

Whether your job includes delivering sales pitches, making PowerPoint presentations, or leading team trainings, presentation excellence can only be achieved when the standard of your public speaking matches the quality of your content. Having diligently prepared your presentation, you need to make sure that your delivery is engaging, enthusiastic, composed, and confident. In this course, you'll learn how to set up the right environment for your business presentations. You'll also learn techniques for managing stage fright and using your verbal communication skills and body language to deliver your message clearly and effectively. Finally, you'll learn about how to deal with audience questions in a Q&A session and the impact this has on your credibility.

32 minutes

# E-LEARNING

## Establishing Self Confidence for Life

Healthy self-confidence is critical for success in your life, and not just your personal life, but professional as well. When the people you interact with in daily life sense that you don't feel confident in yourself, they may not feel confident in you either. In this course, you'll learn what's meant by 'self-confidence,' and the behavioral indicators of low and healthy self-confidence levels. You'll also learn how to perform a personal analysis of your current self-confidence levels, so you know which areas to work on. Finally, you'll discover real-world techniques you can use for building and maintaining healthy self-confidence levels.

23 minutes

## Establishing Team Goals and Responsibilities and Using Feedback Effectively

Everyone working on a team has particular strengths. To get teams to perform at their best, these strengths have to be recognized, reflected in the roles and responsibilities assigned to team members, and directed toward achieving suitable goals. In this course, you'll learn techniques for building and managing teams, including how to set effective team goals, identify roles, assess team members' competencies, and assign roles based on these competencies. You'll also learn how to give and receive feedback effectively to improve teamwork, so that it strengthens your team leadership and the collaboration between your team members.

30 minutes

## Facilitating Sustainable Change

Change is a necessary but difficult part of every organization's work processes. In this course, you'll learn about key outputs of a change initiative, how to identify stakeholder groups, and how to evaluate the keys to sustainable change.

27 minutes

## Facing and Resolving Conflict in the Workplace

The reality of workplace life is that team conflict won't go away on its own. Handling conflict successfully is no easy task, which is why you need an effective plan for conflict management. Not dealing with conflict in an organized and systematic way will likely cause the conflict to fester, lowering team morale. However, by managing team conflict well, you can quickly nip the problem in the bud. In this course, you'll learn about the common sources and signs of conflict, as well as a process for resolving conflict when it occurs. You'll also explore ways to get the conflict resolution process back on track if difficulties arise.

30 minutes

## Facing Challenges as a First-Time Manager

High expectations are often placed on a new manager. Along with these expectations comes the pressure to prove you are capable of being the boss and managing people effectively. When managing for the first time, establishing credibility early and building new working relationships can go a long way in helping you succeed in adjusting to your new responsibilities. This course describes ways to manage former colleagues effectively and establish credibility as a first-time manager. You'll also learn how to balance conflicting expectations as a new leader.

20 minutes

## Facing Confrontation in Customer Service

Achieving service excellence is very challenging when dealing with angry customers. By following a few simple techniques to avoid confrontation, you can manage difficult customer relationships and project a high-quality client service (CS). In this course, you'll learn about typical trouble spots in dealing with angry customers and guidelines for avoiding conflict. You'll also learn how to handle a customer complaint by defusing the tension, investigating the problem, and coming to an agreement on a solution.

27 minutes

## Facing the Management Challenges of Difficult Behavior and Diverse Teams

As a manager, it can be daunting to find yourself in charge of a diverse group, comprised of different age ranges, backgrounds, and experiences. It's inevitable that you'll encounter difficulties. Effectively handling conflict, whether it's team conflict or difficult employee behavior, is essential to productivity and requires developing conflict management skills. This course covers useful techniques and processes for conflict resolution. You'll learn methods for resolving conflict when dealing with an employee's difficult behavior. You'll also learn ways of effectively managing team conflict and understanding and dealing with conflict in the workplace as a whole.

32 minutes

## Finding and Nurturing a Mentor Relationship

To help find your way through the numerous career choices available to you, you'll need the guidance and experience of someone with the right skills and expertise – a mentor. Having a mentor means you can use the knowledge of a supportive professional to help you learn to work more efficiently and advance your career. In this course, you'll learn how to find a mentor who can aid you in your professional goals, and who can give you expert career advice on further education, networking, and interviews. You'll also explore the qualities of a good mentor, and of an effective mentoring relationship.

18 minutes

## Finding the Quality in Your Data

Successful data management in the age of big data is a challenge. Applying data quality best practices while making adjustments and optimizations can help your organization meet its business goals. In this course, you'll learn about using data science in data quality management. You'll learn how to determine the quality of data, challenges and solutions for gathering quality data, and how to assess the value of data.

24 minutes

## Focusing on the Bottom Line as an Employee

Workplace cost consciousness enables a company's financial success. Cost control is every team member's responsibility and requires planning and effort. In this course, you'll learn how employees can contribute to cost-control efforts by making cost changes, including to travel, supply, and facility costs.

27 minutes

## Forging Ahead with Perseverance and Resilience

Business today is a complex undertaking. Accomplishing tasks and staying focused on achieving your goals requires grit and persistence. An adaptive mindset helps you focus through the distractions, information overload, demanding pace, and the accompanying stresses that can often pull you off task. In this course, you'll learn to develop personal resiliency, adaptability, and perseverance. You'll explore the resources and people it takes to sustain perseverance, and you'll discover actions to help you build a work-life balance, sharpen your focus, and foster the resilience and perseverance to face and overcome setbacks.

30 minutes

## Fostering Mentoring Relationships

Mentor relationships are key to enabling success in both your personal and professional lives. An effective coach can not only teach you vital work and life skills, but can also build up your resilience and self-confidence. This course covers the benefits of mentoring programs for employees, mentors, and the organization as a whole and explores the differences between mentoring and coaching relationships. It also details what makes a mentoring program successful, considering the various mentoring models and approaches and how each contributes to making a mentoring program a good experience for all involved.

23 minutes

## Fundamentals of Business Storytelling

Storytelling has long been how humans communicate meaningful information to each other. Corporate storytelling, within a business context, requires thoughtful preparation, and effective delivery. In this course, you'll learn storytelling techniques that will help you to engage your target audience. You'll also learn how to plan and prepare for business storytelling that strengthens the interest in your company's branding and improves the way you communicate with key players inside and outside your organization.

30 minutes

## Gaining a Positive Perspective on Feedback

Though it's invaluable, getting feedback can sometimes be a difficult process. Adopting a positive mindset can make all the difference. This course will teach you how receiving feedback differs from getting simple praise or criticism. You'll discover how listening to constructive feedback with a positive mindset can help you to manage your reactions and responses. You'll also learn how applying feedback can help your professional growth and self-development.

30 minutes

## Gaining Insight through Organizational Awareness

The best leaders have a clear picture of their organizations' people and systems, and what drives them in their chosen career. Effective leaders are also aware of each employee's career plan, their motivations, how they interact with one another, as well as the power dynamics between staff members. In this course, you'll learn about organizational awareness and how it relates to career management. You'll also explore how you can develop organizational awareness when managing your career to advance your professional goals.

20 minutes

## Gauging Your Organization's High-Performing Potential

The current business landscape is so competitive that only organizations with managers who can foster high levels of performance will succeed. Facilitating this kind of environment requires challenging and engaging top performers and optimizing employee development. In this course, you'll learn to assess your organization's potential for high performance. You'll also learn the five factors to consider when managing performance to create a high-performance environment: your organization's mission statement and strategy, performance measurement strategies, customer orientation, leadership, and culture.

23 minutes

## Gender and Leadership

While women are very much a minority at the highest levels of leadership, there are more women leaders now than ever before in our history. The traits that are typically associated with leadership – assertiveness, trustworthiness, intelligence – are just as common in women as they are in men. What are the obstacles that a woman faces on her path to leadership? In this course, you'll explore why gender matters. You'll examine the issues facing female leaders, including the challenge of balancing family with work, and how to change your personal views to help you overcome these issues. You'll also learn how to develop competence, confidence, and a personal brand.

21 minutes

## Getting the Details Right: Spelling Basics

Spelling errors are all too common, and are one of the main culprits behind poor business writing. A wrong letter here, an extra letter there, and your reader may lose confidence in your communication skills and overall competence as a professional. That's why writing well doesn't just mean writing persuasively – it also means knowing the rules, as well as the exceptions, of spelling. In this course, you'll learn how to spell words with prefixes and suffixes, and how to form the plural and possessive forms of words. You'll also learn general rules on how to spell correctly, as well as some handy tips for better writing in general.

29 minutes

## Getting to the Root of the Problem

Solving problems requires strategic thinking. You need to ask the right people the right questions to get to the source of the issue and find the solution. In this course, you'll learn about identifying stakeholders, gaining their input and trust, and using analysis techniques to get to the root cause of a problem.

27 minutes

# E-LEARNING

## Getting What You Expect from Your Delegate

Good delegation results depend on the right level of supervision. In this course, you'll learn how to supervise and motivate your delegates. You'll also learn how to respond when things go wrong and provide constructive criticism.

26 minutes

## Getting Your Career on the Right Track

Are you happy in your job? Or drifting along without a career plan? Either way, being proactive about where your career is heading is a good start. Exploring your career options is an important part of managing your career. In this course, you'll learn how to develop your career management skills and give your career a boost. You'll get tips on improving career prospects and moving within your current company. You'll learn how to use a promotion plan and explore the best ways to ask for assignments that will move your career forward. And you'll find out how to make a break and move on.

29 minutes

## Getting Your Pitch Heard

Innovation, disruption, and revolutionary ideas are the stuff of business success. But unless you can get those ideas across to the people in your organization how matter, they're destined to remain pipedreams. Bland business presentations aren't doing your ideas justice and boring PowerPoint presentations are blunting your message. But effective verbal communication, public speaking and presentation skills can be cultivated and improved. This course looks at methods for presenting your ideas in a convincing, succinct, and confident manner that will get them heard and given the attention they deserve.

17 minutes

## Handling Team Conflict

Successful teams are characterized by having a clear direction, trust among team members, effective communication, and a clear process for managing team conflict. The survival of a team depends on a leader who can quickly recognize team conflict, diagnose its cause, and implement conflict resolution strategies. In this course, you'll learn about what causes conflict on a team and the important role of healthy communication in handling conflict. You'll discover best practice approaches to dealing with conflict. You'll also explore the tenets of principled negotiation in managing conflict. Finally, you'll learn guidelines for resolving conflict that address one specific type of conflict: lack of trust.

30 minutes

## How Culture Impacts Communication

With so much business happening on a global scale, cross-cultural communication is more important than ever before. Communication is always a challenge, and when diverse cultures interact, good communication can be even more challenging. In this course, you'll learn about the importance of achieving a proper mindset for cross-cultural communication. You'll explore aspects of cultures that affect how people communicate across cultural boundaries. You'll also learn considerations for speaking and writing in cross-cultural environments.

30 minutes

## How to Manage Difficult Conversations

For managers, difficult conversations can be immensely stressful. Handled the wrong way, this kind of conversation can also damage your work relationships and leave you feeling unsure of your abilities. However, with the right preparation and mindset, you can make sure that you communicate difficult news with tact and diplomacy. In this course, you'll learn some basic guidelines about when and where to initiate difficult conversations, and useful steps for managing the associated stress. You'll learn how to prepare for a difficult conversation using a four-step process, so that you're confident and can make the conversation as constructive and diplomatic as possible. Finally, you'll learn how to demonstrate that you have the right mindset when communicating bad news to an employee.

29 minutes

## Improving Your Memory Skills

Despite the regular hunt for car keys and phones, most people have perfectly adequate memories, they just don't always know how to best utilize it. Improving your memory means tapping into the power of your amazing human brain. In this course, you'll discover techniques for memory improvement that go well beyond simple rote memorization. You'll learn about basic memory skills and learn how to use them to recall important details like passwords, as well as broader concepts and applications.

21 minutes

## Improving Your Reading Speed and Comprehension

Most people have been taught to read the same way - letter by letter, word by word, and line by line. But that's an inefficient way of reading, especially for those who have a lot to read and very little time to accomplish it. In this course, you'll learn the bad reading habits that keep you from reading more efficiently, and simple tips you can use and practice to increase your reading speed and comprehension.

20 minutes

## Improving Your Technical Writing Skills

For many professionals in the pharmaceutical, technology, finance, and similar industries, technical writing skills are an important part of day-to-day communication. Writing well in these industries isn't just a matter of writing grammatically correct sentences; it also involves producing technical documents that are suited to the requirements, comprehension level, and background of their readers. In this course, you'll learn techniques for better writing that will help you avoid common pitfalls and structure your business writing more effectively. You'll find out how to tailor your written communication to the specific requirements of different types of technical material - so that whether you want to persuade or to instruct, you'll be able to achieve your writing goals.

23 minutes

## Individual Behavior in Organizations

In an ideal world, all the day-to-day HR tasks – such as recruitment, talent management, and succession planning – are defined and aligned with the goals of the organization. This is an aspect of transformational human resources, or transformational HR, that will help optimize your talent pipeline. In this course, you'll learn about variables and characteristics that influence individual behavior, attitude, and perception in the workplace, and how these can affect performance. The course also demonstrates how you can improve the attitudes, perceptions, and behaviors of employees at an individual level to align with organizational goals.

23 minutes

## Influence Others with Political Savvy

When dealing with power and influence you will inevitably have to navigate political waters. Most everyone knows that 'politics' are a reality in organizations and even if you dislike them, you cannot eliminate them. Just think about those who have position power – chances are they got there not just through their individual know-how, but because they know who's who, how to appeal to them, and how to build coalitions of power and influence. This course addresses what it takes to use political savvy as an aid to influencing without direct authority.

23 minutes

## Interacting with Customers

Effectively communicating with customers increases customer satisfaction and projects service excellence. This course provides valuable advice on how to improve client service (CS) by building customer relationships with better customer conversations. It covers how to improve conversations with customers by speaking effectively, using vocal cues, listening actively, and using paraphrasing to convey your understanding of the customer's needs.

30 minutes

## Investigating Arguments

Debating an argument is part of reaching a logical conclusion and solving problems. In this course, you'll learn to use strategic thinking to identify and judge arguments, recognize logical fallacies and persuasion techniques, and make effective arguments of your own.

27 minutes

## Keeping Business Calls Professional

In business, one of the oldest communication tools is still among the most important – the telephone. However, although it is so common and widespread, many people lack the verbal communication skills needed to create a positive impression when using the phone. In this course, you'll learn about some basic rules of etiquette that will help improve your phone skills and keep your business calls professional. You'll explore general best practices, and how to make and receive calls professionally. You'll also learn some best practices for using a cell or smart phone, and how to record and leave effective voicemail messages.

23 minutes

## Keeping Top Performers Challenged

Top performers expect a lot from themselves. Managing performance in these highly driven people is essential because top performers are such valuable assets to a company. Managers and leaders must keep them engaged and challenged or else lose them to new challenges elsewhere. In this course, you'll learn how to identify your top performers. You'll also learn how to keep engaging and challenging them by providing the right environment, leadership, and communication.

20 minutes

## Keeping Your Coachee Committed and Accountable

Productive coaching is essential to professional development. In this course, you'll learn actions for gaining commitment from coachees, measuring their progress, and how to recognize when they're ready to move forward on their own.

21 minutes

## Keeping Your Skills Current in the Digital Economy

The digital economy is revolutionizing the world of work. To stay relevant, individuals across all industries need to be open to continuous learning and developing talent. Through organizational learning, you can start developing employees by ensuring they are learning the necessary skills. In this course, you'll learn some of the key ways in which the world of work is changing and the skills that are in high demand. You'll also explore ways to choose what to learn in order to keep your skill set current, as well as develop people and encourage self-development. And you'll also explore strategies to help advance your career in the digital economy.

18 minutes

## Key Accounting Concepts and Principles

How do organizations communicate vital business and finance information? Achieving the utmost clarity in communication requires knowledge of financial management and a strong understanding of accounting basics. Accounting is an internal function that involves identifying, recording, summarizing, and reporting business transactions and financial events in an organization. In this course, you'll learn the core concepts and financial essentials of accounting, such as the accounting equation and its components, as well as the rule of debits and credits. You'll also develop your financial acumen by exploring the accounting cycle, and the effect of cash and accrual-based accounting systems.

24 minutes

## Key Elements of Business Execution

Business execution is the "how" of getting things done. As a leader, you must be skilled in driving performance and strategy in the right direction through business execution. In this course, you'll learn about the characteristics of business execution cultures. You'll also learn techniques for fostering a business execution culture. Finally, you'll learn about the three elements needed to execute your business strategy: planning, people, and practice.

30 minutes

## Knowing When to Take Strategic Risks

Risk taking can revolutionize business, but you need to know when and how to take a strategic risk when the opportunity arises. Managing risk means effectively assessing a threat by recognizing the probability of that risk occurring and evaluating the impact of the risk should it occur. In this course, you'll learn to define strategic risk taking, what holds individuals back, and how to make calculated leaps of faith.

23 minutes

# E-LEARNING

## Leading a Cross-Functional Team

Many organizations have discovered the advantages of using cross-functional teams, such as diversity of skills, perspectives, and experience, to accomplish their goals. While the diversity inherent to these teams can present certain challenges, successfully managing teams is worth the reward. In this course, you'll learn about the benefits of cross-functional teams. You'll also learn about the various development stages of cross-functional teams and the risks at each stage. Finally, you'll learn about the team leadership skills and abilities a cross-functional team leader should have and best practices for the related teamwork.

32 minutes

## Leading through Positive Influence

An effective leader recognizes that organizational politics can provide positive ways to influence others in order to accomplish goals. In this course, you'll be guided through numerous methods and strategies for being persuasive and effectively influencing a team to accept your ideas. You'll be introduced to the importance of political awareness and the essential skills involved in using positive politics and avoiding negative politics to persuade others. You'll also have an opportunity to practice methods for influencing effectively and ethically.

30 minutes

## Leading Your Team through Change

Change is always happening. Effective team leadership means managing teams through the ongoing transition processes that facilitate change. Removing obstacles that can hinder the productive teamwork required to make these transition processes smooth is essential. In this course, you'll learn about types of resistance and obstacles to change and how to overcome them in a collaboration. You'll also learn about how to overcome barriers to introducing change at your organization. Finally, you'll learn effective approaches for communicating change when working on a team.

30 minutes

## Learning from Failure

From the minor slip up to a full-blown catastrophe, failure is a part of life and business. It's part of your self-development, and it's part of developing talent. It should be embraced as an opportunity for continuous learning and growth. If you encourage organizational learning, you can start developing employees. And then those who embrace failure are more likely to achieve their goals. In this course, you'll learn how to embrace failure by developing an attitude of learning from setbacks. You'll learn about the cycle of success when developing people, and you'll also explore failure in greater detail, its potential benefits, as well as key strategies for embracing it.

20 minutes

## Leveraging Emotional Intelligence

To be an effective leader, you must be able to manage relationships in a positive way. This means working on your emotional quotient (EQ) by improving your self-awareness, empathy, and ability to deal sensitively with the feelings of others. This course provides you with an understanding of why emotional intelligence (EI) abilities are crucial to your success as a leader. It also provides you with practical, positive techniques for promoting and improving your emotional intelligence quotient (EIQ) so you can navigate emotions and relationships within your business environment.

29 minutes

## Listening Even When it's Difficult to Listen

Successful people are generally excellent listeners. They're able to give others their full attention so that they can understand their needs and ask the right questions, even in difficult or stressful situations. They can also use their listening skills effectively to communicate their own goals and to build strong relationships with others. In this course, you'll learn common misconceptions about listening, how to hone your listening skills, and what to do when you encounter roadblocks to actively listening. You'll also learn how being receptive to what others are saying can go a long way to breaking down the barriers to clear communication.

32 minutes

## Maintaining a Cohesive Multigenerational Workforce

To manage a multigenerational team, you need to understand the diversity of your employees and apply various strategies to divert conflict between them. If you tap into the potential of this multigenerational diversity, you'll create a more productive, collaborative, and innovative work environment. In this course, you'll learn about differences in approaches to work and communication between the main demographic generations: Baby Boomer, Gen X, and Millennial, also known as Gen Y. You'll also learn strategies to manage your team in a way that ensures team members of each generation feel included, respected, and supported. Additionally, you'll learn how to implement a mentoring program that takes advantage of the varying experiences and perspectives of multigenerational employees.

26 minutes

## Make the Time You Need: Get Organized

If you want to manage your schedule and make your time count, you have to be organized. But to stay organized, you need to check your progress. This means developing schedule management skills. The stress and potential for mistakes grows when you don't spend time organizing your time. In this course, you'll discover how schedule management can help you regain control of your time. You'll learn how to leverage your personality to boost your productivity and explore techniques for dealing with time stealers. And you'll learn how to create practical to-do lists and keep them relevant and realistic.

29 minutes

## Making an Impact with Non-verbal Communication

There are many parts of the brain that have not changed much since the time of our earliest ancestors. We are still wired to respond automatically when we're afraid, threatened, disgusted, surprised, or happy. But we've come a long way in our development and understanding of non-verbal communication mechanisms. In this course, you'll learn how our attitude and tone, as well as body language such as posture, gestures, and facial expressions, can have significant impact on the way we communicate. You'll explore techniques to help you project a positive attitude and presence. You'll also discover how to read other people's body language.

23 minutes

## Making Change Stick

Facing change deployment challenges can help changes succeed long-term. In this course, you'll learn how to make change more comfortable, communicate change to different groups, and use training and performance management to make change last.

26 minutes

## Management of People: Employee Engagement

Employee engagement is the personal and professional commitment that employees have to the organization and its goals. For HR professionals, it's a planned effort to link the shared interests of employees and the organization for their mutual benefit. More specifically, it's an employee relations strategy that enhances employees' personal investment, resulting in increased employee satisfaction and organizational productivity. In this course, you'll learn about key concepts and practices associated with employee engagement. You'll also learn how to assess engagement levels and look at measures to overcome behavioral and organizational issues to encourage employee engagement.

74 minutes

## Management of People: Learning and Development

Continuous development of an organization's human resources is linked to several benefits. The learning and development (L&D) function of HR management comprises a systematic set of activities to help provide employees with key skills and competencies required on the job. The goals of the L&D function in organizations include aligning employees' skillsets with the organization's objectives, closing skill gaps, and enhancing overall capability of people and the organization. In this course, you'll explore theoretical and practical aspects of adult learning, training development and delivery, measurement of training effectiveness, and employee development programs in organizations. You will also learn about career development and career management.

26 minutes

## Managing Employee Development

Smart companies have learned that supporting continuous learning and self-development among employees reaps dividends in productivity and employee retention rates. As a manager, you're responsible for developing people, which includes developing talent in your direct reports. In this course, you'll learn about the benefits of developing employees and assessing how their development needs can be addressed through organizational learning. You'll then learn how to prepare for and conduct a development meeting that includes the necessary development plan characteristics and support for your employees.

32 minutes

## Managing for Cross-functionality

Working on a team with employees from different departments can be a huge challenge. These types of teams often consist of people with different talents, goals, and communication styles. This is why effective cross-functional management is so important. This involves managing teams in a way that bridges the functional silos that constrain your organization. Managing for cross-functionality also means using team leadership skills to support collaboration and teamwork between different departments. This course defines organizational cross-functionality and its benefits. It helps you develop techniques to support a cross-functional strategy throughout your organization. And it shows you how different types of knowledge management systems can play a role in implementing that strategy.

23 minutes

## Managing in a Crisis

Effective business leadership is never more needed than during the difficult times of a company crisis. The way you handle tough conversations or deliver a difficult message can make or break the situation. It's essential to have crisis management strategies to improve outcomes.

In this course, you'll discover ways of managing in a crisis, including how to manage difficult conversations and crisis communications.

18 minutes

## Managing Motivation during Organizational Change

A key challenge for managers is motivating and engaging employees during times of organizational change. To survive and grow in volatile markets, organizations have to embrace change; they have to innovate and adapt. However, because change involves uncertainty, it's stressful, and it can impact employee motivation and productivity – just at a time when an organization needs everyone to pull together and give their best efforts. In this course, you'll learn change management techniques to help you recognize and manage employee stress, as well as your own stress, during periods of change. You'll also learn about common reactions to change, and strategies for managing change to enable you to engage, motivate, and support employees.

24 minutes

## Managing Multigenerational Employees

Many influences have shaped the lives and work experiences of various generations, namely the Baby Boomer, Gen X, Millennial (or Gen Y), and Gen Z generations. Because each generation has its own distinct attitudes, priorities, needs, and work habits, managers can get the best from a multigenerational workforce by using strategies that recognize the differences. In this course, you'll learn about the best practices and successful techniques for managing these multigenerational employees in the workplace. You'll also explore methods for overcoming multigenerational challenges such as ageism and stereotypes to ensure that all employees feel respected and can make a positive contribution to your organization.

23 minutes

# E-LEARNING

## Managing Pressure and Stress to Optimize Your Performance

People react to high pressure differently. Learning to cope with pressure and handling stress are very important, because you don't want pressure to have a negative impact on your performance. In this course, you'll learn about managing stress and pressure, situations that trigger pressure, and how pressure can become stress. You'll also look at how stress affects you emotionally and physically, and how to respond to it. And you'll also learn strategies for managing stress by ensuring you have the right attitude, taking control under pressure, and using performance management to cultivate a "success mentality." You can then optimize your own performance, and prepare to cope with stressed colleagues.

26 minutes

## Managing the Unique Needs of Experts

Managers rely heavily on experts for the in-depth knowledge needed on the job. These experts have unique needs in the workplace. This course explores the characteristics of the experts on your staff; outlines what they want from you, their manager; and covers techniques and strategies to help you meet their needs.

18 minutes

## Managing with a Cost-control Mindset

Managing costs effectively is critical to the financial success of a business and can help you avoid painful cuts. Cost control is a team effort that requires careful cost management. In this course, you'll learn how to identify cost management opportunities, get your team involved in cost-control efforts, and use tools like cost splitting and Lean.

32 minutes

## Managing Your Company's Talent

Some of the core responsibilities for a HR manager are recruiting, hiring, developing, and retaining talent that will drive an organization's performance. For many prospective recruits, their ideal company is one that values and develops employees. To meet these goals and desires, you'll need an effective talent management plan. In this course, you'll learn why acquiring talent and effectively managing it is so important to an organization's success. You'll discover how to create a strategy that not only develops talent in your company, but that also retains it in the long term. You'll also learn about the key activities associated with talent management and the roles played by managers in implementing a talent management strategy.

26 minutes

## Maximize Your Productivity by Managing Time and Tasks

The amount of time available to you is constant – you can't buy more and you can't save it for later. However, by managing your time, you can increase your productivity. And the better you understand your own personal productivity, the easier it will be to manage your time effectively. In this course, you'll learn about how you can use task management to maximize your productivity. You'll discover the benefits of using time management and assessing the value of your tasks. You'll learn about benefits of setting goals and how productivity is tied to your ability to assess time and set priorities. And you'll also learn about the process of "chunking" your time and how to use different types of to-do lists effectively.

21 minutes

## Measuring Outcomes and Using KPIs

To achieve business goals, you need to boost performance and growth in critical areas. Identifying these areas requires instituting the most suitable performance measurement systems.

In this course, you'll learn how managing performance can be aided by identifying a performance problem using performance measurement systems. You'll also learn how to work with a key performance indicator (KPI).

20 minutes

## Motivating Your Employees

Motivation is what drives people to accomplish things. Without motivation, things simply would not get done. As a leader, your capacity for inspiration and motivation plays a key role in the success of your organization. Motivating your team requires an understanding of what can inspire and drive each individual. This course provides you with an understanding of why inspiring and motivating strategies are important as a leader. It also provides you with practical techniques to help you inspire employees to work together toward the goals of your organization.

24 minutes

## Moving Forward with Change Planning

Effective planning is key to change management. In this course, you'll learn how to build change charters and guiding coalitions and interpret stakeholders' influence and input. You'll also learn best practices for creating codes of change.

24 minutes

## Navigating Challenging Situations with Diplomacy and Tact

You'll likely face unpleasant situations or tasks at some point in your career. Communicating with diplomacy and tact in these situations can inspire confidence. In this course, you'll learn to navigate difficult conversations and situations. You'll also learn how to communicate a difficult message effectively, write diplomatic and tactful e-mails, and handle angry and manipulative coworkers.

30 minutes

## Navigating Other People's Emotions

Organizational and interpersonal dynamics, along with high pressure situations, can sometimes cause others to behave unprofessionally. The way you react to their behavior can have a lasting effect on your future relationships. But, by building emotional intelligence, or emotional IQ, you can ensure that you'll be able to understand and acknowledge other people's emotions, and maintain strong relationships with them. In this course, you'll learn how to recognize emotional awareness in, actively listen to, and empathize with others by developing emotional intelligence, also known as EQ. You'll also discover how to apply organizational awareness and empathy to enhance your workplace relationships.

26 minutes

## Navigating the Workplace with Emotional Intelligence

Any organization, regardless of its size, industry or location, is made up of people – people who interact on a daily basis, and not always without incident. Developing emotional intelligence within the organization is a key factor in ensuring that these relationships run smoothly. This is especially true of leaders, who must provide an example of how to behave in group settings. In this course, you'll learn how building emotional intelligence, or EQ, can improve team or group interactions. You'll also explore the role of emotional IQ in workplace activities, conflict and stress management, as well as employee influence and engagement.

26 minutes

## Navigating through Changes and Conflicts in Projects

Of all the different types of skills and competencies a project manager uses when managing projects, “soft” skills are the most important. The ability to communicate effectively with team members and negotiate between different demands enables the project manager to manage project conflict. Effectively resolving conflict helps stakeholders remain positive and can mean the difference between project success and failure. In this course, you'll learn about change management and dealing with conflict. You'll explore how to handle it when someone requests project changes, how to create a plan for communicating with stakeholders, and approaches for dealing with conflicts that arise.

29 minutes

## Navigating Your Own Emotions

In the workplace, emotions can often run high; sometimes, they can cause you to say or do things that you may later regret. But the only person responsible for your emotions is you; you own them. That's why developing emotional intelligence is so crucial in protecting your professional reputation. In this course, you'll learn how to manage your emotional IQ, or EQ, in order to handle difficult situations more effectively. You'll explore the science behind emotion, self-management techniques, as well as methods for recovering from emotional hijackings. You'll also learn different strategies for building emotional intelligence, such as taking ownership of your emotions, becoming emotionally self-aware, and identifying emotions.

29 minutes

## Negotiating the Best Solution

Negotiation is not a game where the “winner takes it all” - it's a relationship-building process where those involved try to understand each other's needs and think creatively about solutions. Central to this process are effective negotiating skills. In this course, you'll learn how to build and maintain trust so you can find common ground with the other party. You'll hone your negotiation skills by exploring how people with different personality types may react during negotiations. You'll also learn how to manage emotions and interests, facilitate agreements, and overcome continued resistance. Finally, you'll learn how to close a negotiation so that all parties involved are satisfied.

29 minutes

## Organization and HR: Employee Relations

Creating a positive work environment and maintaining positive employee relationships is important for many reasons. Organizations that have positive employee relations are more likely to have engaged and productive employees. Such organizations have employee-friendly policies that foster positive attitudes and cooperation. Weak employee relationships, on the other hand, can lead to complaints, disciplinary problems, and a dysfunctional work environment. This course deals with various aspects of employee relations. You'll learn about the rights and responsibilities of employers and employees, international and third-party stakeholders who affect employee relations, the role of regulations and unions, and the challenges in building and maintaining positive employee relations.

116 minutes

## Organizations Change So Get Ready

Change can be disruptive, but adapting to change can also open new possibilities. A changing work situation can create a period of uncertainty while you adapt. A clear understanding of what organizational change is can help build your resilience and flexibility. In this course, you'll find out what can trigger organizational change. You'll explore common responses to change and the stages of reacting to change that people go through when dealing with organizational change. You'll learn why it's important to be resilient when adapting to change, and how to prepare yourself to get the most out of change.

30 minutes

## Organize Your Physical and Digital Workspace

Organizing your physical and digital workspaces is a great way to be more productive. When you declutter your workspace, you can improve many aspects of your work day, including your ability to concentrate, achieve targets, and become more efficient. This course will help you increase your productivity by showing you how to organize and maintain both your physical and digital workspaces. You'll learn the rewards of organizing your workspace and find out what a productive workspace looks like. You'll learn how to use your organization skills to manage your digital workspace. And finally, you'll find out how to make your new clutter-free life last by making organization a habit.

27 minutes

## Organizing Your E-mail

In the modern business environment, it's easy to feel overwhelmed by the volume of written communication that you need to process every day. To keep up, you need strong communication skills to sort, file, respond to, or delete all emails that you receive during your business day. In this course, you'll learn some vital communication techniques for managing and writing emails effectively. The course covers email etiquette tips on how to use folders and filters to organize emails for increased efficiency, as well as guidelines on what emails to delete. You'll also explore how to recover important information should you lose an email.

29 minutes

# E-LEARNING

## Overcoming Unconscious Bias in the Workplace

Ensuring a diverse, welcoming, and productive organization means overcoming biases. No matter who you are, you are prey to unconscious biases. To be part of a complex, diverse workplace, you must take steps to overcome them. In this course, you'll learn to recognize how superficial differences can contribute to bias and lead to prejudice and social stereotypes. You'll learn specific tactics for combatting unconscious bias and adopting an anti-bias approach. You'll also learn how to be an inclusive leader by using these tactics to overcome explicit and implicit bias across the organization and in the hiring process.

24 minutes

## Overcoming Your Own Unconscious Bias

No matter who you are, you are prey to unconscious biases. To be part of a complex, diverse team you must take steps to overcome implicit and explicit biases and reject social stereotypes. Understanding your own bias, whether conscious or unconscious, is the key. In this course you'll learn about the characteristics of unconscious bias and the nature of buried prejudice. You'll discover how they can inadvertently affect your thinking and decision-making. And you'll learn about the positive things that can happen when you take an anti-biased approach to people and situations in the workplace.

24 minutes

## Personal Power and Credibility

Authority carries a certain type of power – typically position power. A person is granted the power and authority to meet goals and get results through a responsible job definition and accountability. The police officer that cites you for speeding. The financial manager that calls for an audit. The company manager that decides how to allocate the budget. People may comply, rebel, resist, or gripe about those in authority, but there is a reason and purpose for such positional power. On the other hand, most of the results that get accomplished in organizations come from the use of personal power and not solely reliant on direct authority. This is especially true in our work environments today, where information sources and networking contacts are accessible to all as means to results. But ultimately it comes down to personal credibility, influence, and political savvy. This course focuses on the power that comes with being credible and trustworthy.

24 minutes

## Planning an Effective Performance Appraisal

Few tasks make managers more uncomfortable than conducting performance appraisals – especially when an employee has a performance problem. It doesn't have to be this way. Difficult conversations, and even terminations, can often be avoided with some effective planning to establish goals, competencies, and performance requirements. Appraisals assist with managing performance, as they encourage employees to perform their jobs well because they're addressing the highest priority responsibilities and operating in a way that the organization expects. Managing performance in top performers, who are particularly valuable to the company, requires challenging and engaging them so they don't terminate their contracts to go look for challenges elsewhere. In this course, you'll learn about developing an employee performance plan and monitoring ongoing performance so there are no unhappy surprises at performance review time.

20 minutes

## Planning an Effective Presentation

Concern about the impact of a presentation can inspire presenters to improve their verbal communication skills, enabling them to get the desired results. Public speaking and business presentations can be immeasurably improved if the presenter devotes sufficient time and attention to planning. In this course, you'll learn how to define and understand your audience's characteristics, knowledge, needs, and responses. You'll also learn how to organize your presentation's timing, purpose, key points, and approach so that it is engaging, focused, and relevant. Finally, you'll learn about different presentation methods, such as PowerPoint presentations, and when they're most effectively used.

29 minutes

## Planning for Skills Needs and Managing Performance

An effective HR Department develops employees and develops talent to support the organization's key strategies and help them in the fight to remain competitive. Key to achieving this is acquiring talent and managing talent successfully. In this course, you'll learn about the role of HR in identifying the skills needs of your organization and satisfying these needs through recruitment and performance management as your organization requires it. You'll also learn about managing performance successfully within the framework of talent management.

26 minutes

## Polishing Your Feedback

The ability to give genuinely constructive feedback is vital in the workplace. If you're a manager and are responsible for developing others, you'll likely have to inform employees if their performance doesn't meet the standard required. This is a delicate situation, and one that requires tact and preparation. But, if done effectively, providing feedback can not only improve performance, but also motivate people and strengthen relationships. In this course, you'll learn how to plan a feedback session and how to give feedback in a positive manner. You'll also learn techniques for handling bad reactions to feedback and your own nervousness, as well as how to give feedback to people at different organizational levels.

35 minutes

## Positive Atmosphere: Establishing a Positive Work Environment

A positive workplace is paramount to your organization's long-term success. As a manager, you play a key role in establishing a positive work culture, and noticing when negativity takes the place of positivity. As a leader, you can foster a positive work environment by communicating honestly, respecting, supporting, and engaging others, and maintaining a good attitude. This course will introduce you to best practices for creating a positive work environment. You'll learn the benefits of establishing a positive and engaged workforce, its characteristics, and concrete steps to create one. You'll also explore how to recognize the signs and impacts of negativity, and how to take corrective action if necessary to engage employees.

24 minutes

## Positive Atmosphere: Establishing an Engaged Workforce

An engaged workforce creates a positive work environment that boosts productivity, encourages creativity, and helps you engage and retain talented employees. This in turn will make your organization more profitable and innovative, and will strengthen your employees' work ethic. In this course, you'll learn about the benefits of engaging your workforce and of establishing a positive work culture. You'll learn how to recognize common qualities of engaged employees, understand what drives employee motivation, and recognize commitment challenges. You'll also learn how employee engagement links to the bottom line by reducing turnover.

23 minutes

## Positive Atmosphere: How Organizational Learning Drives Positive Change

If your organization creates a positive learning culture that focuses on developing people, it will not only weather difficult times better than most, but will flourish in an ultracompetitive global market. In this course, you'll be introduced to organizational learning and its benefits to your organization. You'll examine the role of training, knowledge management, and technology in developing employees, and learn about the pivotal role of continuous learning. By exploring the essential elements and indicators of a self-development culture, the course prepares you to assess your current workplace and determine how conducive it is to learning. Developing talent will increase your competitiveness and create more satisfied, goal-oriented employees – which leads to a more profitable organization.

26 minutes

## Procrastination: Admitting it is the First Step

Procrastinating can be a big obstacle to efficient time management. The good news is that there are ways to overcome a tendency to procrastinate. The trick is to figure out what your own personal reason is for putting off what you know you need to do. In this course, you'll discover what may be behind your tendency to procrastinate by learning the indicators. Then you'll explore many helpful techniques and strategies for dealing with procrastination and improving efficiency. There are four key areas covered in this course: improving focus, increasing self-motivation, taking action, and improving your ability to organize.

20 minutes

## Providing On-site Customer Service

When you meet customers on their turf, your initial meeting forms the basis of their overall impression of you, your abilities, and your company. You can enhance customer relationships by improving the impressions you make in the field using a few tried-and-true techniques. In this course, you'll learn about guidelines and techniques for each stage of an on-site client service (CS) visit: preparation, arrival, service, wrap up, and follow up. You'll also learn how to project service excellence by making a good impression in the field, through starting on a positive note, setting clear expectations, listening actively, and working to improve customer understanding.

29 minutes

## Providing Telephone Customer Service

When you're providing customer service over the phone, without face-to-face interaction, it can be challenging to establish the right customer relationships. There are many techniques that can help you consistently deliver service excellence over the telephone. In this course, you'll learn basic etiquette tips for answering, managing, and ending client service (CS) calls. You'll also learn how to make a good impression by listening, using questions to probe for more information, minding your tone, and empathizing with the customer. Finally, you'll learn ways of reflecting or adapting to your customer's style.

30 minutes

## Rapport Building in Customer Service

Strong customer relationships are key to projecting service excellence. Building rapport is essential and requires knowing your customers, understanding their situations, and providing an empathetic ear for them to voice their concerns. In this course, you'll learn how to improve client service (CS) by building rapport with customers. It covers paying close attention to customer needs, connecting with the customer, and being positive. You'll also learn how to empathize with customers by relating your own experiences, reflecting their emotions back to them, and normalizing their difficulties.

29 minutes

## Reaching Goals Using Perseverance and Resilience

You will have a hard time persevering without incorporating the benefits of trust and resilience into your efforts. Trusting yourself, trusting others, and having others trust you helps you build confidence, stay open-minded, and remove obstacles. Being resilient and able to get back up when you are knocked down helps you take the next step, continue on the planned course, and do so without harm to yourself or others. In this course, you will learn about earning trust and assessing your circle of trusted people, as well as developing resilience, and what to do to regain trust and rebuild resilience.

27 minutes

## Reaching Sound Conclusions

When drawing conclusions, strategic thinking is needed to analyze and weigh the data and information you have to support taking action. In this course, you'll learn how to recognize the critical-thinking activities associated with reaching a sound conclusion. You'll discover how to employ effective questions, use tools to help you conclude findings, and create an action plan for putting conclusions into practice when solving problems.

21 minutes

# E-LEARNING

## Redefining Yourself after Organizational Change

Organizational change is inevitable, so you need to be resilient and adapt to the new opportunities it presents. It's important to not just survive organizational change. With resilience, flexibility, and perseverance, you can thrive in it and propel your career forward. In this course, you will learn the importance of adapting to organizational change, as well as the essential skills needed to handle it. The course details the best practices of building self-motivation and introduces the idea of reframing as a coping method. You'll learn to turn resistance to change into acceptance. Finally, this course covers the importance of capitalizing on the career opportunities presented by organizational change.

29 minutes

## Responding Effectively to Risks

The third step to take when managing risk, once you've identified and assessed risks to your organization, is to deal with them appropriately. Some risks may have a higher probability of becoming a reality than others, while others may have more of a negative impact. You'll need to treat each of these types of risks differently. This course covers how to create an effective strategy for responding to risk, such as risk exposure adjustment and contingency planning. It also outlines specific strategic plans for dealing with a risk that may be a threat or an opportunity.

27 minutes

## Self-Improvement for Lifelong Success

No matter how much experience you may have, there's always room for improvement. Self-improvement is a lifelong journey of learning that can have lasting positive impacts on your personal and professional life. By encouraging organizational learning with both established and developing employees, you can foster an environment of self-development. In this course, you'll learn about the key principles for committing to self-improvement and continuous learning. You'll also learn how to create a plan to organize self-improvement activities and start developing talent. You'll find out how to develop an effective self-improvement mentoring relationship when developing people. And you'll explore what common obstacles you may encounter in your self-improvement efforts.

24 minutes

## Sending E-mails to the Right People

Sending an email to the wrong person, or excluding the right person, hinders effective communication and is a sign of poor email etiquette. Because email is so central to how organizations do business today, writing emails effectively – and getting them to the right people – is one of the most important communication skills to have. In this course, you'll learn a vital facet of written communication: how to address and distribute emails. You'll be introduced to best practices for deciding who to send emails to and how to flag emails appropriately. The course also covers proper etiquette for forwarding emails and using reply and reply all. In addition, it highlights some poor copying practices to avoid.

29 minutes

## Staying Balanced in a Shifting World

Achieving a healthy work/life balance gives you the chance to practice mindfulness and focus on what's important in all aspects of your life. Maintaining this work/life balance requires constant vigilance. This course focuses on techniques for managing stress and recognizing the behaviors like passivity, aggressiveness, and assertiveness, and how these affect your ability to find balance in life. Techniques that can be used to achieve and preserve balance are also discussed.

15 minutes

## Strategically Focused Project Management

This course covers best practices for strategically managing projects to reach planned goals and expected value.

72 minutes

## Strategies for Building a Cohesive Team

Team cohesion, or the strength of the links between team members, determines how effective teams will be, especially in responding to outside pressures. A team has to be cohesive if its members are to function as a unit, working closely and efficiently to achieve common goals. In this course, you'll learn methods for effectively building and managing teams that focus on improvements in three areas: communication, cooperation, and trust. You'll learn specific strategies for improving communication and promoting collaboration among staff members working on a team. You'll also learn what signs suggest a lack of trust on a team, and how you can show team leadership by using the right techniques to build trust and improve teamwork.

29 minutes

## Strategies for Managing Technical Teams

Effective team leadership in the dynamic technology field is integral to business success, but managing technical teams has unique hurdles.

In this course, you'll learn what the hurdles are when working on a team and managing teams in the technology field. You'll cover the qualities of a tech manager, and tips to manage tech teamwork to encourage effective collaboration.

20 minutes

## Take a Deep Breath and Manage Your Stress

When you're constantly adding items to your never-ending to-do list, feeling overwhelmed at work and at home, and finding your health and relationships negatively impacted, you are likely experiencing stress. Stress is produced by your own feelings and reactions to certain external events, rather than by the events themselves. But while you may not always be able to control the external events causing your stress, by applying mindfulness techniques, you can control your reactions to them. This course explains the physiological, behavioral, and psychological signs and symptoms of stress and where it can come from. It outlines strategies for maintaining work/life balance and managing stress. It also covers ways to change your responses to stress and make them more positive and how to use relaxation techniques and adopting mindfulness to help you focus.

23 minutes

## Taking Action to Empower Employees

The most successful business leaders know how to empower employees. Empowering employees involves giving them what they need to enable them to do their very best work.

This course will cover practical ways you can empower employees so they reach their full potential, boosting job satisfaction and organizational success.

17 minutes

## Taking Effective and Professional Notes

Skilled note taking can make you more productive in business situations. Writing notes and engaging in written communication also provide an effective record to review when necessary.

In this course, you'll learn the tools, techniques, and grammar strategies for effective note taking in interviews and meetings. You'll also learn ways to write notes that help you learn and recall information, to make it easier to communicate to others.

18 minutes

## Taking Stock of Your Work/Life Balance

People with a healthy work-life balance are satisfied with both their work and home lives. They can fulfill their multiple family responsibilities at home, as well as work and community commitments without guilt or regret. They're healthy physically, emotionally, and socially. They're not over-worked. In fact, they have a sense of control over their life, and feel that the decisions they make are informed choices. In this course, you'll learn about how to detect imbalance between home and work and how to achieve a healthy compromise between work balance and life balance. And you'll assess your current work/life balance so you can overcome internal and external obstacles to achieving harmony.

24 minutes

## Taking Your Team to the Next Level with Delegation

When delegation is working for your team, how can you take it to the next level? In this course, you'll explore levels of responsibility you can delegate to further team development. You'll also learn how to improve your delegation skills.

21 minutes

## The Art and Science of Communication

There is a science behind communication, including how we react neuro-physiologically to others – through verbal communication such as their words and tone, as well as the non-verbal communication of their actions and body language. There's also an art to communication, allowing your authentic self to shine through and allowing the exchange with another person to unfold naturally. In this course, you'll learn about the art and science of communication. You'll explore techniques for connecting with your audience and building trust with them so that your communication intention is clear and understood. You'll also learn the basic principles of assertive communication that is positive and not aggressive.

21 minutes

## The Building Blocks of Building Trust

Who can I trust around here? This is a more common workplace question than most of us might like to admit. Building relationships and trust within professional networks is done like a mason building a wall – one stone at a time. Trust is a core ingredient in positive relationships. Without it, the mason's wall takes on a whole new analogy – a barrier, with no gate for entry. This course explores trust what makes you and others trustworthy, and how to demonstrate trustworthiness through your own professional accountability.

30 minutes

## The Essentials for Anger Management

Anger is a normal – and even healthy – emotion, rooted in the instinct for self-preservation. However, if not managed properly, our feelings and emotions can be very destructive. It's important to find healthy ways of owning and expressing your anger. This requires emotional intelligence (EI) and a good emotional quotient (EQ), or emotional intelligence quotient (EIQ). In this course, you'll explore how to manage your anger and your anger response. You'll also explore the nature of anger, including its root causes and ways to use it positively in the workplace. And you'll learn how to develop empathy for colleagues who may be causing your anger.

26 minutes

## The First Steps in Negotiating

In the business environment, one of the most prized skills is the art of negotiation. Whether it's agreeing to prices with suppliers, setting deadlines with clients, or getting a raise from a manager, strong negotiation skills are a must, and are often the deciding factor between success and failure. In this course, you'll learn how to sharpen your negotiating skills through effective preparation and by focusing on the important issues at hand. You'll explore the tools that will help you communicate for success. You'll also learn common best practices for countering ineffective negotiation techniques, and for overcoming negotiation challenges.

24 minutes

## The Many Approaches to Facing Workplace Conflict

When dealing with conflict at work, you need to be able to understand and adapt to the situation. Handling conflict effectively is a key skill in the workplace, especially when it comes to team conflict that could threaten organizational goals or employee well-being. In this course, you'll learn about various conflict management styles, and discover how managing team conflict quickly and appropriately can benefit both those involved and the organization as a whole. You'll explore different approaches to conflict resolution, when to use them, and when to adapt your style. You'll also learn about resolving conflict with difficult individuals.

30 minutes

# E-LEARNING

## The Reality of Being a First-Time Manager

The first-time manager often doesn't realize how much their new role differs from that of an individual contributor. They may have misconceptions about what being a new boss entails, and be surprised to learn that the skills and methods required for success as an individual contributor and those needed for success as a new manager are very different. This course describes some of the myths about managing people and their corresponding truths in order to clarify what a new leader really does. It also points to the typical demands and constraints of a manager's job. Finally, it describes strategies for dealing with common mistakes when managing for the first time.

26 minutes

## Thinking Strategically as a Manager

To resolve many of the threats and challenges that your organization will likely have to face, it's essential that you develop a business strategy that incorporates a clear vision, new ideas, and innovative solutions. This course explores the characteristics of strategic thinking, as well as the traits you need to plan and implement an effective strategy. It also covers how to develop your capacity for thinking strategically through creative thinking, being prepared to deal with complexity, and being aware of what's going on inside and outside your organization.

29 minutes

## Troublesome Words and Phrases: Common Usage Mistakes in Writing

The many nuances and conventions in the English language make it diverse and interesting; however, when it comes to writing well, they can also cause some difficulties. For better writing skills, you must familiarize yourself with some of the most common errors of usage. In this course, you'll learn how to use commonly confused words correctly, including word pairs that sound alike and those that have related meanings. You'll explore often misused verbs – for example, affect and effect or apprise and appraise – that can impede professional business writing. You'll also learn some idiomatic combinations of verbs and prepositions that can be confusing and will put your communication skills to the test.

29 minutes

## Trust Building through Effective Communication

Communication is most effective when you build and maintain the trust of the people you communicate with. In this course, you'll explore how a clear intention is the basis of an effective communication, and how understanding your audience ensures that the message gets delivered. You'll also learn how body language, vocal tone, and managing emotions can influence your communications and build trust with your audience.

26 minutes

## Uncovering and Utilizing Your Talents and Skills

We all have individual talents and skills that make us unique in some way, but you may not be aware of your own skills, or how to use those skills to improve many areas of your life. In this course, you'll learn what is meant by talent and skill, and why it's important to understand what talents you possess. This course also covers techniques for identifying your unique capabilities, and outlines what you should include in a talent action plan to fully utilize and develop your key talents and skills.

20 minutes

## Understanding Unconscious Bias

No matter who you are, you are prey to unconscious biases. To be part of a complex, diverse team you must take steps to overcome implicit and explicit biases and reject social stereotypes. Understanding your own bias, whether conscious or unconscious, is the key. In this course you'll learn about the characteristics of unconscious bias and the nature of buried prejudice. You'll discover how they can inadvertently affect your thinking and decision-making. And you'll learn about the positive things that can happen when you take an anti-biased approach to people and situations in the workplace.

26 minutes

## Unleashing Personal and Team Creativity

Believe it or not, everyone has the potential to be creative. If you're struggling to express your creativity then something is getting in the way. The good news is that these barriers can be overcome. At work, it can be especially difficult for individuals to express themselves freely and interact in teams. But with the right approach and techniques, team leaders can provide a safe space that allows everyone to share and contribute their ideas. This course describes personal barriers to creativity and how to overcome them. It provides strategies for enhancing creativity in the workplace. In addition, it outlines key requirements for promoting creativity in a work environment. And it explores techniques for fostering creativity in teams, including brainstorming and role playing.

30 minutes

## Using Active Listening in Workplace Situations

Active listening skills are used by professionals in a wide range of occupations to enhance their work. In this course, you'll learn listening skills that can help in the workplace, and techniques for becoming an effective active listener.

35 minutes

## Using Communication Strategies to Bridge Cultural Divides

It takes time to build working relationships with people from other cultures, but it only takes a second to alienate them by inappropriately crossing cultural boundaries. That's why building relationships across cultures is so important in the current global business context, where you have to share objectives and working space with people with diverse cultural backgrounds. In this course, you will learn about dealing effectively with cultural diversity to improve cross-cultural communication and build rapport. You'll also learn about the misunderstandings and behaviors related to a culture that can hinder good communication and ways to overcome them. Finally, you'll learn strategies for giving effective presentations to people from low- and high-context cultures.

30 minutes

## Using Performance Appraisals to Advance Your Career

Many people don't always recognize the growth opportunities they are presented with by getting feedback. This course will explain how to manage the performance appraisal process to your benefit. You'll be given tips for listening to and applying feedback so you can use your formal and informal performance appraisals to your best advantage. It also outlines how to implement the periodic appraisal strategy to move your career forward, and ways to recognize and use constructive criticism for self-development.

30 minutes

## Using Punctuation Marks

Punctuation is the collection of marks used to separate sentences and their parts. Although appropriate punctuation is an undervalued part of your communication skills, it can make your business writing clear and less likely to be misinterpreted. In this course, you'll learn the standard rules and guidelines for using punctuation marks, including the correct use of periods, question marks, and exclamation points. You'll learn a crucial aspect of better writing that often causes much confusion – how to correctly use commas. The course includes rules for better writing such as how to use different connecting and separating marks, like colons, semicolons, dashes, and hyphens. In addition, it shows how to properly use apostrophes, parentheses, brackets, and quotation marks.

30 minutes

## Using Strategic Thinking to Consider the Big Picture

Big-picture thinking stretches beyond the short term and considers how an organization can succeed in the long term. By thinking strategically about a problem using the bigger picture, you can elevate your perspective and get a better idea of the forces at play within your organization. This course describes how systems thinking can help you become skillful at making sense out of opposites and contradictions and better understand cause and effect while managing your department according to the business strategy. It explains actions you can take to encourage creative thinking and come up with solutions that take into account the bigger picture. You'll also learn how understanding your organizational value chain can help you connect to the organization's strategy and implement it more effectively.

32 minutes

## Using the Parts of Speech

Effective business writing is one of the most important communication skills in the workplace today. By writing well, using clear sentences and correct grammar, you can ensure your message is communicated to and understood by your intended audience. Unfortunately, the opposite is also true – poorly structured sentences can not only cause confusion, but may also damage your reputation. In this course, you'll learn about the fundamental elements for better writing – the parts of speech. These are the building blocks of sentences, so learning about them can help you skillfully combine words into meaningful sentences. This course describes the eight parts of speech and shows how to use them effectively and correctly.

16 minutes

## Verifying and Building on Creative Ideas

The initial stages of idea generation require an open approach uninhibited by rationale and critique. But sometimes to put those ideas into practice, you need to make sure they'll actually work. This involves checking whether they're grounded in reality and feasible from an organizational viewpoint. Some techniques that can help verify ideas are getting the opinions of key people and using simulations. Building on ideas continues the verifying process by making them more clear, relevant, and practical. This course covers a variety of techniques used to verify and build on creative ideas. It outlines when to use research and when to use simulations to check the workability of an idea. In addition, it discusses ways to build on ideas effectively.

23 minutes

## Workplace Management: Corporate Social Responsibility

The HR professional plays a critical role in the development of a corporate social responsibility (CSR) strategy, giving consideration to a number of contemporary challenges on a global scale. The HR professional is also involved in the development of strong corporate governance and a values-based code of conduct. In this course, you'll learn about the evolving definition of CSR and its components, corporate ethics and compliance, and best practices.

86 minutes

## Workplace Management: Employment Laws and Regulations

The HR practitioner must continuously maintain a working level of knowledge regarding laws and regulatory standards that impact the organization's relationship with its employees and that serve to protect the interests of both parties. Organizational noncompliance may lead to financial penalties and other indirect costs, such as reputational impacts. In this course, you'll learn about a number of federal laws and standards and their amendments, covering areas of compensation, employment, health and safety, employee relations, and employee protection.

110 minutes

## Workplace Management: Risk Management

HR plays a critical role in all aspects of risk management, including developing, implementing, and overseeing the execution of programs, practices, and policies that mitigate risk to support organizational strategies. HR professionals are central in collecting and disseminating risk information to help the organization become adept at mitigating and handling risk. In this course, you'll learn about core HR functions: organizational risk management, workplace safety and security, and crisis management.

95 minutes

## E-LEARNING

### Writing and Preparing an Effective Speech

Not everybody is a natural public speaker. Public speaking is a skill, one that requires significant planning and preparation. It involves developing written communication skills and learning how to deliver your writing in public. In this course, you'll learn how to write a speech by setting the aim of your speech and considering your audience and theme. You'll also be introduced to best practices for planning and researching a speech. And you'll learn how to check your written speech and ensure the grammar is correct.

23 minutes

### Writing Effective E-mails and Instant Messages

Email has become an indispensable communication tool for organizations, and plays a vital role in how they conduct business and maintain their operations. As a result, one of the most important communication skills to have in the workplace today is email etiquette. It can help ensure you get messages across quickly, appropriately, and concisely. In this course, you'll learn some tried and tested guidelines for writing emails. You'll explore the fundamental elements of written communication that every email should contain, and the importance of keeping emails concise. The course also covers the etiquette associated with using instant messaging programs as an extension of email.

29 minutes

### Your Role in Workplace Diversity

To understand and appreciate diversity in the workplace, you must develop a deep understanding of yourself, as well as any unconscious bias you may have. Your ability to use a variety of strategies to effectively deal with diverse situations is very important. Equally important is the ability to share these effective strategies openly and leverage the diversity that exists within an inclusive organization. In this course, you'll explore how to become aware of your attitudes toward diversity, understand the source of any cultural bias you may have, and increase your acceptance of diverse cultures, people, and ideas. You'll also discover how to become an advocate for diversity and inclusion within the workplace.

30 minutes

## Avoiding Harassment

Upon completion of the course, employees will understand Oakland County's Harassment Prevention policies, including how to recognize and respond appropriately to harassment situations. Participants will also learn how to report such behavior.

30 minutes

## Cash Handler Training

This course is designed to stress the importance of the role that employees play as cash handlers, educate/reinforce knowledge of existing policies and procedures, as well as how to handle exceptions to the rule, review the skills necessary to be a successful cash handler, and provide a hands-on demonstration in locating security features on currency, checks and credit cards. The course is required for all cash handlers that process payments in the county.

60 minutes

## ELECTRONIC COMMUNICATIONS & USE OF TECHNOLOGY POLICY TRAINING

The Electronic Communications and Use of Technology Policy have been adopted and approved by the Oakland County Board of Commissioners and will communicate to all users the requirements for the use of the Electronic Communications System as it coincides with the hard copy policy.

10 minutes

## HIPAA for Non-Medical Employers

Many organizations that fit the description of non-medical employers have employees, who by nature of their roles in Human Resources or benefits or health plan administration, have access to the personal and private health information of other employees. These organizations are legally obligated to protect this information as described by HIPAA's Privacy Rule. This course focuses on helping these employees learn how to identify protected health information (PHI), how to appropriately use, disclose or request PHI, and the importance of following their employer's internal privacy policies and procedures for handling the PHI they come into contact with as they do their job. This course was developed with subject matter support provided by the Labor & Employment Law Group of the law firm of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.

24 minutes

# COMPLIANCE

## HIPAA Privacy Essentials

This course presents an overview of HIPAA (the Health Insurance Portability and Accountability Act), outlining the main components and identifying who is covered by the Act. It examines the privacy provisions under HIPAA as they relate to protected health information (PHI). This course helps employees and business associates of covered entities recognize the key provisions of HIPAA, how their organizations are affected by HIPAA, and how the privacy rules impact them. This course was developed with subject matter support provided by the Labor & Employment Law Group of the law firm of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.

60 minutes

# COMPLIANCE

## HIPAA – Privacy Rule for Business Associates

The confidentiality of personal health information is closely safeguarded by HIPAA's Privacy Rule. All employees that regularly work with protected health information must understand the Rule's requirements for properly handling it. This course will explore the basic principles of the Privacy Rule and offer some best practices for protecting information and avoiding violations. The information contained in this course reflects the most recent updates to HIPAA as outlined in the Final Omnibus Rule of 2013. This course was developed with subject matter support provided by the Labor & Employment Law Group of the law firm of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.

30 minutes

## HIPAA – Privacy Rule for Covered Entities

The information that a health care provider collects and uses to provide patient care is confidential and often sensitive. Because of the sensitive nature of medical records and other personally identifiable information, patients trust their health care provider to safeguard their information and use it appropriately. Employees of organizations that are considered 'covered entities' under HIPAA work with patients and their confidential information on a daily basis, and are required to follow the HIPAA Privacy Rule as well as their employer's internal privacy policies. In this course, you will learn how to identify protected health information, how to appropriately use and disclose PHI, and how to implement best practices for safeguarding the information you work with every day. This course was developed with subject matter support provided by the Labor & Employment Law Group of the law firm of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.

30 minutes

## HIPAA – Security Rule for Business Associates

This course provides employees of business associates (as defined by HIPAA) with an overview of the security obligations that apply to their organizations with respect to electronically stored and transmitted PHI. It explains the importance of compliance, the different kinds of safeguards that business associates are required to put in place, and the role of individual employees in preventing breaches. Employees are advised on best practices to reduce risks to e-PHI, including how to achieve better security when e-mailing, browsing the web, or remotely accessing e-PHI. This course was developed with subject matter support provided by the Labor & Employment Law Group of the law firm of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.

30 minutes

## HIPAA – Security Rule for Covered Entities

This course provides employees of covered entities with an overview of the security obligations that apply to their use of electronic protected health information (e-PHI). It explains the different kinds of safeguards that covered entities are required to put in place and explores best practices for preventing loss, theft, or unauthorized disclosure of e-PHI. This course was developed with subject matter support provided by the Labor & Employment Law Group of the law firm of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.

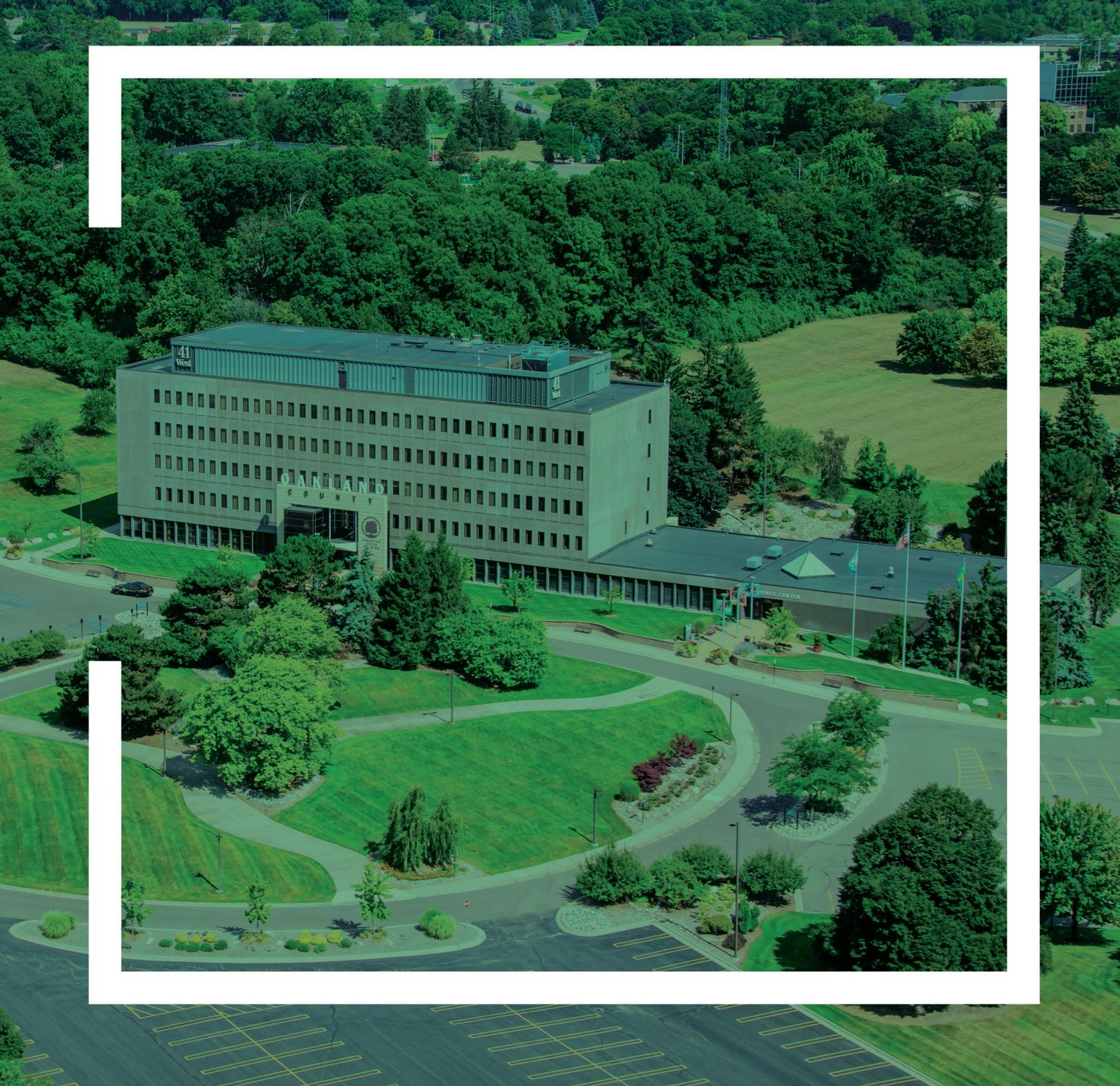
30 minutes

## Workplace Violence Prevention

Upon completion of the course, both supervisory and non-supervisory employees will understand Oakland County's Workplace Violence Policy. Including how to recognize threats and/or acts of violence.

10 minutes

COMPLIANCE



Enhancing employee effectiveness through the competencies that are critical to successful job and organizational performance.

