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Customized Content and Instruction: We customize our content to address the needs of your employees and the specific challenges within your industry and organization. We will work with you to select the most qualified instructors who best fit your organization’s needs.

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COMMUNICATION
Business Grammar Basics
The ability to write clearly and sincerely remains a core competency for individual and organizational success. Mastery of this essential business skill must be built on a solid knowledge of correct language usage.

This program will help you improve the way you write by expanding your knowledge and understanding of English grammar basics. Examples taken from actual business writing samples will be used for individual and small group exercises.

Key Topics
- Verb tenses
- Active and passive verbs
- Sentence constructions
- Punctuation
- Capitalization
- Noun/pronoun agreement
- Subject/verb agreement
- Dangling modifiers Possessives
- Clauses and phrases
- Parallel structure

What You Will Learn
- Gain knowledge and practice writing clear, concise sentences
- Use the active voice
- Determine standard usage in grammar, punctuation, and capitalization
- Eliminate dangling and misplaced modifiers
- Employ parallel structure
- Ensure agreement of subject and verb, noun, and pronoun
Communication Strategies for Organizational Success
The ability to communicate effectively in business is essential to both the individual and the organization. Expressing our wants, feelings, thoughts and opinions clearly and effectively is only half of the communication process needed for success. The heart of communication is the process of transferring information, meaning, and understanding from sender to receiver. And carrying out that process convincingly and proficiently is absolutely essential for success.

Lack of communication is often cited as the reason for unnecessary problems, such as misunderstandings, misinterpreted information, hurt feelings, and frustration, within the business environment. Often, the messenger is blamed for not communicating effectively. In reality, the problem may lie with the receiver who may not have been listening effectively.

This program will help you develop strong communication skills that include insight into overcoming communication barriers, reading nonverbal communication cues, and effective listening to help you achieve goals and develop relationships that benefit you and your organization.

What You Will Learn
- Understand how the communication process can be managed to help recognize and overcome barriers
- Positively influence another person’s behavior and his/her way of thinking
- Recognize and reduce major verbal and nonverbal barriers to communication
- Analyze your own communication style and determine how that style naturally supports some types of success while possibly inhibiting other types of success
- Adapt your delivery and message to the style of that other person
Dynamic Listening Skills for Successful Communication
Effective communication is the secret ingredient to your organization’s bottom-line demands! When was the last time you wanted to scream: “Is anyone listening?” Well, you’re not alone. Although all of us talk and listen to one another, we may not be communicating. In a working environment defined by diversity, stress and uncertainty, it is not surprising that misunderstandings abound. This powerful program discusses the processes that enhance communication and encourages productive interactions.

How You Will Benefit
- Discover a powerful communication model for turning all interactions into productive outcomes
- Provide constructive information by addressing the performance...not the person
- Coach and counsel employees to build productivity and future employee development
- Listen actively and show interest and concern
- Clarify meaning and verify information to minimize misunderstanding and wasting time
- Foster positive attitudes by providing effective feedback

What You Will Learn
- Acknowledge the emotions and ideas of others to build trust and improve communication in team situations
- Adjust communication behaviors to communicate with different styles
- Listen actively to separate message content from feeling
- Ask questions to expand knowledge and bring out new ideas
- Direct others by giving clear instructions and delegating
Email Essentials
In today’s fast-paced world, information is sent and received more rapidly than ever before and when information needs to be disseminated quickly, there’s no better way than by email. But how do you ensure that the messages you are sending are effective, acceptable, and will be taken seriously? The use of proper e-mail etiquette is the cornerstone for ensuring your message gets across quickly, appropriately, and concisely.

What You Will Learn
- Identify situations when sending email is necessary and appropriate
- Recognize items that you should never send electronically from your workplace
- Create an email subject line that accurately describes the content of your message
- State and avoid the most common mistakes employees make in business writing
- Consider the visual components that enhance an email message and make for easy reading
- Guidelines for copying and blind copying messages
- Gain an understanding of how to manage your email
**Giving and Receiving Feedback Like a Pro**

One of the most important communication skills is the ability to give and receive feedback effectively. It is also one of the most challenging. Feedback is essential for learning and continuous improvement and can help to motivate and build good relationships depending on how it is conveyed. If you provide feedback to others – coworkers, direct report, or your manager – this program will help you present your ideas more effectively. It will also help you to be a better receiver of feedback, even feedback that is presented awkwardly.

Researchers have found that fostering supportive communication helps promise positive interpersonal relationships that in turn help create higher productivity, faster problem solving, higher quality outputs, and fewer conflicts.

By learning the proven techniques presented in this program, you can develop your feedback skills. This program will show you how to turn feedback sessions into tools that can help you and your coworkers improve your job performance and meet important goals.

**What You Will Learn**

- Recognize opportunities to provide feedback to others
- Identify and reduce barriers to giving effective feedback
- Avoid defensiveness by applying the principles of supportive communication
- Apply characteristics of effective feedback
- Adapt your communication style to the needs of the feedback situation
- Manage difficult feedback situations
Managing Complaints to Achieve Positive Results
How do you deal with team member complaints? Do you ignore them? Avoid them? Overreact to them? Or do you treat them as a way to solidify the team and improve team member self-esteem?

Your own perception is not as important as the team member's view of the problem. What may seem trivial to you could be very serious to the team member. So, all complaints must be treated with fairness and dignity.

It’s important to see complaints as chances to enhance your relationship with team members. The simple act of listening to and really hearing the complaint goes a long way toward making the team member feel important. However, listening is not enough. In fact, if you listen and do nothing, the situation will get even worse. Instead, you need to deal with the issues and solve the problem, if possible.

What You Will Learn
• Create an environment where all team member complaints must be dealt with rather than ignored or dismissed
• Be more sensitive to all the problems - major or trivial, real or imagined - that can lie behind complaints
• Demonstrate techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties
• Identify various techniques to solve such problems while maintaining a positive relationship with the team member
Strategies for Creating and Delivering Successful Presentations
Success in your professional life will depend on your speaking skills – either because you regularly will be asked to speak before groups or because you will occasionally be asked to do so. In either scenario, your next promotion, your next job and your professional credibility may depend on your presentation skills.

Making a good oral presentation is more than just good delivery. It also involves developing a strategy that fits your audience and purpose, having good content, and organizing material effectively. The choices you make in each of these areas are affected by your purposes, the audience, and the situation.

This program is recommended for everyone who needs to develop their presentation skills, speak in front of groups or sell ideas or products to others internally or externally.

What You Will Learn

Overcome Presentation Jitters
- Practice relaxation techniques to reduce nervousness and to engage the attention of your listeners
- Learn how to project your voice and use pauses to dramatize your point

Developing and Organizing Presentation Content
- Make your content clearer and more memorable
- Create an audience profile and set presentation parameters
- Condense a speech outline into notes you can speak from

Preparing to Give the Presentation
- Learn the benefits of rehearsing, adhering to a time frame and speaking from notes
- Gain confidence in your presentation skills

Using Visual Aids and Support Materials
- Describe the purpose of visual aids and support materials
- Identify tips for effective composition of visual content and speaker aids

Handling Questions from the Audience
- Explain the importance of the questions-and-answer session
- Respond professionally to questions from the audience

Managing the Presentation Environment
- Describe the advantages and disadvantages of different room setups
- Be able to anticipate, avoid and handle equipment problems
The Fundamentals of Facilitation
Facilitators help other people resolve issues or improve processes. This program is designed to improve the skills of people who are facilitating: the start-up of teams or project groups: regular meetings; the resolution of issues, such as conflict, low productivity, or poor morale; planning of projects and completes tasks; team building; process improvement; group feedback meetings and other similar types of sessions.

By gaining an understanding of the mindset of a facilitator – in contrast to other leaders – you will become more effective in your facilitation role. This program will help you sharpen or acquire basic facilitation skills, increasing your confidence through practice and feedback.

What You Will Learn
- Gain an understanding of the role of the facilitator and how it changes in different situations
- Develop the basic skills need for facilitation
- Use structured tools for process improvement, decision making, improving quality, and other tasks
- Evaluate and facilitate the start-up of teams
- Clarify and develop strategies for conflict resolution
- Prevent problems arising as a basic facilitation approach
- Formulate an approach to dealing with problems once they occur
**The Power of Questions**

The art of asking questions and encouraging a process of inquiry is sometimes lost in the demand for immediate short-term answers. One crucial skill for leaders is their ability to communicate effectively and this includes the practice of asking the right questions.

Often leaders believe they need to have all the answers in order to lead others, yet more people will want to follow you if they are the ones that are discovering their own answers.

This program will benefit any individual who wants to understand and improve their process of inquiry. Through this program, you will be reminded of the benefits of curiosity, explore various questioning techniques, and learn strategies in crafting and asking the right questions at the right time.

**What You Will Learn**

- Formulate questions to match the situation
- Guide others in finding their own answers
- Apply questioning strategies
- Establish a questioning culture
- Create your questioning learning strategy
**Writing for Results: Composing Successful Business Communications**

In the U.S., the average office worker generates about 10,000 pages of paper each year. Today, top managers spend about four hours a day on email. One of the biggest differences between business writing and other kinds of writing is that business writers usually write under severe time pressures; therefore, in addition to effectiveness, increasing your writing efficiency is extremely important.

From formal reports to letters and email messages, writing is fundamental to doing business. Effective and efficient writing is essential to maintaining client relations, winning job proposals and grants, and garnering support for action within the company. Whether you need an overall review or just a refresher, this highly interactive program will help you compose powerful, professional documents that get attention and prompt action.

**What You Will Learn**

**Basic Business Writing Concepts**
- State your purpose quickly and separate details from actions
- Write conversationally to engage your readers
- Be specific, concrete, personal and positive
- Avoid overworked words and phrases

**Organizing Information**
- Incorporate strategies to start writing quickly
- Organize information to help your readers
- Utilize "Data dumping" and mind mapping as organizational tools

**Being Concise and Clear**
- Measure your writing efficiency
- Recognize and eliminate unnecessary words, phrases and repetition
- Substitute heavy, confusing phrases with simple language
- Implement techniques for writing concretely

**Using Action Verbs**
- Recognize how action verbs improve writing
- Identify and avoid masked and passive verbs

**Writing Letters**
- Adapt salutations and openings that get attention
- Foster effective transitional sentences and closings
- Personalize your letters to create interest and establish credibility
- Be positive and convey sincerity
- Write refusal letters with clarity and tact

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- Generate strong lead sentences
- Use a reader-friendly layout to emphasize main ideas
- Utilize practices of e-mail etiquette
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- Design strong paragraphs to state your case powerfully
- Add graphic elements to organize and support your ideas
- Use an effective format for proposals
TEAMBUILDING
Building a High Performance Work Team
Organizations are finding that they can accomplish their goals and increase performance by harnessing the collective energy of teams. But arriving at these results is not easy, nor does it happen overnight. Team members need to learn how to share information, be willing to manage conflict, and provide feedback and support that will encourage each member to meet his/her commitment to the team and the organization.

Building a high-performance team requires that you establish a successful team culture, foster commitment, promote a sense of purpose, and outline clearly-defined objectives. This program will provide you with the right strategies that will enable you to operate within and lead your team to excellence.

What You Will Learn
- Recognize how organizations can create team players
- Identify what makes high-performing teams work so well
- Apply techniques to foster and facilitate high-performing teams
- Demonstrate and practice strategies for managing resistance to team-building efforts and managing team conflict
- Use team building to improve productivity, quality, and customer satisfaction
**Experiential Team Building**

UNC Charlotte offers a variety of Experiential Teambuilding opportunities. Each program is catered to the specific needs, goals and objectives of the current group and can range from general fun to generic team building to addressing intense group issues. The various options we offer are listed below. It is possible to have a program that combines two or more of these options.

The **Mobile Program** engages groups to assist them in addressing a variety of goals. These are available as an indoor or outdoor event and can occur either on campus or off campus. The focus of the program will be tailored to the needs of the group. Commonly our mobile programs consist of icebreakers, get-to-know-you activities, and basic problem solving activities. We also offer fun and challenging activities that focus on more specific issues to address conflict resolution, communication breakdowns or feelings of frustration within the group. Our mobile program tend to be less physically demanding than our other options.
Like our Mobiles, the **Team Challenge Course (TC)** has been successfully used by a wide variety of groups including: youth groups, college sports teams, student clubs and organization and non-UNC affiliated business groups. Much like the Mobile program, the Team Challenge Course involves various problem solving tasks to be completed on a low challenge course involving cables, logs and ropes. For a group to be successful; planning, cooperation, trust and individuals taking on leadership roles is required. For most groups, a TC session can be a fun way to accelerate the process of breaking down personal barriers and build trust and cohesion within the group. Programs are individually tailored to address the goals and objectives provided by the coordinator of the group.
The High Team Challenge 'ODYSSEY' Course (HTC - Odyssey) provides for flexible programming. A session at the HTC can focus along a variety of client needs from recreation to personal growth. The Odyssey is an extension of the teamwork focus found in our mobile or TC programs, but adds a new level of intensity since it all takes place from 3 feet to 35 feet in the air. Individuals stretch the boundaries of their comfort zone while working together within small pods of 3 to 8 other team members. The zip line to return to the ground is a high point for many. The Odyssey is designed to build self-confidence, teamwork, trust, communication, awareness of strengths and limitations, respect for others and coping skills for dealing with anxiety and stress. It is also fun for most!
The **High Team Challenge 'ILIAD' Course (HTC - Iliad)** also offers a variety of experiences for client needs from recreation to intensive team building and is a bit more physical demanding than the Odyssey. This course is completed in partnerships of two people working together on one element at a time. Like the Odyssey, it really pushes the opportunity to stretch the boundaries of comfort zone and physical challenge at heights of 15 to 35 feet above the ground. This Iliad provides the same learning opportunities as the Odyssey, and better serves those groups looking for more demanding physical and emotional (as in scary) challenges.
The High Team Challenge 'DYNAMIC ELEMENTS' & 'GIANTS SWING' offers additional kinds of challenges. The two individual belayed elements called "Vertical Playground" and "Space Loops" require a great deal of upper body strength and thus demands greater physical excursions which can provide a huge dose of adrenaline. The third element - the GIANTS Swing (that even the director of Venture yelps with excitement when swinging and spinning) - offers a gut-check feeling which is not to be missed. On the Swing, participants control how high they want to be raised by the group before starting their pendulum like drop.
Managing Multicultural Teams for Peak Performance

Cultural differences can greatly affect the dynamics of teamwork, decision making, risk taking - and impact the bottom line! In this program, you’ll learn how to adapt your managerial style to the unique needs of your diverse group.

Discover how to communicate, motivate and manage conflict across cultural boundaries. Get proven techniques to help you function as a true team - where differences are not challenges but opportunities for increased creativity and productivity.

How You Will Benefit

- Manage conflict resulting from cultural differences
- Resolve communication breakdowns and avoid misinterpretations
- Build trust and rapport as you integrate dissimilar viewpoints
- Increase cooperation and create cross-cultural synergy within a diverse team
- Enlist and retain valuable employees
- Effectively work and communicate with remote or offshore groups

What You Will Learn

- Embrace the multicultural mindset
- Address how culture impacts everyday business interactions
- Communicate in a multicultural workplace: how style differences lead to misunderstanding
- Apply multicultural management strategies and practice
- Manage conflict: types of conflicts and their impact
- Direct vs. indirect, emotional vs. unemotional communication
- Create cross-cultural synergy
- Distinguish how different cultures regard employee-manager interaction, time management, teamwork, decision-making and other issues
- Enlist recruitment techniques from a culturally diverse talent pool
The Power of Personality in the Workplace

Discovering and making the most of our strengths, creating a common language for dealing with issues and challenges, and appreciating differences all contribute to being effective in today’s workplace. Individual differences are defined in terms of personality. Using the Myers-Briggs Type Indicator (MBTI) or DISC Profile Assessment. This program provides insights and strategies for working with others while building more harmonious and positive workplace relationships.

You will be asked to take a personality assessment. Your test results will be compiled and discussed with you in course. The goal of knowing about personality type is to understand and appreciate the differences between people. As all types are equal, there is no best type. Your assessment results will give you helpful feedback about yourself and how you are different from others.

This insight will help you understand the factors that impact your personality and that influence your decisions, how you interact with others, how you approach your organization and it’s bearing on your career. In return, this will allow you to optimize your own and others’ work performance. In organizations and workplaces the assessment is particularly useful with teams, for conflict management and performance improvement, for employee coaching, for management development, or for executive coaching.

Discovering or rediscovering your innate core is part of the journey of using personality type to enrich your life. This program is designed to help people grow personally and professionally.

What You Will Learn

- Determine your own personal style profile by completing a personality assessment
- Understand what your results mean and how it impacts your decision-making, relationships with others and approach to problem solving
- Gain insight into the strengths and limitations of your profile
- Use behavioral clues to determine others’ personal styles
- Work more effectively with other personal profiles
**Working Effectively in Virtual and Remote Teams**
Master new competencies to meet the challenges of leading a virtual team. You need to build a team identity and process...balance technical and social systems within your team...and facilitate the development of long-distance relationships and trust among your team members. Communication takes on a whole new meaning when you’re not face-to-face with your direct reports and team members. You need to understand the channels of communication open to you as a virtual team leader...and then choose the right channel for the tasks at hand.

This program will help you build trust in your virtual team and enhance risk-taking and creativity by applying effective communication channels to achieve desired team relationships and goals.

**What You Will Learn**
- Identify the roles and concerns you face as a virtual team leader
- Understand what virtual team members want from their team leader
- Effectively unify the virtual team’s culture and relationship
- Identify methods to build trust and overcome team-busting behaviors in virtual teams
- Understand virtual communication channels and cross-cultural interactions
- Set performance goals - defining, organizing, communicating and reinforcing
- Garner insights into motivating and recognizing virtual team performance
LEADERSHIP
**A – Z Leadership**

On a daily basis, leaders face daunting challenges. While judging multiple projects and processes, they are also expected to motivate a team of diverse individuals to work collaboratively and productively. Without the proper skills, leaders can be left feeling overwhelmed when faced with these competing priorities.

To help leaders cope with these challenges and succeed, this program will equip leaders to effectively manage their work and relationships to be more productive in contemporary organizations.

This program teaches leaders how to use inspiration rather than fear to enhance their team’s performance, shows them how to empower teams to operate toward common goals and gets results that are critical to the success of the organization. Above all, the program develops leaders who can coach, delegate, communicate and meet goals effectively to not only meet expectations, but to exceed them.

This multi-day program is a highly interactive, hands-on experience specifically designed for leaders. This program is founded on content that is solid and balanced. Participants leave the program with a clear understanding of the behavioral and strategic expectations of a leader in today’s business world.

**Key Benefits**

- Build strong leadership skills and opportunity for growth
- Enhance interpersonal and communication skills
- Build a foundation in strategic management and thinking competencies
- Develop creative and innovative leadership abilities

**What You Will Learn**

- Create a work environment that promotes innovation and peak performance
- Develop a personal leadership plan
- Understand the difference between leaders and managers
- Inspire a shared vision and common purpose
- Empower subordinates to enhance performance
- Develop the potential of others
- Create a climate of trust and commitment
- Emphasize teamwork, innovation, and commitment to continuous improvement
- Build collaborative relationships and management systems to foster coordination across functions
- Review strategies for analyzing and preparing for negotiations
- Change confrontation into problem solving
- Understand the dynamics of conflict by learning to identify its nature and sources
- Manage relationships between all functions within the organization
- Develop your ability to recognize different styles of thinking, conflict management, and emotional behavior
- Use teams to implement strategy and manage corporate culture
- Enhance a team’s creative and decision-making abilities
- Understand key factors that have an impact on team climate, individual motivation and organizational performance
- Examine techniques for managing tasks forces, project teams, and other temporary groups

**Who Should Attend**
This program is designed for leaders who are involved in the future direction of their company.

**Program Format:**
This program will include twelve, full-day courses to be offered on a monthly basis on-site at your organization. This intensive program will also include short prework and homework assignments included before and after each module. The final session will include a formal report-out on a project that they worked on as a part of the program.

This program will be fully customized to align with your organization’s leadership competency model. Typical courses included in this program include: communication, emotional intelligence, managing employee performance, coaching, influencing others, and building collaboration.
Fundamentals of Leadership
Organizations are steered by leaders who understand how to mobilize others on to a common ground of performance and alignment. In today’s business climate, an organization cannot afford to be underled by neglecting to develop leadership potential.

This program will develop the essential skills used to assume the role of visionary and situational leader.

What You Will Learn
- Increase self-awareness through feedback and discussion
- Clarify the difference between leading and managing
- Develop skills to build productive working relationships
- Increase confidence using practical proven leadership concepts
- Improve effectiveness closing performance and commitment gaps
- Use tools to create and implement a personal leadership plan
- Consistency: you will learn how to manage, lead, and interact in a manner that is aligned with your organization
- Implementation: you will understand how to develop a leadership approach that builds and sustains a productive environment
How Leaders Inspire Influence and Achieve Results
It’s a fact of organizational life: To lead well, you must communicate well. No communication, no leadership - no question about it. This fast-paced, results-oriented program is uniquely designed to strengthen your leadership communication skills. You’ll learn practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.

What You Will Learn
Effective Leaders—Past and Present
- Describe typical situations requiring leadership, and assess how well you use the language of leadership in these situations
- Identify the traits of effective leaders as communicators and assess how well you demonstrate those traits

Finding Your Leadership Voice
- Learn the components of a leader’s voice
- Recognize several leadership styles and describe your dominant style

Crafting Compelling Messages That Inspire Action and Produce Results
- Pinpoint the desired results of your leadership message by using a results matrix
- Shape your leadership message

Setting the Stage for Powerful Communication
- Pick the right forum and create a winning setting for your key messages
- Overcome stage fright and communication anxiety

Taking the Lead
- Generate presence and charisma that command respect
- Send clear messages that maximize audience understanding

Setting the Direction You Want Others to Travel
- Communicate a clear mission and inspire vision and values
- Delegate authority in ways that prompt others to take responsibility

Influencing and Inspiring Others Into Action
- Identify the factors that demotivate
- Light a fire in the hearts of others
Preparing for Leadership: What You Need to Take the Lead
You want to become a leader but are you ready to take that step? Learn how to get noticed and selected for a leadership position and develop the skill set every confident leader needs!

This program is uniquely designed to help leaders-to-be, get ready for their new challenges and responsibilities. You’ll discover the heart, soul and mind of true leadership. You’ll explore leadership roles as strategist, change agent, coach, manager, communicator, mentor and team member. And you’ll learn how to develop your unique leadership style for maximum impact.

What You Will Learn
Is there a Leader in You?
• Discuss which qualities senior management looks for in candidates for leadership positions
• Understand the challenges you will face as a leader
• Find out what people expect and respect in a leader

What Do Leaders Talk About?
• Discover your leadership style
• Learn to adapt your style to the needs of others

What Is Your Leadership Image?
• Describe how to project the positive professional image of a leader
• Get noticed by learning how to look and talk like a leader

How Can You Build Your Influence and Power?
• Illustrate ways that leaders can build their power and influence

How Can You Develop Key Relationships?
• Identify the strategic alliances you need to build

How Should You Handle Organizational Politics?
• Explain strategies for getting others to support your agenda
• Protect yourself against the pitfalls of intra-organizational politics

How Can You Motivate People?
• Assess the things that really motivate others, including “difficult people”
**Improving Your Managerial Effectiveness**
Knowing yourself and how your behavior affects the actions of your team is a key advantage for a manager. This awareness can help you improve your ability to lead your team and improve their overall productivity.

In this program, you’ll learn about team dynamics and how understanding others - their goals and values, needs and wants, strengths and weaknesses - can lead to more effective motivation, delegation, conflict resolution and overall team performance.

This program is appropriate for mid-level and developing managers who want to hone their leadership and communication skills and be able to establish effective working relationships with many diverse people.

**How You Will Benefit**
- Ensure long-term business results by effectively developing people
- Meet the diverse needs of all your team members with proven communication techniques
- Motivate your team
- Anticipate and resolve conflict situations
- Install a culture based on trust and partnerships
- Increase dialogue and constructive feedback
- Understand the importance of coaching as a tool for partnering with your team
- Use delegation to increase productivity and individual growth

**What You Will Learn**
- Grow your organization by continually increasing your team’s levels of competency
- Recognize how your behavioral style influences the actions of others
- Determine the key values that can help you find ways to motivate people
- Resolve conflict with proven strategies
- Identify the behavioral indicators that lead to effective team performance
- Become a transformational coach: creating a learning partnership with your employees
- Practice effective delegation techniques that will benefit the individual and the organization
- Improve your skills in managing and leading change
- Manage performance and growth: applying the concepts you’ve learned to a simulated case
Making the Transition to Management
Set the stage for a successful management career! You’ve been a superstar in your current role as an individual contributor – so they’ve promoted you. This program will help you lay the foundation for your management career and provide you with easy-to-apply tools you need to make a successful transition into your new role. You will gain the practical know-how you need - and the confidence you want - to plan, organize, coach, motivate, delegate and communicate in order to be an effective new manager.

This program is specifically designed for newly appointed or prospective managers with less than one year of management experience.

What You Will Learn
The Challenges of Making the Transition
- Build successful relationships with managers, peers and direct reports
- Recognize what is expected of a manager

Flexible Management Style
- Understand and use style as a management tool
- “Flex” your management style to manage with more confidence

Communication and Feedback
- Listen at a new level: internal listening vs. focused listening

Performance Management
- Align organizational interests with the individual’s interests
- Create an ongoing process to interact, communicate, provide feedback, coach, delegate, motivate and set goals for direct reports
- Demonstrate constructive criticism techniques

Coaching
- Distinguish the who, what, when and why of coaching
- Employ the two types of coaching; knowing when and how to coach an employee

Delegation
- Determine what to and what not to delegate
- Facilitate delegation techniques to achieve win-win outcomes

Setting Goals
- Differentiate between vision and goals
- Set SMART goals

Motivation
- Encourage recognition, encouragement and productivity
- Motivate and create a positive work environment
- Complete a self-assessment exercise and personal action plan
Successfully Managing People
How can you resolve conflicts less painfully, delegate critical tasks more efficiently, energize your employees and transform resistance into support? Adjusting your management and personal styles to complement the culture of your work group and your company as a whole can be the catalyst that motivates your teams to heightened productivity.

This program underscores the importance of self-awareness in developing sensitivity to and better communication with others. You’ll leave this program well-versed in the most effective methods for dealing with difficult people...winning cooperation and trust...and ensuring that your people’s values and your organization’s goals are in sync.

This program is a perfect fit for managers and individuals with management responsibilities whose success depends on clear communication, a cooperative attitude and commitment to shared goals.

What You Will Learn
The Experience of Being a Manager
- Influence people to want to do what they’re supposed to do
- Determine specific challenges you face when motivating others

Values
- Address values and their impact on work life
- Recognize how values can have productive and nonproductive results

Personal Styles
- Determine your own personal style profile
- Gain insight into the strengths and limitations of your profile
- Use behavioral clues to determine others’ personal styles and work more effectively with them

Motivation
- Appreciate motivational factors and their impact on behaviors and work settings
- Tailor your motivational efforts to individual employees and different situations

Giving Feedback and Dealing with Difficult People
- Use active listening to gain information and understand employees’ perspectives
- Apply positive and corrective feedback
- Use appropriate values alignment when dealing with difficult employees

Conflict
- Acknowledge the dimensions of conflict resolution
- Identify your own preferred conflict-resolution style
- Use different conflict-resolution styles in different situations
Delegation
- Diagnose different delegation styles: how and when to use them
- Determine the appropriate delegation style for employees and situations

Understanding Organizational Culture and Subculture
- Examine the impact of organizational culture and subculture and “cultural blinders”
- Explore the assumptions that impact your team’s thinking and actions
- Identify and build on the strengths of your team’s culture

Ethical Leadership
- Identify your group’s values
- Establish your vision for ethical leadership

Action Planning
- Develop a specific plan for applying what you’ve learned back on the job
- Identify people who can support your action plans
What Every Manager Needs to Know
Take charge of your daily responsibilities with the confidence and knowledge of an experienced pro!

Were you promoted into management without ever having had the time and training to master the necessary skills? Have you been working without the basic tools in the key functional areas that are the reality of your day-to-day job as a manager?

In this program, you will gain a “big picture” understanding of your role within your organization and learn how to build and manage a highly functioning unit. You will cover the management role from soup to nuts as you focus on: time management... project management... human resources... budgeting and basic finance... and leadership skills.

This program is designed for managers with fewer than five years of experience who want to gain foundational tools of “nuts and bolts” management.

What You Will Learn
- Understand the real work of the manager - integrating people and activities
- Become a more effective and efficient manager by utilizing effective time management techniques
- Track work activities, implement project processes and successfully manage projects across your organization
- Build and maintain the right employee talent base
- Improve budgeting competence and manage operational costs
- Identify and solve problems through proactive leadership
ESSENTIAL SUPERVISORY SKILLS
Confronting the Tough Stuff – Management Skills for Supervisors
Learn how to successfully manage timely “real-life” challenges and increase your value and effectiveness as a leader!

In our rapidly changing business environment, sticky situations are bound to arise. Now you can prepare for the unexpected with enhanced confidence and problem solving skills. You’ll role-play real-life situations that challenge your solid management skills as you handle the issues of today: team dysfunction, mediation between difficult employees and coping and working through “survivor” shock from layoffs, mergers and acquisitions.

This program is designed for managers and supervisors with three to five years of experience.

What You Will Learn
- Master practical, proven techniques for dealing with uncomfortable, challenging situations
- Become skilled at trying to avoid potentially litigious situations
- Write a difficult-to-create performance evaluation
- Enhance your team-coaching skills
- Overcome communication barriers to productivity
- Understand how to supervise while coping with survivor shock
Leadership Skills for Supervisors
Develop your own leadership game plan - become a take-charge supervisor!

Being an effective leader involves much more than just getting things done. Today, a much higher level of supervisory skill is required. This program will explore how supervisors can maintain technical expertise while demonstrating the right type of leadership. It will give you the personal, interpersonal and group skills to be influential in one-on-one situations, facilitate group performance and become an overall effective leader.

Supervisors who attend this program will develop the individual, group and one-on-one leadership skills to keep up with evolving management roles and responsibilities.

What You Will Learn
- Develop interpersonal skills that help you communicate, listen and handle conflicts
- Become more effective at influencing others
- Accomplish goals and control outcomes when dealing with staff, peers, management and other departments
- Learn how to work with groups and teams to solve problems and accomplish projects
- Hold performance discussions that result in changed behavior and enhanced productivity
- Analyze your own style of behavior and recognize your strengths/weaknesses
**Making the Transition from Staff Member to Supervisor**

Effectively and smoothly manage the change in your role and your responsibilities! This program will prepare you for a complete change of responsibilities and help eliminate the anxiety that can accompany it. You’ll come away with a better understanding of what your boss, peers, staff and company expect from you. Plus, you’ll take home an invaluable set of tools/skills that will prepare you to assume that all-important first supervisory role.

This program is designed for newly promoted supervisors with less than one year of experience in this position.

**What You Will Learn**

- Understand your new role - from your perspective and that of your boss, peers and subordinates
- Establish a presence as a new supervisor
- Build credibility as you establish new relationships
- Adapt your individual style to those with differing styles
- Delegate tasks to others, focusing on clear quality standards
- Implement a feedback system
- Distinguish what motivates peers, employees and superiors
- Prioritize your new task more effectively
- Protect your time from infringement by others
PERSONAL EFFECTIVENESS
Cultivating Your Assertiveness Skills
Gain more confidence, decisiveness and respect! Learn powerful tools for assertiveness to help you deal with conflict at all levels in the organization... discover techniques on how to be an assertive communicator, acquire ways to handle receiving and giving feedback and address business etiquette when professionalism and assertiveness are required.

You’ll assess your areas of strength and growth in this critical skill... understand how social styles affect assertive behaviors and benefit by learning steps for conflict resolution. Overall enhance your assertiveness skills for immediate on-the-job use!

What You Will Learn
- Differentiate behavioral styles - passive, aggressive and assertive
- Define assertiveness goals, skills and payoffs
- Identify techniques for improving self-esteem
- Improve communication with different social styles
- Recognize the risks and benefits in becoming assertive
- Identify factors that influence your level of assertiveness
- Apply the role of social styles in assertive communication
- Practice a model for conflict resolution
- Facilitate appropriate assertiveness in common workplace situations
- Achieve a healthy balance personally and professionally
- Escape self-defeating beliefs and behaviors
Leading With Emotional Intelligence – Cultivating Your Inner Strength

Nothing stirs our emotions like the dynamics in a relationship, but often our interaction and reactions are based on mismanaged emotions. Emotional Intelligence is the capacity to recognize and effectively manage emotions in ourselves and with others.

Emotional intelligence increases our ability to make good decisions, build relationships, deal with stress, navigate social complexities, and cope with change. It serves as the foundation for a host of critical skills - it impacts most everything you say and do each day. It is the single biggest predictor of performance in the workplace and the strongest driver of leadership and personal excellence. Emotional Intelligence or EQ has been deemed – the “other kind of smart” in addition to IQ. Research has revealed that 90% of high performers have high EQ’s and that 58% of our job performance is based on EQ.

This program is designed for professionals seeking to maximize their performance by increasing their self-awareness and managing their emotions to achieve positive results.

What You Will Learn
- Create an environment for productive work relationships
- Increase deliberateness in making decisions
- Manage your emotions with confidence
- Temper negative responses to distressing situations
- Improve conflict and communication skills
Managing the Work / Life Balance
Finding work-life balance in today's fast-paced world is no simple task. Spend more time at work than at home and you miss out on a rewarding personal life. Then again, if you're facing challenges in your personal life such as caring for an aging parent or coping with marital or financial problems, concentrating on your job can be difficult.

Whether the problem is too much focus on work or too little, when your work life and your personal life feel out of balance, stress - and its harmful effects - is the result.

This program is designed to boost productivity by providing tools and techniques that people can utilize to attain a higher level of achievement and enjoyment every day, both on and off the job.

How You Will Benefit
- Better understanding of what your best individual work life balance is
- More value and balance in your daily life
- Measured increases in individual productivity, accountability and commitment
- Better teamwork and communication
- Improved morale
- Reduced stress
- Improved relationships both on and off the job

What You Will Learn
- Define Work Life Balance: what it means, what it doesn't mean
- Prioritize achievement and enjoyment as the basis for life-time goals
- Accept responsibility for your own work and life results
- Stay in focus despite interruptions
- Practice a method for staying in balance every day
- Improve productivity through quick and effective planning and organization
- Establish Techniques for timely project completion
- Maximize quality time in your relationships:
  - At Work - With Family - Friends - Yourself
- Build lasting rapport and respect with associates
- Connect daily activities to work-life goals
- Review Strategies that improve team communication
- Master the choice challenge
- Adjust your work life balance over time

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Stress Management: How to Reduce, Prevent, and Cope with Stress

Phone calls, meetings, emails and simply too much to do! The effects of rising levels of stress in the work environment on employee health and productivity are areas of concern in the business world.

This intensive program is designed to increase your understanding of stress, its causes and consequences, and to examine techniques to address stressful situations.

What You Will Learn

- Examine and define the concept of stress
- Identify the sources of stress in your life
- Compare the amount of stress that you are currently experiencing in your life and how you are coping with stress
- Recognize stress preventative strategies
- Apply techniques aimed at reducing and/or coping with your stress
- Begin implementing goals created during the course
Time and Workload Management

Business people are now asked to take on more duties than ever. We can’t change this trend, but we can decide how to spend our valuable time and eliminate non-value-added activities and time-wasters.

You can take more control of prioritizing your time than you may think.

What You Will Learn

- Organize and prioritize tasks to maximize your output in the available time
- Proactively align your week’s activities with achieving your goals
- Recognize the time-wasters you can reduce and eliminate
- Identify ways to minimize interruptions
- Create strategies to keep focused and avoid multi-tasking
- Appreciate the act of delegation and understand that it develops people and gives you the gift of time
**Unleash Your Creativity and Innovation**

Do you wish you could try things at work that have never been done before? Do you doubt your own capacity for creativity and innovation? Do you have trouble getting creative solutions from your team? Relying on yesterday’s ideas, products and assumptions can spell failure to your company and be a detriment to your career.

Now you can get proven techniques for generating new ideas and a blueprint for establishing a climate of innovation in this lively, interactive and hands-on program. You will discover new ways to break through mental barriers, ho-hum thinking and roadblocks - in order to improve performance and unleash the creative potential in yourself and your team.

**How You Will Benefit**

- Practice creative thinking methods to generate ideas and solutions
- Turn existing problems into opportunities for growth
- Discover new techniques for securing enthusiasm for new initiatives
- Encourage out-of-the-box thinking
- Apply innovation techniques to improve systems, products and processes
- Enhance morale, group performance and collaboration

**What You Will Learn**

- Identify practices that help promote creativity and innovation
- Focus on results vs. focusing on good process
- Maximize the connection between courage and creativity
- Develop and leveraging from your own creative strengths
- Brainstorm tools and techniques for generating ideas and solutions
- Produce, evaluate and select new ideas: models for analyzing options
- Apply practices and guidelines that create an innovative work environment
PROFESSIONAL SKILLS
**Authentic Executive Presence**

Demonstrating executive presence is no longer optional for leaders who wish to be exceptional in their daily interactions. Developing poise and presence is vital for any business professional today. Presence allows you to command the respect of clients and co-workers, remain balanced under pressure, impact and influence those in authority positions, and demonstrate self-esteem.

We approach leadership training and coaching from a unique and often overlooked perspective that addresses how leaders “behave” rather than what they “know”. This behavioral approach helps leaders at all levels develop a “charisma” or “presence” that allows them to communicate their compelling vision and purpose.

Whether you are a manager, executive or individual contributor, you will come away with the knowledge and tools to enhance your presence and positive impact. Our interactive program will inspire you to put forward your best, with increased polish and poise under pressure and provides you with a solid foundation for demonstrating these important leadership characteristics.

**What You Will Learn**

- Define Executive Presence? Why is it important? What are the most vital Executive Presence Characteristics?
- Build impact and influence – Assess your development areas for poise, power and personal style
- Read non-verbal expressions – How body language, voice, dress and personal polish enhance your credibility and stature with others
- Practice poise under pressure – How to hold your focus and balance during difficult situations and change
- Be confident to start appropriate conversations for work and social situations
- Calibrate your audience, the environment and what’s appropriate in a variety of business and social situations
- Think quickly on your feet and respond appropriately
- Communicate effectively during ad hoc presentations (such as hallway conversations)
- Build charisma, energy and an inspirational presence
- Enhance your leadership visibility within your organization
Building Support For Effective Change Management
Change happens. And while you can't control much of the world changing around you, you can control how you respond. You can choose to anticipate and embrace changes or resist them. Change forces choices. If you’re “on-the-grow”, you’ll embrace many changes and find the positive in them. It’s all in where you choose to put our focus.

The point is... change is life. Successfully dealing with change means choosing to grow and develop continuously. Turn change into a positive force! Change is inevitable. But when changes are made, many employees lack the broader knowledge of why new systems and structures are necessary. As a result, frontline managers and human resources professionals must partner together and help organizations lead and manage change.

This program will prepare managers responsible for facilitating or implementing change initiatives identify key business drivers that typically underlie the need for change. You’ll learn how to work with key stakeholders in ways that build support and ensure positive outcomes for your bottom line.

What You Will Learn
- Assess major issues involved in organizational readiness
- Build executive sponsorship and ensure success of the plan
- Overcome emotional and intellectual challenges
- Demonstrate greater mastery of key change management skills
- Create effective communication plans
- Ensure all systems support - not undermine change
- Help the organization recover, rebound and learn from change
Coaching for Performance

Many talent development professionals have discovered that they need to add coaching to their skill set. Performance coaching can be described as a series of guided conversations that enable the “coachee” to discover and implement personal solutions to challenging issues or areas of performance. These solutions, because they are intrinsic to the “coachee,” are more likely to succeed and endure than solutions imposed externally.

This program will focus on the techniques needed to help close the gap between expected performance and actual results. After completing this program, you will have a basic understanding of what drives your employees, helps build connections between each person’s work and the organization’s mission and strategic objectives, improve others’ ability to set goals, take actions, make better decisions, and make full use of their natural strengths, provide timely feedback, and help each person learn and grow on an ongoing basis.

Participants will learn a model that outlines a coaching process they can use with individuals, teams, or an entire organization, and will practice foundational coaching competencies through role plays, group exercises, and case studies.

What You Will Learn

- Define coaching and identify traits and behaviors of an effective coach
- Practice coaching competencies and apply them to coaching conversations with individuals, teams, or throughout an organization
- Prepare and deliver constructive feedback to avoid common feedback barriers by demonstrating active listening, asking powerful questions, and using effective dialogue and feedback techniques to provide maximum benefit to clients
- Improve interpersonal relationships
- Identify and overcome some of the major obstacles to supportive communication
- Recognize the relationship between performance improvement and effective coaching
- Develop and maintain an effective coaching plan with clients, manage ongoing progress, hold clients accountable for actions, highlight and celebrate successes, and adjourn the coaching process.
Creative Conflict Resolution
All organizations have conflict. Healthy organizations encourage conflict and deal with it in a positive, creative manner to reap the benefits of new ideas and improved relationships.

This program can help you and your organization develop a positive approach to conflict resolution. You will gain an understanding of how conflict affects individuals and teams in the workplace. You will examine your approach to dealing with conflict at work and will be introduced to, and assisted in the development of, alternate strategies.

What You Will Learn
- Explore sources of conflict: organizational dynamics and individual differences
- Examine individual approaches to conflict
- Implement strategies to deal with emotion, including anger, in conflict situation
- Utilize “interests” to develop creative solutions to conflict problems
- Engage in essential constructive conversations for resolving conflict
**Developing Positive Relationships with Difficult People**

The reality is that some people are just difficult. They make it seemingly impossible to have a positive, constructive relationship. Are there difficult people in your workplace? Or in your personal life? They might be co-workers, supervisors, direct reports, customers, clients, neighbors, or family members. They may be overly demanding or overly agreeable, consistently obstinate, generally resistant, or even hostile. Perhaps they’re “do-nothings?” What all of these people have in common is the relationship challenge they pose for others.

In this interactive program, learn to identify and understand various types of difficult people. Discuss techniques and strategies that can set you on the path to positive relationships in even the most challenging situations.

Discover how you can diffuse problematic behaviors, avoid arguments, and generally interact with difficult people in a positive way. Learn to apply these strategies to your own personal situations.

**What You Will Learn**

- Encourage positive behaviors and discourage difficult behavior in others
- Identify and handle the most common types of difficult people
- Recognize the triggers that make difficult people behave so negatively?
- Communicate effectively with difficult people
- Turn negative situations into positive ones
- Strategize to conquer even the strongest resistance
- Practice neutralizing tactics and weapons of difficult people
- Minimize, even eliminate, negative effects of difficult behavior

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Effective Goal Setting

This program uses a holistic approach to goal setting and will provide you with tools and techniques that will help you focus on what truly matters, and you’ll learn how to let go of things you don't need. One of the biggest reasons people don’t get where they hope to go - or don’t really get anywhere in life - is because they don’t set goals. Goals bridge the gap between dreams and reality.

This program will help you set goals that are your own and help you use leading-edge strategies to bring them to fruition.

What You Will Learn

- Create goals that challenge and stretch your comfort zone
- Narrow your priorities down to specific focus areas
- Master the skill of setting SMART goals
- Overcome the mental barriers and roadblocks holding you back
- Appreciate the importance of breaking big goals down to “bite-sized” workable chunks
- Implement strategies that allow you to sustain your goal-setting success
Exceptional Customer Service
What is good customer service? Never before has customer service been such a high priority in organizations. Participants will learn how to achieve competitive superiority through service excellence in a hyper-competitive marketplace and redefine their organization and its offerings.

This program demonstrates how an organization moves from achieving customer satisfaction to achieving customer delight. You will learn how to attain superlative levels of customer service and turn customers into “raving fans” for your organization.

In addition, participants will learn about achieving high levels of customer loyalty and retaining disgruntled customers through the use of effective communication methods.

What You Will Learn
- Deliver better, faster service
- Increase customer satisfaction
- Gain repeat business
- Increase your credibility with customers and your value to your organization
- Better manage stressful situations
- Recognize that customer service can be a competitive advantage
- Understand perceptions of customer service
- Create raving fans
- Redefine your products and services
- Develop effective customer service strategies through the use of communication
- Manage customer dissatisfaction
- Identify employee satisfaction and customer satisfaction
Fundamentals of Accounting for Non-Financial Managers
By emphasizing the importance of financial data on the decision-making process, this program allows non-financial business employees to become better users of financial information so they can be more strategic contributors to their organization.

No matter what your functional background - you’ll learn concepts around accounting in a straightforward, easy-to-grasp manner, enabling you to use finance instruments to add value when your company makes growth and strategic allocation decisions. This program is designed to provide individuals without a financial or accounting background the concepts, tools, and techniques necessary to improve their operating decisions and work more effectively with colleagues serving in financial and accounting functions.

What You Will Learn
- Gain an understanding of accounting jargon – learn the language of business and key financial terms
- Develop a level of comfort with numbers – read financial statements and learn how the three financial statements are interrelated
- Communicate confidently with finance professionals – analyze financial statements to assess profitability, liquidity, and solvency and learn what they reveal or conceal within Generally Accepted Accounting Principles
- Make financially informed decisions without falling in the trap of taking the numbers at face value
- Develop a broader understanding of effective financial management techniques in an increasingly financial environment
Fundamentals of Strategic Planning
This program is ideal for those individuals not directly involved in the planning process but who want to understand the impact of strategy on their work and their organization’s success. Gain a perspective and vocabulary to help you actively and constructively support your firm’s strategic direction. Understand why the organization is taking the path it has chosen and the results that will be achieved.

After completing this program, participants will be able to apply strategic planning techniques in their professional and personal lives. They will be able to analyze existing organization strategy and to begin developing a framework for their own organization’s strategy.

What You Will Learn
- Understand what strategy, strategic planning, and strategic thinking means to an organization
- Learn key concepts and the language used by those involved in strategic planning
- Discover various approaches companies use to develop strategy
- Find out how strategy moves from concept through implementation to realization
- Recognize techniques companies use to assess their current and future environments
- Identify specific ways you can contribute to your organization’s strategic success
**Getting Things Done Through Influence**

Do you wish you had the influence to make things happen in your organization? It is possible... regardless of your position or level of authority? This program is for everyone who wants to help facilitate initiatives and positive change in their workplace. Discover the power of strategic influence, with or without the power of position. Enhance your communication and persuasion skills. Learn the principles of ethical influence. Return to your workplace with greater confidence in your leadership and influencing ability.

This program will help you develop the skills you need to successfully draw upon the resources of your organization. It will help you improve the way you communicate to and across teams - and across functions - to get people working with you. Through your leader's expertise, diagnostic instruments and actual practice sessions, you'll master the art of developing strong alliances and moving people to do what you want. So the next time you need someone to buy into an idea, follow up on a request, or meet your needs, you won't be starting from ground zero.

**How You Will Benefit**

- Establish or regain credibility so you can begin to influence
- Create a collaborative work environment for faster, better results
- Let work styles and communication differences work for - not against - you
- Sell your ideas and implement change successfully
- Achieve trust and give-and-take relationships up, down and across the organization
- Project self-confidence without being pushy
- Know your assets, blind spots and hidden biases
- Apply a "win-win" model to conflict and negotiate positively
**How to Build a More Positive Work Environment**

Can attitudes on the part of employees and companies affect: productivity and morale, sales and customer service, absenteeism and turnover? The answer is a definite yes! Having a positive attitude affects virtually every part of a company’s operations for the better. This program will enable you to combat counterproductive behaviors and create a positive and collaborative work environment.

From conflict management to influential and creative problem-solving skills, you’ll acquire powerful know-how and action plans to identify and address attitudes and behaviors that will result in more collaboration and productivity for your organization, your team and yourself.

**How You Will Benefit**

- Boost employee productivity, loyalty and morale
- Create an environment of open communication where everyone’s contribution counts
- Reduce stress in yourself and others
- Protect yourself and your team from widespread negativity
- Reduce employee turnover and absenteeism
- Implement organizational and leadership strategies to increase loyalty and productivity

**What You Will Learn**

- Overcome counterproductive attitudes with proven strategies
- Influence staff to change their behavior
- Enhance team performance through positive reinforcement
- Practice techniques to handle complainers, victims and blamers
- Respond to trickle-down negativity with key phrases and questions
- Identify the best strategies for introducing change
- Become positive force for change
**Mastering Motivation**

Like most good managers and supervisors, you are always searching for effective ways to increase your employees’ motivation and results. What do you do? Where do you start? You could research the internet and find more than 22 million sites that discuss motivation... or search online booksellers and find some 4,000 books on the topic.

Or... you could take this practical, hands-on, interactive program to learn the ten most effective way to motivate others. We’ll also discuss how to tell whether it’s motivation or training that your team really needs, how to use consequences to motivate your team and how to develop a motivational plan that meets your work group’s needs. Return to the workplace ready to apply specific and practical motivation tools and techniques that can bring real results.

**What You Will Learn**

- Describe the nature and scope of motivation.
- Identify the differences between people that distinguish the application of motivational skills
- Explain the significance of knowledge and understanding to motivation
- Define the effects of Tangible Rewards (e.g.: Money, Services, Goods) as a major motivator
- Define the effects of intangible Rewards (e.g.: Security, Ethics, Gratitude, Belief Systems/Religion, peer Pressure) as a major motivator
- Recognize how actions can be motivated by negative motivators such as pain, suffering, discipline, and threat and distinguish this type of motivation from positive motivation
- Initiate motivation with an individual or group in a situation not previously confronted
- Maintain or increase motivation in both successful and unsuccessful environments
- Identify a range of situations where motivational skills can be applied, and determine an appropriate way to initiate and maintain motivation in each of those situations
**Mentoring 101: The Fundamentals**

This interactive program provides participants with an introduction to mentoring and what to expect as a mentor. Topics like the "mentoring lifecycle," communication skills, establishing boundaries, and appreciating diversity will make it easier for mentors to navigate relationships with their mentees. This training is appropriate to introduce new volunteers to the field of mentoring and to refresh current mentors on best practices.

For any mentoring program to succeed, it's crucial that program participants understand how the mentor and mentee relationship cycle works and how to communicate with and motivate their mentees. This program will allow participants to demonstrate the skills they learn in class with their classmates during role playing and other in-class activities.

**What You Will Learn**

- Building a Strong Foundation
  - Understanding the program’s goals
  - Honoring commitments
- Identifying the Role of a Mentor
- Outlining the Benefits of Being a Mentor
- Following the Mentor / Mentee Relationship Cycle
  - Stage 1: The Beginning of the Match
  - Stage 2: Challenging and Testing
  - Stage 3: “Real” Mentoring
  - Stage 4: Ending
- Recognizing Best Practices of Effective Mentors
- Applying Basic Communication Strategies
  - The Power of Questions
  - Listening Skills
  - Non-Verbal Cues
Negotiating for a Win-Win Situation
Gain the skills, insights and competencies required in all negotiations - in every industry - at every level. Whether it’s allocating resources for a project, funding a new initiative or establishing a supply chain for a new product or service, negotiation is inevitably at the heart of the process. But few people understand the structures, techniques and approaches available to them as they seek to positively influence an outcome.

This hands-on program gives you a step-by-step guide to effective negotiation - from establishing a formal planning process to prioritizing issues to mastering persuasion techniques to identifying the communication styles of effective negotiators to breaking deadlocks to negotiating as part of a team to recognizing and using leverage to adjusting your strategy to the media used in the negotiation.

What You Will Learn

Introduction to the Negotiation Process
- Explain the business importance of taking a win-win approach to negotiation
- Describe what influences the negotiation process

Planning the Content of Your Negotiation
- Determine alternatives to a settlement before negotiating
- Realize the importance of using a negotiation planning guide

Negotiation Stages
- Chart the course of a negotiation through its five stages from both the content and relationship
- Identify the causes of resistance you may face during the negotiation process
- Recognize and counter the most common negotiating ploys

Communication Styles
- Determine your style of communication and adjust to get the results you want

Persuasion
- Apply the structured persuasion model to improve your ability to convince others of your point of view

Planning a Strategy for Negotiation
- Consider various dynamics that impact the negotiation process
- Use space, time and environment to your advantage
- Effectively negotiate face-to-face, on the phone or through e-mail and other media
**Problem Solving Decision Making and the Business of Critical Thinking**

You make dozens of decisions each day and some of these decisions are more important than others. This interactive course is designed to help build and expand your decision-making, critical thinking, and creative problem-solving skills. The course will give you high powered thinking and decision-making tools to assess and resolve problems and make complex decisions. You will leave ready to apply what you have learned to your work and personal life.

**Key Topics**
- Critical thinking, problem solving, decision making, creativity and strategic thinking
- Six basic decision making styles
- Why people do not or cannot make decisions
- The critical keys to effective decision making
- Effective decision-making processes
- Creating new ways to ask questions
- Critical thinking and the business of thinking
- Application of problem-solving techniques
- The relationship between personal style and decision making/problem solving

**What You Will Learn**
- Enhance your ability to be reactive and act independently
- Become more confident in making sound decisions
- Decrease stress related to critical decisions and problem solving
- Strengthen your ability to influence and persuade others
- Ask questions that get the answers you need
- Apply creative problem-solving techniques
- Build greater professional and personal recognition
Social Media: Branding and Best Practices for Business
This program will provide an overview of best practices for business using social media for marketing, promotion, customer service, and even employee/associate communications. We will look at current trends, behaviors, and take a glimpse at what could be next. We will also lead a roundtable, interactive learning session that draws upon the specific concerns and issues brought to class by participants.

Key Topics
- Your company’s brand and social media -- are they compatible?
- Best practices in adopting a social media program for your company -- resources, budgeting, and return on investment (ROI)
- What's on the horizon for business use of social media and what does this mean for your company?
- A roadmap for beginning to use social media in business marketing
- Overview of content marketing and how it relates to social media programming

What You Will Learn
- Create a roadmap for beginning to use social media in business marketing
- Recognize return-on-investment metrics for social media marketing activities
- Consider the importance of content marketing and how it can enhance social media, blogging, and company website marketing efforts
- Review a checklist of things to consider before instituting a formal social media program within your business
Successful Meeting Management
Meetings dominate life in America today. According to the National Statistics Council, 37% of employee time is spent in meetings. Do ineffective meetings frustrate you? When you lead a meeting, are you able to keep your participants on track? Do you achieve buy-in from everyone around the table? Do your meetings lead to action? When the meeting ends do you and your participants leave feeling that time was well spent?

This program will help you master all the skills you need to deliver professional meetings for your department, division or company - while saving time and money through better planning and increased efficiencies. Learn the best practices to make your next meeting run smoothly.

How You Will Benefit
- Make life easier and all meetings more productive
- Set up meetings for success
- Spark and enhance critical synergy and creative energy during meetings
- Focus on the key facilitation skills of observation, diagnosis and intervention
- Build consensus, handle conflict and keep meetings on track
- Gain knowledge and skills you can apply to all group and meeting situations
- Keep content, process and structure on track to produce positive outcomes

What You Will Learn
- Know when to set up a meeting and who to invite
- Preplan your meeting for greater effectiveness
- Create a detailed agenda and sticking to it
- Know the group's needs and adjust your material to meet their needs
- Clarify roles and responsibilities
- Manage participation and avoiding sidetracks
- Document the groups decisions
- Follow up with meeting participants
- Determine the next steps
- Manage meetings from afar
The Art of Delegation
Do you have trouble entrusting your work to others? Are you frequently putting in overtime? If so, you may be working harder, but not smarter. This program gives you real-world practice in delegation strategies that will reduce your stress level, empower your staff and build morale. Take this opportunity to pinpoint the right task, the right time and the right person to help you maximize productivity for you and your team.

How You Will Benefit
• Exhibit greater competence and confidence in assigning work and responsibilities
• Foster greater teamwork, cooperation and collaboration through clear delineation of roles and authority
• Prevent miscommunication when setting tasks and expectations
• Influence peers and team members to share your responsibilities
• Empower and motivate staff to handle more difficult assignments

What You Will Learn
• Demonstrate delegation basics: what to delegate, who to select, when to start, how to maintain control and give feedback
• Communicate issues, checkpoints and task-related support
• Overcome reluctance, resistance and lack of motivation
• Delegate without authority: influencing strategies to persuade peers to take on additional responsibilities
• Set success milestones
• Create quality management and accountability control and follow-up procedures (without micromanaging)
• Recognize, reinforce and reward performance
• Practice and role-play: case studies, script analysis, skills practice

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**The Generational Impact to Business**

Generational differences do exist; but to what extent do they impact working and personal relationship? By traditional definition, your age defines your generation, but what are the differences between the generations and how can understanding the differences work to your advantage?

This program will provide an overview of the generations, take a look at some of the key collision zones between the generations, provide insight on how to work well together and discuss the upcoming generations.

**Key Topics**

- Overview of the generations including traits and unique characteristics of each generation
- How life stages and rhythms of history impact the generations
- Recognize key collision zones between the generations
- Understand how changing generations have disrupted businesses and the future implications of upcoming generations

**What You Will Learn**

- Build awareness of the different generations in the work place including both commonalities and differences
- Address common challenges multigenerational workplaces face
- Highlight strategies and tactics for working with and communicating with the generations
- Explore how companies have embraced the differences in the generations
Trust Strategies to Drive Commitment and Productivity
Having authority alone is not enough. At every level, business and performance are built on a solid foundation of mutual trust. This program will enable you to develop and refine the core competencies that establish, regain and leverage trust with your teams. You will learn to demonstrate and communicate trust, rekindle your passion for managing and increase your impact as a manager.

This program is designed for all managers who want to drive performance, build mutual trust and foster effective working relationships with team members.

How You Will Benefit
- Become an effective communicator and role model
- Give clear, precise directions to help your team meet and exceed bottom-line goals
- Involve team members at the right levels of decision making
- Adapt your managerial approaches to each of your direct reports
- Create a “trusting” environment that allows for constructive feedback

What You Will Learn
- Define trust: How to get it...how it’s lost...how to regain it
- Differentiate between positional vs. personal power
- Utilize the 3 Cs of trust: competence trust, contractual trust and communication trust
- Active communication: how to build trust and get committed action
- Determine the factors that affect the ability to trust
Foster strong relationships and a positive work environment
Using Data Analytics to Give You a Competitive Advantage

Learn how data drives better business.

Having data or collecting data is not valuable. Using data is. Analytical insights are changing customer expectations and corporate strategy. Analytics is the new differentiator.

Among the many benefits, using data can help companies save thousands of dollars, improve their procurement efficiency, develop their marketing strategies, support business growth and, critically, differentiate themselves from competitors. This data enables each team within the business to collaborate better, achieve better results and outsell rival companies.

Data drives decisions. During this fundamental program, you’ll join the data conversation and see how analytics drives decision making across all industries. In this hands-on, introductory program, you’ll learn to ask the right questions of your data and your newfound data analytic skills will be applied to real-world datasets, allowing you to create a data narrative and develop recommendations based on your findings.

What You Will Learn

- Gain an appreciation for using data to plan and make decisions
- Appreciate the fundamentals of data analysis
  - Gathering information
  - Knowing what questions to ask
  - Looking for trends and predictors
- Perform an exploratory analysis and evaluate the quality and structure of a dataset
- Use data analysis to tell compelling business narratives
What’s Music Got To Do With It?
Today’s management emphasizes control, discipline and efficiency and that is a problem. To succeed in the 21st century, management must be adaptable, innovative, inspiring and socially accountable.

This program will focus on how musicians and executives must each find a way to bring people together to create achievements in times of change. Key business concepts are first defined, then demonstrated through music as a process, and finally transferred and applied to fit the client’s needs.

This program will demonstrate a new way to improve the leadership skills you need. No musical training, knowledge or talent is needed to participate fully and actively in this program.

What You Will Learn
- Explore the boundaries between music and leadership characteristics
- Discover creativity and innovation
- Effectively work on collaboration and teamwork
- Improve communication skills through listening and feedback
- Recognize that music can teach us greater self-understanding and help us build confidence in ourselves
- Identify your own strengths and abilities to perform under pressure
- Apply creative problem-solving techniques
DESIGN THINKING
Art and Creativity as Catalysts For Innovation

Business leaders are constantly scanning their environment for innovation best practices to bring into their organizations. However, they often fail to consider another rich source of inspiration for how to think, see, and work differently: artists.

This program will discuss how the practices of professional artists and other 'creatives' can be applied to individual, team, and company innovation efforts. Understanding artists' tolerance for ambiguity, willingness to explore new methods, and passion for disrupting the status quo can help the rest of us expand our own boundaries.

What You Will Learn

- Discover how artists develop the creative capacities of their organizations and communities
- Explore new methods to creativity and innovation using art
- View organizational challenges from multiple perspectives
**Big Game Hunting: Using Design to Sell Your Products, Services, and Ideas**

We know that Design Thinking can be used to develop new products and services, but can it be applied to sales? And what about "selling" ideas internally?

This program will discuss how human-centered design tools, such as ethnography and rapid prototyping, can fuel sales efforts. In addition, this program will uncover the needs and aspirations of prospects, and getting buy-in from key stakeholders, both internal and external, for new ideas.

**What You Will Learn**

- Identify distinctive competitive advantages
- Engage current and acquire new customers by creating a seamless sales experience
- Align your organization’s products, marketing, and sales channels to optimize profitability
Can Design Spark Employee Engagement?
Can Human-Centered Design be used to spark employee engagement? Absolutely, and in more ways than one.

In this program, we'll dig into how the tools of design can be applied to truly engage employees in an accelerated, creative, and collaborative process to solve complex problems. This program will also provide tips on how to intentionally create meaningful experiences for customers, employees, and other stakeholders.

What You Will Learn
- Establish a baseline for what employee engagement is
- Recognize the importance of employee engagement and its link to business success
- Discover design strategies that will drive employee engagement
**Cultivating Resilience in the Face of Disruption**

In an age of constant change and disruption, how might we not just survive, but thrive? One school of thought suggests that we focus on building resilience, but what exactly does that mean? In their new book, *Option B*, Sheryl Sandberg and Adam Grant define it as "the strength and speed of our response to adversity," and they make the case that resilience is not a fixed personality trait, but a capacity that can be developed over time.

In this program, specific strategies will be given to allow the participants to cultivate resilience in themselves, their respective organizations and communities. In addition, this program will discuss the benefits of being the disruptive force that upsets the status quo.

**What You Will Learn**

- Implement design strategies that will help you respond positively to the pressures and demands of working life and identify opportunities to thrive
- Develop specific actions to take forward to build and maintain your personal resilience in and outside the organization
- Build design skills and techniques to encourage long term behavior and attitude change towards developing resilience
- Appreciate how resilience can help you be more flexible and adapt to change
Designing Experiences For Customers AND Employees

Creating products and services that provide a delightful experience for customers is a goal for most organizations, as great experiences often translate into customer loyalty. But that same focus can be applied to employees, as well, perhaps with even more powerful benefits.

This program will examine how customer and employee experiences can be intentionally designed. This program will also share perspectives on creating a culture of innovation and the impact you will see on your company's performance.

What You Will Learn

- Explore design techniques that can help you discover what your customers really want
- Use data to transform your customer experience based on customer motivations and behaviors
- Spot and fix complex operation and organizational issues that often stand in the way of a great customer experience
- Build a prototype to test a customer model
What Is Human-Centered Design Thinking And Why Should I Care?
Design thinking is an innovative, yet repeatable approach to solving problems, exploring opportunities, and creating new products, services, and experiences. By utilizing the tools of design thinking to understand the needs, wants, and limitations of customers or other stakeholders, practitioners can create solutions that are at the intersection of desirability (Does someone want or need it?), feasibility (Can we do it?), and viability (Can we do it a way that’s profitable or sustainable?).

Participants will gain an understanding of the basic principles and practices of design thinking while also getting hands-on experience with a number of design tools.

Key Topics
- Discovery (Finding Problems Worth Solving and Spotting Opportunities Hidden in Plain Sight)
- Empathy building through ethnographic research
- Problem / opportunity (Re) framing
- Idea generation
- Rapid prototyping
- Test and learn

What You Will Learn
- Recognize how and why design thinking delivers extraordinary results that often exceed expectations
- Utilize a divergent / convergent approach balances a broad focus with a bias for action
- Become familiar with how collaborative design (co-creation) can uncover opportunities and accelerate buy-in
- Grasp why empathy building is a critical, but often overlooked, component to problem solving
- Realize how design thinking helps operationalize the innovation mantra, “fail early, fail often”
- Embrace how rapid prototyping fosters clarity and shared understanding of an idea
- Give and receive feedback in a way that elicits meaningful input quickly
Rapid Prototyping + Feedback: Design’s Secret Sauce
An oft repeated mantra for developing a culture of innovation is to "embrace failure." Sounds good on paper, but how do we operationalize that, especially in organizations where there is no time or tolerance for mistakes?

This program will discuss how iterative, rapid cycle prototyping enables teams to "fail fast" while also getting critical feedback and sustainable buy-in from teammates, senior leaders, customers, and other stakeholders. And because prototyping is all about making instead of simply talking, this program will include hands-on activities to allow participants to experience the art of prototyping for themselves.

What You Will Learn

- Appreciate and understand the prototyping process
- Create a set of design requirements to determine which projects will be selected to prototype
- Incorporate prototyping into your workflow
- Conceive and develop a prototype and present to other participants
- Receive feedback on your prototype

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Spotting Opportunities Hidden In Plain Sight
What do moonwalking bears and suburban driving habits have to do with innovation? And what can we learn from hot dog eating champions about seeing differently?

This program will share how our "frames" (the way we see the world, ourselves, and our challenges and opportunities) all factor into if and how we innovate. This program will take a deeper look at how companies like Alcoa, SPANX, and Grameen Bank discovered unmet needs and successfully developed new products, business models, and strategies to address them. In addition, this program will provide ideas on what we can do differently to overcome the invisible constraints that often limit how we see, think, and work.

What You Will Learn
- Let go of the basic conventions and common practices of doing business
- Discard today’s common assumptions and management practices and adopt a new way of planning and executing strategies
- Develop an objective view of how the world is changing
- Formulate strategies that create innovation that go beyond the linear satisfaction of customer needs and wants
The Best Story Wins: Storytelling as a Design Tool
As human beings, we are wired to tell, remember, and react to stories. Yet for some reason, when we're at work, we rely far too often on facts and figures to inform people in hopes that it will influence their decisions and behaviors. (And then we grumble when it doesn't work.) Could there be a better way?

This program will explore the use of storytelling as a design tool to both uncover unmet needs and to influence others. We'll also dig into specific techniques to make our messages "stickier."

**What You Will Learn**
- Explain the value of how and why stories promote information transfer
- Identify opportunities to use stories in the workplace
- Create a powerful message and narrative that engages others
- Demonstrate multiple techniques to deliver stories dynamically
CULTURAL INTELLIGENCE
**Culturally Responsive Customer Service**
This program is designed to work hand-in-hand with customer service standards and training for every member of your organization.

Each organization’s customers are different, unique and have their individual preferences. In today’s global, multicultural, multigenerational society there are no patent right answers. The customer is not always right, but they are the customer. We know that to compete in this multifaceted marketplace, companies must offer extraordinary service. We have to get to the heart of the situation to find out what really matters to our internal and external customers. This means we need to be culturally intelligent and offer appropriate, heartwarming hospitality.

This program offers strategies and principles to serve customers, resulting in memorable interactions, repeat, happy customers and loyal staff. Organizations and businesses struggling with customer satisfaction, and/or high employee turnover, will especially benefit from a deeper understanding and commitment to practicing Cultural Intelligence.

**What You Will Learn**
- Recognize the four domains of Cultural Intelligence (CQ) and how to use CQ for effective cross-cultural service
- Review strategies and applications from successful organizations that utilize CQ
- Identify your own and other’s cultural frameworks and biases and how they impact cross-cultural interactions
- Uncover how to create heart-warming memorable moments utilizing (CQ) actions and strategies
- Practice strategies and principles to enhance your customer service skills
Find the Gap: Mind the Gap, with Cultural Intelligence

This program is designed for healthcare providers and builds capacity for delivering culturally and linguistically appropriate care in multicultural environments. Using the CLAS Standards and the Cultural Intelligence Model as foundational premises, participants will assess their own cultural framework and biases, while exploring the myriad of cultural dynamics and health disparities specific to the demographics of their region.

Participants will be given opportunities for safe and respectful discussions on how cultural differences impact interactions between patients and healthcare service providers. They will learn about cultural values and beliefs that affect health decisions and develop strategies for working with groups that are often marginalized, based on race, ethnicity, gender, disability, sexual orientation, gender identity, age or other cultural factors.

What You Will Learn

- Identify your own and other's cultural frameworks and biases and how those impact cross-cultural interactions, especially in regards to healthcare
- Recognize how an individual's social, economic and historical context can affect health beliefs and illness behaviors
- Investigate health concerns and barriers to equitable care
- Discover the need for appropriate language adjustment between the provider and patient
- Reflect on past cross-cultural experiences and strategize for future interactions with diverse patient populations
**Lead with Cultural Intelligence**

This program is designed for leadership and will help executive, middle and first line management to incorporate the four domains of Cultural Intelligence – organizationally, departmentally and personally.

In this program, leaders will learn how to utilize Cultural Intelligence as a strategy and practice for greater efficiencies, effective teams and overall success. Good leaders make mental models of an organization that incorporate all moving parts. Great leaders are able to create a variety of these models, each framed in a different way.

This program is more than the standard diversity training for leaders. Participants will be challenged to look within themselves and around their environments, for the cultural filters, biases and behaviors that inhibit creativity, productively and ultimately employee turnover. The program is personal, interactive and strategic with the purpose of aligning leadership behaviors and actions with organizational goals.

**What You Will Learn**

- Identify the four domains of Cultural Intelligence (CQ) and how to use CQ for effective communication
- Review strategies and applications from successful organizations that utilize CQ
- Discover cultural frameworks, filters and biases as a foundation for understanding your staff, customers and colleagues
- Examine ways to model and apply Cultural Intelligence in your workplace
- Determine how to maintain staff and reduce turnover utilizing Cultural Intelligence
Serve with Cultural Intelligence
This program is intended for service learning sojourners, (domestic and/ international outreach) and provides a framework for understanding cultural influences on service work.

Parishioners, healthcare workers, teachers, builders, entrepreneurs, families, youth groups and individuals are all part of a rapidly growing short term trips movement. Likewise, more and more university students are engaging in alternative break and international internships. Unlike long-term development workers and missionaries who prepare deeply for cross-cultural work, short-term mission participants often make their life-changing jaunt with minimal cultural preparation. As a result well-intended sojourners support a colonial approach to helping others.

This program will prepare individuals on how to go, give and learn with authenticity, cultural responsiveness and sustainability.

What You Will Learn
- Recognize how our cultural backgrounds, values, biases and attitudes affect our service to others
- Identify the four domains of Cultural Intelligence (CQ), and how to use CQ for effective cross-cultural service work
- Examine global cultural clusters and cultural values that impact decision making
- Discover an approach to service which respects and honors cultural differences in contexts; i.e.: local churches, denominations, ministries, nonprofits, faiths, socio-economic differences and other cultural divides
**Teach with Cultural Intelligence**

This program is designed for educators to help them design and deliver culturally appropriate and responsive content to their multicultural classrooms. We live and work in multicultural settings, each of us operating out of our own cultural plurality. How can we create learning environments that embrace and value cultural diversity, while building collaborative organizational culture?

In this program, we will explore cultural frameworks and biases as a foundation for understanding the influence of culture on personal worldviews. Teachers will begin to assess their own cultural intelligence and explore pathways to heighten motivation, knowledge, strategies and skills for better cross-cultural communication.

**What You Will Learn**

- Explore ways to integrate global issues and different points of view into classroom instruction
- Review cultural frameworks, filters and biases as a foundation for understanding the influence of culture on our learning
- Gain a heightened awareness of cultural gaps in our schools, communities and workplaces
- Develop strategies for more effective intercultural communications with colleagues, students and parents, with emphasis on intergenerational conflict
The Business Case for Cultural Intelligence
Differences in age, race, family responsibilities, gender, sexual orientation, thinking styles and disabilities make today’s workforce more diverse than ever before. Strong business case can be made for managing diversity effectively.

This program will help you explore best management practices for creating inclusive workplaces where people can do their best work.

What You Will Learn
- Review how diversity has contributed to innovation and growth for businesses
- Recognize shifting diversity and inclusion from social justice to business focused
- Increase awareness of individual identity and its role in worldview
- Explore identity groups and diversity factors
- Examine the role of stereotypes and bias
- Understand the value of employee networks
- Review a working definition of diversity
- Acknowledge diversity and Inclusion metrics for organizations
- Investigate the connection between a company’s marketplace and its movement toward a culture of diversity and inclusion
- Examine a change management model toward a culture of inclusion and diversity
HUMAN RESOURCES
**Employee Compensation and Benefits**

This program will provide an overview of the common and specialty compensation and benefits programs found in business and industry. Total compensation systems will be explored. Topics to be covered include: performance enhancement plans, compensation and benefits compliance, total reward systems, compensation plan design, pay and motivation, controlling benefit costs, internal and external equity, types of pay schemes, common mistakes in reward systems, and much more.

Participants in this program will learn how to design, implement, administrate, and evaluate their in-house reward system.

**Key Topics**
- The Fair Labor Standards Act (FLSA)
- Health care cost controls.
- Incentive pay plans.
- Various reward systems.

**What You Will Learn**
- Regulate employees legally and to market standards
- Recognize common reasons reward systems fail and how to avoid them
- Conduct “job evaluations” and not be dependent on compensation consultants
- Acknowledge the legal extent of the employer’s ability to affect pay (garnishments, salary status, over time
- Calculate overtime pay (most employers can’t do this properly)
- Design an incentive system to stimulate performance
Employee Performance Management
As a relatively new human resources concept, Performance Management reflects a changing emphasis – one that moves away from command-and-control and toward a facilitative model of management. Performance managers and their employees are being asked increasingly to move beyond traditional, narrowly-defined job descriptions to support team objectives and goals. This program is designed to help participants more effectively make and reinforce this transition.

Key Topics
- Creating a collaborative approach to performance
- Defining performance management
- Setting standards for performance and performance objectives
- How to get employee buy-in
- How to communicate task parameters with employees
- How managers and their direct reports create a shared understanding of work objectives
- How to involve employees in performance planning
- How to create a set of shared and supportive expectations for performance
- Where and how to document performance
- How to assess the data
- Creating performance plans based on feedback

What You Will Learn
- Define performance management and its relationship to setting performance objectives and meeting performance standards
- Outline the benefits of performance management
- Work collaboratively with employees to address performance issues
- Utilize realistic and appropriate performance standards when setting and measuring objectives
- Recognize how performance standards and objectives relate to performance observation and feedback
- Discuss job performance with employees, providing feedback on strengths and needed improvements, and creating performance plans
- Assess what is influencing employee performance
Driving Employee Engagement and Retention

Employees are a company’s largest, un-measurable asset and collectively they dictate success for a company. In this program you will learn why engaged employees are more productive and from an HR perspective how you can increase levels of engagement within your workforce. We will explore the interdependence of attracting, retaining and engaging employees and how key engagement drivers impact a company’s culture and a company’s bottom line.

Key Topics
- Business Case Impact of Engagement and Retention
- Retention-Engagement Connection and Definition
- Key Drivers of Engagement including Manager, Culture, and Organizational fit
- Defining the Employee Value Proposition
- Employee Life Cycle and Managing Change
- Generational and International Implication of Engagement

What You Will Learn
- Cultivate an understanding of engagement and retention and how they are interrelated
- Create strategies and tactics to improve retention, define the employee value proposition
- Explore tools for managing the employee life cycle
- Create a roadmap for managing change within your organization
- Gather additional resources for your engagement toolbox
**Fundamentals of Human Resource Management**

This program will provide an overview of the basic functions and responsibilities of HR Management Professionals. The topics covered will closely follow the HR Body of Knowledge as published by the HR Certification Institute. The format will be very participative with a focus on real-world application. Participants will be asked to work through real HR issues and to practice some basic skills through exercises and case discussion.

**Key Topics**
- Strategic Management
- Workforce Planning and Employment
- Human Resource Development
- Compensation and Benefits
- Employee and Labor Relations
- Occupational Health, Safety and Security

**What You Will Learn**
- Gain a basic understanding of the responsibilities and functions of HR management
- Engage with basic tools and skills needed for effective HR management
- Validate a resource list for additional information in each of the functional areas
- Create a personal action plan for HR Skill development
**Labor and Employment Law**
Recent history has seen some of the most active years for new employment law legislation in the last several decades. Learn from experienced practitioners how to comply with and understand these laws applying to business and industry. Many new laws and recent legal developments will be covered along with our interpretation of existing compliance issues. Topics to be covered include: ADA, COBRA, FMLA, USERRA, HIPAA, At-Will, Fair Pay Act, NLRA, and many others. Every HR Practitioner should know these laws and how to comply with them.

**What You Will Learn**
- Bullet-proof your organization from frivolous law suits
- Respond to an inspection or complaint from EEOC, OSHA, Wage & Hour, OFCCP, and other federal or state regulators
- Recognize the legal rights are of the employer (or employee, or the public)
- Guide your organization away from legal pitfalls
Recruitment and Selection: Developing an Effective Talent Strategy

The current and predicted employment trends are mandating that organizations will need to have a solid recruitment and selection strategy in place to remain competitive. To ensure these objectives are achieved, there must be a strong focus on attracting, screening, and hiring the right candidate at the right time. This course is designed to educate participants on best practices around recruitment and selection to establish a clear framework for success.

Key Topics

- Outline of Talent Strategy: Full Cycle Talent Management
- Identifying and Measuring Recruiter Competencies
- Creating a Performance Based Job Descriptions
- Strategic Sourcing and Recruitment
- Selection Strategies: Behavior Based Competencies and Interviewing
- Creating a Talent Pipeline

What You Will Learn

- Investigate the fundamentals of an effective talent strategy
- Design a performance based job description
- Build sourcing strategies
- Develop behavior based competencies and interview questions
**PHR/SPHR EXAM REVIEW PROGRAM**

The PHR/SPHR Exam Review is a 33-hour program that will prepare the Human Resource Professional to sit for either the Professional in Human Resources (PHR) or the Senior Professional in Human Resources (SPHR) exam.

Professional certification is a **must** for the serious Human Resources Professional. Greater and greater emphasis is being placed on credentialing. It is especially important for the non-degreed Human Resource Professional. The PHR or SPHR title certifies that the bearer is instantly recognized as a knowledgeable professional.

Program highlights include a comprehensive learning system consisting of: a course manual (over 385 pages), 14-hour audio set, 400+ flash cards, and website access to online learning games, 20+ online instructional videos, as well as sample tests (over 1,000 practice questions).

The program is divided into seven basic modules. These modules follow the testing structure of the PHR/SPHR exam.

**Key Topics**
- Risk Management
- Human Resource Development
- Total Rewards
- Employee / Labor Relations
- Workforce Planning
- Strategic Management

Individuals may visit the Human Resource Certification Institute's website at [http://www.hrci.org/](http://www.hrci.org/) for exam details, eligibility requirements, and exam registration information. UNC Charlotte’s PHR / SPHR program does not administer the PHR / SPHR exam.
The Dynamics of Human Behavior in the Organization
The average person works over 100,000 hours during their lifetime and yet only 40% enjoy their work. This dissatisfaction may translate into poor performance, lack of motivation and engagement. Knowing what drives someone to want to come to work and perform well begins with understanding human behavior and its impact in the workplace. Leveraging this knowledge; what motivates human behavior, can build more effective teams, and quite often, mean the difference between frustration and joy, mediocrity and greatness, or failure and success.

This program provides an overview of the major concepts that explain human behavior and how it operates in the workplace.

Key Topics
• Recognize the Core Needs of Adults in the Workplace
• Frameworks for Understanding Human Behavior
• Exploring Human Behavior at Work
• Workplace Challenges
• Managing People More Effectively

What You Will Learn
• Explore the steps to manage human behavior at work
• Identify strengths in employees and how to build upon them
• Simulate self-motivation techniques
• Integrate key resources on the seven classic types of workforce behavior
ORGANIZATION DEVELOPMENT CERTIFICATE PROGRAM
Organization Development Certificate Program

The discipline and practice of organizational development have never been more important. Organizations are increasingly focusing on the structures, systems, and processes that impact people and their performance. Organizations are seeking innovative ways to manage change, as concerns about increased competition, productivity, and bottom line issues rapidly emerge.

The Organization Development (OD) Certificate Program covers the fundamentals of OD and the seven Phases of OD Consulting as currently practiced in successful business organizations. The program is organized around key skill sets and intervention types. Through the program’s focus on key concepts, work with skill sets central to the discipline, and intensive individual assessment by the teaching faculty, participants who successfully complete the program will be equipped to enhance their business performance and the quality of the work life of their organizations.

What You Will Learn

- Define organization development
- Understand how the OD process fits into the overall organization
- Demonstrate use of the seven phases of the OD process
- Identify various OD roles within an organization
- Implement methods of diagnosis
- Employ different types of OD interventions and evaluate an OD project
- Practice ethical principles of OD
- Interpret personality instruments to see how individual goals can complement organizational goals
- Apply strategy and organization design to help an organization meet its goals and objectives
- Research, collect and analyze information
- Synthesize business mentality and the OD/business partnership

Program Format

Module 1 – Introduction to OD
Module 2 – Personality in the Workplace
Module 3 – OD Data Collection / Needs Analysis
Module 4 – Individuals and Interpersonal Relationships
Module 5 – Managing Human Performance
Module 6 – Group and Intergroup Dynamics
Module 7 – Process Management
Module 8 – Strategy and Structure
Module 9 – Improving Organization Performance
LEARNING AND DEVELOPMENT
Building the Business Case for Learning
Learn how to build the business case for learning to ensure management investment and commitment. Use the language and tools of business to create a powerful value proposition statement, create an annual learning plan, and develop a powerful business case to get funding and support for your learning programs.

This is a practical program giving you the tools so that you can “Build the Business Case for Learning” in your organization.

Key Topics
- Understanding what is important to your business leaders
- Becoming bi-lingual: learning and business speak
- Creating a business-focused value proposition for learning
- Creating an annual learning plan for your organization
- Developing a powerful business case to get the funding for your learning programs

What You Will Learn
- Practice tools and coaching guides for you and your team to better understand your business leader stakeholders
- Increase your business speak fluency
- Create an actual business-focused value proposition
- Identify the components of an annual learning plan enabling you to create one for your organization
- Develop the components of a powerful business case to use in obtaining funding in your organization
Effective Training Principles
If you are looking to improve your skills as a trainer, this is the program to get you headed in the right direction. This program will identify, consolidate, and discuss the most effective approaches to ensure your success as a trainer, regardless of the industry in which you work. It will enable you to discover, discuss, and practice effective techniques needed as a trainer. You will learn how to manage the classroom environment you are in and the people that are in it. You will also gain knowledge in the basics of adult learning theory.

Key Topics
- Basics of adult learning theory
- Preparation, set-up, and readiness
- Structure and content delivery
- Reading your audience
- Managing the face-to-face or virtual classroom
- Use of evaluations

What You Will Learn
- Recognize the basic knowledge of adult learning theory
- Improve training skills through critiques from instructor and other students
- Utilize evaluation methods and useful templates
- Grasp key concepts and techniques during delivery
**Instructional Design: Designing a Training Program**

The creation of a training program that creates a real and sustained impact on attendees is part art and part science. This program will provide you with an overview of both the art and the science of instructional design and development.

During this program you will acquire a set of tools and guidelines for designing and developing a meaningful training experience for participants. This program is highly interactive as participants will learn through doing - - namely participants will design an actual training program from soup to nuts during the course of the session. We will focus on ways and methods to create training programs that promote meaningful and lasting learning.

**Key Topics**

- Creating performance objectives
- Planning time effectively
- Designing a complete training experience
- Creating engaging and relevant training activities
- Motivating participants for learning
- Learning styles
- Instructional materials development
- Identifying materials online and elsewhere that can help

**What You Will Learn**

- Establish an approach for creating a training program
- Develop sound learning objectives through prescribed guidelines
- Discuss an outline template to guide the design of training
- Create a model program
- Create effective materials and exercises with proven tips and tools
- Receive recommended resources for additional learning on each step of the instructional design and development process

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**Persuasive Presentation Skills**
The objective of the Persuasive Presentation Skills presentation is to enhance presentation effectiveness of participants through a process identifying the individuals’ unique style and personality to create and deliver a more captivating and interesting message.
The intent is not to create presentation clones, but rather to get participants comfortable with their individual strengths and explore possible development areas as presenters and facilitators. Participants will find their own “voice” and use that voice successfully.

**Key Topics**
- Understand the purpose of your presentation
- Clearly identify the needs and expectations of your audience
- Techniques for effectively organizing your presentation for maximum impact
- Effective use of visual aids to enhance communication and make your message stick
- Practice strategies for controlling anxiety and nervousness

**What You Will Learn**
- Gain confidence in your ability to effectively convey ideas and communicate key information effectively
- Demonstrate a proven planning methodology to organize and deliver key information
- Utilize practical tips and techniques to manage anxiety and nervousness
- Build a keen awareness and understanding of what it takes to successfully communicate in today’s workplace
The Role Learning and Development Plays in Talent Management

This program will focus on key components of Talent Management with an emphasis on learning and leadership development strategies. Through leading industry experts and research, this course will highlight how you can build a talent management infrastructure for your organization, or strengthen the program(s) currently in place.

Key Topics

- Defining Talent Management
- Statistics (leading research) on the importance of Talent Management
- Key components of a Talent Management Infrastructure
- Understanding how Talent Management components are interdependent
- Explore the correlation between successful Talent Management and Leadership Development programs
- Identify key elements to creating a Leadership Development program

What You Will Learn

- Define the key components of a Talent Management Infrastructure
- Garner detailed instruction on processes/topics such as: creating competencies, performance management systems, and individual development plans
- Use leading research to build a business case for creating or re-engineering a leadership development program
- Create your own plan to gain sponsorship buy-in for talent management
- Acknowledge the need to strategically plan for adoption of overall talent management initiatives
- Appreciate adoption metrics: key indicators for measuring success
**Trainer as a Consultant**

This program provides an overview and practice of some of the tools and processes involved in the performance consulting role. Trainer as a Consultant follows a blueprint to make the transition, including a personal assessment, consultant skills inventory, and core competencies to become an effective consultant. Participants will explore the steps in a consulting process and build a development plan to transition into performance consultant.

**Key Topics**
- Role definition – consultant, client, sponsor
- Performance consultant assessment and skills inventory
- Building commitment to results
- Steps in the consulting process
- Overcoming roadblocks to success
- Making the transition from trainer to performance consultant

**What You Will Learn**
- Understand roles, boundaries, and commitment in the consulting process
- Complete a personal assessment of individual skills, knowledge, and abilities
- Recognize the 7 Steps in the consulting process
- Demonstrate how to contract effectively
- Practice methods of diagnosing performance problems
- Develop a plan to transition to performance consulting
**Training Needs Analysis**
Successful training professionals know that a critical first step in building the “right” training solution is to conduct a training needs analysis. But what do you do when the company executives have already decided on a training solution, or you’re asked to build a new training program in 3 weeks? The answer: training needs analysis for the real world.

This program will provide participants with modern, efficient tools for conducting a needs analysis in today’s fast-paced business environment. But most importantly, you’ll learn how to identify if training is really the right solution before you start to build it!

**Key Topics**
- Who’s Addie? Learn how training needs analysis fits into the ADDIE model
- Form a Liaison Team: Gain organizational support
- Organizational Analysis: Assess the organization’s climate and determine resources available
- Identify Requirements: Choose the right needs analysis methods and determine participants
- Examine job tasks and KSAs to write effective learning objectives
- Identify strategic business goals and align your training solution with them.
- Before you dive in – determine if training is the right solution

**What You Will Learn**
- Generate a working understanding of the ADDIE model
- Determine appropriate methods for collecting behavioral data to analyze training needs
- Execute detailed steps for conducting an effective training needs analyses
- Perform time-saving tips for applying needs analysis principles in the real world
- Apply proven techniques for communication the business benefits of training needs analysis and gaining buy-in
SIX SIGMA
# Belt Comparison Chart

<table>
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<th>Belt Level</th>
<th>White</th>
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<th>Orange</th>
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Six Sigma White Belt Certification
The White Belt program provides a brief overview of three of the most-widely used total quality management methodologies in industry today. The first half of the program covers an introduction to the Six Sigma methodology used to improve existing processes or design new processes. The second half of the program is a brief introduction to the methodology called Lean, which provides participants with the general knowledge of the terms used by practitioners in industry today.

Key Topics
- Define, Measure, Analyze, Improve, Control (DMAIC) methodology
- Define, Measure, Analyze, Design, Verify (DMADV) methodology
- Lean methodology

What You Will Learn
- Obtain a general understanding of DMAIC methodology
- Grasp understanding of DMADV methodology
- Recognize key types of Lean activities used in industry
Six Sigma Yellow Belt Certification
The Yellow Belt program provides a general overview of three of the most-widely used total quality management methodologies in industry today. The first half of the course covers an introduction to the Six Sigma methodology and tools used to improve existing processes or design new processes. The second half of the course is a comprehensive introduction to the methodology called Lean, which proved participants with the skills needed to apply tools that help make improvements at the team level.

To earn the certification, a multiple choice exam will be administered at the conclusion of the program. Participants are expected to earn a 70% to pass the exam.

Key Topics
- Define, Measure, Analyze, Improve, Control (DMAIC) methodology
- Define, Measure, Analyze, Design, Verify (DMADV) methodology
- Application Based Six Sigma Tools
- Lean methodology
- Application Based Lean Tools

What You Will Learn
- Recognize how to apply DMAIC methodology
- Administer the DMADV methodology
- Implement lean methodology
- Obtain a quality control mindset
**Six Sigma Orange Belt Certification**

The program provides a general overview of the skills needed to support Lean Six Sigma practitioners as a Project Champion. The first half of the course covers an introduction to the different styles of leadership needed to champion a Lean Six Sigma project. The second half of the course covers the critical leadership skills and competencies needed to build and lead powerful Six Sigma teams in a global environment.

To earn the certification, a multiple choice exam will be administered at the conclusion of the program. Participants are expected to earn a 70% to pass the exam.

**Key Topics**
- Transactional Leadership
- Transformational Leadership
- Situational Leadership
- Critical Leadership Competencies in the Global Market
- Building and Leading Powerful Lean Six Sigma Teams
- Using Coaching for Improved Black Belt/Green Belt Performance

**What You Will Learn**
- Find the leadership style that works for you as a Champion
- Prepare for the future of Lean Six Sigma
- Build and lead powerful teams
- Utilize leadership coaching to improve yourself and your Belts
**Six Sigma Green Belt Certification**

Certified Six Sigma Green Belt (CSSGB) professionals are very much in demand in manufacturing and service industries. This program consists of 35 hours of classroom instruction. In attrition, a Six Sigma project with appropriate reporting is required to demonstrate the DMAIC/L methodology acquired from the program.

To earn the certification, a multiple choice exam will be administered at the conclusion of the program. Participants are expected to earn a 70% to pass the exam.

**What You Will Learn**
- Obtain a basic understanding of Six Sigma principles
- Apply of the DMAIC/L process improvement methodology
- Demonstrate the Six Sigma concepts on a project
- Lead a team on a Six Sigma project
- Provide a platform for pursuing Six Sigma Black Belt Certification

**Program Outline**
- Six Sigma Project Selection
- Six Sigma Overview
- Define Phase
  - Understanding Data
  - Process Mapping
  - Pareto Analysis
- Measure Phase:
  - Calculating Process Based Costs
  - Validating the Measurement System
- Analyze Phase:
  - Cause and Effect Diagrams
  - Failure Mode and Effects Analysis
  - Process Capability Studies
  - Scatter Diagram
- Improve Phase:
  - Design of Experiments
- Control Phase:
  - Sustaining Improvements
  - Types of Control Charts
- Leverage:
  - Replicating Success
- Lean Overview
- Descriptive Statistics
- Project Reports
- Final Exam
**Six Sigma Black Belt Certification**

Lean Six Sigma Black Belts are some of the most sought after professionals today. As a Black Belt candidate, you will be trained to identify opportunities for improvement with your company, use Lean Six Sigma methodology and apply the correct tools and techniques to a Lean Six Sigma project.

Upon completing this program, you will have the skills needed to lead Lean Six Sigma projects throughout your organization to achieve significant financial impact and improve customer service.

**Key Topics**

- DMAIC methodology (Define, Measure, Analyze, Improve, Control)
- DMADV methodology (Define, Measure, Analyze, Design, Verify)
- Learn methodology
- Intermediate Statistics and Minitab
- Intermediate Process, Data and Financial Analysis
- Full Scale Implementation as well as how to lead and mentor Green Belts

**What You Will Learn**

- Implement Six Sigma philosophies and principles, including related systems and tools, and describe their impact on various organizational business processes
- Recognize organization roadblocks and use change management techniques to manage organizational change
- Define benchmarking and utilize various financial and other business performance measures
- Identify customer requirements and describe the impact that Six Sigma projects can have on various types of customers
- Demonstrate fundamental understanding of the components and techniques used in managing teams, including time management, planning and decision-making tools, team formation, and performance evaluation and reward
- Demonstrate an understanding of the elements of a project charter and use various tools to track project progress
- Demonstrate basic understanding of data collection techniques, process elements, and process analysis tools
- Analyze the results of correlation and regression analyses
- Interpret multi-vari study results and interpret attributes data to find sources of variation
- Perform hypothesis testing and analyze their results
- Identify and interpret the seven classic wastes
- Plan the design of experiments and analyze their results
- Demonstrate a fundamental understanding of an improved process implementation and how to analyze and interpret risk studies
- Develop control plans and use various tools to maintain and sustain improvements
The 5S System
The 5S System is the most common technique used in Lean Manufacturing environments. It allows people to take control of their work area by removing unneeded items (Sort), organizing the needed items (Set), practicing good housekeeping (Shine), setting standards for the first 3S’s (Standardize), and maintaining the improvements (Sustain).

This program shows students how to implement the 5S’s while avoiding common the most common pitfalls to achieve step level improvements in safety, quality, workflow, and efficiency.

Learning Objectives
- Obtain basic understanding of the 5S system
- Achieve detailed knowledge of Sort, Set, Shine, Standardize, and Sustain
- Assess the current state of a target area and create a team “5S Vision”
- Recognize the common “5S Pitfalls” and how to avoid them
- Build confidence in the student to participate on (and perhaps lead) a 5S team

Program Outline
- Lean Manufacturing Overview
- The Benefits of 5S
- The Workplace Scan
- Implementing Sort
  - Defining ‘Needed Items’
  - The Red Tag Technique
- Class Exercise: Selecting 5S Target Areas
- Implementing Set
  - Use of Visual Techniques
  - The Sign Board Technique
- Class Exercise: Workplace Scan of 5S Target Areas
- Implementing Shine
- Implementing Standardize
- Implementing Sustain
- Class Exercise: Creating a Vision for 5S Target Areas
- Review Time
  - How to Implement the 5S’s
  - Avoiding the ‘5S Pitfalls’
  - Q & A
**Value Stream Mapping**
In order to improve a process or value stream, it is necessary to have a good plan of action or strategy. Value Stream Mapping is a key Lean Manufacturing tool that is used to define the current and future states of a manufacturing or service process and then set the action plan needed to achieve the future state.

**What You Will Learn**
- Introduce the value stream mapping (VSM) process in a hands-on manner so that participants can successfully utilize VSM in their home facilities.
- Develop participants’ ability to “see the flow” of a value stream and design an improved value stream
- Learn the basic mapping concepts, icons, and map layout for VSM

**Program Outline**
- **Day 1:**
  - Welcome and Introductions
  - Classroom instructions on developing a current state map
  - Team exercise to develop current state map for value stream in their facility
  - Team presentation of current state map

- **Day 2:**
  - Classroom instructions on developing a future state map
  - Team exercise to develop future state map from the previous day’s current state map
  - Team presentation of future state map
  - Team development of plan to achieve future state map
  - Wrap-Up / Q&A
**Kaizen Event**
The facilitator for this program will facilitate an actual Kaizen Event and train potential facilitators for future events.

Kaizen is a potent tool to not only fix specific problems or workflow issues, but to tap into the creative resources of the workforce. Kaizen Events can result in rapid (1-5 days) workplace changes using cross-functional volunteers from various groups. Properly done, Kaizen allows workers to take control of their work areas for continual improvement with a sense of ownership, responsibility, and pride.

**What You Will Learn**
- Gain an overall knowledge of Kaizen principles and Lean concepts
- Recognize how to set the stage for a successful Kaizen Event
- Create active participation in a Kaizen Event
- Keep a team focused on achieving a clearly defined goal using problem solving, brainstorming, and nominal group techniques
- Follow up on Kaizen Events to continue the momentum of success
- Exude confidence to participate in and perhaps facilitate future Kaizen Events

**Program Outline**
- **Pre-Kaizen:**
  1. Choosing a Kaizen Event
  2. Selecting team members
  3. Communicating to Stakeholders
  4. Preparing the area for the event

- **Kaizen Event:**
  1. Kaizen and Lean overview
  2. Team ground rules and exercise
  3. Defining the problem and goal
  4. Root cause identification
  5. Identifying and implementing solutions
  6. Setting up tracking and control systems
  7. Wrap-Up

- **Post-Kaizen:**
  1. Follow-up activities
  2. Building on success
SALES
Developing and Implementing Strategic Marketing Plans
Any marketing or sales manager would agree that if you fail to plan, you plan to fail. In this practical program, you will learn how to develop strategic marketing plans and translate these into actionable sales and customer plans.

This program will provide you with a set of straightforward tools and techniques to gather information on your competitive landscape, develop appropriate marketing strategies and then execute these strategies via your sales and customer service personnel.

This is an outstanding professional development program for any marketing, sales or customer management leader.

What You Will Learn
The Role of Marketing and Sales in Successful Organizations
- Manage what happens when marketing and sales do not work together
- Build a relationship between a Strategic Plan and a Marketing Plan

Understanding Your Marketing and Sales Landscape: Conducting a Situation Analysis
- Analyze customers, markets and competitors
- Discover marketplace opportunities and threats

Setting Marketing Objectives and Target Outcomes
- Set marketing and other key business objectives
- Determine mistakes to avoid in setting objectives
- Relate marketing goals to sales outcomes

Developing Your Marketing Strategy and Tactical Plans
- Use the marketing mix elements (product, price, channel of distribution and marketing communications) to develop strategy
- Control the marketing effort
- Establish an annual planning calendar
- Develop sales strategies
- Create customer strategies
- Align the enterprise

Preparing Sample Plans for Your Organization
- Create strategic marketing and sales plans
- Practice developing the framework for your own business
Essential Selling Techniques for the New Salesperson

Today it seems there are as many different approaches to sales effectiveness as there are products and services to sell. Regardless of their methodology, the sales professionals who truly succeed understand that sales happen when you know and connect with your prospects and clients.

This program takes you step-by-step through the entire sales process and covers every critical phase of selling. You'll leave this program better equipped to win the confidence and trust of prospects, develop presentations that meet your clients real needs, create long-term sales relationships by offering solutions, influence the right buyers and close the sale with ease.

What You Will Learn

Profiling Your Buyers / Clients
- Identify qualified prospects
- Research prospect companies and locate the true decision-maker and influencers
- Plan calls for maximum impact
- Copy gatekeepers and composing effective voice mails

Understanding the Sales Process
- Define and understanding the importance of each step of the sales process

Building Rapport
- Exhibit confidence in front of new customers
- Establish credibility and trust with new or prospective customers

Discovery
- Distinguish the value of customer interviews
- Create a list of probing, industry specific questions
- Identify individual customer needs - and immediate selling opportunities

Presentation Styles
- Present solutions vs. presenting products and services
- Communicate your product/serve superiority effectively

Addressing Objections
- Distinguish between real and phony objections
- Overcome sales resistance with proven techniques

Closing
- Clarify reasons to buy and achieving customer commitments
- Recognize when to close and what to close for by using various closing techniques

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Managing and Coaching Your Salesforce
Sales skills and management skills are two different things. Sales management is another thing altogether. Sometimes top performers in sales are promoted with good intentions. What makes you a top sales performer does not necessarily make you a top sales manager. Conversely, what makes you a top manager may not make you a top sales manager without understanding what it takes to manage a productive sales force.

This program gives you the skills to manage, encourage and see exceptional results from your sales force.

Who Should Attend
- Sales persons recently appointed to sales management positions
- Managers who have recently acquired sales department responsibilities
- Sales managers who wish to perfect their skills

What You Will Learn
Understanding Sales Styles
- Determine why people work for you
- Define the characteristics of superior sales people
- Recognize different sales styles

Communication Skills for Sales Managers
- Read your people and communicate with them via their preferred communication method

Your Role as a Change Leader
- Incorporate the role of the sales manager into the components of change and your response
- Develop and maintain your sales culture
- Create brand loyalty and what it means to change

Setting Goals and Expectations
- Manage your market area
- Set product and performance expectations
- Address individual goals and communicate high expectations
- Measure performance and provide feedback

Getting Peak Performance
- Motivate your sales force and overcome sales slumps
- Manage sales contests and incentives
Hiring and Retaining Top Sales Performers
- Evaluate your needs – skills, knowledge and attitudes required for your sales team
- Initiate key interview process
- Why interviewing alone only gives you a 19% chance of finding the right person
- Utilize hiring tools – what’s available and how effective are they
- Incorporate key motivators – why and when money is and is not the best motivator
- Tie performance to compensation

Effective Sales Meetings
- Standardize formats
- Measure the effectiveness of sales meetings
- Mange sales meetings for efficiency and effectiveness
- Hold effective sales meetings with a geographically scattered sales force
Negotiating for a Win-Win Situation
Gain the skills, insights and competencies required in all negotiations - in every industry - at every level. Whether it’s allocating resources for a project, funding a new initiative or establishing a supply chain for a new product or service, negotiation is inevitably at the heart of the process. But few people understand the structures, techniques and approaches available to them as they seek to positively influence an outcome.

This hands-on program gives you a step-by-step guide to effective negotiation - from establishing a formal planning process to prioritizing issues to mastering persuasion techniques to identifying the communication styles of effective negotiators to breaking deadlocks to negotiating as part of a team to recognizing and using leverage to adjusting your strategy to the media used in the negotiation.

What You Will Learn
Introduction to the Negotiation Process
- Explain the business importance of taking a win-win approach to negotiation
- Describe what influences the negotiation process

Planning the Content of Your Negotiation
- Determine alternatives to a settlement before negotiating
- Realize the importance of using a negotiation planning guide

Negotiation Stages
- Chart the course of a negotiation through its five stages from both the content and relationship
- Identify the causes of resistance you may face during the negotiation process

Communication Styles
- Determine your style of communication
- Adjust your style to get the results you want

Persuasion
- Apply the structured persuasion model to improve your ability to convince others of your point of view

Planning a Strategy for Negotiation
- Consider various dynamics that impact the negotiation process
- Utilize space, time and environment to your advantage

Negotiating with a Team
- Explain how to organize, control and effectively manage a team
Principles of Professional Selling
Today’s competitive sales environment requires more than exceptional products, features and benefits to separate you from the competition. Consultative selling is the key to customer focused sales interactions. This program addresses the heart and soul of effective selling during face-to-face customer interactions. You apply the skills and strategies you need to gain competitive sales advantage by planning and executing a proven sales process. This program will provide the tools that you need to become successful in professional sales.

What You Will Learn
Your Competitive Advantage
- Recognize what it takes to be a top performer today
- Gain an introduction to consultative selling
- Improve sales effectiveness and self-assessment by understanding the evolution of a sales professional
- Acknowledge a customer’s perspective of why people buy from who they do

Sales Styles and Buying Styles
- Analyze and understand different sales styles
- Read buying styles of customers
- Adjust your approach to meet the styles of your internal and external customers

Speaking the Customer’s Language
- Overcome communication barriers through active listening
- Present to visual, auditory and kinesthetic customers
- Recognize communication difficulties

Interactive Questioning/Presentation Skills
- Develop customer focused interactions
- Create sales questions that involve the customer and gain commitment
- Uncover customer needs through assessment

Building Buying Relationships
- Build instant rapport and trust as well as long term relationships
- Make customer profiling pay

Handling Objections and Resistance
- Prepare for objections
- Clarify objections, overcoming skepticism, indifference and opposition

Closing the Sale
- Identify buying signs
- Eliminate the fear of closing
- Utilize closing techniques in a consultative sales process
Selling Skills for Non-Sales Executives
Learn how to promote your products, your company and yourself with skill and integrity. Every corporate executive and manager represents their organization’s products and services. For career mobility, you need to clearly understand the fundamentals of customer service, selling and negotiating.

This program introduces you to high-integrity sales approaches, effective client communications techniques and listening skills, to help you positively influence others. The sales and communication skills you will acquire are extremely practical. They can immediately be applied to your everyday business interactions.

What You Will Learn

How Your Job Position Relates to Selling and Customer Service
- From CEO to new employees; how we are all selling something
- Expand your range of skills by viewing your job from a sales and customer service perspective
- Communicate with integrity

Leadership and Persuasion Skills
- Gain leadership benefits of enhanced persuasiveness
- Create goal achievement - how to get what you need
- Enhance your career success through proven persuasion techniques

Understand Influence and the Four Main Personality Styles
- Adapt your style quickly and effectively

Managing Objections, Conflicts and resistance To New Ideas
- Focus on win-win outcomes
- Make ‘objectors’ your allies
- Recognize root causes of resistance and how to overcome each

Using Questions to Achieve Success
- Utilize different kinds of powerful customer questions

Listening, Dialogue and Presentation Techniques
- Improve presentation skills
- Establish dialogue and effective listening skills
- Use emotion and empathy to achieve desired outcomes
- Read non-verbal cues and other kinesics signals
- Create a ‘transparency of trust’ in every business dealing
- Build trustworthiness
Writing Winning Proposals
Winning new business contracts requires innovative bidding approaches. This program provides a thorough overview of the entire proposal development and presentation process – including each successive stage from RFP analysis to submission of a compliant, persuasive written proposal and compelling oral presentation.

This program features a variety of teaching techniques, including a simulated RFP. Each team analyzes a RFP; creates a winning strategy; develops themes; then plans, outlines, writes and submits a written proposal. Expert feedback is provided with recommendations for improvement. Every participant will benefit from this hands-on learning approach. This program will teach you how to write for results!

What You Will Learn
Fundamentals of Proposal Development
- Differentiate the difference between a RFP and proposal
- Why do we write proposals? Why do proposals fail?
- The evaluators point of view

What It Takes To Write a Winning Proposal
- Planning and scheduling proposals
- Overview of typical stages in producing a proposal
- Analyzing and understanding the RFP to ensure a compliant response
- Incorporating proposal development time savers
- Writing effective, compelling and persuasive proposals
- Organizing page layout and design considerations

Creating a Win Strategy
- Implementing essential elements of a win strategy
- Understanding what makes a proposal persuasive and compelling
- Using brainstorming techniques to differentiate your company from the competition
PROJECT MANAGEMENT

Project Management

- Time
- Cost
- Scope
Project Management Certificate Program
Project management has become one of the world’s most in-demand skill sets. This certificate program is designed to provide you with a firm base of the Project Management Institute’s (PMI®) A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

Whether you are currently a project manager looking to improve your skills or a professional in another field who wishes to transition into project management, this series of courses will provide you with the skills you need to accelerate your career. This certificate meets the project management education requirements to qualify to take the PMP® Exam.

All courses are based on the Project Management Institute’s (PMI®) A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Fifth Edition. The curriculum will empower you with the skills necessary to tackle the challenges facing your projects.

UNC Charlotte is a Registered Educational Provider of the Project Management Institute.

The PMI R.E.P. logo is a mark of the Project Management Institute, Inc

Who Should Attend?
In today’s fast-paced business world, project management has become one of the world’s most in-demand skill sets. The certificate programs are designed to provide you with a solid foundation of the Project Management Institute’s (PMI®) A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

Whether you are currently a project manager looking to improve your skills or a professional in another field who wishes to transition into project management, these courses will provide you with the skills you need to accelerate your career.

Why Choose the UNC Charlotte Project Management Program?
- Certificate awarded by the University of North Carolina at Charlotte – a nationally recognized credential. UNC Charlotte is a large 28,000+ student, urban research, doctoral-granting university, the largest university in Charlotte and the fastest growing university in the 17 institution University of North Carolina system
- Courses taught by PMP® certified instructors with expert real-world knowledge tailored to the subject matter
- Course content regularly reviewed and updated by PMP®s for current applicability and adherence to the PMBOK® body of knowledge
• Curriculum taught at a University level and geared towards post-Baccalaureate or post-Graduate level students
• Practical application – content is designed to develop specific skill sets immediately applicable in the workplace and job market
• History of success –
  o PMI® registered Project Management program since 2002
  o Over 3,000 enrollments
  o Past participants from some of the region’s largest employers and Fortune 500 companies including Coca-Cola, Lance, Belk, TIAA-CREF, Carolinas Healthcare System, Bank of America, Wells Fargo, Allstate, Duke Energy, Balfour Beatty, Sunbelt Rental and many more.
• UNC Charlotte is a Registered Education Provider (R.E.P.) with PMI®, the Project Management Institute, PDU credits are awarded directly by UNC Charlotte and the University maintains, in perpetuity, the records of credits awarded
• Flexibility – take one or more courses to build a particular skill set or take all required courses to complete a certificate
• In addition to project management courses, we also offer a PMP® exam prep course specifically designed to prepare those individuals seeking national certification as a PMP®.

The UNC Charlotte Project Management Certificate program consists of six, two-day courses:
• Principles of Project Management
• Project Schedule Development and Control
• Cost Estimating and Cost Management
• Leadership and Communication Skills for the Project Manager
• Project Quality Management
• Project Risk Management
**Cost Estimating and Cost Management**
This course explores project cost estimating and a budget planning effort for a project manager as part of the project plan, and then looks at earned value and other controls as the plan unfolds. Individual and small group exercises and case studies include examples applicable to diverse industries and business sizes.

The course describes and illustrates processes described by the Project Management Institute’s (PMI®) *A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Fifth Edition*.

**Who Should Attend**
This course addresses the needs of project sponsors, project managers and deputy project managers at all levels.

**Participants should have a basic knowledge of spreadsheets.**

**What You Will Learn**
Use of analytical and financial tools and techniques for use throughout the project including hands-on exercises
- Cost Estimating – quantities and unit costs combine with effort and durations estimates
- Cost Budgeting – breaking down costs into categories by responsibility, by scope phases and accounting requirements
- Cost Control – execution measures to predict, track and invoice appropriately, as well as address “earned value” issues
Leadership and Communication Skills for the Project Manager
The successful project manager is as skillful with people as they are with project management tools and project-specific content. Effectively leading the project team and communicating with all stakeholders – either on the project team or impacted by the project scope - are key skills project managers must develop and practice to ensure project success.

This program focuses on people management skills and the processes for effectively managing project communications: leading the project team, identifying stakeholders, planning and distributing information, and managing stakeholder expectations.

Key Topics
- Concepts, methods, tools, and techniques for communicating with the people who impact your projects success
- Key general management skills that are necessary for leading project teams
- Stakeholder identification tools to satisfy the requirements of and resolve issues with diverse stakeholder groups
- How to build a communication plan that gathers and disperses information effectively for project success
- Identifying your preferred style of communication, your stakeholders’ communication styles, and how to more effectively communicate with others
- Leadership actions that will ensure the project team performs effectively
- Negotiation and conflict management strategies to influence stakeholders

What You Will Learn
- Practice processes and tools that are proven to effectively analyze and manage stakeholder expectations
- Transform knowledge of how to effectively manage project teams
- Build an awareness of your preferences and how to adapt to more effectively interact with others
- Manage and influence without solid-line authority
- Utilize persuasion and influencing skills with stakeholders
**Principles of Project Management**

Whether you are a team member, project manager, or have aspirations to lead effective project teams, an understanding of the basic methodologies of project management is essential.

This course is intended as an overview describing the fundamental principles, processes, knowledge areas, and tools and techniques of project management and is designed for practical application in the workplace. This 2-day foundation course covers the primary topics described by the Project Management Institute (PMI®) in their publication *A Guide to the Project Management Body of Knowledge, PMBOK® Guide* Fifth Edition.

**What You Will Learn**

Individuals successfully completing this course can be expected to demonstrate a basic understanding of the requirements for leading and participating in successful projects and have the ability to apply their learning in a practical way in the workplace. Included in this course are the following key topics.

- Project selection – financial and objective basis of project selection, supporting the business case, which projects to select and why (from an organizational perspective)
- Initiation and scope development – identifying project stakeholders, interpreting needs and expectations, and developing customer deliverables
- Project cost and schedule preparation – developing the all-important budget and time baselines
- Human resource management – understanding the importance and use of leadership and interpersonal skills for the project manager
- Risk management – basic steps of risk planning and alternative risk strategies, implementation of the risk plan
- Quality management – basics of the quality management process as they apply to managing projects
- Aspects of effective project closeout – importance of lessons learned and administrative and contract closeout, “closing the loop” with customer expectations
**Project Quality Management**

Managing the quality of project deliverables is one of the key components of successful project management. Project managers must be adept at planning for and implementing adequate quality controls within their projects.

This course focuses on the processes for successful quality management within projects and helps prepare project managers to complete these important tasks. It is aligned with the quality management processes outlined in the *PMBOK® Guide* – Fifth Edition.

In addition, this course provides exposure to the tools, techniques, and methods successful project managers use to manage the quality of their projects. The course includes group exercises aimed at helping attendees gain a better grasp of the subject matter, along with some practical experience in selecting and applying appropriate techniques.

**What You Will Learn**

- Distinguish the relationship of quality project management to the overall project management process as outlined in the *PMBOK® Guide* – Fifth Edition
- Develop an effective quality management plan for your projects
- Demonstrate the various quality tools and techniques for measuring and attaining the specified quality for your project’s deliverables
- Communicate to senior management and customers the importance of an integrated project quality plan and how it can help the project team deliver a product or service that satisfies the needs for which the project was undertaken

Participants will receive a copy of Goal/QPC’s *The Memory Jogger II*. 

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**Project Risk Management**

Project managers need to understand the many aspects of risk assessment and planning prior to completion of the project plan and then learn the tools and techniques to monitor and appropriately manage changes.

This course examines risk monitoring as the plan is executed, the project manager’s efforts in establishing an approach to risk, and suitable responses consistent with the risk tolerance level of the stakeholders. One emphasis of this course looks at risks from the positive viewpoint of maximizing the benefits of acceptable outcomes rather than only looking to reduce negative impacts. This course includes lecture, practical hands-on sessions, case study, and individual and small group exercises.

**What You Will Learn**

- Tools and techniques for use throughout the project demonstrated with hands-on exercises applicable to various size projects and industries
- Risk management planning – determining the organization’s propensity for taking risk and risk response criteria
- Risk identification – looking at all aspects of the project
- Risk qualitative analysis – rating and prioritizing risks
- Risk quantitative analysis – detailed study of highest priority risks
- Risk response planning – increase probability of positive impacts and reduce probability of negative impacts
- Risk monitoring and control – recognizing triggers and changes affecting risk responses
**Project Schedule Development and Control**

All projects, regardless of their size, require a schedule. In addition to key aspects of schedule development, practical case studies will be used to allow sufficient practice of the control techniques and give the project manager a sound basis for effective application of scheduling software.

**What You Will Learn**

Successful completion of this course allows the project leader to demonstrate a detailed understanding of the process of schedule development and tools available for schedule performance monitoring and status presentation. Included in this course are the following key topics and corresponding benefits for the attendee.

- **Network diagram development** – development of the schedule logic diagram from the WBS, understanding schedule duration and project critical path, and determination of activity float or slack
- **Status and presentation tools** – tools available to the project manager including precedence diagrams, Gantt charts, and milestone schedules
- **Resource application to the schedule** – determination of activity duration based on resource availability and productivity
- **Schedule acceleration** – application of tools and techniques for schedule improvement, understanding and negotiating tradeoffs among project scope and available resources and budget
- **Schedule performance** – control tools (e.g., earned value) available to monitor schedule performance, appropriate action by the project manager to deal with schedule performance deficiencies
**PMP® Exam Prep Course**

This two-day course concentrates on the fundamental concepts of the Project Management Institute’s (PMI®) thinking and approach to project management topics, concepts, vocabulary and testing techniques. This course does not attempt to “teach answers” but rather explains understandings and applications to prepare participants for questions related to the five process groups and nine knowledge areas. Special attention and examples will be provided for the scenario-based questions in the exam.

This course is intended to supplement prior project management specific training and independent and/or group study. The PMP® Exam goes beyond “what you know” by asking questions that determine “can you do project management”.

Participants should already possess all the application requirements before taking this course.

Because of the nature of the exam, this course concentrates on the breadth of the knowledge areas. Content in this exam prep course complies with the Fifth Guide, *Project Management Body of Knowledge (PMBOK®)*.

To confirm your qualification for the PMP® Exam, please review the application requirements at www.pmi.org.

**What You Will Learn**

- Grasp the basics of the exam application process
- Review of the PMBOK® by knowledge area and process group
- Build vocabulary in context of PMI principles
- Demonstrate PMI thinking on concepts and application of project management tools and techniques
- Practice strategies for test taking
- Distinguish between subtleties in scenario-based questions
Microsoft Project - 2013
This course will introduce project management practitioners to MS Project 2013 and how the tool is used to create and track project schedules and estimates. It is suitable for someone with project management experience, including project managers, team members, project leaders, and other project scheduling practitioners.

The course is developed within the Practice Standard for Scheduling, and Project Management Institute’s PMBOK® Guide. Project management practitioners will have the benefits of using MS Project in the classroom by going through a case study while learning tips, features, recommended guidelines, and how to apply scheduling techniques to manage project work.

What You Will Learn
- Gain an understanding of key scheduling concepts and terms
- Configure essential elements of a new schedule
- Enter and modify task lists as well as set dependencies between tasks
- Create a resource list and generating task assignments
- Capture the schedule baseline and tracking project progress
BUSINESS PROCESS MANAGEMENT
Process Management Certificate Program
Business Process Management is reshaping the ways successful organizations are developing competitive strategies and achieving operational excellence. Gain the skills you need to succeed in this management era.

The combination of technical skills, people skills, political acumen, and strategic creativity needed to meet this challenge is not common. For this reason, the University of North Carolina at Charlotte has developed the Business Process Management Certificate Program, a comprehensive set of courses that will help you and your company succeed. The business Process Management Certificate Program is your first step toward developing these competencies that are so critical to the success of your organization and your career.

Business Process improvement is an evolving art that has had a tremendous impact on organizations in all sectors over the last three decades.

The new challenge of Business Process Management is to minimize the cost of smaller functional processes while simultaneously maximizing the value created by cross-functional “enterprise” processes. Companies that strike this balance have a distinct competitive advantage that is difficult to copy.

Who Should Attend
- Process owners, managers, engineers, and analysts
- Operations and/or administration managers or directors
- Project managers
- Human Resource professionals
- Financial managers or directors
- Directors of Quality or re-engineering
- Process improvement team leaders

The Business Process Management Certificate Program is intended to:
- Help you develop technical skills
- Grow your people skills
- Develop political acumen within your organization
- Increase strategic creativity needed to meet your organizational goals.
Business Process Management and the Balanced Scorecard

Billions of dollars have been invested in process improvement and information technology by corporate America and the government over the last 15 years. The payback has not met expectations.

The key to solving this “Process Paradox” or “Productivity Paradox” is to link and align business process management with strategic planning so that improvements truly impact the long-term health of an organization.

Companies (and organizations in both the public and private sectors) that have leveraged process or technology innovation to achieve business growth discovered the processes that are most critical to fulfilling their strategic objectives and leveraged these to make processes true strategic differentiators.

Business Process Management and the Balanced Scorecard will help you evaluate process performance relative to current strategic goals, use process analysis techniques to discover new strategic opportunities, leverage processes and/or information technology to create differentiation and use the Balanced Scorecard to ensure the success of process-driven strategies.

What You Will Learn

- Grasp why business processes are more important in today’s business environment
- Utilize process improvement techniques to reveal the strategic potential of business processes
- Implement techniques for leveraging process excellence to expand market share, strengthen customer relationships, enter new market segments and create new revenue streams
- Apply strategy maps and the balanced scorecard to deploy and manage process-oriented strategies
- Recognize why technology and process investments must be tied closely to corporate strategy for these efforts to create meaningful, long-term return on investment
Implementing Process Change

After months of dedicated work, you and your team have designed a new business process that will leverage emerging technology and superior business acumen to dramatically improve all measures of performance. Now comes the hard part...implementing it.

The last decade has seen organizations in all sectors benefit from a renewed surge in productivity. These gains are the direct result of improved process management techniques and the application of new technology. Still, the business press reports many stories of failed reengineering efforts, insufficient ROI from enterprise software systems, and the rejection of new technology by workers. Why this disparity?

The challenge of implementing process change is as great as the challenge of creating innovative business process solutions. As James Champy and Nitin Nohria wrote in Fast Forward, “Change brings renewal...but change brings destruction, as well. To the extent it generates fear and cynicism, it not only halts progress, it takes us backward.”

Implementing process change requires a powerful combination of “soft” skills and “hard” skills: Techniques that will win widespread support for process changes and methodologies to implement the solution effectively. These include:

**Soft Skills**
- Leadership
- Coalition building
- Internal sales and communication
- Conflict management

**Hard Skills**
- Strategic planning
- Project management
- Organizational alignment

**What You Will Learn**
- Develop a strategic program for improving business performance
- Build cross-functional coalitions of influential people
- Develop a communication plan to sell and reinforce the new process vision
- Staff and facilitate process or technology implementation teams
- Achieve buy-in from the people who must utilize new processes and technology
- Provide high-level direction for implementation project management
- Recognize systemic changes needed to institutionalize improved process performance
**Measuring and Improving Processes**

Improving processes begins with the customer, be it internal or external. Understanding which customers and which requirements are most critical to your business determines which processes should be improved. Measuring and Improving Processes will provide you with the tools and techniques you need to:

- Measure process performance
- Understand variability and how it drives your improvement tactics
- Determine the stability, capability, and flexibility of your processes
- Recognize trends in performance
- Identify the factors that limit quality, slow service time and increase costs
- Develop results-oriented solutions that will yield improved business results

This course incorporates some of the statistical tools used for TQM and Six Sigma along with non-statistical process analysis techniques.

Together with Process Mapping and Analysis (not a pre-requisite), Measuring and Improving Processes provides a complete toolkit for managers and quality/process professionals to document, measure, analyze and improve the way your organization delivers value to its internal and external customers.

**What You Will Learn**

- Measure and analyze process performance
- Determine what level of quality your process is capable of delivering
- Identify the root causes that prevent your team from its achieving full potential
- Evaluate and apply process improvement alternatives
- Develop results-oriented process improvement solutions
**Process Mapping and Analysis**

Your organization is a collection of processes. These processes are the natural business activities you perform that produce value, serve customers and generate income. Managing these processes is the key to the success of your organization.

Unfortunately, most organizations – perhaps yours – are not set up to manage processes. Instead, they manage tasks. Think about it. Isn't your organization built around functions – manufacturing department, the radiology department, the sales department, the customer service department?

As a result, people tend to focus on “local” concerns instead of the “global” needs of process customers. Sub-processes evolve within departments, without consideration of other functional areas. Layers of communication and management are created to ensure desired outcomes, thereby adding to costs and lengthening cycle and customer response times. Inefficiency and waste become part of the system. They rob your organization of profits, productivity and its competitive advantage. But, there is a way out.

Process mapping is a simple yet powerful method of looking beyond functional activities and rediscovering your core processes. Process maps enable you to peel away the complexity of your organizational structure (and internal politics) and focus on the processes that are truly the heart of your business. Arm yourself with a thorough understanding of the inputs, outputs and interrelationships of each process.

**What You Will Learn**
- Understand how processes interact in a system
- Locate process flaws that are creating systemic problems
- Evaluate which activities add value for the customer
- Mobilize teams to streamline and improve processes
- Identify processes that need to be reengineered

Properly used, process maps can change your entire approach to process improvement and business management. Plus, they will greatly reduce the cost of your operations by eliminating as many as 50% of the steps in most processes as well as identifying the root causes of systemic quality problems.
**Process Innovation**
Well-executed performance improvement initiatives usually deliver good short-term results...but what do you do after the low-hanging fruit has been harvested?

Your organization must be able to do more than streamline operations: process innovation is essential. Innovation, when added to solid process management techniques, creates sustainable operational excellence, i.e. advantages in speed, value, quality or cost that are unique to your organization.

The tools and techniques of *Process Innovation* go beyond finding creative solutions to business process challenges; they provide the context and direction so that your organization's investment in process change yields meaningful and lasting returns.

**What You Will Learn**
- Evaluate the business return of process improvement alternatives
- Think outside the “process box”
- Devise innovate process designs based on customer needs
- Leverage process excellence to foster growth
- Create a Strategy Canvas to assess the impact of processes on strategic position
- Plan for the practical and political realities of process change
- Increase capacity by improving utilization of existing resources
BUSINESS ANALYSIS
Business Analysis Certificate Program
The Business Analysis Certificate Program was developed to align with the IIBA® (International Institute of Business Analysis) Business Analysis Body of Knowledge (BABOK™).

The business analyst (BA) works as a liaison among stakeholders in order to elicit, analyze, communicate and validate requirements for changes to business processes, policies and information systems. The BA bridges the gap – translating between business needs and IT – and understands the organization, the users and IT. To succeed in this role, an individual must have a broad range of business, technical and interpersonal skills.

In 2006, the IIBA developed the BABOK™ and a certification, CBAP™ -- Certified Business Analysis Professional.

The Business Analysis Certificate Program delivers the skills, techniques and tools to:
- Understand and define the organizational need
- Gather the information needed to clearly define the requirements
- Document requirements for use by all stakeholders
- Analyze, verify and validate requirements
- Create a framework for successful requirements, management, and communication

Who Should Attend
This program is intended to help those who contribute to, write and review detailed functional specifications and those who must develop and test systems based on those requirements.

You will benefit if you are a ...
- Business or Systems Analyst
- Requirements Manager, Analyst or Engineer
- Solution Architect
- Testing, Project, Product or Development Manager
- Process Improvement team member
- IT Specialist

The Business Analysis Certificate program consists of five, two-day courses including:
- Business Analysis Success
- Eliciting and Documenting Requirements
- Project Management for Business Analysts
- Requirements Analysis and Design Definition
- Solution Deployment and Evaluation
**Business Analysis Success**

Version 3.0 of the Business Analysis Body of Knowledge® emphasizes the importance of value creation in the role of the Business Analyst. The BA still must gather accurate requirements from business users.

To maximize the positive impact of recommended solutions, the BA must also understand the strategic context for a given project and guide solution design. Success for the BA should be measured by the value an implemented solution adds for the organization and its customers.

**What You Will Learn**

- Defining the Business Opportunity
- Developing and Updating the business architecture
- Integrating Requirements into key life cycles
- Recognize importance of requirements
- Understand stakeholders and organizational politics

Each participant will receive a copy of *Business Analysis Body of Knowledge (BABOK®), 3.0.*
Eliciting and Documenting Requirements
The Business Analyst has been described as the person who bridges the divide between IT departments and the business organizations they support. For all of the tools and techniques to elicit requirements, nothing is more important than making the most of human contact between these two interdependent groups.

This course discusses several useful approaches to gathering requirements, focusing on the facilitation of collaborative sessions and the clear translation of business needs into requirements.

What You Will Learn
- Conduct interviews with user and business leaders
- Document the information gathered
- Elicit and assess information
- Facilitate collaborative sessions
- Foster creative problem solving
- Navigate organizational politics
- Resolve conflicts and reach consensus
- Write effective requirements
Project Management for Business Analysts
Good project management is an important part of general business management; for information technology projects, it is critical. IT projects typically are more complex and have greater impact on business processes. Timelines are tighter and user/business needs are more dynamic. Effective IT project management is essential to meet these challenges and make the most efficient use of scarce resources.

For the Business Analyst, IT project management represents the core set of skills needed for requirements planning and management.

What You Will Learn
- Closing, Archiving and Transitioning Projects
- Establishing a Framework for IT Project Management
- Executing and Controlling Projects
- Planning and Launching Projects
Requirements Analysis and Design Definition
The ultimate objective of a business analysis, process improvement or information technology project is to improve business results. This program will present proven approaches to analyzing current conditions, business needs and technology enablers. Verification and validation techniques will be used to assure proposed solutions meet the needs of users and customers.

What You Will Learn
- Analyze user and functional requirements
- Prioritize and organize business requirements
- Revise “to be” process and system designs
- Determine requirements attributes
- Verify and validate requirements
- Define solution options
- Analyze potential business value of solutions
**Solution Deployment and Evaluation**

Creating an elegant, business-focused technology or process improvement solution is a worthy accomplishment; assuring that the solution is properly implemented and generates value on an ongoing basis is equally important. The skills and knowledge delivered in *Solution Deployment & Evaluation* help assure that mission-critical solutions live up to their potential.

**What You Will Learn**

- Set the stage for successful solution implementations
- Assess the organization’s readiness for change
- Identify barriers to realizing full return on investment
- Identify business-driven performance measures
- Validate achievement of the desired business value
FORENSIC ACCOUNTING CERTIFICATE
**Fraud Prevention and Detection**

Studies on fraud awareness indicate that organizations that conduct anti-fraud training for their employees show reductions in fraud losses for the organization. The focus of this program is on special areas of fraud awareness. The cornerstone of this program is the review of fraudulent financial statement schemes, types of financial analysis and tools used to highlight the red flags of fraud, and methods of preventing the occurrence of fraud.

**Key Topics**

- Computer-Aided Audit Techniques
- Cybercrime and Digital Forensics
- Financial Reporting and Statement Fraud
- Interviewing and Sources of Information
- Asset Misappropriation
- Indirect Methods of Reconstructing Income
- Money Laundering
- Check Tampering
- Skimming and Cash Larceny
- Contract Procurement Fraud
- Billing Schemes
- Corporate Purchasing Card Fraud
- North Carolina and Other Frauds

**What You Will Learn**

- Gain an understanding of various fraud schemes, analysis, and prevention techniques, including financial statement fraud
- Recognize what constitutes expense reimbursement fraud, payroll fraud, inventory and equipment misappropriation and the methods of preventing and detecting these schemes
- Become familiar with proactive audit tests that can be used to detect various forms of fraud
- Differentiate the advantages of a corporate purchasing card and the opportunities for fraud associated with misuse
- Conduct an effective internal fraud investigation and interview
- Identify the methods of money laundering through the banking system
- Discern the role of technology in the commitment of fraud schemes and the detection of frauds
**Introduction to Computer Forensics**
This program will provide an overview of digital forensics to aid the student in understanding the process of data creation, recovery, and analysis and the benefits of that knowledge during a forensic accounting engagement. This program will allow students to gain an understanding of working with investigations related to data forensics, emails, internet/web forensics, mobile devices, and networks. Also covered will be the topics of the litigation process including pre-trial, the day in court, and aspects of testifying as a computer forensics expert.

**Key Topics**
- Detect and document digital evidence
- Collect and handle digital evidence
- Examine digital evidence
- Understand and properly participate in a lawsuit or criminal investigation
- Manage the client engagement in examining digital forensics

**What You Will Learn**
- Recognize how digital data is created, stored, shared, deleted, and destroyed
- Distinguish among available digital examination methods
- Characterize the theory of data detection
- Determine proper evidence recovery methods in digital forensics
- Explore methods of data transfer will be explored
- Authenticate retrieved data
- Establish a proper chain of custody methods
- Delineate the importance of maintaining working copies and backups
- Secure the evidence obtained narrowing down the search criteria
- Search computer evidence
- Unlock hidden data through encryption, compression, hashes, passwords, and other methods of data protection
- Identify relevancy and admissibility of evidence
- Distinguish the importance of proper consent or authority to conduct a digital forensic examination
- Identify client’s need for information
- Determine the importance of defining and conveying the scope of their work
**Principles of Forensic Accounting**

This program is intended as an overview of forensic accounting and fraud examination as a discipline. Included will be a review of the ways in which serious fraud and abuse occurs, examination of characteristics of employees who commit fraud and determination of the kinds of organizations that are victims of fraud. In addition, this program will introduce students to guiding legal principles and standards of care related to litigation support services.

**Key Topics**

- Introduction to Forensic & Investigative Accounting
- The Discipline of Fraud Examination
- Litigation
- Electronic Discovery (e-Discovery)
- Financial (Economic) Damages
- ACFE 2012 Report to the Nations
- The Criminal Arena
- Business Valuations

**What You Will Learn**

- Understand how fraud is committed, the characteristics of employees who commit fraud, and appropriate actions to take
- Identify the most common means of detecting fraud and anti-fraud measures to limit fraud losses
- Recognize quality standards related to litigation services including client engagement, forensic reports, preparing to testify, and standards of conduct and care
- Obtain an understanding rules of evidence and evidence management practices
- Follow guiding legal principles of e-Discovery including Sedona Principles, and Federal Rules of Evidence and Procedure
- Identify various types of economic damages and various approaches to calculating and measuring financial loss
PROCUREMENT AND SUPPLY MANAGEMENT
**Procurement and Supply Management Fundamentals Certificate**

Procurement and Supply Chain is a series of processes or steps used to produce and/or distribute goods or services to a customer. Procurement and Supply Chain Management involves the execution of securing those goods and services at a reasonable cost, and delivering them to a designated location in a timely, efficient manner.

This program, one of the first in the country, is an exclusive opportunity for students to not only learn and explore the quickly growing field of Supply Chain, but for existing practitioners to master their skills as well.

UNC Charlotte has partnered with the Institute for Supply Management to offer this certificate program, which is one of the first ISM backed continuing education programs in the country. The courses are designed and delivered by ISM approved instructors and practitioners.

With 24 hours of classroom instruction, participants receive their exclusive Procurement and Supply Management Fundamentals Certificate from UNC Charlotte.

**Key Topics**

- Mastering the Sourcing Basics
- Project Leadership in Supply Management
- Boardroom Financials in Supply Management
- Navigating the Contract
- Driving Sourcing Decisions with Analytics
- Business Acumen in Supply Management

**What You Will Learn**

- Procurement foundations
- Procurement leadership and role in the organization
- Sourcing
- Negotiations
- Contracting
- Supplier relationship management
- Forecasting requirements logistics
- Supplier quality
- Risk management
- Procurement technology
COMPUTER SKILLS
Access 2013 - Basic

Section 1 – Access Basics
- Database Terms
- Starting Access
- Quick Access Toolbar
- Ribbon and Menu Options
- Opening Tables
- Status Bar
- Home Tab Views
- Saving and Printing
- Getting Help
- Closing Tables
- Backstage View
- Additional Features
- Exiting Access

Section 2 – Design Databases
- Database Design
- Objects
- Field Types
- Primary Key
- Saving Tables
- Adding Data
- Modifying the Design

Section 3 – Edit Tables
- Adding and Deleting Records
- Adding and Updating Fields
- Deleting Fields
- Changing Display Options
- Change Column Widths
- Freeze Columns
- Move Fields

Section 4 – Sorting Tables
- Sort Commands
- Ascending and Descending Order
- Remove Sort
- Multiple Field Sort
- Table Filters
- Filter by Selection
- Filter by Form

Section 5 – Customizing Tables
- Required Field
- Default Values
- Validation Rules
- Input Masks
- Formats
- Property Update Options
- Custom Formats

Section 6 – Queries and Reports
- Queries
- Duplicates Queries
- Run, Save, and Update Queries
- OR and AND Statements
- Field Updates
- Naming Ranges
- Reports
- Mail Labels
- Report Wizard
- Change Report Design and Layout
- Sort and Group
Access 2013 - Intermediate

Section 1 - Importing and Exporting
   Importing an Excel List
   Importing an Access Object
   Importing an Text File
   Exporting Data to Excel

Section 2 - Creating Relationships
   One-to-One Relationship
   One-to-Many Relationship
   Many-to-Many Relationship
   Creating Relationships
   Referential Integrity
   Cascade Update and Deletes
   Removing a Relationship

Section 3 - Advanced Queries
   Query Types
   Naming Conventions
   Create Parameter Queries
   Operands and Key Words
   Calculations in Queries
   Action Queries
   Make Table Queries
   Crosstab Queries

Section 4 - Access Forms
   Creating Calculated Fields
   The Property Sheet
   Combo Boxes
   Control Wizard
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