



EMORY
UNIVERSITY

Corporate Learning
Emory Continuing Education



Talent Development Solutions



EMORY CORPORATE LEARNING

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ABOUT EMORY CORPORATE LEARNING

Your Partner for Tomorrow

In today's business climate, companies must support the development of their teams' talents and expertise. Whether it's a one-off training course for a small group, an established course at your location or ours, online courses, a customized learning pathway to develop high-potential employees, or the design of a full professional development program, Emory Continuing Education's Corporate Learning is your partner for talent development.

The Corporate Learning team helps organizations enhance the knowledge and skills of their teams, executives, and employees to augment career satisfaction and progression and to improve company performance.

- » Modern, practical learning – courses focus on creating new skills and capabilities through a practical, hands-on approach
- » Aligned to your organization – courses can be customized to adapt the curriculum, instruction, and delivery to your needs
- » Full range of services – we support your organization from planning and design, to delivery and management, to coaching and support

A Curriculum for Today

- » **Course variety** – dozens of our courses are available to align with your corporate goals as well as to meet individual employees' performance needs
- » **Course relevance** – our curriculum is constantly being refreshed, and we continually add new areas of study, reflecting emerging workplace best practices
- » **Course practicality** – courses are designed to solve problems—learners will apply concepts through class activities so that they can apply those concepts later on the job

Flexible, tailored delivery

- » **Learning mode options** – courses can be fully online, hybrid, or in-person, at your facility or ours
- » **Scalable classes** – serving one employee or hundreds
- » **Scheduling accommodates company preferences and work styles** – the program works with your schedule and logistics
- » **Private or public classes** – courses can be organized exclusively for your company's employees, or they can join classes with other working professionals

Led by experienced industry experts

- » **Latest knowledge** – instructors are up-to-date on new ideas and skills needed by today's employees
- » **Experience counts** – instructors have decades of professional and leadership experience, many with Fortune 500 companies, from a variety of industries
- » **Coaching and support** – our post-delivery coaching teams make sure that key skills are locked in

Design, Delivery, and Coaching

Designed learning programs

Whether you require a standard, semi-customized, or fully customized learning approach, Corporate Learning can help.

- » Develop a strategic roadmap to achieve your learning goals
- » Structure a program to optimize results and provide measurable outcomes
- » Provide a follow-up plan to measure the effectiveness of the training

Learning management and delivery

Need extra help in managing an effective employee learning program? The team at Emory Corporate Learning can support you and your company's performance development goals.

- » Flexible options for course delivery
- » Tracking and reporting on your team's progress through their learning paths
- » Our learning management system keeps learners on track



Coaching and support

We believe in practical learning during a course and practical coaching afterwards. Coaching and post-delivery support help employees master and retain new skills.

- » Coaching tailored to your corporate culture
- » A dedicated resource toolbox for your employees and learners
- » Refresher workshops and lunch-and-learns

Areas of study

We draw on the entire Emory Continuing Education catalog for our course offerings. Below are some of our most popular categories for companies.

- » Process improvement and performance, including Lean Six Sigma
- » Project management, including Agile
- » Technology and software
- » Leadership and management
- » Communication
- » Design thinking and innovation
- » Diversity and inclusion

COMMUNICATION

American English Pronunciation, Part 1

COURSE LENGTH

12 hours over 6 sessions

COURSE OVERVIEW

The international speaker of English can greatly improve pronunciation with the assistance of this professional speech-language pathologist. Each student will have the opportunity to practice new pronunciations with direct feedback from the instructor. As students focus on changing pronunciation, they also acquire American formal and informal expressions in a relaxed, workshop-style course setting.

What will be covered:

- Recognition of the difference between the targeted American English sounds and error pronunciations
- Pronunciation of a number of sounds the American way in isolation, words, and sentences
- Inclusion of these new pronunciations in oral reading and in your spontaneous speech
- Introduction of American formal and informal expressions

After this class, you will be able to:

- Recognize the difference between the targeted American English sounds and error pronunciations
- Pronounce a number of sounds the American way in isolation, words, and sentences
- Begin to include these new pronunciations in your spontaneous speech

American English Pronunciation, Part 2

COURSE LENGTH

9 hours over 6 sessions

COURSE OVERVIEW

Further practice the sounds you learned in American English Pronunciation and learn how to incorporate them into your spontaneous speech. Simultaneously expand your knowledge and use of vocabulary and American expressions in areas such as descriptive language, oral explanations, guided discussions, and examining how to reply American-style in various conversational situations.

What will be covered:

- Learning to produce the target sounds in multi-syllable words through extensive oral reading
- Analysis of short video clips for auditory discrimination, humor, and vocabulary/American expressions
- Oral explanations, conversation, discussion with attention to inclusion of all target sounds

After this class, you will be able to:

- Pronounce the target sounds more consistently in both oral reading and in spontaneous speech
- Better discriminate discrete words in rapid speech, even when the words are not fully spoken
- Expand your knowledge and use of American expressions in areas such as descriptions, explanations, paraphrasing, and replies

Better Business Writing

COURSE LENGTH

6 hours

COURSE OVERVIEW

Business is built on strong relationships. The written word is a fundamental way relationships are built or damaged. Strong writing skills help professionals persuade, inform, educate, relate, and succeed. This interactive and engaging course helps professionals put the audience first in their writing, while practicing the tips, constructs, methods, and best practices that will build strong business relationships.

After completing this course, participants will be able to:

- Describe the key components of audience-centric writing that draws the reader in and deepens the relationship
- Refine your writing by being more concise, using clear, thoughtful structure and language, and adjusting your style to the audience
- Describe effective writing styles and standards for both digital and paper media
- Create your own action plan to improve your writing effectiveness

Good Grammar is Good Business

COURSE LENGTH

6 hours

COURSE OVERVIEW

This fast-paced course highlights the fine points of grammar that lead to more effective business communications. Lessons include tips on how to avoid common mistakes in spelling, word choices, punctuation, and sentence structure. Participants will complete a series of written exercises that promote mastery of the material and use relevant business examples to demonstrate ways to write with precision and style.

After completing this course, participants will be able to:

- Create succinct, grammatically accurate documents
- Identify and use the best word choices
- Construct dynamic, grammatically correct sentences
- Implement 10 email etiquette tips
- Write with confidence and clarity



COMMUNICATION

Intentional Listener— Transforming Communications and Reducing Misunderstanding

COURSE LENGTH

4 hours

COURSE OVERVIEW

Better listening can become a skill and a competitive advantage for leaders and their organizations when they learn to apply intentional listening skills.

After completing this course, participants will be able to:

- Describe their personal listening habits
- Explain the mechanics of listening
- Create a mental model for how others are thinking and processing information
- Describe how to leverage different perspectives and opinions to yield a team's best decisions
- Explain how listening connects to one's voice being heard and valued, which can impact one's leadership and motivational success with colleagues, clients, and others
- Practice listening in a more disciplined and intentional fashion to drive business performance

The Power of Personal Brand

COURSE LENGTH

3 hours

COURSE OVERVIEW

In this course you will learn what a personal brand is, what the benefits are in having a clearly defined brand, and how to build and manage your own. You will leave with a new understanding of yourself as an individual

and as a business entity, a provider of business services. You will also gain an understanding of how to use your brand to promote yourself and/or services. This class discusses the power of having an outstanding brand, something that companies have known and used for years, and maps it onto the individual for increased effectiveness, success and personal power.

Anyone who wishes to improve their success in business is right for this class. The Power of Personal Brand is for anyone who depends on their relationship with others for business success. Sales professionals, customer service personnel, team managers, corporate employees, people who want to get promoted or find a new job are great examples of those who benefit from this course. You should take this class if you want to stand out from the crowd, be noticed and rewarded for your unique talents, gain greater focus for your career, be more confident in your job search, be regarded as a leader in your field, thrive even during economic downturns, and command higher compensation.

After completing this program, participants will be able to:

- Understand what personal brand is and why it's important
- Explore ways to begin to identify one's brand
- Understand how to continue the research and development after class is over
- Gain a greater sense of self and the importance of valuing oneself and one's contribution ("value proposition")
- Define ways to maintain, use and improve brand over time

Powerful Presentations: Deliver, Persuade, Inspire

COURSE LENGTH

6 hours

COURSE OVERVIEW

A persuasive presentation means more than standing on a stage with prepared notes. Even when speaking in a workplace meeting, we must communicate effectively for our ideas to be heard. Compelling presentation skills earn respect and can take you to new heights in your professional and personal life. In this course, you explore “whole-level” presentations, making use of voice, body language, and intellect to persuade your audience and maximize your potential.

After completing this course, participants will be able to:

- Examine and inquire into myths and fears of public speaking
- Build confidence in their presentation skills through self-evaluation, feedback, and practice
- Enhance presentation success by engaging in “whole-level” presentations using voice, body language, breathing exercises, imagination, stories, and other tools
- Maximize impact of presentations through benefit-oriented content

Strategic Communications in the Workplace

COURSE LENGTH

6 hours

COURSE OVERVIEW

Communication is more than talking and listening. Genuine communication requires a deep understanding of another person’s perspective. But when you

take into consideration all of our biases, behavioral idiosyncrasies, unspoken emotions, and personal agendas, this can seem almost impossible to achieve. The communications assessment instrument called DiSC® helps people understand each other on a more fundamental level.

This course develops the skills to read other people and see how others interpret their behaviors. It creates a deep-seated appreciation for the needs of their co-workers. Ultimately, the program helps participants adapt their communication styles in a way that creates an enduring working alliance among team members and fosters a deeper sense of organizational engagement.

After completing this course, participants will be able to:

- Describe the four styles of behavior and describe your behavioral communication style
- Recognize the styles of other people through behavioral cues and people-reading techniques
- Increase individual and team productivity by leveraging strengths and the strengths of other team members who may have different styles
- Determine how others interpret your behavior and monitor and adjust their verbal and nonverbal messages to improve communication
- Adapt communication styles based on the situation to improve individual and team communication effectiveness
- Develop specific communication strategies that build a culture of alliance and collaboration

Prerequisite (Included in course cost): Completion of a brief, online assessment prior to the course is required. (Default assessment—Everything DiSC Workplace)

COMMUNICATION

Visual Thinking: Creative Design Strategy and Messaging

COURSE LENGTH

4 hours over 3 class sessions

Approximately a total of 3 hours of self-paced work outside of class

COURSE OVERVIEW

Today's business world requires excellence in communication. Mastering the concepts of visual thinking via creative design strategy and messaging can improve your problem-solving skills with visual aids, design resources, and tips to support text-centric content. We will develop your design skills as we explore innovative strategies surrounding theory, aesthetics, and practice. Build your creative confidence and sharpen your talents utilizing design tools, generators, and applications. Our hands-on course will specifically support both non-designers as well as entry-level designers interested in effectively communicating and enhancing ideas visually.

After completing this course, participants will be able to:

- Articulate basic creative design principles, processes, and theory to support in developing and enhancing creative design projects
- Develop visual thinking skills and creative design strategy
- Facilitate a creative visual strategy with effective deliverables
- Develop, analyze, and refine creative concepts from initial idea to final product
- Analyze and apply visual thinking and creative design strategies to challenges of specific problems



CUSTOMER SERVICE

Critical Elements of Customer Service

COURSE LENGTH

6–12 hours (depending on client needs)

COURSE OVERVIEW

While many companies promise to deliver an outstanding customer experience, some are better at supplying this than others. This course is designed around six critical elements of customer service that, when a company truly embraces them, bring customers back to experience service that outshines others. Participants will gain an understanding of what a customer service approach is; understanding how their own behavior affects the behavior of others; demonstrating confidence and skill as a problem solver; applying techniques to deal with difficult customers; and knowing how to provide excellent customer service.

After completing this course, participants will be able to:

- Identify and enhance the basics of customer service excellence
- Set goals that meet personal, professional, and organizational expectations
- Strengthen customer communication
- Develop critical thinking and problem-solving skills for customer interactions

Customer Service Excellence

COURSE LENGTH

6 hours

COURSE OVERVIEW

In today's most successful organizations, excellent customer service has shifted from a bonus to a necessity. Customer standards and expectations are rising, as are the demands on your workforce. The speed of business sometimes causes teams to sacrifice service to meet deadlines, but another more inspiring option awaits.

In this course, participants revisit the basics of excellent customer service and learn new tools to keep companies competitive. Participants practice real-world scenarios to examine facets of customer engagement such as tone, body language, empathy, and relationships.

Participants learn how to help difficult and angry customers, and how to serve internal customers such as colleagues and executives. Throughout the day, participants will work on a living document called the Culture of Service where they define what attitudes and behaviors they want to implement in their team or organization. Rise above the rest with the power of excellent service!

After completing this course, participants will be able to:

- Identify and enhance the basics of customer service excellence
- Apply customer service best practices to internal and external customers
- Create a framework for a Culture of Service
- Tie the Culture of Service to organizational and/or personal values

DATA AND ANALYTICS

Introduction to Power BI

COURSE LENGTH

16 hours

COURSE OVERVIEW

Introduction to Power BI is a foundational, hands-on training course designed for individuals interested in using Microsoft Power BI as a Business Intelligence and analytics tool. The course will be delivered through lectures with demonstrations, followed by hands-on practice in Power BI workbooks using datasets from business settings. The program culminates with a capstone project that blends the learning from the course.

Students will learn data analysis and visualization capabilities of Power BI, including preparing, visualizing, and publishing data analysis results. This hands-on training program integrates data exploration practices by using powerful visualizations tools available in Power BI. Students will have access to online datasets, sample Power BI reports and dashboards, and other training material throughout the course.

After completing this course, participants will be able to:

- Create and share dashboards and reports
- Perform data exploration and visualization
- Connect to external data files and databases
- Clean and transform data
- Create relational data models
- Schedule data and reports refresh

Advanced Power BI

COURSE LENGTH

24 hours

COURSE OVERVIEW

Advanced Power BI is an intensive, hands-on training course designed for people with basic to intermediate Power BI knowledge and experience with Power BI Desktop and Service. This course focuses on taking Power BI builder skills to the next level. The course will be delivered through lectures with demonstrations, followed by hands-on practice in Power BI workbooks using datasets from business settings and a capstone project to apply the learning from the course.

Students will learn best practices and techniques for accessing data using advanced data connectors, queries, and dataflows, developing data models with DAX, exploring data, creating and deploying reports/dashboards. Learn how to design interactive reports and dashboards using advanced visualization features such as buttons, bookmarks, slicers, and drill-through. Students will also learn how to distribute Power BI content and administrate the Power BI environment.

Online access to datasets, sample Power BI reports and dashboards, and training material will be provided throughout the course.



DESIGN THINKING AND INNOVATION

Creative Problem Solving

COURSE LENGTH

6 hours

COURSE OVERVIEW

Dealing with obstacles and challenges is a regular part of working life, and overcoming them isn't always easy. To improve your products, services, communications, and interpersonal skills, you need to encourage creative thinking and find innovative solutions that work.

Creative problem solving is a way of identifying opportunities when conventional thinking has failed. It encourages you to find fresh perspectives that break free from the self-censoring limitations of the past. As Jean Piaget once said, "If you want to be more creative, stay in part a child, with the creativity and invention that characterizes children before they are deformed by adult society."

In this class we will explore and exercise concepts such as divergent/convergent, lateral/vertical, and parallel/adversarial thinking styles. We will also practice common creative thinking tools such as affinity diagrams, fishbone diagrams, and Six Hats. This is a highly engaging hands-on workshop ... so come ready with a challenge or problem you may want to work on!

After completing this course, participants will be able to:

- Compare and contrast thinking styles
- Build habits to develop creativity and unconventional thinking
- Practice creative problem-solving tools

Design Sprint

COURSE LENGTH

6 hours

COURSE OVERVIEW

Design thinking is the method the world's most innovative organizations use to continually delight customers and leap ahead of the competition. In this full-day design sprint, you'll collaborate with other participants as you learn the phases of design thinking in an immersive, experiential "design doing" session. By the end of the sprint, you'll have a slew of new ideas and at least one prototype to bring back to your organization. Plus, you can apply the tools and methods of design thinking to your existing projects and challenges.

The sprint includes:

- Overview of design thinking
- Design challenges
- Practical techniques for understanding users
- "How might we" questions
- Ideation and brainstorming
- Prototyping to fail fast
- Testing and experimentation

After this course, you'll be able to:

- Explain what design thinking is and how companies use it to innovate effectively and efficiently
- Conduct basic empathy research with users
- Develop insights and meaningful "How might we" questions about a challenge
- Use 3 ideation strategies to develop new solutions

DESIGN THINKING AND INNOVATION

Design Thinking

COURSE LENGTH

3 hours

COURSE OVERVIEW

Learn to solve strategic problems through design thinking, which puts the “end user”—a real human being—at the center of the process. Learning about design thinking can drive performance, growth, and excellence, and fuel innovative solutions.

After completing this course, participants will be able to:

- Define design thinking and begin to embody an innovation mindset
- Explain the benefits and advantages of design thinking and its correlation to business performance
- Describe the steps used in the design thinking process and state how to leverage each
- Apply design thinking to individual challenges and projects to formulate an action plan

Developing a Growth Mindset to Drive Performance

COURSE LENGTH

4–6 hours

COURSE OVERVIEW

According to the Growth Mindset, when you believe that you can overcome adversity to improve skills and be more successful through effort and persistence, you’ll embrace challenges and opportunities for personal growth and learning. Learn to use a growth mindset to elevate your team’s and your own business performance.

After completing this course, participants will be able to:

- Describe growth mindset and its impact on business performance
- Shift quickly between fixed and growth mindsets when faced with challenges and uncertainty
- Identify specific daily practices to develop and expand one’s growth mindset and grit
- Develop a 90-day action plan to refine and expand your growth mindset within your team (and throughout one’s life)

Innovation: Developing a Pipeline of Improvement

COURSE LENGTH

6 hours

COURSE OVERVIEW

According to Theodore Levitt, “Creativity is thinking up new things. Innovation is doing new things.” Many think innovation happens only in isolated groups or departments, in a flash overnight, or from a lone genius working late at night in their lab. The reality is, the seeds of innovation are planted whenever someone says to themselves, “What if ...” ... and it is up to leadership to nurture these ideas into improved products and services. But how do we do that?

In this course, we will examine the great innovations of the past, the design company IDEO’s methods, and the Ten Types of Innovation to determine what innovation process could work for your organization.

Prior to the course, you will take an assessment to determine the innovation strengths and opportunities your organization may have. During the course we will examine which strategies and tactics would get you closer to a systematic pipeline of service and produce improvement.

After completing this program, participants will be able to apply the 4 pillars of innovation:

- Increase the level of employee independence to encourage creativity
- Adopt best practices for enhancing customer focus
- Exercise idea generation through brainstorming and collaboration
- Systematically engage leadership to support and champion improvement ideas



DESIGN THINKING AND INNOVATION

Innovation for Breakthrough Results

COURSE LENGTH

3 hours

COURSE OVERVIEW

To succeed in today's economic conditions, truly successful CEOs and their teams focus on innovation—the ability to look at something old or current and see something new or different. Rather than fall back on traditional management discipline, existing best practices, or status quo operations, these leaders dug deeper, wider, and exploded out of the box with critical thinking skills to survive and thrive.

Our Innovation workshop teaches participants to apply specific techniques to achieve breakthrough results. Armed with these new skills and strategies, participants become stronger role models as creative agents and entrepreneurs to ultimately provide a competitive edge for organizations. The workshop incorporates a high level of interactivity, practical learning, self-assessment, exercises, skill practice, case studies and action planning in a fun and relaxed atmosphere.

After completing this course, participants will be able to:

- Explain the key factors of building an innovative culture in your organization
- Provide a model for the stages of innovation
- Describe characteristics of the different cognitive styles and how they prefer to organize and process information
- Use individual and group techniques to help generate ideas

Solving Problems Creatively

COURSE LENGTH

6 hours

COURSE OVERVIEW

Employers love problem-solvers—but producing effective solutions requires the ability to overcome obstacles and generate innovative ideas. Learn to successfully harness the power of creativity utilizing our hands-on course as you work to build and flex your creative muscles. We'll provide tips, techniques, and models to help develop resourcefulness, unlock potential, and improve your value to the company.

After completing this course, participants will be able to:

- Identify and reduce their own creativity blocks
- Create an environment that fosters creativity
- Clarify and reframe problems
- Generate multiple ideas using creative techniques
- Convert ideas to viable, creative solutions
- Develop a plan to implement solutions



EMPLOYEE WELLNESS AND RESILIENCY

Managing a Neurodiverse Workplace

COURSE LENGTH

6 hours

COURSE OVERVIEW

Businesses are increasingly understanding the value of a diverse workforce. Neurodiversity, the range of variations in how individuals think, learn, and process information, is one of those important workforce characteristics. Our workforce includes a significant percentage of individuals—between 15 and 20 percent by most estimates—who identify as being neurodivergent. This can include diagnoses such as ADHD, autism, learning disorders, and more. Some fields that have a particularly high representation of neurodivergent individuals include tech and IT, creative industries, science and research, and healthcare. So how can businesses support these skilled and talented workers—including military veterans and many others—in ways that leverage their strengths, maximize their value to their workplaces and to themselves, and foster innovation and diverse problem-solving approaches?

This class on Managing a Neurodiverse Workplace will help managers understand the opportunities for greater workplace creativity and cohesiveness by supporting and retaining neurodivergent workers and encouraging a workplace culture where differences are celebrated and appreciated.

After completing this course, participants will be able to:

- Define neurodiversity and related terms, identify common diagnoses or traits that contribute to neurodiversity, and describe the benefits and challenges associated with neurodiversity in the workplace.
- Explain the variety of strategies that could be implemented to create an inclusive work environment for neurodivergent employees, including policies and practices that support neurodiversity.
- Apply knowledge gained through this course to address typical, real-world challenges that may present in neurodiverse workplaces.
- Support positive and inclusive attitudes towards neurodiversity that respond to personal biases and misconceptions and learn how to create/maintain a neuro affirming environment.
- Identify and utilize resources and support networks for ongoing learning and development in neurodiversity inclusion.



EMPLOYEE WELLNESS AND RESILIENCY

Managing Stress in the Workplace

COURSE LENGTH

3 hours

COURSE OVERVIEW

Manage for a better work-life balance. Enhanced team performance and improved work-life balance rely largely on proper management of stress. Leaders, managers, and supervisors must cultivate an environment of communication and trust to promote awareness, adaptation, communication climate, personal accountability, and resilience.

We'll challenge the work-life balance concept and discuss factors that influence wellness and organizational goal achievement; we'll also practice evidence-based stress management tactics grounded in organizational behavior and neuroscience research while creating an action plan for both personal and professional development.

After this class, you will be able to:

- Explain the nature of stress
- Describe factors that influence achieving work-life balance
- Discuss the role and importance of communication and trust
- Apply an appropriate approach to a stressful situation
- Practice stress management tactics, tools, and techniques to adopt and practice
- Create an action plan for personal and professional development

Mental Health Awareness in the Workplace

COURSE LENGTH

3 hours

COURSE OVERVIEW

Participants will learn the impact of mental health in the workplace—supporting positive mental health and addressing mental health challenges—to promote a healthy and productive workplace. Learn about strategies, assessments, policies, and programs to support workers' health and warning signs and actions to take in connection with workers who may need mental health support.

After completing this course, participants will be able to:

- Summarize the increasing recognition of the role of mental health in our daily life, including at work
- Define common mental health terms, diagnoses, and symptoms
- Connect directly to the impact of positive mental health in organizations to culture, employee performance, financials, and retention
- Compare drivers of positive and negative mental health behaviors and policies in the workplace
- Apply knowledge and gain tools to promote positive mental health in the workplace through policies, programs, and communication
- Assess current mental health status and strategies in workforce now and going forward
- Identify high risk/unsafe mental health behaviors and symptoms in the workplace and what actions to take

Promoting Work/Life Balance— A Benefit for Everyone

COURSE LENGTH

3 hours

COURSE OVERVIEW

Organizations are identifying their workers' struggles with focus, productivity, and inspiration. This course will provide managers, supervisors, and workers themselves with tools to coach and self-coach through the highs and lows of balancing their work responsibilities with their home responsibilities.

After completing this course, participants will be able to:

- Lead by example through setting boundaries, making decisions that cultivate personal-professional balance, and communicating that to staff
- Apply strategies and skills to optimize their performance—from managing energy to making better decisions
- Support employees' empowerment to avoid burnout, to create frameworks for making difficult decisions, and to design a more harmonious work/life balance



Resiliency Design

COURSE LENGTH

3 hours

COURSE OVERVIEW

In order to achieve your professional growth objectives, you must be able to recover from difficult situations, overcome obstacles, and apply flexible strategies to succeed while facing a variety of challenges. Join us to implement resiliency tactics into both your work and home life – especially critical during this period of widespread remote working. Identify the components of your resiliency using the RDI (Resiliency Design Index) and chart your personal characteristics in order to develop strengths designed to empower you during tough times. Improve your ability to lead yourself, your team, your organization and your family by creating a personalized plan for resiliency.

After completing this course, participants will be able to:

- Define resiliency
- Identify stumbling blocks to resiliency
- Identify variables that support resilience
- Isolate your own resiliency in context
- Develop strategies to increase resiliency
- Create a customized resiliency plan

HEALTH AND WELLNESS COACHING

Health and Wellness Coaching Certificate

COURSE LENGTH

75 hours

COURSE OVERVIEW

Emory University's Health and Wellness Coaching Certificate is an Approved Health and Wellness Coach Training & Education Program by the National Board for Health and Wellness Coaching (NBHWC). Graduates of this program are eligible to apply for the HWC Certifying Examination to become National Board Certified Health & Wellness Coaches (NBC-HWC).

Emory Continuing Education's 20-week online Health and Wellness Coaching Certificate Program prepares students to help improve health and wellbeing for individuals, groups, and organizations by utilizing evidence-based relational/behavior change skills and approaches in a variety of settings.

Our hybrid certificate program combines live online and self-paced curriculum with weekly coaching practice sessions, as well as a five-session mentored coaching practicum. Experienced instructors with significant health and wellness coaching backgrounds will provide thorough, development-focused evaluations and individual feedback.

Emphasis is placed on the foundational knowledge and practical skills of the coaching process standards and competencies of the National Board of Health and Wellness Coaches (NBHWC).

Our curriculum includes theory and practice in behavior change and coaching psychology, client-centered communication skills that facilitate self-directed change, evidence-informed process and structure, the ethics of coaching, and understanding health and lifestyle

conditions such as diabetes, cardiovascular disease, exercise, nutrition, work-life balance and more.

After completing this course, students will be able to:

- Design and practice coaching relationships and structure to support clear, productive roles and responsibilities for the coach and client
- Outline and facilitate coaching processes and evidence-based techniques to support client-centered discovery, self-efficacy, autonomy, and setting and meeting goals
- Practice coaching skills one-on-one demonstrating mindful and client-centered listening, open inquiry, effective variations of reflections, action planning, and goal setting
- Describe and utilize communication techniques that support enhanced client motivation and facilitate the client's desired and lasting behavior change
- Identify and discuss the fundamentals of positive psychology that commonly impact client motivation and goal attainment
- Identify and practice assessing the stages of change and the common effective coaching techniques for various stages
- Apply mindfulness practices to their own coaching presence, and model or coach them with clients when appropriate
- Recognize the common signs, symptoms, evidence-based management, and the impact of holistic care in chronic diseases including cardiovascular diseases, diabetes, obesity, arthritis, hypertension, and lipid abnormalities

- Describe the guidelines for evidence-based complementary care and lifestyle behaviors that impact human health and wellness including exercise, nutrition, tobacco use, substance abuse, stress management, sleep, and social connections
- Describe settings where health coaches work and illustrate a clear understanding of the field and scope of practice
- Recognize and effectively make appropriate referrals for client needs and services outside their own scope of practice
- Demonstrate thorough knowledge of, and accountability to, the standards of professional conduct and code of ethics
- Summarize the components and importance of legal factors in coaching to include confidentiality, record keeping, HIPAA considerations, licensure, and familiarity with differing local regulations



HUMAN RESOURCES



Behavioral Interviewing: Selecting the Best Fit

COURSE LENGTH

3–6 hours (depending on client needs)

COURSE OVERVIEW

This course is designed to provide individuals involved in the hiring process with the resources and tools to make the right hiring decision by using behavioral based interviewing, which emphasizes that past behavior is a predictor of future performance.

After completing this course, participants will be able to:

- Identify behavioral interviewing techniques and why they are better than traditional interviewing methods
- Identify the 7 steps in the interviewing process
- Design effective behavioral interview questions and probing techniques to gain behavioral examples
- Review resumes with a critical eye
- Define the high costs of turnover
- Define what can be asked and what cannot in the interview and remain legal

Essentials of Human Resources Management

COURSE LENGTH

27 hours

COURSE OVERVIEW

Human Resource (HR) employees often face a wide range of issues each day, ranging from legal matters to selecting qualified employees. Successfully navigating complex HR laws and current regulations regarding compensation, employment law, recruitment, benefits, risk management, and more requires significant expertise.

Our core class utilizes SHRM Essentials of Human Resource Management materials—developed by leading HR experts and legal counsel—to cover a multitude of HR topics in a condensed, straightforward format. Best practices for performance management and employee development will also be discussed. Emory Continuing Education is an HRCI (Human Resources Certification Institute) Approved Provider.

After successfully completing this program, students will be able to:

- Identify best practices in recruitment and selection, performance management, and employee development
- Obtain the latest knowledge of HR laws and acquire diverse strategies for risk management in the workplace
- Discover different compensation and benefits packages
- Apply software tools and tips for the most efficient execution of HR practices
- Create plans for the resolution of your organization's challenges

Managing Employee Performance

COURSE LENGTH

6 hours

COURSE OVERVIEW

The concept of “performance management” often conjures up negative thoughts for both managers and employees—poorly timed developmental feedback, endless paperwork, and minimal net benefit. Good news: performance management is now evolving from a one-time, backward-looking annual appraisal to a methodology emphasizing ongoing feedback and coaching. Learn how you can apply a simple model and powerful tools to drive employee engagement throughout the year, motivating staff members toward peak performance while mitigating potential legal risks. By taking these steps and utilizing best practices, the path to successfully building and retaining critical talent becomes much less stressful.

After completing this course, participants will be able to:

- Describe the best practices and current trends in performance management and the shift to “performance development”
- Describe a simple performance management model that will increase employee engagement, reduce legal risks, and help people do their best work
- Develop a plan for managing performance that will achieve desired objectives



LEADERSHIP AND MANAGEMENT

Building Employee Engagement and Winning Commitment

COURSE LENGTH

3 hours

COURSE OVERVIEW

Learn how to attract, retain, and develop top talent using recruitment strategies, branding, and data analytics. Explain the roles of corporate culture, compensation and benefits packages, flexible work arrangements, professional development, and employee engagement in creating and maintaining a workforce of top performers. In this course, you'll explore current workplace trends and examine how major crises, like the COVID-19 pandemic, affect hiring, retaining, and developing talent.

After successfully completing this program, students will be able to:

- Explain strategies and tools that attract top performers
- Identify the components of successful compensation and benefits packages
- Analyze the role of flexible work arrangements in attracting top talent
- Explain how professional development can be implemented to retain talent
- Describe recruitment strategies aimed at hiring top performers
- Explain how to effectively use data analytics to attract, recruit, manage, and retain talent

Building Teams—Building Culture

COURSE LENGTH

3 hours

COURSE OVERVIEW

"Teamwork" is a common tenet of many companies – but how do leaders successfully develop high-performing teams while fostering a harmonious, culturally driven environment? By learning methodologies commonly utilized to assemble productive groups and acquiring the skills necessary to facilitate effective collaboration—even among virtual teams—participants in this course can increase staff engagement levels, create stronger interpersonal connections, and maximize performance results.

After completing this course, participants will be able to:

- Describe the stages of team development, the functions at each stage, and the benefits of teaming
- Identify the communication characteristics of high-performing teams and team members' behavioral styles
- Assess individuals' strengths to ensure the best possible team performance
- Set goals successfully, and avoid common goal-setting mistakes
- Explain how to foster accountability among team members to ensure all members succeed
- Develop esprit de corps and coordinate effective team-building activities

Building the High-Performance Team

COURSE LENGTH

6 hours

COURSE OVERVIEW

Over the past 20 years, there has been an incredible increase in teamwork. Organizations are becoming less hierarchical, more networked, and the technology to connect people has enabled the performance of teams to far outpace the performance of individuals. The challenge to high-performing teams often comes from a lack of clear alignment, inefficient processes, difficulty managing conflict, and the absence of trust.

This course will provide assessments and skill-building on how to create a team culture (how team members relate to each other) and team productivity (how the team efficiently and effectively gets work done). Specific modules include Trust & Safety (an environment of openness, honesty, and an absence of fear), Cohesion (a shared sense of belonging and commitment), Dialogue (the capacity to work through conflict with compassion and understanding), Alignment (a shared understanding of purpose, priorities, and plans), Accountability (efficient and effective coordination, communication, and collaboration), and Learning & Adapting (the capacity to overcome obstacles and adjust to new realities).

After completing this course, participants will be able to:

- Identify the components of effective teams
- Analyze your and your team's culture and productivity
- Exercise building trust and psychological safety
- Evaluate different accountability methods to determine the best fit

Coaching Effectively

COURSE LENGTH

3 hours

COURSE OVERVIEW

Effectively coach your employees to improve their performance. Practice powerful coaching techniques to help your reports get better results and make wiser decisions. You'll learn to follow a coaching plan and use a model for coaching conversations.

After completing this course, participants will be able to:

- Define coaching and its distinguishing characteristics
- Follow a coaching model designed to increase performance
- Create an action plan to enhance your individual coaching skills by identifying and addressing skill gaps based on results of a coaching competencies assessment
- Conduct a coaching session



LEADERSHIP AND MANAGEMENT

Collaboration Skills and Strategies

COURSE LENGTH

3 hours

COURSE OVERVIEW

Explore collaboration models from three unique perspectives—individual, team, and cross-functional—within various job settings (virtual, in-person, and blended). Work to build trust and identify mutually beneficial internal/external relationships.

After completing this course, participants will be able to:

- Explore collaboration from different work environment perspectives
- Experience a collaboration challenge first-hand, to examine effective and ineffective ways people work toward a common goal
- Identify internal and external forces driving increased collaborative work
- Assess personal strengths and challenges associated with working collaboratively
- Reframe conflicts as opportunities for constructive, problem-solving conversations to make collaboration easier
- Develop increased trust levels on the team to support a collaborative environment
- Identify mutually beneficial relationships with colleagues within and outside your organization

Creative Problem Solving

COURSE LENGTH

6 hours

COURSE OVERVIEW

Dealing with obstacles and challenges is a regular part of working life, and overcoming them isn't always easy. To improve your products, services, communications, and interpersonal skills, you need to encourage creative thinking and find innovative solutions that work.

Creative problem solving is a way of identifying opportunities when conventional thinking has failed. It encourages you to find fresh perspectives that break free from the self-censoring limitations of the past. As Jean Piaget once said, "If you want to be more creative, stay in part a child, with the creativity and invention that characterizes children before they are deformed by adult society."

In this class we will explore and exercise concepts such as divergent/convergent, lateral/vertical, and parallel/adversarial thinking styles. We will also practice common creative thinking tools such as affinity diagrams, fishbone diagrams, and Six Hats. This is a highly engaging hands-on workshop ... so come ready with a challenge or problem you may want to work on!

After completing this course, participants will be able to:

- Compare and contrast thinking styles
- Build habits to develop creativity and unconventional thinking
- Practice creative problem-solving tools

Dealing with Difficult People

COURSE LENGTH

4 hours

COURSE OVERVIEW

Difficult people can quickly zap your energy. Discovering how to de-escalate situations and remain calm are essential to offering experiences that build loyalty. Hone your abilities to understand individual personalities, addressing difficult situations and managing stress in the workplace by attending this workshop.

After completing this course, participants will be able to:

- Define and demonstrate how to effectively handle difficult people and how our words and behaviors impact others' impressions
- Apply problem-solving techniques to challenging interactions necessary for de-escalation and remaining calm
- Identify what your triggers are and how they impact the level of service that is offered to others
- Understand others' emotional needs necessary to help you empathize and put yourself in others' shoes



Design Thinking

COURSE LENGTH

3 hours

COURSE OVERVIEW

Learn to solve strategic problems through design thinking, which puts the “end user”—a real human being—at the center of the process. Learning about design thinking can drive performance, growth, and excellence, and fuel innovative solutions.

More information about this course is found in the Design Thinking and Innovation category, on page 14.

Delegating Effectively

COURSE LENGTH

3 hours

COURSE OVERVIEW

Effective Delegation is more than just handing off a project. To take your delegation skills to the next level takes some analysis and forecasting. The benefits of delegating far outweigh any preconceived notion that it takes too much time. In this course we will cover how to assess your to-do list, how to begin the 7-step process of delegation, whom to delegate responsibilities to, how to avoid the common delegation mistakes, how to give instructions effectively, and how to monitor your results.

After completing this course, participants will be able to:

- Look at your to-do list with a critical eye for opportunity to delegate
- Discover a 7-step process for delegating to others
- Distinguish between what can be delegated and what can't
- List the most common reasons why managers don't delegate

LEADERSHIP AND MANAGEMENT

Developing a Manager Mindset

COURSE LENGTH

12 hours

COURSE OVERVIEW

Newly minted managers frequently struggle to meet their own (or their employer's) expectations. That is often due to having the wrong mindset. They still think about their individual successes and what immediately impacts them, rather than think about how their decisions have a ripple effect throughout the organization. This course will assist new and emerging managers who wish to cultivate fundamental skills for effective leadership. Participants will address real-world workplace challenges and work together to prioritize organizational needs, enhance decision-making capabilities of their teams, take decisive action, set clear goals, and communicate change efficiently.

After completing this course, participants will be able to:

- Explain how individual and team tasks contribute to the organization's overall goals
- Apply a process for overcoming challenges proactively, and making decisions collaboratively with their team members
- Design and implement a system for holding team members accountable for their respective tasks
- Practice how to model positive influences that motivate team members and improve morale and productivity

Describe the strategies that can lead the team through organizational or process changes, promoting compliance and minimizing unfounded resistance

Discovering Your Strengths Workshop

COURSE LENGTH

6 hours

COURSE OVERVIEW

Do you have the chance to do what you do best every day?

Probably not. All too often, our natural talents are overlooked. Throughout adulthood and career, we spend more time fixing our shortcomings than developing our strengths. This course helps you first identify, then deepen your understanding of your unique talent blend. You will learn a new approach for discovering, developing, and using your strengths for greater productivity and wellbeing.

After completing this course, participants will be able to:

- Define the hallmarks of their uniquely ordered Top 5 Talent Themes by distinction among 34 total themes
- Explain the benefits of various talent themes from recognition through interpersonal theme dynamics with 100% accuracy
- Identify and apply the Four Domains of Team with 100% accuracy
- Relate the connection between Strengths Development, Employee Engagement, and the Role of the Manager
- Develop actionable strategies for refining their Strengths-Based Leadership capacity using the Four Pillars of followership

Emotional Intelligence

COURSE LENGTH

6 hours

COURSE OVERVIEW

Emotional intelligence is a critical factor in career success and management effectiveness. High emotional intelligence creates increased resilience in the face of change, enhanced work performance, and greater management impact. And best of all, emotional intelligence can be learned! This experiential course will start you on your journey to growing your emotional intelligence. You will receive a personal assessment of your current emotional intelligence, and you will be guided in creating a personalized plan for continued growth.

After completing this course, participants will be able to:

- Identify the strengths and limitations of your emotional intelligence
- Increase self-awareness and self-control
- Work more effectively in stressful situations and with difficult people
- Develop an ongoing plan for continued growth and effectiveness as a leader

Prerequisite: Completion of a brief, online assessment (EQi 2.0) prior to the course is required.

Essentials of Conflict Management

COURSE LENGTH

3 hours

COURSE OVERVIEW

Conflict is a common part of our interactions with others, but the ability to consistently and successfully handle these crucial conversations is uncommon. In this course, leaders can increase self-awareness by learning how to control conflict while effectively managing opposing expectations and demands. Participants will also identify helpful tools – including the widely popular Thomas Kilmann Conflict Mode Instrument—to properly ascertain specific approaches and strategies to use for potentially problematic situations.

After completing this course, participants will be able to:

- Define conflict
- Identify their preference for handling conflict using the Thomas Kilmann Conflict Mode Instrument
- Demonstrate flexibility in selecting the best conflict management strategy



LEADERSHIP AND MANAGEMENT

Essentials of Leadership for Managers

COURSE LENGTH

12 hours

COURSE OVERVIEW

Leadership is a critical part of helping employees achieve higher performance levels. This interactive workshop helps supervisors and managers build the skills they need to be effective leaders and explore their own leadership potential. The course is built on the book “The Work of Leaders,” which should be brought by each participant to class. Participants will also complete a detailed self-assessment to receive feedback about their own leadership style and its effectiveness in their role of leading others.

Completion of a brief, online assessment prior to the course is required; to ensure timely analysis, we recommend enrolling at least 3–5 days prior to course start date.

After completing this course, participants will be able to:

- Identify essential leadership qualities for success
- Compare and contrast leadership styles and adapt your style to the situation
- Craft a vision, build alignment, and execute plans while engaging your people
- Analyze your own leadership style and create a plan for developing it further

Essentials of Strategic Planning for Managers

COURSE LENGTH

6 hours

COURSE OVERVIEW

No one plans to fail, but many people fail to plan. In these difficult economic times, the Strategic Planning Process is more critical than ever. This hands-on course is designed for professionals at all levels to learn how to apply the Strategic Planning Process. It offers a step-by-step guide to assist you in translating basic concepts and visions into a concrete plan for action to help you reach your objectives.

After completing this course, participants will be able to:

- Formulate realistic goals using the strengths, weaknesses, opportunities, and threats (SWOT) Analysis
- Determine resources needed to achieve the goals
- Develop an organizational structure to support achievement of the goals
- Create the strategy
- Develop an evaluation and monitoring process
- Gain commitment to the planning process before, during, and after the process

Executive Presence for the Non-Executive

COURSE LENGTH

12 hours

COURSE OVERVIEW

As professionals progress through their careers, performance and results fuel their ascent. That is until a certain point, when a powerful, yet often nondescript, force either propels them forward to an executive level or mysteriously holds them back. This force is known as executive presence and until recently it has remained largely misunderstood. In the last few years, extensive research has uncovered the ingredients for successful executive presence. This introspective and engaging two-day course takes a close look at Sylvia Ann Hewlett's three pillars of executive presence as presented in her book "Executive Presence, the Missing Link Between Merit and Success": how you act (gravitas), how you speak (communication), and how you look (appearance). It will help you define the presence executives look for and develop a plan for achieving it.

After completing this course, participants will be able to:

- Define the "it" factor that opens executive-level doors
- Develop a detailed plan for enhancing your executive presence in terms of your:
 - » Gravitas (how you act)
 - Projecting confidence
 - Speaking truth to those in power
 - Demonstrating emotional intelligence
 - Excelling in difficult situations
 - » Communication (how you speak)
 - Leveraging DiSC communication styles

- Speaking skills
- Commanding a room
- » Appearance (how you look)
 - Polish and grooming
 - Clothing

- Overcome feedback failures to get honest, productive insight

Getting Work Done— Setting Goals and Guiding Performance

COURSE LENGTH

6 hours

COURSE OVERVIEW

How do we get work done? Some believe it's as simple as creating a "to do" list ... but most realize that there is much more to it than that. In this interactive workshop, we will explore and exercise all of the components of getting stuff done, from setting realistic goals to managing execution and all points in between. Borrowing from research in neuroscience, behavioral economics, and project management, we will guide you through how to apply best practice tools on how to "chunkify" your work, create milestones and measures, set and maintain accountability methods, and control expectations by "managing up" and reprioritizing.

After completing this course, participants will be able to:

- Schedule and sequence work to maximize productivity, creativity, and mental health
- Create milestones and measures (KPIs/OKRs) to gauge progress
- Establish accountability methods to maintain focus
- Control expectations by effectively managing up and negotiating priorities

LEADERSHIP AND MANAGEMENT

Influence and Persuasion

COURSE LENGTH

6 hours

COURSE OVERVIEW

Influence and persuasion are typically categorized as marketing and sales tools—yet the power, frequency, and scope of influence are often underestimated. If you want a raise, sometimes you need to persuade your boss. If you want to convince your team to adopt a change, help your staff make choices, or choose the best place for lunch, influence plays a big role. Sharpen your skills during this workshop as you explore techniques and concepts designed to help you increase your impact in the workplace and beyond.

After completing this course, participants will be able to:

- Apply the concepts of pushing and pulling when influencing others
- Use various tools and techniques for creating relationships and rapport
- Make a persuasive presentation by using the 5 S's
- Apply storytelling techniques to extend influence
- Leverage concepts of neuro linguistic programming in everyday influence and persuasion

Innovation: Developing a Pipeline of Improvement

COURSE LENGTH

6 hours

COURSE OVERVIEW

According to Theodore Levitt, "Creativity is thinking up new things. Innovation is doing new things." Many think innovation happens only in isolated groups or departments, in a flash overnight, or from a lone genius working late at night in their lab. The reality is, the seeds of innovation are planted whenever someone says to themselves, "What if ..." ... and it is up to leadership to nurture these ideas into improved products and services. But how do we do that?

More information about this course is found in the Design Thinking and Innovation category, on page 15.



Leading Through Change

COURSE LENGTH

3 hours

COURSE OVERVIEW

In every organization today, regardless of size, industry, or location, change is a constant. Leaders must recognize change and help their employees deal with it in a realistic and strategic manner using sound principles and workable tools. Managers must realize that people don't resist change as much as they resist being changed.

All of us respond to change differently. We don't start at the same level, adapt at the same pace, or end up in the same place. Organizational leaders don't control change or uncertainty; rather they guide, shape, and influence this variable.

After completing this course, participants will be able to:

- Prepare for change by conducting change analysis
- Communicate consistently about change to engage the organization
- Manage emotions that arise during change
- Shrink the change to keep employees focused

Leveraging the Power of Introverts and Extroverts in the Workplace

COURSE LENGTH

3 hours

COURSE OVERVIEW

Learn how to encourage the strengths and creativity of introverts and extroverts on your team in ways that can contribute to your bottom line. Promote better staff relationships among those with different personality traits.

After completing this course, participants will be able to:

- Define introversion and extroversion and how I/E preferences affect work and the workplace
- Establish the biological basis of personality
- Define approaches for giving and receiving feedback for each personality style to maintain the delicate balance of effective relationships in the workplace
- Reframe conflict as normal and necessary and address how we can manage the opposite personality
- Identify specific actions to take with your work team and others based upon what has been learned to sustain success

LEADERSHIP AND MANAGEMENT

Managing Difficult Conversations and Situations

COURSE LENGTH

6 hours

COURSE OVERVIEW

This course is for individual contributors and managers who struggle with the aggravation, frustration, and pain of having difficult conversations with others and confronting difficult situations. Participants will learn how to have open, robust, and fearless conversations and look back at this practical course with a real sense of satisfaction and gratitude!

This course addresses dealing with the most common difficult situations and people and identifies strategies for dealing with them. Participants will learn solid communication skills and become more confident managing difficult conversations and situations.

After completing this course, participants will be able to:

- Understand why we use confrontation language and cause situations to escalate
- Create prevention strategies to handle sensitive issues to avoid escalation and recognize problems before they become a crisis
- Identify and perform the three-line assertion communication technique to conduct difficult conversations
- Identify the most common types of difficult conversations in their organizations and apply strategies for dealing with them

Managing Diverse Behavioral Styles

COURSE LENGTH

4 hours

COURSE OVERVIEW

Once managers have a thorough understanding of themselves, they can use DiSC to help manage the people they work with. When managers are able to accurately read the DiSC style, fears, goals, and needs of their employees, they can remove barriers to performance and adjust their management approach for more productive interactions. Learning to adapt their management approach to match the abilities and motivation of employees will help reduce opposition and resistance. Learn when to most effectively use Directing, Coaching, Supporting, and Delegating approaches.

DiSC can help managers gauge the needs of their key contributors in the organization and identify any potential obstacles that may be holding them back. An understanding of the DiSC model gives managers important tools to recognize whether the employee isn't motivated or committed to the project, or whether they simply don't have the skills necessary to succeed in a particular task.

After completing this course, participants will be able to:

- Recognize needs of the different styles each person manages
- Discover strategies for managing to the needs of each style
- Analyze management situations in terms of employee willingness vs. ability
- Create an action plan that will help increase each participant's effectiveness with one person he/she manages

Managing Employee Performance

COURSE LENGTH

6 hours

COURSE OVERVIEW

The concept of “performance management” often conjures up negative thoughts for both managers and employees—poorly timed developmental feedback, endless paperwork, and minimal net benefit. Good news: performance management is now evolving from a one-time, backward-looking annual appraisal to a methodology emphasizing ongoing feedback and coaching. Learn how you can apply a simple model and powerful tools to drive employee engagement throughout the year, motivating staff members toward peak performance while mitigating potential legal risks. By taking these steps and utilizing best practices, the path to successfully building and retaining critical talent becomes much less stressful.

After completing this course, participants will be able to:

- Describe the best practices and current trends in performance management and the shift to “performance development”
- Describe a simple performance management model that will increase employee engagement, reduce legal risks, and help people do their best work
- Develop a plan for managing performance that will achieve desired objectives

Managing Multi-Generations

COURSE LENGTH

3.5 hours

COURSE OVERVIEW

We live in a unique and unprecedented time where we have 4 different generations in the workforce. This is creating a work environment of great potential rewards ... and also great challenges! How do we communicate with people who have different motives and life experiences? From work ethic, to the role of leadership, to work/life balance ... we all have different expectations and need to better understand how our life experiences may have formed these expectations. This interactive workshop will explore the differences and similarities we have and also practice techniques for better managing these multiple generations.

After completing this course, participants will be able to:

- Learn about the generations at work today and the formative events that define them
- Determine the most effective approaches for communication with different generations
- Custom fit your communication style to meet the challenges of generational differences



LEADERSHIP AND MANAGEMENT

Managing Up: Forging a Successful Relationship with Your Supervisor

COURSE LENGTH

3 hours

COURSE OVERVIEW

The accomplishments of your manager are often more critical to your success than your own achievements. When bosses miss deadlines, ignore goals, and fail to meet expectations, those unmet obligations inevitably become yours—and the communication between you and your manager can suffer greatly as a result. Recognizing the principles of managing up can help increase the chances of success for both you and your manager. Identifying your boss's needs while supporting these daily obligations can lead to a smoother work environment with more positive vibes, less conflict, and ultimately an effective relationship.

After completing this course, you will be able to:

- Identify and support your supervisor's strengths, weaknesses, and working style
- Proactively seek consistent communication and monitor results for necessary improvements
- Determine your supervisor's priorities, goals, and pressures
- Establish expectations and a clear system of organization
- Help to eliminate preventable problems and use effective problem-solving skills to find resolutions
- Exhibit positive behaviors that make you an invaluable employee

Optimizing Virtual Teamwork

COURSE LENGTH

3 hours

COURSE OVERVIEW

Our workshop will provide helpful tools and best practices—based on up-to-the-minute research—for virtual teams, including how to conduct effective meetings, presentations, and evaluations.

After completing this course, participants will be able to:

- Communicate effectively in virtual settings so that video, email, presentations, IMs, etc. are clear, courteous, and timely
- Conduct an effective virtual meeting
- Raise issues and discuss sensitive topics with colleagues using virtual communication tools
- Assess and manage their virtual team member "reputation" so that blind spots and behaviors do not have an unintended negative impact

Personal Leadership

COURSE LENGTH

12 hours

COURSE OVERVIEW

One of the biggest challenges current and future leaders face is to be able to "lead themselves" before going out and attempting to lead others. Being grounded and as clear as possible on one's own values, preferences, ways of working and communicating with others and ways of doing things, especially in times of stress and pressure, is a vital first step to becoming an effective leader.

This highly interactive program offers participants a chance to assess how they respond to ambiguous situations, decision points, and conflict. Instead of going on “auto pilot,” Personal Leadership (PL) offers a step-by-step process for taking charge of your own reactions and becoming aware of your own judgments, emotions, and physical sensations, resulting in greater clarity and resolve in determining the best options—especially in situations of conflict and change.

Consisting of a framework of two principles and six practices and augmented by a process technology called the Critical Moment Dialogue, Personal Leadership is based on ideas and theories from the fields of Leadership Development, Whole-Person-Self-Development, Emotional Intelligence, and Positive Psychology and has served as the organizing framework for numerous team-building and community-building initiatives around the world.

After completing this course, participants will be able to:

- Understand the development and theoretical foundations of Personal Leadership
- Analyze the potential effects of practicing Personal Leadership in personal, interpersonal, and organizational contexts
- Explore and apply the two Principles and six Practices of Personal Leadership
- Develop a Personal Vision Statement as an Effective Leader of the Self and Others
- Understand and apply Personal Leadership’s central process technology

Project Leadership

COURSE LENGTH

3–6 hours

COURSE OVERVIEW

This course examines the foundational activities related to project planning for management and administrative professionals. Concepts include an introduction to estimating project scope and schedule, and extends to the processes used to estimate project resources, including personnel, needed to achieve project results.

After completing this course, participants will be able to:

- Explain project management and why it is important to business professionals
- Explore ways to plan and organize projects and resources
- Discover ways to manage financial aspects of projects
- Describe ways to manage stress and complications within projects

Strategic Communications in the Workplace

COURSE LENGTH

6 hours

COURSE OVERVIEW

This course develops the skills to read other people and see how others interpret their behaviors. It creates a deep-seated appreciation for the needs of their co-workers. Ultimately, the program helps participants adapt their communication styles in a way that creates an enduring working alliance among team members and fosters a deeper sense of organizational engagement.

More information about this course is found on page 9.

LEADERSHIP AND MANAGEMENT

Supervising Effectively

COURSE LENGTH

12 hours

COURSE OVERVIEW

Rising to the level of supervisor necessitates the mastery of the essential components for success. Newly promoted employees as well as those seeking to move up the corporate ladder will explore key behaviors of effective leaders, critical elements of motivation, and the crucial steps of efficient delegation. Tools and techniques to efficiently address performance and communication challenges will be also provided. Completion of our program can serve as the foundation for continued professional development and supervisory growth.

After completing this course, students will be able to:

- Explore best practices in coaching, delegating, motivation, and performance management
- Detect individual communication styles and strengthen a toolkit for managing communication challenges
- Acquire tools for most efficient performance in a supervisory role
- Create plans for professional growth

Transformational Leadership: Inspiring Your Team

COURSE LENGTH

6 hours

COURSE OVERVIEW

Transformational leadership techniques encourage leaders to achieve excellence by successfully engaging and motivating people. While other management theories rely on “telling” others what to do, the transformational methodology taps into amazing sources of drive and commitment by selling employees on both the vision and value of individual roles. Our interactive course examines how and when to utilize this approach for maximum leadership effectiveness, thereby generating significant buy-in and workforce ownership.

After completing this course, participants will be able to:

- Compare and contrast common leadership styles
- Define and use tools and techniques to implement components of transformational leadership, including:
 - » Intellectual stimulation (creating an atmosphere where people think about problems in a new way)
 - » Individualized consideration (coaching and mentoring individuals)
 - » Inspirational motivation (inspiring others to achieve full potential)
 - » Idealized influence (acting as a role model to shape attitudes and behaviors)
- Develop a plan to implement transformational leadership

Win-Win Negotiations

COURSE LENGTH

6 hours

COURSE OVERVIEW

In the diverse yet interconnected marketplace of the 21st century, no set of problem-solving skills is more important than negotiation. Win-Win Negotiation is a specific strategy, which uses carefully defined skills to produce results beneficial to everyone in a negotiation scenario. This course builds on the basic skills and concepts of conflict management and teaches participants how to create agreements that satisfy all parties. This program uses video examples, case studies, role-plays, and simulations to help participants achieve their learning goals.

After completing this course, participants will be able to:

- Describe Win-Win Negotiation
- Use Win-Win Strategies to achieve mutually beneficial results
- Stay tough on the problem, but easy on the people
- Leverage their negotiating power
- Develop a negotiation plan

Wipe it Out! Removing Negativity From the Workplace

COURSE LENGTH

3 hours

COURSE OVERVIEW

The harmful effects of negativity cost businesses billions of dollars each year. Unresolved conflict and drama can ruin a company's culture, and in turn, its productivity, profitability, and success.

Negativity at the workplace can impact a company internally and spread negativity to erode customer service and customer satisfaction. In this course, we will examine the factors contributing to workplace negativity and explain how to effectively wipe it out so that you can promote a positive, growth-minded, and creative culture.

After completing this course, participants will be able to:

- Identify the most common causes for negativity and conflict in the workplace
- Discover the breeding ground for negativity
- Distinguish between concerns and negativity
- Distinguish between organizational climate and organizational culture
- Use techniques to manage conflict and reduce negativity

LEADERSHIP AND MANAGEMENT

Women in Leadership: Driving Transformation Through Innovation and Resilience Certificate

COURSE LENGTH

45 hours

COURSE OVERVIEW

The online *Women in Leadership: Driving Transformation Through Innovation and Resilience* certificate program from Emory Continuing Education (ECE) teaches women managers how to maximize their unique strengths to become stronger leaders. The six-week program includes five learning modules, each led by a female subject matter expert with expertise in the areas of innovation, cultural awareness, engagement, resilience, or self-advocacy.

This program is designed for current women managers who are ready to build the skill set needed to reach higher levels of leadership, including C-suite positions. The combination of live sessions and self-paced content gives women the flexibility to earn the certificate while balancing life's commitments and empowering them to build presence and influence within their organizations.

The certificate program is designed for women who work in management and aspire to:

- Move into higher tiers of management and leadership
- Learn best practices for developing a collaborative culture of innovation
- Become more effective advocates for themselves and their teams

This program also is open to males who want to better understand the challenges women leaders face and provide support for their female colleagues.

Upon your successful completion of the Women in Leadership certificate program, you will be able to:

- Describe the importance of innovation and list instances of successful innovation inside and outside your organization
- Identify collaboration strategies in your organization, design ways to engage across silos, and formulate useful ideation strategies
- Define keys to the entrepreneurial mindset and apply methods for managing entrepreneurs
- Develop an initial plan to encourage risk while mitigating challenges
- Explore differences and similarities of cultures and how they impact communication, innovation, and team leadership, and develop a strategy of inclusiveness through an understanding of cultural impacts
- Explore how to manage multiculturalism effectively to improve innovation
- Distinguish between resilient and non-resilient leaders, design a custom resiliency plan, and implement resiliency for innovation

OFFICE AND PRODUCTIVITY SOFTWARE

Excel Bootcamp: From Novice to Rockstar

COURSE LENGTH

9 hours

COURSE OVERVIEW

Microsoft Excel Boot Camp is a comprehensive and in-depth learning experience taking the student to advanced and expert levels of Excel. Students will increase their career potential with business analytics and information management and manipulation plus the skillset of developing VLOOKUP, If Then Else, and other popular functions. Completion of this course ensures the student will boost their career advancement potential and marketability to other positions.

After completing this course, participants will be able to:

- Create and edit popular and complex functions with ease
- Analyze information with SubTotals, PivotTables, and Scenario Manager
- Manage and manipulate large data tables using Format as Table, Text-to-Columns, and text functions
- Increase productivity with keyboard and mouse shortcuts, macros, and the Quick Access toolbar
- Develop and implement Excel workbooks with security and protection
- Build a financial workbook and data table for loans and an amortization schedule
- Insert charts and graphs to provide a visual representation of the data

Excel: Business Analytics

COURSE LENGTH

6.5 hours

COURSE OVERVIEW

The Business Analytics field is popular and growing; Microsoft Excel has many features to make creating analytics easy, attractive, and powerful. Many positions require that we know how to manage, manipulate, and analyze our data table information. We will learn how to manage and manipulate our data and prepare the information for analysis. Then, we will work with Excel's four important analytical tools: Scenario Manager, PivotTables, Subtotals, and Charts/PivotCharts.

After completing this course, participants will be able to:

- Manage tables with the Name Box and shortcuts
- Manipulate information with filtering and sorting
- Use Format as Table for an attractive and more functional data table
- Save and reuse What If analysis using Scenario Manager
- Create and edit PivotTables and PivotCharts to summarize our data
- Employ Subtotals and Grand Totals in our table
- Construct various type of charts to represent our data graphically

OFFICE AND PRODUCTIVITY SOFTWARE

Excel: Formulas and Functions

COURSE LENGTH

3 hours

COURSE OVERVIEW

This course is designed for current users of Microsoft Office and Excel who want to improve and elevate their skillset in Excel's powerful functions. We will learn introductory, intermediate, and advanced functions/formulas. The introductory, aggregate functions include SUM, AVERAGE, COUNT, COUNTA, and TODAY functions. The Intermediate functions include PMT and CONCATENATE. Advanced functions include VLOOKUP/HLOOKUP, SUMIFS, AVERAGEIFS, DSUM, DCOUNT, and IF...THEN...ELSE.

After completing this course, participants will be able to:

- Create and edit basic, intermediate, and advanced functions
- Use all of the cell references in Excel—Relative, Absolute/Mixed, and 3-D
- Develop results with functions based on criteria
- Measure time in hours and minutes, days, and years
- Use Introductory functions—SUM, AVERAGE, COUNT, and TODAY
- Use Intermediate functions—VLOOKUP/HLOOKUP, PMT, and CONCATENATE
- Use Advanced functions—IF-THEN-ELSE, COUNTIFS, SUMIFS, AVERAGEIFS, DSUM, DCOUNT, and DAVERAGE

Excel: Fundamentals

COURSE LENGTH

3 hours

COURSE OVERVIEW

In this half-day course, students will learn important shortcuts, as well as tips and tricks for navigating and selecting data in Excel. We'll customize Excel through our Quick Access Toolbar and important options. We will also learn how to use formatting, AutoFill, and how to create formulas and functions the right way the first time. Finally, we will learn how to print and view Excel worksheets using Freeze and Split panes, Page Layout View, and Page Break Preview.

After completing this course, participants will be able to:

- Increase productivity through shortcuts and the Quick Access Toolbar
- Create attractive worksheets with formatting
- Use AutoFill to save time and input for text, numbers, dates, and formulas/functions
- Develop formulas and functions in Excel
- Understand the syntax of Excel's formulas and functions
- Print and view Excel worksheets the right way

Excelling at Excel: The 5 Fs

COURSE LENGTH

3 hours

COURSE OVERVIEW

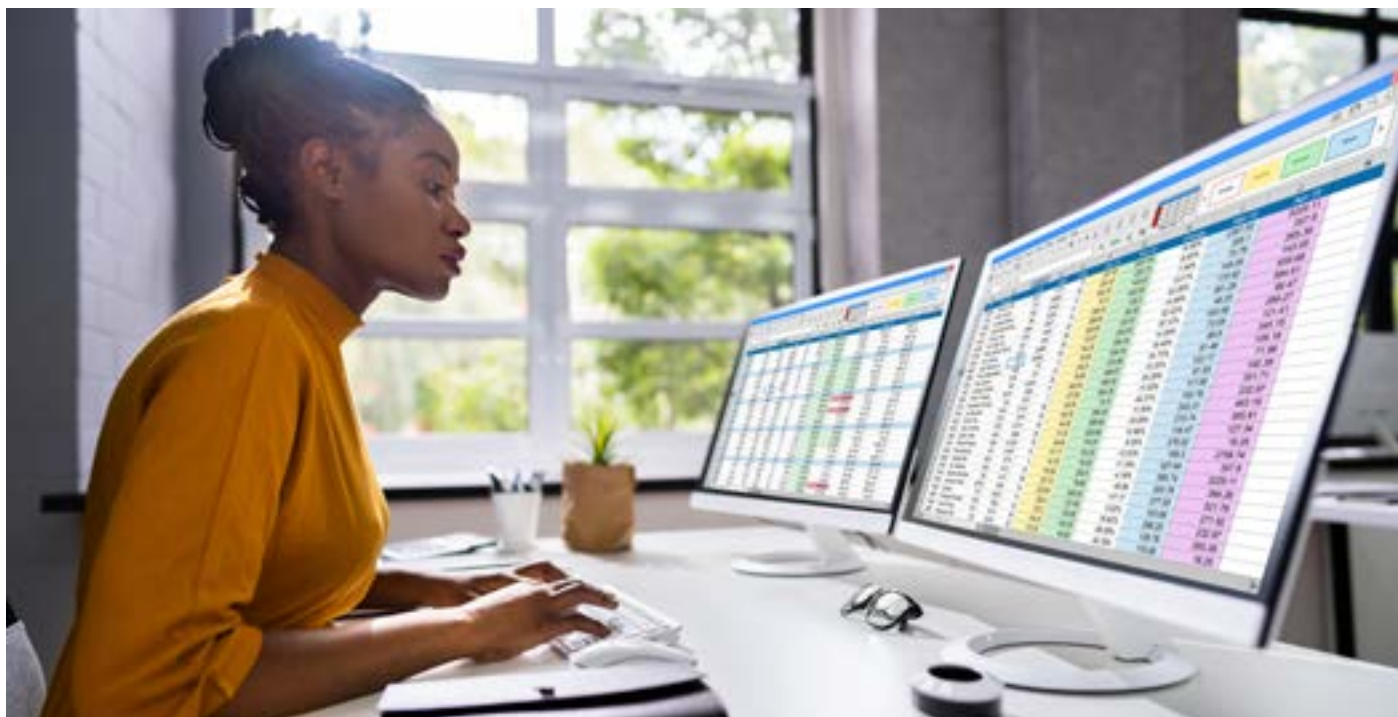
In this half-day course, students will learn the important 5Fs of Excel: Formatting, Fills, Formulas, Functions, and Filters/Sorts.

- 1. Formatting:** Using custom and special formatting for SSN, Phone Numbers, and how to create your own formatting
- 2. Fills:** Using fills for dates, numbers, formulas/ functions, and how to create your fills
- 3. Functions:** Using SUM, AVERAGE, COUNT, COUNTA, TODAY, CONCATENATE, and other functions
- 4. Formulas:** Using Relative, Absolute/Mixed, and 3-D references
- 5. Filters/Sorts:** Using Excel as a database/table for filtering and sorting data

After completing this course, participants will be able to:

- Create custom and use special formats
- Employ Conditional Formatting based on various criteria
- Use AutoFill to save lists for dates, text, numbers, and formulas and functions
- Develop formulas and functions in Excel for tables and databases
- Filter your information quickly for date ranges, numbers, and text lists

Prerequisite: This course is designed for those who are familiar with Excel and want to learn to perform more complex tasks and functions. This course builds on "Excelling at Excel: The FUNdamentals." The material in this course will apply to Excel 2007/2010/2013/2016 with a concentration on Excel 2010/2013. It is not designed to apply to Excel for Mac.



PROCESS IMPROVEMENT AND PERFORMANCE

Finance for Non-Financial Managers

COURSE LENGTH

12 hours

COURSE OVERVIEW

Discover how businesses use financial information to plan, operate, and adjust to market conditions. Identify the roles of various financial documents, and learn to utilize this information to make better business decisions and boost profits.

After completing this course, participants will be able to:

- Use the language of finance with confidence
- Identify the role of the three basic financial documents used in businesses: balance sheet, income statement, and statement of cash flows
- Identify whether an organization is financially healthy
- Brainstorm strategies for boosting profits by using financial information
- Use financial information to make better business decisions

Lean Six Sigma Black Belt Certificate

COURSE LENGTH

90 hours

COURSE OVERVIEW

High-performing and skilled employees who earn a Lean Six Sigma Black Belt are often hand-picked to lead complex, cross-discipline, and cross-departmental improvement projects – this can result in significant financial benefit to both the company as well as your salary potential. Students will practice the primary

data analysis techniques—including Minitab® software utilization—required of Black Belts aligned with and in support of the DMAIC methodology via lecture, hands-on examples, practical exercises, and online video research. Students will also learn non-statistical change management concepts and basic financial metrics required in successful end-to-end black belt improvement projects.

Satisfactory performance on an end-of-course examination and completion of a successful Black Belt improvement project will result in receipt of an Emory Continuing Education Black Belt certificate.

Upon completion of the course, in the context of a Lean Six Sigma Black Belt improvement project, students will be able to:

- Explain the concepts of data collection and analysis, be able to select the appropriate analytical technique(s) for a project, and be able to draw reasonable and credible conclusions from their analyses
- Demonstrate use of Minitab Statistical Software® as the key data analysis tool to support Black Belt projects
- Describe the complexities of change in a black belt project environment, and explain how they would manage the change process throughout the project
- Explain the basic financial metrics of Black Belt projects
- Demonstrate how they would lead an end-to-end, real-world Lean Six Sigma Black Belt improvement project using the DMAIC methodology

Lean Six Sigma Green Belt— Health Care

COURSE LENGTH

60 hours

COURSE OVERVIEW

What would your health care organization look like if medical errors were reduced by 90%, turnaround times for laboratory results increased by 75%, or if patient wait times for surgical procedures were shortened from months to days? How would your work culture change if the average length of patient stay decreased by 60%, or if hospital readmission rates declined by 40%?

Upon your successful completion of the Green Belt for Health Care Certificate, you will be able to:

- **Identify and charter potential Lean Six Sigma projects** consistent with health care organizational needs
- **Execute a Lean Six Sigma Green Belt health care project** through all five DMAIC (define, measure, analyze, improve, control) phases
- **Assess appropriate Lean Six Sigma tools** during the execution of a Green Belt health care project, and apply the right tool at the right time
- **Explain how health care operations can use Minitab** to analyze data and to verify and validate root cause and associated solutions
- **Demonstrate the knowledge required** to successfully pass the Lean Six Sigma Green Belt certification examination offered online through ECE at no additional cost

Lean Six Sigma Green Belt Certificate

COURSE LENGTH

60 hours

COURSE OVERVIEW

Lean Six Sigma Green Belt (LSSGB) is a business improvement methodology developed to improve work processes by eliminating waste and defects in business processes. Six Sigma is a customer-focused, highly disciplined problem-solving methodology that strives to develop and deliver near-perfect products and services consistently. The objective of Lean Six Sigma is to deliver high performance, reliability, and value to the end customer (external or internal) by identifying, analyzing, and improving work processes and eliminating waste. The goal of the class is to present fundamentals for Lean Six Sigma tools to apply the DMAIC methodology to most improvement projects.

After completing this course, participants will be able to:

- Obtain tools and knowledge to lead a Lean Six Sigma project
- Explain the principles of Lean and Six Sigma
- Be prepared to use the DMAIC methodology for process improvement initiatives
- Learn the importance of a solid Define phase
- Identify critical metrics and obtain associated data in the Measure phase
- Utilize tools to identify special cause variation and drill down to root causes in the Analyze phase
- Generate ideas and select recommended solutions in the Improve phase
- Describe how organizations maintain process improvement gains in the Control phase

PROCESS IMPROVEMENT AND PERFORMANCE

Lean Six Sigma Yellow Belt

COURSE LENGTH

15 hours

COURSE OVERVIEW

Supporting change is the key to successfully achieving “Operational Excellence” in any organization. Yellow belts are a fundamental part of that framework. They are team members who need familiarity with the overall process and basic process improvement tools like Lean and Six Sigma. These are business improvement methodologies originally developed by Motorola and Toyota to improve work processes by eliminating defects and waste.

The goal of the class is to provide a broad understanding of the Lean-Six Sigma improvement methodology, concepts, and language, along with a complete toolbox of basic process improvement methods applied within that framework. The class also presents the deployment approach of continuous improvement and operational excellence.

After completing this course, participants will be able to:

- Understand the need for change in any organization
- Understand the role of a yellow belt
- Understand the application of Lean-Six Sigma Methods
- Identify and apply specific Process Management methodology
- Understand the benefits and implications of an improvement program, and relate the Lean-Six Sigma concepts to the business mission and objectives

- Use the concept of a Sigma Level to evaluate the capability of a process or organization. Deploy the five-step DMAIC phased approach used to improve processes
- Recognize the organizational factors that are necessary groundwork for a successful improvement program
- Apply the following basic process improvement tools such as: project charter, process map, voice of the process, process capability, affinity diagram, CTQ tree, Pareto chart, control charts, histograms, fishbone diagram, 5-why analysis, scatter plots, FMEA, benchmarking, brainstorming, 5S, error-proofing, and control plan

Lean Six Sigma White Belt

COURSE LENGTH

6 hours

COURSE OVERVIEW

An introduction to Lean concepts and Six Sigma principles is vital for building a basic foundation for process improvement. Our course includes an overview of the DMAIC process Define, Measure, Analyze, Improve, and Control, which is integral to a Lean Six Sigma roll-out but can also be used as a stand-alone component of process improvement. Students will be taught the roadmap for a successful improvement deployment as well as the key roles and responsibilities of a Lean Six Sigma framework. Learn to identify waste and variation in a process and increase stakeholder satisfaction through practical tools and techniques.

After completing this course, participants will be able to:

- Explain the principles of Lean and Six Sigma

- Identify the fundamentals of the DMAIC framework: Define, Measure, Analyze, Improve, and Control
- Describe how to create a SIPOC to understand the Suppliers, Inputs, Process, Outputs, and Customers relevant to the objective of your improvement project
- Explain the concepts of Process Stapling and walking the process (Gemba)
- Describe the elements of Root Cause Analysis (RCA) using the Fishbone Diagram and the 5 Whys
- Learn to apply simple solutions using Error Proofing, 5S, and Visual Management

Managing Your Time and Productivity

COURSE LENGTH

6 hours

COURSE OVERVIEW

Too much to do, working too many hours, multi-tasking to get things done but it is still not enough? High levels of stress and poor productivity are eventual results. This course will help you identify strategies you can use to manage your time and optimize productivity. The key to managing your time and productivity is gaining control over the habits and activities that cause you to waste time and managing all the tasks you have to get done.

Participants will learn how to prioritize, plan, and focus their time more effectively and use tools and techniques to eliminate productivity bottlenecks. Participants will also learn how their unique time style drives and affects their daily interactions and can assist in guiding improved productivity. In addition, participants will develop an individualized action plan to support their newfound skills in the workplace and to maintain an increased level of productivity and personal satisfaction.

After completing this course, participants will be able to:

- Appreciate the difference between time management, productivity, and self-management
- Establish productivity habits by identifying and learning to focus on control techniques that increase effectiveness
- Streamline and create workflow processes that help increase effectiveness as a professional in any business environment
- Determine their time style and coordinate an effective time management system
- Identify productivity bottlenecks and causes of wasted time
- Adopt behavioral strategies and techniques to handle biggest time wasters
- Create productivity-boosting work environments and use simple technology to maintain control
- Develop a personal action plan for mastering new techniques and applying to their work environment



PRODUCT MANAGEMENT

Strategic Product Management I

COURSE LENGTH

30 hours

COURSE OVERVIEW

Skilled product managers are essential for any business relying on software development. Learn to organize ideas into a coherent roadmap for software development using a data-driven product strategy. Find the ideal level of product documentation: enough to be successful without being a burden. Empower teams with proven templates (surveys, user stories, use cases, roadmaps) for implementing effective processes & cross-team collaboration.

After completing this course, participants will be able to:

- Demonstrate knowledge of product roles and responsibilities, ideation, & market analysis
- Demonstrate methods for capturing product requirements
- Write user stories, use cases, and product roadmaps

Strategic Product Management II

COURSE LENGTH

30 hours

COURSE OVERVIEW

Up-level your product team's ability to SHOW, not just TELL. Customer-centric design methods ensure products meet real-world user needs. Create templates for user flows, wireframes, data models, and product presentations ensure teams have the skills to present ideas, align stakeholders, and clearly communicate with the technical teams building the products. Extra attention in this course is given to data, the lifeblood of all digital products. Participants will practice preparing product presentations following a template and script sure to impress executives and stakeholders alike.

After completing this course, participants will be able to:

- Demonstrate knowledge of user experience in product design
- Show product design using user flow diagrams & wireframes
- Draw a data model
- Create product presentations

Tactical Product Management I

COURSE LENGTH

30 hours

COURSE OVERVIEW

Learn how to improve your product team's ability to get things done. Great ideas deserve great execution. Align product managers with Agile methodologies to release more products and features faster. Avoid churn and delays with cross-team collaboration best practices and efficient processes. Learn how to write effective press releases to properly message product launches, generating interest and improving adoption.

After completing this course, participants will be able to:

- Demonstrate knowledge of software engineering methodologies & processes by producing a Gantt chart
- Write a product press release
- Communicate how people will use a product by drawing a process model

Tactical Product Management II

COURSE LENGTH

30 hours

COURSE OVERVIEW

Examine product metrics and foster data-driven growth. Address customer feedback through product iterations. Identify specific growth opportunities and challenges with globalization. Learn practical techniques for managing stakeholders in any environment. Explain how to grow a product organization through leveling criteria and setting employee expectations.

After completing this course, participants will be able to:

- Demonstrate knowledge of product metrics, account management, globalization, funding, startup exits, & scaling teams
- Contribute meaningful product input to a quarterly business review
- Understand product team leveling criteria and write a self-evaluation



PROJECT MANAGEMENT

Effective Communications for Project Managers

COURSE LENGTH

6 hours

COURSE OVERVIEW

Utilizing effective communication skills with stakeholders helps manage expectations while providing a cohesive project environment and a better chance for success. Join us to improve your project communications via role-play, lecture, and exercises.

After completing this course, participants will be able to:

- Describe the key foundational elements of communications management and communications models (e.g. Linear, Interactive, and Transactional) that may be applicable to a project
- Explain the role of and components of a Communications Management Plan on a project, as well as the project manager's role in managing project communications
- Conduct a stakeholder analysis
- Create a Responsibility Assignment Matrix
- Describe the types of status reporting required for projects
- Explain the importance of capturing lessons learned and conducting a project close-out review
- Apply common tools and techniques to manage project communications, including negotiation and conflict management and resolution

Effective Scope Management for Project Managers

COURSE LENGTH

4 hours

COURSE OVERVIEW

Scope management techniques must be well-defined and effectively implemented. Course topics include identifying requirements, drafting initial statements, building Work Breakdown Structures (WBS), and development/management of the Statement of Work (SOW).

After completing this course, participants will be able to:

- Describe the project manager's role in managing the scope
- Define the project requirements, and develop a clear and concise scope statement
- Develop a Work Breakdown Structure (WBS) and a Statement of Work (SOW)
- Explain the importance of establishing a baseline scope
- Define the change control process and how to apply it
- Describe how to maintain an audit trail for all proposed and approved changes
- Describe deliverable acceptance process

Foundations in Cost Management for Project Managers

COURSE LENGTH

4 hours

COURSE OVERVIEW

Key cost management tools and techniques can help ensure your projects don't fail due to financial negligence. Come learn about estimating, budgeting, and controlling expenses, as well as how to develop and implement cost management plans.

After completing this course, participants will be able to:

- Describe the key concepts associated with cost management
- Explain estimating techniques and the situations in which they should be applied
- Describe the project manager's role in managing project costs, applying specific tools and techniques—Work Breakdown Structure, Expected Monetary Value, and the Statement of Work—and measuring project performance
- Demonstrate how to establish a budget and total cost baseline for measuring project performance
- Apply change control for building an audit trail and tracking cost changes throughout the project's life cycle

Introduction to Project Management

COURSE LENGTH

12 hours

COURSE OVERVIEW

Employees with essential Project Management skills are currently in high demand—research has shown that having these project management standards in place will significantly improve the probability of a project being successfully completed; however, when these protocols are absent, the probability of failure increases. As a result, companies now realize that project management plays a critical role in both the delivery of projects as well as the success of the overall organization. In this introductory overview of project management, students will explore a sample PM methodology as well as the industry standard concepts and body of knowledge to approach future projects with more knowledge and confidence.

After completing this course, participants will be able to:

- Describe the basic concepts, techniques, and knowledge areas of project management
- Describe a sample project management methodology and how to apply it within an organization
- Describe the key activities and tasks, which support this sample PM approach
- Identify key tools and templates used in managing projects

PROJECT MANAGEMENT

Risk Management Concepts for Project Managers

COURSE LENGTH

6 hours

COURSE OVERVIEW

Unidentified risks can lead to cost overruns, schedule delays, scope changes, and quality issues. Learn how to identify, analyze, respond to, and monitor/control risks, as well as how to successfully create and apply effective risk management plans.

After completing this course, participants will be able to:

- Utilize techniques to identify project risks
- Conduct qualitative and quantitative analysis to determine the probability, impact, and cost to prevent or mitigate the impact of a potential project risk
- Explain how to calculate the Expected Monetary Value (EMV) and apply it to the cost estimate
- Explain the difference between a proactive versus reactive approach to risk management
- Determine the appropriate risk response technique
- Describe the project manager's role in managing project risks
- Apply risk response techniques
- Describe how risks will be monitored throughout the life cycle of a project

Scheduling Concepts for Project Managers Environment

COURSE LENGTH

7 hours

COURSE OVERVIEW

Scheduling is a critical competency in project management. Learn how to develop and apply schedules to project activities—including work breakdown structures and network diagrams—as well as how to determine critical paths for your own projects.

After completing this course, participants will be able to:

- Develop a schedule management plan
- Utilize the Work Breakdown Structure (WBS) in developing the schedule
- Estimate task durations and resource requirements
- Create a schedule and identify the critical path using the Critical Path Method (CPM)
- Explain the impact of "Resource Leveling/Smoothing" on the schedule
- Describe and apply Earned Value Management (EVM) to measure project schedule performance
- Apply the appropriate techniques to monitor and control the schedule

TECHNOLOGY

Coding Bootcamp

COURSE LENGTH

260 hours

COURSE OVERVIEW

You can flex your creativity and problem-solving skills as a web developer, one of the most in-demand, high-paying jobs in tech. Web developers write the code for how to make an application or website work. Developing a website's design is the focus of a front-end web developer. Back-end developers are responsible for the structure of software applications, servers, and databases. As a full-stack developer, you have the knowledge of both front-end and back-end development. As a web developer, you may specialize in becoming a software developer, a junior software engineer, and more.

Most web developers can work remotely from anywhere in the world. Freelancers who work as web developers are also able to become their own bosses.

Our curriculum is broken into three phases designed to provide all the necessary skills as well as hands-on experience working with other developers. That means you'll graduate with a portfolio of projects to demonstrate your skills to potential employers.

- Hands-on, full-stack JavaScript curriculum
- Produce a portfolio of projects to show employers
- Career development team works with students during and after the program to help them get hired
- Graduates qualify for software developer jobs, software engineering jobs, front-end developer jobs, web developer jobs, and more



TECHNOLOGY

Cybersecurity Bootcamp

COURSE LENGTH

260 hours

COURSE OVERVIEW

This course introduces participants to the fields of Cybersecurity and Information Systems Security (ISS). The course is designed to deliver broad coverage of the theory and practices of information security in an applied format. Given the symbiotic relationship between ISS and cybersecurity, both topics will be covered. Course materials are delivered by practitioners and experts in the field of cybersecurity through lectures, discussions, lab sessions, and class projects.

Key areas of coverage include system security analysis, threats and vulnerabilities, enterprise system monitoring, attack detection and defensive measures, malware behavior and detection, risk and recovery management, network security risks and defensive tools, cryptography, security standards, cybersecurity and Internet of things (IoT), applications of artificial intelligence/machine learning in cybersecurity, and security systems audits.

The course is intended and is best suited for the following prospective participants:

- Individuals with an interest in information systems security and cybersecurity who want to pursue a career in IT security
 - College graduates with a minimum of bachelor's degree in information technology, or related practical experience in business, science, engineering, software programming, or data processing
 - Employees of companies with an interest in applying the principles of information security in their organizations
 - Business and corporate executives and managers with an interest in becoming knowledgeable about the assessment, selection, implementation, and effective operation of cybersecurity solutions
- After completing this course, participants will be able to:
- Identify and describe the fundamental security features in an information system
 - Apply the principles of information systems security
 - Analyze and evaluate the information security needs of an organization
 - Assess the effectiveness of various security systems
 - Maintain and troubleshoot an organizational information security system
 - Support the formulation, design, and implementation of information security systems
 - Evaluate and analyze security threats and vulnerabilities in an enterprise system
 - Explain the principles of incident response and management
 - Recommend and assist in the implementation of cybersecurity solutions
 - Describe the structure and mechanism of IoT and its impact on the elements of cybersecurity
 - Prepare to take the CompTIA's Security+ professional certification

Cybersecurity Maturity Model Certification (CMMC)

COURSE LENGTH

19 hours

COURSE OVERVIEW

In 2019 the Department of Defense (DoD) announced the creation of the Cybersecurity Maturity Model Certification (CMMC) to govern the Defense Industrial Base (DIB). Cybersecurity Maturity Model Certification (CMMC) puts an end to self-assessment and requires a third-party assessor to verify the cybersecurity maturity level.

The CMMC builds from NIST 800-171 but also includes controls from other cybersecurity frameworks. Where CMMC differs is in both the maturity model and the role of third-party assessors.

On November 4, 2021 the Department of Defense unveiled an update to the Cybersecurity Maturity Model Certification framework – CMMC 2.0 – to streamline compliance, increase flexibility, and lower cost for manufacturers and IT providers.

DevOps Bootcamp

COURSE LENGTH

260 hours

COURSE OVERVIEW

In Development Operations (DevOps), engineers build processes and streamline automation to optimize the software development lifecycle and protect against vulnerabilities. DevOps Engineers use feedback, collaboration, ingenuity, and lean and agile methodologies to continuously improve all stages of software development. DevOps Engineers are highly sought after, among the highest salary tech jobs, and well respected in the industry because of their specialized skills. The Emory DevOps Bootcamp teaches you these in-demand skills, and provides the career support you need to get hired.

The Emory DevOps Bootcamp uses AWS Academy curriculum to offer a cutting-edge education that will prepare you for a role in the growing field of cloud computing.

The program includes labs and courseware from both Fullstack Academy and AWS Academy, blended into a unique fast-track student experience to train you from beginner to certified DevOps Engineer in 26 weeks.

The curriculum is designed to help students develop technical expertise in cloud computing and help them prepare for AWS Certification.

AWS Certifications recognize individuals with the technical skills and expertise to design, deploy, and operate applications and operations on AWS.

TRAINING AND DEVELOPMENT

Delivering Impactful Training Experiences in the Classroom and Online

COURSE LENGTH

6 contact hours

COURSE OVERVIEW

Your training outline is fully developed, and the course material is ready for delivery...but how do you maximize participant engagement while properly utilizing best practices for presentations? Join us to explore the methodologies of group learning and classroom dynamics. We will identify practical techniques designed to energize your training and ensure that your messages and material are delivered in a professional, positive manner. We will also work to master the technology that makes online training possible, including detailed instructions on how to deliver a premium interactive experience that commands the same level of excitement as your classroom training.

After completing this course, participants will be able to:

- Deliver professional, engaging training experiences for both classroom and online learners
- Utilize speaking techniques, body language, and presentation design to energize a classroom
- Practice the elements of room dynamics, placement, and setup to optimize course delivery
- Transform learning topics into immersive activities to solidify subject matter and message
- Use technology to deliver exceptional online training experiences to keep learners involved



Training Design for Trainers

COURSE LENGTH

6 hours

COURSE OVERVIEW

You're the expert in your field and now you're being asked to train others. The only problem...you're not a trainer! Increasingly, more people with no training background or experience are asked to educate others. This interactive, "hands-on" course will introduce the basic tools you need to design and deliver effective training. At the conclusion of the course participants will be able to put theory into practice.

This program is designed to provide "non-trainers" with a basic understanding of the fundamental concepts of training design. The primary focus is on designing programs that incorporate basic concepts of adult learning. The program is most appropriate if you are a subject matter expert (SME) who has been asked to provide training to others in your area of expertise. Ideally you will be working with real examples of training you are (or will be) designing/redesigning.

After completing this course, participants will be able to:

- Appraise her/his current skill level in the basic competencies for trainers as identified by the Association for Talent Development (ATD)
- Write for a training program using the "task," "condition," and "degree" criteria
- Incorporate the eight intelligences as described by Howard Gardner in the design and delivery of a training program
- Incorporate the three learning styles (visual, auditory, and tactile/kinesthetic) in the design and delivery of a training program
- Match appropriate instructional methods as described in the Train the Trainer participant workbook to a training program
- Create a training program outline using a simplified version of the ADDIE model as described in the participant workbook
- Increase participation levels during the delivery of training by incorporating standard facilitation techniques outlined in the participant workbook
- Address problematic participant behaviors during a training session

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