



---

**Corporate Learning**  
Emory Continuing Education

ELEVATING ORGANIZATIONAL SUCCESS

LEARNING OPPORTUNITIES  
EMORY CONTINUING EDUCATION

# Corporate Offerings



# Contents

PAGE FIVE

Employee Development

PAGE NINE

Managing Others

PAGE FOURTEEN

Becoming Leaders

PAGE EIGHTEEN

Communication

PAGE TWENTY

Certificates

PAGE TWENTY-FOUR

Technology

# Contact Us

Bob Poole—Director, Business Development  
404.727.9479 / robert.poole@emory.edu

Osmar Padilla—Assistant Manager, Corporate Operations  
404.727.5825 / oypadil@emory.edu

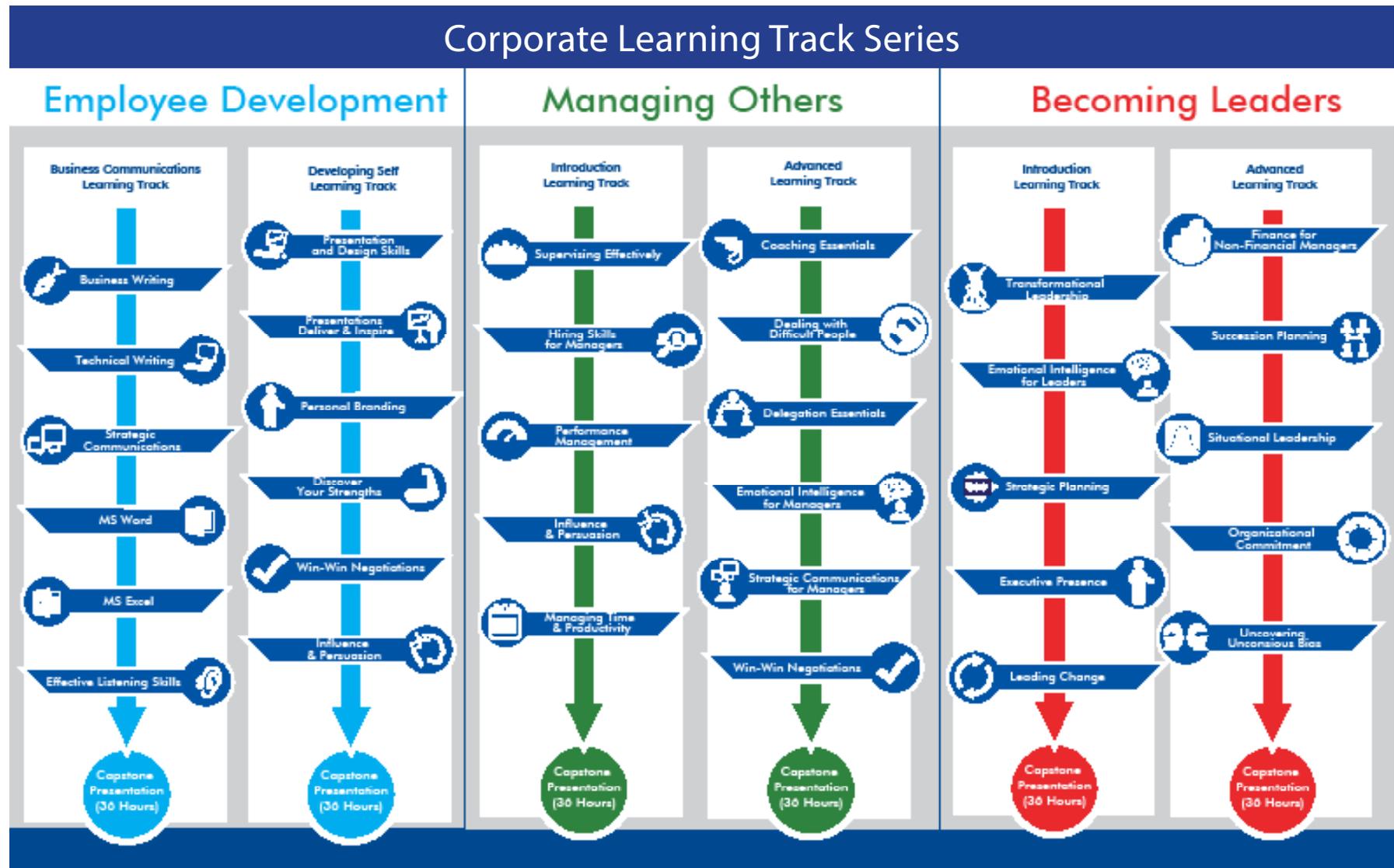
Patti Watts—Program Coordinator  
404.727.5706 / pwatts@emory.edu

CorporateLearning@emory.edu

The Employee Development track focuses on improving interpersonal skill sets while enhancing the ability of individuals to build their careers.

The Managing Others track allows newer managers to develop talents and prepare for leadership roles.

The Becoming Leaders track provides tools and resources to experienced managers, facilitating growth into senior leadership positions.



# Employee Development

## Assertiveness in the Workplace

LENGTH • 3 hours, 6 hours

Assertiveness refers to the ability to express thoughts and opinions appropriately and honestly, which is a valuable skill in the workplace. This program illustrates the differences between assertive, aggressive, passive, and passive-aggressive responses to workplace situations. Participants will work with situations relevant to their current workplace, determining and practicing assertive responses.

## Better Business Writing

LENGTH • 6 hours

This hands-on writing workshop helps participants hone skills for writing to target business audiences. The interactive teaching style provides direction on generating written communications that more effectively positions the message and the writer. Participants learn to write succinctly to their readers, declutter their writing, and convey their points clearly, concisely and positively.

## Critical Thinking

LENGTH • 6 hours

The pace of business today can drive people and teams to trade deep thought and agility. But are the results worth it in the end? Critical thinking is a combination of discipline and effort, while taking just a bit more time. Learn how a simple model and some powerful tools can transform thinking and achieve meaningful results, even on a tight timeline.

## Customer Service Excellence

LENGTH • 6 hours

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. In this course, we 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.

## Design Powerful Presentations

LENGTH • 6 hours

In this interactive class, you will learn to design a captivating presentation using a proven method that starts with creativity and ends with a finished product. Simplify and energize your PowerPoint slide shows and capture your audience's attention with relevant messages. Learn how to avoid "Eyes-Glazed-Over-Syndrome" by reporting data in ways that bring life to your presentation. Take the method to your workplace and replicate it!

## Effective Listening Skills

LENGTH • 3 hours, 6 hours

When we are listened to, our feelings and needs are considered, we're more relaxed and open, and we feel we can achieve our objectives. Communications research reveals that of all the time we spend communicating, most of our time is spent listening (55%) and yet few of us has ever had any specific listening training. This program provides a personalized listening assessment and helps participants identify their current preferred listening approach. The result will be more effective outcomes for individuals, the organization and its stakeholders.

**Effective Presentation Skills**

LENGTH • 6 hours

A persuasive presentation today means more than standing behind a podium in front of a crowd with prepared notes. Even when we speak up 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 will learn to present with confidence, overcome fears, organize your material, use stories to capture attention, and project your ideas with power.

**Emotional Intelligence**

LENGTH • 6 hours

Experience the most exciting new discovery in personal development: Your EQ. Research now demonstrates that emotional intelligence is a critical factor in career success, interpersonal influence, teamwork and leadership effectiveness. This course will provide you with critical feedback on your current level of emotional intelligence based on the most sophisticated assessment available today. This class incorporates an Emotional Intelligence profile.

**Grammar for Professionals**

LENGTH • 3 hours, 6 hours

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.

**Leadership without the Title**

LENGTH • 6 hours

This course is ideal for non-supervisors who want to enhance their leadership skills. In this course you will explore key leadership principles and learn how to lead change from within. Through interactive exercises and practical application, uncover and reinforce your ability to become a better peer leader and motivator.

**Leverage Your Strengths: Clifton Strengths Finder**

LENGTH • 3 hours, 6 hours

According to the Gallup Organization, people who can focus on their strengths every day are six times as likely to be engaged in their jobs and more than three times as likely to report having an excellent quality of life in general. The most successful people discover ways to combine their dominant talents with skills, knowledge and application.

**Meeting Facilitation**

LENGTH • 3 hours, 6 hours

Most of us spend more time than we like in meetings. Research shows that meetings have increased in length and frequency over the past 50 years, to the point where most managers spend an average of nearly 23 hours a week in them, up from less than 10 hours in the 1960s. And that doesn't even include all the impromptu gatherings that don't make it onto the schedule. This workshop will focus on how to make meetings more productive and focused, and provide participants with opportunities to practice facilitation skills and deal with difficult people.

**Mindfulness at Work**

LENGTH • 3 hours, 6 hours

Mindfulness practice, especially meditation, is increasingly being introduced in organizations around the country and the world as a tool for enhancing performance and reducing stress at work. It is a way to develop the ability to maintain a moment-by-moment awareness of one's thoughts, feelings, bodily sensations and environment. This course provides an introduction and overview of the benefits and the many types of mindfulness practice including meditation in the context of the work environment. It also offers brief discussions of a series of "talk topics" aimed at applying the concept of mindfulness to a variety of contexts.

## Organizational Commitment

LENGTH • 3 hours, 6 hours

Achieving employee buy-in towards new initiatives can present significant challenges. How does leadership properly balance motivational incentives with the team's productivity, satisfaction and/or profit objectives? Inspiring commitment is a key to success for enhancing organizational efficiency and boosting employee engagement. Utilize our helpful guidebook and action planning tools to develop a fresh perspective, effectively communicate with colleagues, and motivate employees towards success.

## Personal Branding

LENGTH • 3 hours, 6 hours

This course is designed to provide an overview of the benefits of personal branding for your professional career. We'll discuss the critical elements required to create and leverage your brand for both confidence and career growth. Additional topics will include how to effectively communicate your brand as well as the impact of personal branding on perceptions within an organization.

## Planning and Prioritizing

LENGTH • 3 hours

Too often we think there is not enough time to plan up-front when the reality is that a lack of planning costs far more over the course of a project. Likewise, many of us feel paralyzed by the interpretation that everything is a "top priority." The skills required to plan efficiently and to establish true priorities are critical to personal and professional growth and promotion. This hands-on workshop turns principles into practices that will bring real positive results to the way you work.

## Professionalism in the Workplace

LENGTH • 3 hours, 6 hours

This course is designed to develop the fundamental skills and competencies required to act appropriately and effectively in today's increasingly uncertain and complex organizational contexts. The course uses a mix of learning methods including simulations, group work, case studies, and class discussions to promote greater self-awareness about managing one's individual professional identity. In doing so, the course helps participants analyze and manage themselves in today's workplace in a manner that promotes positive relationships and productive actions.

## Resolving Conflict

LENGTH • 3 hours, 6 hours

Inevitably, when a group of individuals are brought together to complete a project or simply discuss an issue, conflict will arise. In Resolving Conflict, participants will discuss what drives conflict and what happens when we avoid or confront it. They are also provided with the tools and techniques to manage and resolve conflict effectively. At the end of this session, participants will have discovered what "triggers" them, their own preferences for handling conflict, as well as how to choose the appropriate conflict response.

## Sales Skills for Success

LENGTH • 3 hours, 6 hours

This highly intensive course takes both sales associates and sales managers through the major components of being successful in sales. It provides an understanding of how the actual sales process works, moving through the proven structure on how to sell and finishing with the importance of relationship building for long-term success.

## Solving Problems Creatively

LENGTH • 6 hours

This session covers problem-solving techniques that will enable participants to return to the workplace with the knowledge and tools to creatively solve the problems and decisions they are faced with on their jobs. Participants will learn how to expand their creative problem-solving skills to improve productivity and profitability for their workplaces.

**Stress Management—Balancing Work and Life**

LENGTH • 3 hours, 6 hours

Today's workplace demands high performance of its employees, but that no longer means putting work ahead of everything else. Today's more dynamic, team-oriented organizations require flexible, creative, sustainable performance—the kind that comes with people who know how to balance the urgent demands of work life and personal life without sacrificing either. Incorporating the results of the Coping and Stress Profile® this workshop provides people with valuable feedback on stress and coping in four interconnected areas of life: personal, work, couple, and family.

**Technical Writing**

LENGTH • 6 hours

Whether you are a systems analyst, a chemical engineer, or a functional manager, having the ability to effectively communicate technical business information is a necessity for personal and organizational success. This workshop explains how technical business writing differs from more general business writing. It provides a structured writing process to ensure accurate analysis of the audience and task, and offers guidance for developing various types of technical writing including reports, proposals, user guides and more.

**Time Management**

LENGTH • 3 hours, 6 hours

Too much to do, working too many hours, multitasking 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 should get done. Participants will learn how to prioritize, plan, and focus their time more effectively and use tools and techniques to eliminate productivity bottlenecks.

# Managing Others

## Behavioral Interviewing

LENGTH • 3 hours, 6 hours

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.

## Coaching Essentials

LENGTH • 3 hours, 6 hours

The most valuable resource is the supervisor's direct reports who perform various tasks utilizing their skills, education and experience. Coaching is the application of specific skills to sustain and improve the performance of employees. Coaching is a developmental process through a series of one-on-one meetings that maximizes employees' skills and motivation and solidifies the manager's leadership role. It is the process of helping someone apply their skills, knowledge and abilities in meaningful ways to be more productive.

## Conflict Management

LENGTH • 3 hours, 6 hours

Learn to manage conflict in your team before the conflict begins to manage you. In this course, you will learn to identify ineffective conflict patterns and develop the conflict response skills that create resolutions and solve problems. Participants will take a close look at what actions can cause conflict in the workplace, how individual behavior/style impacts resolution, and the five styles of conflict management and when to apply.

## Dealing with Difficult People and Situations

LENGTH • 3 hours, 6 hours

Whether due to nature or nurture, individuals unconsciously (or consciously) develop behaviors designed to keep others off balance or on the defensive. Even worse, some difficult people seem immune to all the usual methods of communication and persuasion and keep us doubting ourselves. We'll get to know the motivations of these difficult people and practice methods to neutralize their effects, as we work to maintain focus and purpose.

## Delegation Essentials

LENGTH • 3 hours, 6 hours

Delegation is a tool that when properly applied, can assist managers in accomplishing organizational objectives through the proper utilization of people. It also is a powerful approach for developing their employees' skills, knowledge and experience. Participants will learn how to apply a step-by-step delegating process to ensure that they achieve their objectives and to increase the value of their employees' contributions. For managers, success is measured by both the results they achieve and their ability to develop their employees.

## Effective Performance Appraisal

LENGTH • 3 hours, 6 hours

Performance appraisals are an important part of many organizations' performance management systems. These meetings have the potential to be both incredibly valuable for ongoing professional growth and incredibly damaging to the manager/employee relationship. This course focuses in on the most important skills and techniques for conducting performance appraisal meetings that build solid relationships and expand the professional's growth, even when all the news is not stellar.

<p>Effective Teamwork</p> <p>LENGTH • 3 hours, 6 hours</p>	<p>Teams, by definition, are a committed group of individuals that are together to achieve a specific task. Effective leaders and managers today must encourage and enable others to work cooperatively and/or collaboratively toward a goal to get more done and enhance quality and quantity of production. Each and every team member must know what their role is.</p>
<p>Finance for Non-Financial Managers</p> <p>LENGTH • 12 hours</p>	<p>In today's increasingly financial-oriented business environment, non-financial managers and other professionals need to understand the primary financial statements (balance sheet, income statements, and statement of cash flows), how they are prepared and what they represent. Course content will be focused on the specific needs of the industry.</p>
<p>Influence and Persuasion</p> <p>LENGTH • 3 hours, 6 hours</p>	<p>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.</p>
<p>Interviewing Skills for Managers</p> <p>LENGTH • 3 hours, 6 hours</p>	<p>In this course, you will practice techniques that will empower you to do just that—to hire the best candidate every time through strategies that will improve your success in interviewing. This can reduce or even eliminate significant turnover and allow your company to focus instead on achieving production goals.</p>
<p>Introduction to Project Management</p> <p>LENGTH • 12 hours</p>	<p>Research has shown that having project management in place will improve the probability of a project being completed successfully; however, when absent, the probability of failure increases. In turn, companies have come to realize that project management plays an important role—not only in the successful delivery of projects but also in the success of the overall organization. In this two-day seminar, participants will learn the foundational elements and concepts of project management and how to apply them immediately to their projects. They will also learn about the tools and techniques they can use to help them deliver their projects successfully.</p>
<p>Introduction to Social Media</p> <p>LENGTH • 3 hours, 6 hours</p>	<p>Today's digital world requires successful integration of this everyday essential into your overall business strategy. While you may not manage the marketing campaign for your company, as a business leader, you must understand the digital ecosystem and how social media plays a role in your business. Join us for this high-level, interactive workshop that will give you a better understanding of social media. We will cover how each platform is unique and how consumers use these to discover and engage with your company. We'll also inspire you with content samples from your company and others and uncover how paid social works.</p>
<p>Leading the Project Team for Continuous Improvement</p> <p>LENGTH • 3 hours, 6 hours</p>	<p>Our course will provide participants with a highly interactive and practical approach for establishing and leading project teams through the process improvement journey. This course provides an overview of the roles, responsibilities, and activities that leaders need to master to enable greater levels of success within their improvement projects. The course is designed to provide participants with adequate time for group discussions and hands-on simulations to deepen their learning experience related to leading process improvement teams. By the end of this course participants will be able to clarify the roles and responsibilities of project team members, effectively direct teams through core project phases, accurately pinpoint team dynamics and offer strategies for resolving team conflicts.</p>

## Managing a Virtual Workforce

LENGTH • 3 hours, 6 hours

One of the key challenges facing staff in current and future workplaces is working within and across virtual teams with members in different locations or work groups. The program will provide participants with the knowledge and practical skills to contribute to and lead effective, respectful and productive work environments regardless of where team members are physically located. Our course will provide individuals with an understanding of the competencies and capabilities needed to manage in a global, virtual, and matrixed organizational environment.

## Managing High-Performance Teams

LENGTH • 3 hours, 6 hours

Recent research into teams has revealed that high performance teams can be formed and managed through a special style of leadership. These team leaders inspire instead of control and instill the team with a sense of meaning while collaboratively reinforcing roles and goals. They create an environment that allows interpersonal risks in an environment of trust, dependability and accountability. These unique skills have been proven to create high performing teams that achieve extraordinary results.

## Managing Up

LENGTH • 3 hours, 6 hours

One of the most demanding positions in any organization today is the middle manager. To be successful, the manager must simultaneously manage and balance work within these four levels: managing your workload, relationship building, managing down the organization to properly direct the work of his/her employees, and maintaining solid relationships with peer managers and working in a collaborative way. This course will provide multiple strategies and skills for the successful manager to employ to maintain proper balance and focus at multiple levels of the organization.

## Managing with Multiple Generations

LENGTH • 3 hours, 6 hours

In today's workplace environments, several generations try to work together and co-exist without conflict. In this session, participants will learn how to define each generation, understand their similarities and differences, and explore each generation's work needs and wants. Participants will learn strategies for motivating, coaching, and developing employees from each generation, which in turn will help create an environment conducive to attracting and retaining employees from each generation.

## Motivation Essentials

LENGTH • 3 hours, 6 hours

Some of the most pressing problems managers struggle with in the workplace today have an adverse effect on the manager and associate worker population. When people lack motivation, performance and commitment also suffer. A lot of time, money and energy are spent trying to deal with this issue of motivation and, yet, nothing seems to work.

Companies continue to invest in and implement expensive reward and incentive programs with little or no appreciable change in performance. This workshop will focus on the no-nonsense, specific "how-to's" of motivation and provide the managers with specific skills they need to really connect with the people they lead and support.

Managers will be given practical, real-world tools that work and that can be easily and immediately applied in the workplace.

<p>Organizational Change Management LENGTH • 3 hours, 6 hours</p>	<p>Projects often significantly influence an organization's culture through change, and demonstrating a clear understanding of how this culture change impacts project development and execution is critical. Creating a comprehensive organizational change management plan includes proper stakeholder analysis, effective communication/training, and successful transition strategies. Course content will include industry best practices and related processes from the PMI® PMBOK® Guide to help ensure positive project results via organizational value and benefits.</p>
<p>Performance Management LENGTH • 3 hours, 6 hours</p>	<p>Performance management provides managers with a framework to monitor, discipline and reward employees. This course introduces a performance management process that addresses goal-setting, evaluations, and handling conversations about job performance.</p>
<p>Positive Psychology in the Workplace LENGTH • 3 hours, 6 hours</p>	<p>Happiness pays—and not in the ways you expect. The concepts and habits that comprise Positive Psychology can improve relationships, mental health, and parenting while increasing employee retention, productivity, and engagement. In this workshop, we will explore the research on positive psychology, assess our mind-set, practice techniques, and develop a plan for implementing positive psychology in your workplace.</p>
<p>Process Mapping for Continuous Improvement LENGTH • 3 hours, 6 hours</p>	<p>Our program provides a highly interactive and practical approach for process mapping that can be effectively employed by both new and experienced business leaders utilizing quality improvement methodologies. The course will work participants through several process mapping techniques and demonstrate its respective use for improving organizational processes. The course will demonstrate how to facilitate productive mapping sessions with key process stakeholders, while also balancing the impact on customer satisfaction, key process indicators, and other core topics relevant to the discussion of process management. Course participants will be provided adequate time for group discussions and hands-on simulations to deepen their learning experience related to process mapping.</p>
<p>Strategic Communications (with Everything DiSC: Workplace, Management, Work of Leaders, Positive Conflict, Sales, Agile EQ) LENGTH • 6 hours</p>	<p>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. This course uses the DiSC behavioral assessment to help people understand each other on a more fundamental level. This program helps participants develop specific communication strategies that build a culture of trust and collaboration.</p>
<p>Supervising Effectively LENGTH • 6 hours, 12 hours</p>	<p>This is a critical course for anyone who is currently a supervisor. Learn to work with your team in order to reach higher levels of performance, while building trust and loyalty. You'll also learn key behaviors of highly effective leaders, essential ingredients of motivation, four crucial steps to effective delegation, and other critical supervisory skills.</p>

Value Stream Analysis for Continuous Improvement

LENGTH • 3 hours, 6 hours

Learn to perform value stream analysis in order to identify and eliminate waste, streamline work processes, reduce working lead times and operational costs, and increase overall quality. The course is designed to provide participants with adequate time for group discussions and hands-on simulations to deepen their learning experience related to performing value stream analysis. By the end of this course participants will be able to construct As-Is and To-Be value stream maps, gather data required throughout the process, identify opportunities for improvement, and implement the selected initiatives to improve quality and value to their customers.

# Becoming Leaders

## Building a Culture of Respect

LENGTH • 8 hours

Our interactive culture-building skills program emphasizes building trust, enhancing respect and diplomacy, leveraging diversity, and applying cross-cultural skills. The course will be conducted by two facilitators to demonstrate team modeling of respectful behavior.

## Building Cultural Competence

LENGTH • 6 hours

Organizations are increasingly faced with the challenge of providing culturally responsive services to more and more diverse patient/client populations. This program will provide participants with tools and methodologies for building cultural competence within their organizations.

## Change Management

LENGTH • 6 hours

All of us respond to change differently. We don't start at the same place, adapt at the same pace or end up in the same place. Organizations don't control change or uncertainty; rather they guide, shape and influence employees and how they react to it. This course is designed to provide employees with many sound principles and workable tools to deal with change in a realistic and strategic manner.

## Creativity and Innovation

LENGTH • 6 hours

The foundation of effective problem solving and decision making is critical thinking ... the balanced application of logical reasoning and intuition to problems and decisions. Critical thinking enables us to avoid biases, test beliefs and challenge assumptions. In this course, you will gain confidence in assessing problems, evaluating alternative solutions, using group problem solving tools, and anticipating likely risks. Using case studies and situations encountered by class members, we will apply successful models and proven methods that are readily transferable on-the-job.

## Decision Making

LENGTH • 4 hours

To survive and thrive in today's "knowledge economy," all companies need to harness the creative energy of their employees. These creative ideas, when managed effectively, can be the pipeline for innovative products, services, and continuous improvement. Leadership plays a key role in creating a culture of innovation by allowing brainstorming, tolerating risk and experimentation, and marketing new ideas. In this course we will provide you with the tools and methods to stimulate creativity, turn ideas into innovations, and learn best practices for creating an innovation culture.

## Developing Cross-Cultural Awareness

LENGTH • 3 hours, 6 hours

Developing cross-cultural awareness—whether internationally across geographic boundaries or domestically among staff from diverse backgrounds—is increasingly seen as a "must-have" hard skill rather than as a "nice to have" soft skill. This program will provide participants with tools and methodologies for developing cross-cultural awareness and building cultural competence within their organizations.

### Diversity and Inclusion in the Workplace

LENGTH • 3 hours, 6 hours

Corporations and organizations across the board are concluding that a diverse work force is not a burden but a potential strength. Continuing to grow as both a manager and as an individual requires the understanding that continuous evaluation and change is often necessary. Perceptions—right or wrong—can influence much of what you do as a leader. As part of this learning journey, we'll review the importance of proper perspective, using R. Roosevelt Thomas Jr.'s *Beyond Race and Gender* as a framework.

### Emotional Intelligence for Leaders

LENGTH • 6 hours

Research shows that more leaders fail due to lack of emotional intelligence than any other skill set. If you are in a leadership role, your success is dependent on your ability to lead yourself before you can lead others. This course focuses on the key social and emotional intelligence skills that enable leaders to maintain positive executive presence in challenging situations and inspire and empower their teams to follow their vision.

### Essentials of Leadership

LENGTH • 12 hours

This course is designed to transform how managers lead and influence their people. The program is highly interactive and stimulating. Participants experience and apply the five practices of exemplary leadership through a 360-leadership assessment, video cases, group problem-solving tasks, discussion, workbook exercises, and action plans for ongoing development. The five leadership practices are based on learnable behaviors, and not a complicated theory or a set of impractical ideals. Participants will learn how to measurably improve their effectiveness as leaders.

### Executive Presence for the Non-Executive

LENGTH • 3 hours, 6 hours

Executive presence is the quality of an individual that projects confidence and competence. It draws on many factors, including how people carry themselves and how they communicate and interact with others. This engaging seminar will explore attributes that contribute to executive presence and common "fatal flaws" that detract from it.

Participants will receive personalized feedback on their executive image and presentation styles using an in-class assessment and videotaped exercises. Participants will leave this program with a prioritized action plan to make changes that will enhance their professional image and presence.

### Leading Change

LENGTH • 3 hours, 6 hours

In every organization today, regardless of size, industry or location, change is a constant. Managers 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 place, 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 it.

### Personal Leadership: Leading Yourself before Leading Others

LENGTH • 3 hours, 6 hours

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.

## Situational Leadership II

LENGTH • 6 hours

Situational Leadership® II (SLII®) is the most comprehensive, up-to-date, and practical method of effectively managing and developing people, time, and resources in the world. SLII provides leaders with a model and the tools for creating open communication and developing self-reliance in those they manage. It is designed to increase the frequency and quality of conversations about performance and development. As a result, competence is developed, commitment is gained, and talented individuals are retained. SLII® is recognized as both a business language and a framework for employee development because it works across cultural, linguistic, and geographical barriers. The foundation lies in teaching leaders to diagnose the needs of an individual or a team and then use the appropriate leadership style to respond to the needs of the person and the situation.

## Strategic Planning Essentials

LENGTH • 6 hours

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. The newest ideas, most capital and best technology are not enough. An organization must be able to forge a strategic path and execute it to succeed. 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.

## Succession Planning

LENGTH • 6 hours

Succession planning can be defined as “building a leadership bench by identifying, assessing, developing, and retaining leadership talent.” Well executed succession planning is considered a “keystone process” that enables and justifies leadership development. Without leadership bench-strength, the sustainability of the organization is at risk, and your talent may leave the company. In this program we share best practices and tools to ensure your succession planning is successful.

## Transformational Leadership

LENGTH • 12 hours

Explore the differences between managing and leading. Participants will explore their own leadership styles using the DiSC Work of Leaders® Profile assessment resulting in their own 23-page highly personalized report. Students will learn how Transformational Leadership can significantly benefit an organization while examining various leadership styles, best practices, and their own personal management techniques. Learn how to inspire, motivate and support staff members while fostering productive and healthy workplace relationships.

## Unconscious Bias

LENGTH • 3 hours, 6 hours

Unconscious bias exists in each of us, yet the true understanding of its meaning and how it impacts the workplace are often undervalued. Hiring decisions, project assignments and succession planning all have the potential to be impacted by unconscious bias. Heighten your team’s awareness during this workshop as you explore the definition, concepts and techniques available to uncover and address unconscious bias.

## Win-Win Negotiations

LENGTH • 3 hours, 6 hours

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.

**Working Effectively across Differences**

LENGTH • 6 hours

When people come into any workplace, they carry their views, values, and opinions with them. In addition, they bring their personality, culture, and communication style. While studies show that these elements can bring value to a team or personal relationship, they can also bring conflict. What's more, when people have a difference of opinion, the techniques they often use to defend their point of view can lead to a standoff and impede progress. This can bring about a lack of trust, a sense of division among team members, and escalated defensiveness. In this course we will explore effective ways to have conversations with people who are different from you. Participants will learn models such as AVA (ask, validate, address), the Platinum Rule, and Compassionate Courage as well as how to apply them to their own scenarios.

# Communication

## Accent Reduction: American English Pronunciation

LENGTH • 12 hours

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.

## Better Business Writing

LENGTH • 6 hours

This hands-on writing workshop helps participants hone skills for writing to target business audiences. The interactive teaching style provides direction on generating written communications that more effectively positions the message and the writer. Participants learn to write succinctly to their readers, declutter their writing, and convey their points clearly, concisely and positively.

## Powerful Participant Guides

LENGTH • 3 hours, 6 hours

Effective training begins with relevant performance-based objectives, provides only the content people need to be successful on the job and enables ample opportunity to practice in a safe environment. That entire experience is supported and reinforced by a participant guide. The way this critical document is organized and presented greatly impacts both learning and retention. This course refreshes the principles, process and tools for developing performance-based instruction before focusing in on the options, criteria and techniques for developing powerful participant guides.

## Training Design for the Trainer

LENGTH • 6 hours

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. After 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.

## Delivering Impactful Training Experiences

LENGTH • 12 hours

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.

**Grammar for Professionals**

LENGTH • 3 hours, 6 hours

This fast-paced course highlights the fine points of grammar that lead to more effective business communication. 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.

**Strategic Communications  
(with Everything DiSC: Workplace,  
Management, Work of Leaders,  
Productive Conflict, Sales, Agile EQ)**

LENGTH • 6 hours

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. This course uses the DiSC behavioral assessment to help people understand each other on a more fundamental level. This program helps participants develop specific communication strategies that build a culture of trust and collaboration.

**Technical Writing**

LENGTH • 6 hours

From customers to employees, everyone uses technical writing pieces to help make life easier, more efficient, clearer, safer, and more. Writing for a specific audience to achieve a specific outcome is not always as easy as it may sound. This interactive and engaging course helps professionals charged with developing traditional technical documents, end-user documents, and technical marketing communications with the tools they need to succeed—all while working on a real writing assignment.

# Certificates

## Big Data and Data Analytics

LENGTH • 80 hours

Join us for 10 full-day sessions spread over ten weeks to gain a comprehensive understanding of the critical and practical elements of big data analytics. Offered in an applied format, the program includes practice and lab components to address the applications of Big Data in real world situations. Topics include: data structure, warehousing, data mining and analysis, pattern recognition, trends analysis, data relevancy, data modeling, predictive and descriptive analytics, data visualization techniques and more. The courses also utilizes big data analytical tools and products—such as Splunk—as participants gain familiarity with the applications of these products. Successful completion of this highly intensive course can enable students to participate in big data projects as analysts. The course is best suited for individuals and college graduates interested in big data and data related analytics careers; managers considering big data projects; and individuals who want to advance their business career.

## Business Intelligence

LENGTH • 56 hours

Business intelligence (BI) is a branch of data analytics that supports the process of converting raw data into actionable business and operational insight for improved decision-making and enhanced organizational efficiencies. The field encompasses techniques such as query generation, data mining, data modeling and analysis, creation of dashboards and visualization charts, and production of analytics reports. This course introduces participants to the field of Business Intelligence (BI), with emphasis on descriptive analytics. It employs applied training techniques with participants forming data analytics teams to solve business problems and identify solutions, practically applying learned concepts to real-world cases. Key areas of BI covered include; data collection, data preprocessing, data storage, data queries, basic data mining, descriptive data analytics, data visualization, and results presentation. Program participants will also receive training in the use of products such as Excel, SQL, Microsoft Power BI, and Tableau to collect, extract, mine, analyze, visualize and present business data.

## Cybersecurity and Information Security

LENGTH • 115 hours

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.

## Essentials of Human Resource Management

LENGTH • 40 hours

This program addresses the issues human resources employees or supervisors face daily from legal matters to selecting qualified employees. The program includes the SHRM Essentials of Human Resource Management as an introductory course offering a comprehensive overview of human resource roles and responsibilities. If you are just starting out in the human resources profession, or are looking for an effective way to boost your employee management skills, this is the program for you. The Emory program offers in-depth additional skills and knowledge important to HR practitioners with a 27 hour core course and 24 elective hours scheduled separately from the core class. (Human Resource Management, Employment Law, Recruitment and Selection, Compensation and Benefits, Performance Management, Employee Development, SHRM Test Review and Prep, Risk Management, HR Systems and Technology).

## Lean Six Sigma BLACK Belt

LENGTH • 64 hours

Complete knowledge of Six Sigma methodologies and tools includes one year of MiniTAB/comprehensive understanding of the DMAIC model in accordance with the Six Sigma principles, lean concepts/identify non-value-added activities/complete an independent Six Sigma Project specific to employer, providing potentially significant ROI and professional advancement. Internal consultants, operations managers, directors/administrators, and those with the ability to impact and direct change. Black Belts teach, develop, mentor, and oversee Green Belts and their projects.

## Lean Six Sigma GREEN Belt

LENGTH • 40 hours

Enhance problem-solving skills, with added emphasis on DMAIC (Define, Measure, Analyze, Improve and Control) model/provide ability to serve as trained team member within function-specific area of the organization/learn and train to work on carefully-defined Six Sigma projects/explore case study/identify additional critical tools and techniques. Six Sigma is a set of techniques and tools utilized for process improvement across industries ranging from Manufacturing to Healthcare—and everything in between. Lean Six Sigma aims to reduce process cycle time, waste and costs while increasing customer satisfaction and profit margins. Project participants, project managers, team leaders, and other key project members. As practitioners, Green Belts support Black Belts via execution of baseline and data gathering operations for Six Sigma initiatives and projects.

## PROJECT MANAGEMENT

Six core classes and 24 hours of electives are required to complete a Project Management Certificate.

## Certified Associate in Project Management (CAPM) Exam Preparation

LENGTH • 12 hours

Elective course

In this intensive course, students will prepare to sit for the Certified Associate in Project Management (CAPM®) certification exam offered by the Project Management Institute (PMI®). Instruction in this course is focused on the Knowledge Areas and Process Groups defined in the PMBOK® Guide . Students are expected to gain the foundational knowledge needed to prepare for and pass the CAPM exam through a combination of team exercises, quizzes, and practice exams. Successfully completing this course will satisfy 16 of the 23 hours of project management education required to sit for the CAPM exam.

## Project Management Basics

LENGTH • 12 hours

Core course

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.

## Project Management Exam Preparation

LENGTH • 40 hours

Elective course

In this intensive five-day course, experienced Project Managers will prepare to sit for the Project Management Professional (PMP®) certification offered by the Project Management Institute (PMI®). Instruction in this course is focused on the Knowledge Areas and Process Groups defined in the PMBOK® Guide.

## Project Management: Agile and Scrum Essentials

LENGTH • 18 hours

Elective course

Our course provides the framework to enhance collaboration, productivity, and success among project teams by embracing best practices and proven principles. Obtain a deeper understanding of various Agile methodologies, utilizing practical, real-world exercises and scenarios. Students will prepare for a career as an agile practitioner by effectively identifying and delivering value to clients using Agile techniques. This course also meets the educational requirements to sit for the PMI Agile Certified Practitioner certification exam (PMI-ACP).

## Project Management: Communications Tools and Techniques

LENGTH • 6 hours

Core course

Project Communications is one of the most important fundamental activities in successful project execution. Effective and appropriate project stakeholders communications is a critical success factor for project managers in meeting goals and objectives. Utilizing standard communication skills, tools and techniques to set and maintain expectations provides a cohesive project environment and a better chance for success. In this class, students will learn how to communicate effectively in a project environment. Through a combination of role play, lecture, and exercises, participants will hone their communication skills and learn best practices to successfully manage projects.

## Project Management: Cost Tools and Techniques

LENGTH • 3 hours

Core course

Project costs are one of the factors that are typically used to measure a projects success. Being able to properly estimate, measure and effectively communicate project costs is a critical success factor for a Project Manager. Cost management includes the policies, processes and procedures and utilizing them to effectively manage this important project component. In this course, participants will learn the generally accepted industry estimating techniques and tools for capturing, measuring and forecasting project costs.

## Project Management: Risk Tools and Techniques

LENGTH • 3 hours

Core course

Risk is a future event and the project manager has some luxury of time to plan and prepare for its potential eventuality. Risk can also have either a positive or negative impact on a projects execution and proper planning is critical to properly manage risk. In this class, participants will learn where to look for risk, how to assess the impact and probability and to use that information to create and maintain an effective Risk Management Plan.

Project Management: Scheduling Tools and Techniques

LENGTH • 3 hours

Core course

Harnessing scheduling tools and techniques to optimize your project schedule can be challenging. In this course, participants will learn how to build reliable schedules and how to respond to the inevitable changes and required modifications which occur throughout the life of the project.

Project Management: Scope Tools and Techniques

LENGTH • 3 hours

Core course

Proper scope definition is critical to ensuring success in all areas of a project. Without a well-defined scope the development and definition of all of the other project elements are left to chance (e.g. Cost, Time, Quality). During the course of the project when change occurs, scope must be maintained to ensure appropriate project integration. The Scope Management processes and procedures must also be well-defined to prevent scope creep, cost overruns and missing schedule deadlines. In this course, participants will learn techniques to more clearly define scope and create manageable scope management processes. Also, to be able to understand the importance of working closely with project integration and change control processes.

# Technology

## Adobe After Effects

LENGTH • 18 hours

During this three-day training course, students will discover the tools and techniques necessary to create high-quality motion graphics in After Effects. We will start with the basics—importing footage, adding effects, and animating a composition—and then progress to creating a brand-new composition using content from Adobe Illustrator, built-in effects, layering, and transparency. The combination of animated text, layers, and custom shapes will soon coalesce into a full multimedia presentation—and perhaps a cornerstone of your professional portfolio. Students will learn the secrets behind the movie magic of green screens and special effects—how to utilize masks, keying effects and the roto brush tool to create these complex compositions. We will use the roto brush tool to isolate objects and either change the background or apply effects to the foreground. Our course concludes with lessons on color correction and 3-D camera tracking.

## Adobe Captivate

LENGTH • 12 hours

Adobe Captivate is the go-to tool for creating interactive e-learning content. If you are in education, you may be interested in using Captivate in your classroom to produce high-quality online learning tools for students to help them absorb and retain information from your courses. If you work in business or human resources, you can use Captivate to create engaging training modules that will help your company achieve its training and development goals.

Students in this course will learn how to create soft-skills lessons, produce software demonstrations, and create interactive training simulations. You will also learn how to enhance the learner's experience by adding interactive elements, test their learning with quizzes, and publish the project so learners can access it on virtually any device, including their mobile phones and tablets.

## Adobe Illustrator

LENGTH • 12 hours

Adobe Illustrator is the industry standard tool for creating logos, maps, diagrams, vector illustrations, and more. In this class, you'll learn to understand the appropriate uses for Illustrator, the difference between vector and raster graphics, and how to create complex graphics with simple components and tools.

## Adobe InDesign

LENGTH • 12 hours

Adobe InDesign takes desktop publishing and design to a new level, combining extraordinary production power and creative freedom with tight integration with Adobe Photoshop, Illustrator, and Acrobat software. Create simple documents and prepare them for print or export as a PDF. Topics include learning the work area, working with text and graphics, creating text and object styles, and the basics of design.

## Adobe Photoshop

LENGTH • 12 hours

Pictures help give any report, presentation, or website a professional edge, and Photoshop is the industry standard for working with digital images. During this class you will learn to create and edit your own digital graphics and photographs. This hands-on course discusses image formats, color correction, retouching digital photos, working with layers, advanced selection techniques, and using various editing tools. You will also learn several quick fix techniques and how to prepare for both print and web output.

## E-Commerce

LENGTH • 12 hours

It's one of the great dreams of running a website: waking up in the morning and finding that people have paid money for your goods or services. How can you make this dream come true? Well, we can't guarantee that people will actually want to buy your replica Dusenberg hubcaps, but this course will describe the software and back-end support needed to enable people to buy from you via your website. We'll discuss advertising, inventory, shopping carts, customer databases, payment options, fulfillment, and all the "glue" that holds it all together.

## HTML and CSS 1 or 2

LENGTH • 18 hours

Hypertext Markup Language (HTML) and Cascading Style Sheets (CSS) are inseparable languages that together describe the structure and display of pages on the World Wide Web. Our foundation course introduces you to the syntax and explores techniques using both languages to create and format headings, body text, hyperlinks, images, tables, forms and more. Build your skills using hands-on techniques to develop the core components of an impactful and useful web presence.

## JavaScript

LENGTH • 12 hours

If you want to create interactive web pages, you have to learn JavaScript, a programming language that enables you to add dynamic elements to your website. The web has changed, and users expect content to adapt to them. This course will cover basic tasks like creating mouse-overs and pop-up windows, and we will discuss using elements such as variables, events, objects, functions, and the browser's Document Object Model to create even more interface interactions. After you have an understanding of the language and its syntax, you will be able to use the powerful JavaScript library known as jQuery. Used on almost 80% of websites, jQuery makes JavaScript coding more productive and more likely to work reliably across different browsers. We will specifically talk about the basics of jQuery, selectors, and the event model. Finally, we will discuss jQuery plugins and how you can use them to quickly add functionality to your website.

## MS Access

LENGTH • 12 hours

Create and manage your own Access database! Join us as we build and edit queries, tables, forms and reports for data manipulation. Explore various database objects, relationships, and primary keys while learning how to properly and efficiently utilize various Access functionalities. Course is best suited for current Access or intermediate Excel users with knowledge in database and/or table sorting/filtering functions. Homework is assigned between the classes.

## MS Excel 1

LENGTH • 3 hours, 6 hours

Excel is one of the most powerful and frequently used tools in an office environment. Get the most out of Excel by learning to create, edit, and print basic Excel spreadsheets with the latest version of this application! In this course, you will learn to speed up data entry, move and copy information, and create formulas to perform calculations. You'll prepare a spreadsheet for printing by setting margins, page breaks, and more. Finally, you'll learn to manage large Excel workbooks, making your data more readable and more attractive with formatting techniques.

## MS Excel 2

LENGTH • 6 hours

Join us to review the features in Excel that allow for data management in both flat file and relational databases as we incorporate Name Box/Name Manager for easier/cleaner data referencing. PivotTables and Pivot Charts help avoid information overload by summarizing the data selection—now you can change the view of your data, simplify huge worksheets, and easily apply functions like COUNT, SUM, AVERAGE, and more. VLOOKUPS functionality will pull together information from large, database-like workbooks; then we'll repackage data into more useful forms using the CONCATENATE function to combine data from two or more columns.

## MS Excel 3

LENGTH • 6 hours

We will also learn to use Data Validation criteria to keep data accurate and streamline input with dropdown lists. From there, we will construct logical comparisons between given and expected values using IF ... THEN ... ELSE statements to make data more readable, locate information in a workbook, and avoid duplicate entries. We will use advanced functions to repackage data into more useful forms—such as correctly formatted addresses—using the CONCATENATE function to pull data together from two or more columns. Split data using delimiters and the Text to Columns feature to deconstruct names, dates, and other data into more useful formats. We will also go more in-depth with PivotTables, saving time with macros, and how to create the most useful types of charts for presenting your data.

## MS PowerPoint

LENGTH • 6 hours

You'll create your own PowerPoint presentation and template to help with your branding and customization of PowerPoint. We'll learn the new interface including the Ribbon, the Tabs, and other important new elements. As we build our presentation, we'll learn how to present using PowerPoint's slide show options and create interactive slides with the web and other applications. Our slides will include: Charts, Diagrams, Photos, Clip Art, Text, Bullets and Numbers, Tables, Sound, and Movies. We'll discuss the importance of color, animation, and presenting with PowerPoint. You'll not only learn how to create a dynamic PowerPoint presentation from scratch but also how to present your presentation like a pro.

## MS Project 1 and 2

LENGTH • 6 hours, 12 hours

Learn to manage projects or participate on project teams. Then take that knowledge and apply it to hands-on exercises using Microsoft Project. This course discusses Gantt charts, tasks, critical paths, and resource management. You will also have the opportunity to work with a project plan once it has entered the project implementation phase. Learn to import and export Project data with Excel and other applications. Learn to update a Project Plan as changes occur during the project and create custom reports for project stakeholders. Finally, create templates to re-use project information in future projects.

## Python

LENGTH • 18 hours

In this introductory course, you will learn the fundamentals of Python: object-oriented programming, database programming, and User Interface (UI) programming. We'll also explore how to utilize Python for data science, website and online game development, file creation/management, and other relevant, in-demand applications; these practical skills can provide the groundwork to help prepare you for a variety of lucrative career options.

## SQL

LENGTH • 12 hours

This course introduces you to SQL, the standardized language used by all of the popular business database management systems including Oracle, SQL Server, Access, DB2 and My SQL. The course teaches the fundamentals of relational database theory and the SQL language. The course covers the SQL skills required for practical every day SQL coding that are in demand today.