



**CHARLOTTE**  
SCHOOL OF PROFESSIONAL STUDIES

# Corporate Training and Executive Education Course Catalog

*Unleashing Potential. Creating Impact.*



## A Message From Our Director

One of the greatest benefits that any organization offers its employees is the opportunity for professional growth and development. In fact, recent research shows that nearly two-thirds (64%) of employees would leave their job due to a lack of growth and training and development opportunities. For many organizations, their workforce is what differentiates them from their competition.

As a leading provider in end-to-end learning solutions, employers rely on UNC Charlotte's Corporate Training and Executive Education to customize and create strategically designed programs for their employees that create skill-centered results and a lasting impact. By offering cutting-edge professional development programs to meet the needs of an ever-changing job market, we have become the Charlotte region's primary employee development resource for businesses and organizations.

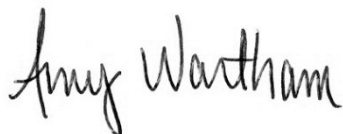
We're happy that you're looking through our course catalog. With over 150 courses to choose from, we hope you'll use it as a guide to plan, request, and schedule training. Since we've created our courses based on needs assessments, focus-group findings, and direct requests from corporate clients like you, we're confident that the course descriptions will help you choose courses that best meet the training needs of your workforce.

But Corporate Training and Executive Education is so much more than just training. We strive to provide support for every aspect of your organization's talent development journey including group and 1:1 coaching, advising services, assessments, materials licensing, instructional design, and train-the-trainer.

I couldn't be prouder of our determination to deliver quality training, whether virtually, in one of our UNC Charlotte classrooms or onsite at your organization. We're devoted to enhancing your employees' workplace skills and productivity so that, together, we can help your employees meet their full potential.

Let me know how we can help!

My Best,



Amy Wartham  
Director of Corporate Training and Executive Education

## The Corporate Training and Executive Education Advantage

**Customizable Content:** With more than 150 courses to choose from, we can customize our current course content or build courses from scratch to address the specific skills-based training your employees need. Our mission is to understand your organization's goals, challenges, corporate style, fiscal demands, competitive arena, and any other factors that are distinctive to your situation.

**Personalized End-to-End Support:** We know you have lots of choices when it comes to training, so at the core of everything we do, we put our clients first. The Corporate Training and Executive Education Team, along with hundreds of support staff, instructors, instructional designers, coaches, and faculty supporting us, won't rest until we've delivered an amazing learning experience each and every time.

**Measurable Results:** Our unique approach to innovative, client-focused training will engage your team in a culture of learning with measurable results. We follow a proven process for maximizing your learning retention and application with continuous support at every stage.

**Talented Instructors:** Our instructors are thought leaders, subject matter experts, bestselling authors, and award-winning industry practitioners. Dedicated to enhancing the learning experience, our gifted instructors provide engaging and practical, application-driven instruction.

**Proven Track Record:** As the leading university provider of training since 2005, we've established a proven track record by working with more than 250 of the area's top organizations.

**Flexible Delivery Methods:** Our flexible scheduling process will allow you to hold the training when and where it's most convenient for your team. All programs can be delivered online, on-site at your organization or at the UNC Charlotte Dubois Center.

**Cost Effective:** UNC Charlotte understands your need to use budgets and time wisely and responsibly. We'll design a program that fits within your budget parameters and meets your organizational learning goals.

**More Than Just Training:** The skills, competencies, and confidence of employees matters more than ever before. We strive to provide support for every aspect of your organization's talent development journey including (but not limited to) group and 1:1 coaching, advising services, assessments, materials licensing, instructional design, and train-the-trainer.

[Return to Table of Contents](#)



# Services

## Advising Services

Allow us to get your training off on the right foot by determining where to focus your training budget and efforts so that your organization can realize immediate savings by not wasting valuable time, money, and energy on unnecessary training. UNC Charlotte is the transformation partner you can trust.

## Customized Curriculum Design and Development

Many of our programs have a facilitator's kit available for those who would like to conduct the training internally. We design the agreed upon learning solutions using your organization's proprietary information while respecting the confidential nature of the content. Our approach adheres to the principles of instructional design and adult learning in order to maximize the impact of your selected learning solutions.

Our engaging courses include personal assessment tools, PowerPoint presentations, group and individual exercises, prework and bonus content as well as handout materials.

## Coaching

1:1 and Group Coaching is available to support to your employees through our network of coaches by providing increased self-awareness and personalized support to specific initiatives or challenges.

## Assessments

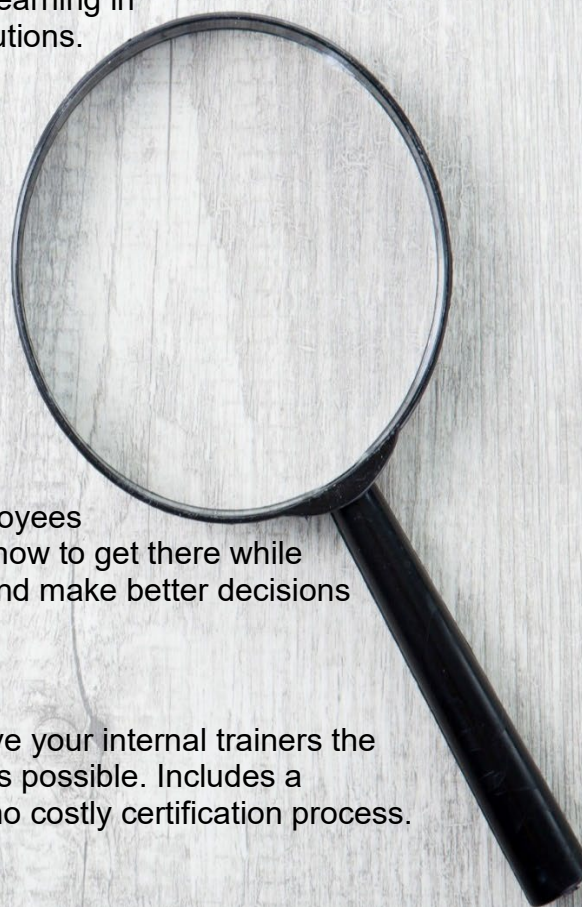
A variety of assessments are available that help your employees better understand who they are, where they're going, and how to get there while enabling leaders to focus their efforts, evaluate progress and make better decisions regarding their people.

## Materials Licensing

We offer non-exclusive, royalty-free licensing options to give your internal trainers the proven content they need and make their lives as simple as possible. Includes a license with no per user fees or monthly subscription and no costly certification process.

## Train-the-Trainer

Our Train-the-Trainer option will provide your internal trainers with the skills, knowledge and confidence to help them deliver engaging and compelling training. Skills such as facilitating, needs analysis, and managing tough topics will give your employees what they require to become a trainer themselves. In addition, we provide the course materials on a just-in-time basis so that clients can run the programs as needed, whenever they wish.



# The Company We Keep Says a Lot

When you choose UNC Charlotte's Corporate Training and Executive Education for the professional development of your team, department or organization, you're choosing to work with one of the top global educational partners.

Helping these (and many more) amazing clients reach their talent development needs is what gets us out of bed each day!



[Return to Table of Contents](#)

# Let's Get Started!

## Step 1: Explore our catalog.

We want to help you create impact in your organization. We have an extensive list of training and development topics for groups, teams and organizations.

New content and services are always being added, so please contact us if you don't see what you're looking for.

## Step 2: Contact us.

Our team is always ready. Call or email to discuss how we can help.



Amy Wartham  
Director  
Corporate Training and Executive  
Education



Oscar Cuellar  
Program Director  
Corporate Training and Executive  
Education

Email us at:  
**[corporatetraining@charlotte.edu](mailto:corporatetraining@charlotte.edu)**

# Table of Contents

<b>COMMUNICATION.....</b>	<b>12</b>
Business Grammar Basics .....	13
Communicating Assertively: Finding Your Voice .....	13
Communication Strategies for Organizational Success.....	14
Dynamic Listening Skills.....	14
Email Essentials .....	15
Giving and Receiving Feedback Like A Pro .....	15
Strategies for Creating and Delivering Successful Presentations.....	16
Tackling Tough Conversations .....	16
The Power of Questions.....	17
Writing for Results: Composing Successful Business Communications.....	17
<b>TEAMBUILDING .....</b>	<b>18</b>
Building a High-Performance Work Team .....	19
Experiential Team Building - Team Challenge Course (Low Ropes).....	20
Experiential Team Building - High Team Challenge (High Ropes).....	21
Managing Multicultural Teams for Peak Performance .....	22
The Power of Personality in the Workplace.....	23
Working Effectively in Virtual and Remote Teams.....	23
<b>LEADERSHIP and MANAGEMENT .....</b>	<b>24</b>
Authentic Executive Presence.....	25
Coaching for Performance.....	25
Core Leadership Strengths.....	26
Creating an Engaged Workforce .....	26
Creative Conflict Resolution .....	27
Developing Leadership Skills Through Mindfulness .....	27
Driving Accountability and Empowering Others.....	28
Emerging Leaders Certificate Program .....	28
Engaging and Managing Gen Zers in the Workplace .....	29
Fundamentals of Leadership .....	30
Improving Your Managerial Effectiveness .....	30
Leadership Essentials Certificate Program.....	31
Leadership Skills for Supervisors .....	32
Leading Hybrid Teams .....	32



Leading Organizational Change .....	33
Leading With DISC Personality Profiles .....	33
Leading With Emotional Intelligence .....	34
Making the Transition to Management .....	34
Mastering Motivation .....	35
Preparing for Leadership: What You Need to Take the Lead .....	35
Successfully Managing People.....	36
The Art of Delegation .....	36
Trust Strategies to Drive Commitment and Productivity .....	37
Women in Leadership Certificate Program.....	37
<b>PROFESSIONAL SKILLS .....</b>	<b>39</b>
Accountability in the Workplace.....	40
Accounting for Non-Financial Managers .....	40
Bolster Your Assertiveness Skills .....	41
Building a Positive Work Environment.....	41
Business Acumen Basics .....	42
Critical Thinking and Problem Solving Like A Pro .....	42
Cultivating Resilience in the Face of Disruption .....	43
Curiosity and Its Importance in the Workplace .....	43
Developing Positive Relationships with Difficult People .....	44
Effective Goal Setting .....	44
Embracing Organizational Change.....	45
Emotional Intelligence: A Key Factor for Success .....	45
Establishing a Growth Mindset.....	46
Exceptional Customer Service .....	46
Fundamentals of Strategic Planning.....	47
Get Your GRIT On: Growth, Resilience, Inspiration and Tenacity.....	47
Getting Things Done Through Influence.....	48
Integrity in the Workplace .....	48
Managing the Work / Life Balance.....	49
Negotiating for a Win-Win Situation.....	49
Overcoming Imposter Syndrome: Strategies to Build Confidence.....	50
Principles of Effective Decision Making.....	50
Priority Planning for Maximum Results.....	51
Recognizing and Defining Your Competitive Advantage .....	51
Stress Management: How to Reduce, Prevent, and Cope with Stress.....	52
Successful Meeting Management .....	52



The Power of Storytelling .....	53
Time and Workload Management .....	53
Unleash Your Creativity and Innovation .....	54
Using Data Analytics As A Competitive Advantage.....	54
<b>DIVERSITY, EQUITY and INCLUSION.....</b>	<b>55</b>
Addressing Microaggressions in the Workplace.....	56
Building the Business Case for Diversity, Equity and Inclusion.....	56
Cracking the Gender Communication Code .....	57
Creating a Sustainable DEI Business Model.....	57
Cultivating Cultural Intelligence .....	58
Inclusive Recruitment, Engagement and Retention.....	58
Managing Unconscious Bias in the Workplace.....	59
Practicing Thoughtful Allyship .....	59
Preventing Harassment in the Workplace .....	60
The Generational Impact to Business .....	60
Psychological Safety in the Workplace.....	61
Today's Workplace: Fostering An Environment of Inclusion.....	61
Working on a Diverse and Inclusive Team .....	62
<b>DESIGN THINKING.....</b>	<b>63</b>
Designing for Adoption: Nudging Behavior Change .....	64
Designing Moments That Matter .....	64
Foundations in Design Thinking Certificate Program .....	65
Spotting Opportunities Hidden In Plain Sight.....	65
The Big Payoff of Little Bets .....	66
<b>HUMAN RESOURCES.....</b>	<b>67</b>
Driving Employee Engagement and Retention.....	68
Employee Compensation and Benefits .....	68
Employee Performance Management .....	69
Fundamentals of Human Resource Management.....	69
Labor and Employment Law.....	71
Recruitment and Selection: Developing an Effective Talent Strategy.....	71
The Dynamics of Human Behavior in the Organization.....	71
<b>LEARNING and DEVELOPMENT.....</b>	<b>72</b>
Building the Business Case for Learning.....	73
Designing and Delivering Engaging Virtual Classes.....	73
Driving Learning Results With Data.....	74
Effective Training Principles .....	74

Instructional Design: Designing a Training Program .....	75
The Role Learning and Development Plays in Talent Management.....	75
Train-the-Trainer .....	76
Trainer as a Consultant .....	77
Training Needs Analysis.....	77
<b>SIX SIGMA .....</b>	<b>78</b>
Six Sigma White Belt Certification .....	79
Six Sigma Yellow Belt Certification.....	79
Six Sigma Orange Belt Certification .....	79
Six Sigma Green Belt Certification .....	80
Six Sigma Black Belt Certification .....	81
Six Sigma Master Black Belt Certification.....	82
The 5S System.....	82
Value Stream Mapping.....	83
Kaizen Event .....	83
<b>SALES.....</b>	<b>84</b>
Coaching for Sales Success.....	85
Developing and Implementing Strategic Marketing Plans .....	85
Effectively Managing Your Salesforce.....	86
Emotional Intelligence for Sales Leadership.....	86
Essential Selling Techniques for the New Salesperson .....	87
Leading Your Sales Teams to Negotiate Better Deals .....	87
Principles of Professional Selling .....	88
Recognizing and Defining Your Competitive Advantage .....	88
Selling Skills for Non-Sales Executives .....	89
Writing Winning Proposals .....	89
<b>PROJECT MANAGEMENT .....</b>	<b>90</b>
Cost Estimating and Cost Management .....	91
Leadership and Communication Skills for the Project Manager .....	91
PMP® Exam Prep Program.....	92
Principles of Project Management.....	92
Project Quality Management .....	93
Project Risk Management .....	93
Project Schedule Development and Control.....	94
<b>PROCESS MANAGEMENT .....</b>	<b>95</b>
Aligning Business Process Management to Strategy and Goals.....	96
Essentials of Business Process Management.....	96

Implementing Process Change .....	97
Measuring and Improving Processes .....	97
Process Mapping and Systems Thinking.....	98
Process Transformation .....	98
<b>DIGITAL SKILLS.....</b>	<b>99</b>
Cybersecurity Boot Camp.....	100
Data Analytics Boot Camp.....	101
FinTech Boot Camp .....	102
Full Stack Development Boot Camp.....	103



# COMMUNICATION

## DID YOU KNOW?

**64%**

of businesses list communicating their 'strategy, values, and purpose' to employees as a key priority.

**28%**

of employees cite poor communication as the reason for not being able to deliver work on time.

**97%**

of workers believe that communication impacts tasks every day.

[Return to Table of Contents](#)



## Business Grammar Basics

Effective business writing is one of the most important communication skills in the workplace today. By writing well, using clear sentences and correct grammar, you can ensure your message is communicated to and understood by your intended audience.

This course will help participants improve the way they write by expanding their knowledge and understanding of English grammar basics. Examples from actual business writing samples will be used for individual and small group exercises.



### What Participants Will Learn

- Gain knowledge and practice writing clear, concise sentences
- Use the active voice
- Determine standard usage in grammar, punctuation, and capitalization
- Eliminate dangling and misplaced modifiers
- Ensure agreement of subject and verb, noun, and pronoun

## Communicating Assertively: Finding Your Voice

This course is designed to support individuals who seek to cultivate more effective communication skills, clearer messaging, and better align intention and impact. In this course, participants will identify their needs and desires, practice stating them clearly, and recognize ineffective aspects of their personal communication that may be deterring them from successful interactions or hindering their impact. By identifying their goals for communication, they will develop an approach that is assertive, clear and direct.

### What Participants Will Learn

- Understand how to navigate difficult topics or subjects confidently
- Identify barriers as well tools to apply an assertive mindset
- Explore strategies that lead to resolution
- Determine appropriate filters, timing and approaches to your communication
- Approach stressful interpersonal situations more effectively



\* Includes a Self-Assessment

## Communication Strategies for Organizational Success

The ability to communicate effectively in business is essential to both the individual and the organization. Expressing our wants, feelings, thoughts and opinions clearly and effectively is only half of the communication process needed for success. The heart of communication is effectively transferring information, meaning, and understanding from sender to receiver. Carrying out that process convincingly and proficiently is absolutely essential for success.

This course will help participants develop strong communication skills that include insight into overcoming communication barriers, reading nonverbal communication cues, and effective listening.

### What Participants Will Learn

- Understand how the communication process can be managed to help recognize and overcome barriers
- Positively influence another person's behavior and his/her way of thinking
- Recognize and reduce major verbal and nonverbal barriers to communication
- Analyze your own communication style and determine how that style naturally supports some types of success while possibly inhibiting other types of success
- Adapt your delivery and message to the style of that other person



\* Includes a Self-Assessment

## Dynamic Listening Skills

Effective communication is the secret ingredient to your organization's bottom-line demands! When was the last time you wanted to scream: "Is anyone listening?" Well, you are not alone. Although all of us talk and listen to one another, we may not be communicating. In a working environment defined by diversity, stress and uncertainty, it is not surprising that misunderstandings abound.

This powerful course will help participants to become familiar with the processes that enhances listening strategies and encourages productive interactions.

### What Participants Will Learn

- Acknowledge the emotions and ideas of others to build trust and improve communication in team situations
- Adjust communication behaviors to communicate with different styles
- Listen actively to separate message content from feeling
- Ask questions to expand knowledge and bring out new ideas
- Direct others by giving clear instructions and delegating



## Email Essentials

In today's fast-paced world, information is sent and received more rapidly than ever before and when information needs to be disseminated quickly, there is no better way than by email. But how do you ensure that the messages you are sending are effective, acceptable, and will be taken seriously? The use of proper email etiquette is the cornerstone for ensuring your message gets across quickly, appropriately, and concisely.

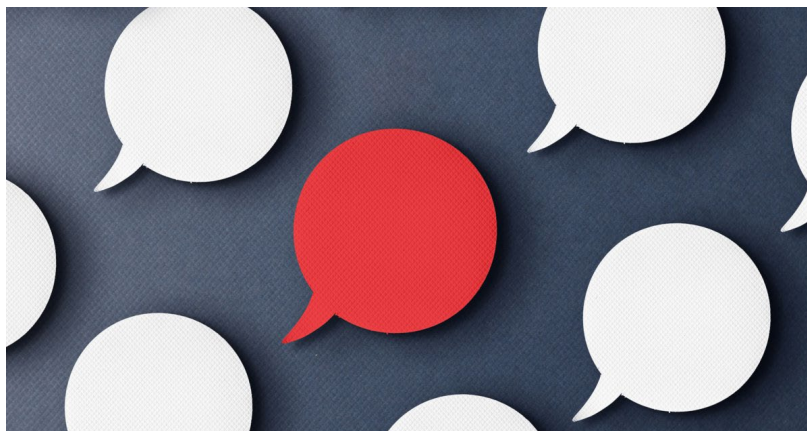
The email etiquette course is designed to help participants create email messages that are understood as intended by the writer in a single reading.

### What Participants Will Learn

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

## Giving and Receiving Feedback Like A Pro

One of the most important communication skills is the ability to give and receive feedback effectively. It is also one of the most challenging. Feedback is essential for learning and continuous improvement and can help to motivate and build good relationships depending on how it is conveyed.



This course will help participants present their ideas more effectively to others while also becoming a better receiver of feedback - even feedback that is presented awkwardly. Through hands-on, interactive exercises, participants will practice turning feedback sessions into tools that can help them improve their job performance and meet important goals.

### What Participants Will Learn

- Recognize opportunities to provide feedback to others
- Identify and reduce barriers to giving effective feedback
- Avoid defensiveness by applying the principles of supportive communication
- Apply characteristics of effective feedback
- Adapt your communication style to the needs of the feedback situation
- Manage difficult feedback situations

[Return to Table of Contents](#)

## Strategies for Creating and Delivering Successful Presentations

Success in your professional life will depend on your speaking skills – either because you regularly will be asked to speak before groups or because you will occasionally be asked to do so. Making a good oral presentation is more than just good delivery. It also involves developing a strategy that fits your audience and purpose, having good content, and organizing material effectively. The choices you make in each of these areas are affected by your purposes, the audience, and the situation.

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



### What Participants Will Learn

- Practice relaxation techniques to reduce nervousness and to engage the attention of your listeners
- Learn how to project your voice and use pauses to dramatize your point
- Make your content clear and memorable
- Create an audience profile and set presentation parameters
- Condense a speech outline into notes that you can speak from
- Learn the benefits of rehearsing, adhering to a time frame and speaking from notes
- Gain confidence in your presentation skills
- Discover tips for effective composition of visual aids and speaker support materials
- Explain the importance of the questions-and-answer session
- Respond professionally to questions from the audience
- Describe the advantages and disadvantages of different room setups
- Be able to anticipate, avoid and handle equipment problems

## Tackling Tough Conversations

From time to time, tough conversations are a necessary part of your job. Disagreements don't just disappear when they're ignored. Knowing how to be both direct and diplomatic is an important skill when having these kinds of conversations. They need to be dealt with in an appropriate way that achieves the desired result, yet keeps the relationship intact.

This interactive program will give participants valuable techniques and strategies that will make it easier for them to handle difficult conversations successfully. Participants will learn how to prepare for a difficult situation, get the conversation off to the best possible start and manage their emotions. They will gain insights into real situations they have experienced and leave feeling more confident in dealing with them effectively.

### What Participants Will Learn

- Discover new strategies for handling difficult conversations effectively
- Determine what makes a conversation difficult and effectively preparing for them
- Initiate and conduct skilled conversations leading to behavioral change
- Recognize and manage the other person's emotions during a discussion
- Apply calming communication skills to move upset people to the point of reason
- Implement persuasion and negotiation skills effectively

[Return to Table of Contents](#)



## The Power of Questions

The art of asking questions and encouraging a process of inquiry is sometimes lost in the demand for immediate short-term answers. One crucial skill for leaders is their ability to communicate effectively and this includes the practice of asking the right questions. Often leaders believe they need to have all the answers in order to lead others, yet more people will want to follow you if they are the ones that are discovering their own answers.

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



### What Participants Will Learn

- Formulate questions to match the situation
- Guide others in finding their own answers
- Apply questioning strategies
- Establish a questioning culture
- Create your questioning learning strategy

## Writing for Results: Composing Successful Business Communications

Writing well is one of the most important skills you can develop to be successful in the business world. Every word you write tells your readers who you are. Effective and efficient writing is essential to maintaining client relations, winning job proposals and grants, and garnering support for action within the company.

This course will help participants send the right message to supervisors, colleagues, and clients by developing their skills in planning, writing, and reviewing a variety of writing projects from email to short reports. This highly interactive course will help participants compose powerful, professional documents that get attention and prompt action.

### What Participants Will Learn

- Rediscover basic business writing concepts
- Write conversationally to engage your readers
- Be specific, concrete, personal and positive
- Organize information to help your readers
- Recognize and eliminate unnecessary words, phrases and repetition
- Substitute heavy, confusing phrases with simple language
- Implement techniques for writing concretely
- Recognize how action verbs improve writing
- Adapt salutations and openings that get attention
- Foster effective transitional sentences and closings
- Personalize your writing to create interest and establish credibility
- Be positive and convey sincerity
- Illustrate correct grammar, punctuation and word usage
- Use parallel construction and proofreading techniques

[Return to Table of Contents](#)

# TEAMBUILDING



## Building a High-Performance Work Team

Organizations are finding that they can accomplish their goals and increase performance by harnessing the collective energy of teams. But arriving at these results is not easy, nor does it happen overnight. Team members need to learn how to share information, be willing to manage conflict, and provide feedback and support that will encourage each member to meet his/her commitment to the team and the organization.

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

### What Participants Will Learn

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



\* Includes a Self-Assessment



[Return to Table of Contents](#)



## Experiential Team Building - Team Challenge Course (Low Ropes)

Like our Mobiles, the Team Challenge Course has been successfully used by a wide variety of groups including. Much like the Mobile program, the Team Challenge Course involves various problem-solving tasks to be completed on a low challenge course involving cables, logs and ropes. All activities are generally 24" to 30" off the ground.

For a group to be successful; planning, cooperation, communication, trust and individuals taking on leadership roles is required. For most groups, a Team Challenge session can be a fun way to accelerate the process of breaking down personal barriers and build trust and cohesion within the group. Through a needs assessment, programs are individually tailored to address the goals and objectives of our clients, with focus on quality and safety.

### Overall Possible Outcomes

- Improving team performance
- Management development
- Building trust and support
- Process or quality improvement
- Improving communication skills
- Improving problem-solving skills
- Leadership development
- Managing change



[Return to Table of Contents](#)



## Experiential Team Building - High Team Challenge (High Ropes)

Come out to the UNC Charlotte High Team Challenge Course on our main campus to challenge your group to get to know one another, build stronger relationships and trust, improve communication and problem solve. Each half-day program is catered to your group goals and can range from general team building to addressing specific group issues.



The '**ODYSSEY**' Course provides for flexible programming. A session on the Odyssey can focus on a variety of client needs from recreation to personal growth. However, it does add a new level of intensity since it all takes place from 3 feet to 35 feet in the air. Individuals stretch the boundaries of their comfort zone while working together within small groups of 3 to 8 other team members. The zip line to return to the ground is a high point for many.

awareness of strengths and limitations, respect for others and coping skills for dealing with anxiety and stress. It's also fun for most!

The '**ILIAD**' Course also offers a variety of experiences for client needs from recreation to intensive team building and is a bit more physical demanding than the Odyssey. This course is completed in partnerships of two people working together on one element at a time. Like the Odyssey, it really pushes the opportunity to stretch the boundaries of comfort zone and physical challenge at heights of 15 to 35 feet above the ground. This Iliad provides the same learning opportunities as the Odyssey, and better serves those groups looking for more demanding mental and physical challenges.



The '**DYNAMIC ELEMENTS**' and '**GIANTS SWING**' offer additional kinds of challenges.

The **DYNAMIC ELEMENTS** challenge is designed to push your physical and mental boundaries while gaining self confidence in a team environment. The "Vertical Playground" and "Space Loops" require a great deal of upper body strength and thus demands greater physical excursions which can provide a huge dose of adrenaline.

The second element - the **GIANTS SWING** offers a gut-check feeling that makes most people yelp with excitement is not to be missed. On the Swing, participants control how high they want to be raised by the group before starting their pendulum like drop.

[Return to Table of Contents](#)

Both of these challenges are belayed from the ground. You'll gain an awareness of your strengths and limitations, trust from your colleagues, respect for others and coping skills for dealing with anxiety and stress

Please note:

Level of physical activity should not be a concern for the majority of our programs. We cater the programs to be appropriate for your group. Many of the activities can be altered to involve little to no physical challenge. Voluntary participation is emphasized – each participant chooses his or her own level of participation.

The staff will ensure that special attention will be given to warming-up, spotting, and safety procedures. These activities involve more perceived risk than actual risk. Our attention to safety has resulted in an excellent safety record during Venture's 50+ years of operation.

### Overall Possible Outcomes

- Improving team performance
  - Management development
  - Building trust and support
  - Process or quality improvement
  - Improving communication skills
  - Improving problem-solving skills
  - Leadership development
  - Managing change
- 

### Managing Multicultural Teams for Peak Performance

Cultural differences can greatly affect the dynamics of teamwork, decision making, risk taking - and impact the bottom line! In this course, participants will learn how to adapt their managerial style to the unique needs of their diverse group.

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

### What Participants Will Learn

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

## The Power of Personality in the Workplace

Discovering and making the most of our strengths, creating a common language for dealing with issues and challenges, and appreciating differences all contribute to being effective in today's workplace. Individual differences are defined in terms of personality. Using the DISC Profile Assessment, this course provides insights and strategies for working with others while building more harmonious and positive workplace relationships.

Participants will be asked to take a personality assessment. Test results will be compiled and discussed in the course. The goal of knowing about personality type is to understand and appreciate the differences between people. As all types are equal, there is no best type. Assessment results will give participants helpful feedback about yourself and how they are different from others. This course is designed to help participants grow personally and professionally.

### What Participants Will Learn

- Determine your own personal style profile by completing a personality assessment
- Understand what your results mean and how it impacts your decision-making, relationships with others and approach to problem solving
- Gain insight into the strengths and limitations of your profile
- Use behavioral clues to determine others' personality styles
- Implement strategies to work more effectively with other personality profiles



\* Includes a Self-Assessment

## Working Effectively in Virtual and Remote Teams

Master new competencies to meet the challenges of leading a virtual team. You need to build a team identity and process...balance technical and social systems within your team...and facilitate the development of long-distance relationships and trust among your team members. Communication takes on a whole new meaning when you're not face-to-face with your direct reports and team members. You need to understand the channels of communication open to you as a virtual team leader...and then choose the right channel for the tasks at hand.

This course will help participants build trust on their virtual team and enhance risk-taking and creativity by applying effective communication channels to achieve desired team relationships and goals.

### What Participants Will Learn

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

[Return to Table of Contents](#)



# LEADERSHIP and MANAGEMENT



[Return to Table of Contents](#)



## Authentic Executive Presence

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

Participants will come away with the knowledge and tools to enhance their presence and positive impact. This interactive course will inspire participants to put forward their best, with increased polish and poise under pressure.

### What Participants Will Learn

- Define Executive Presence and discover why it's important
- Build impact and influence by assessing your development areas for poise, power and personal style
- Explore how body language, voice, dress and personal polish enhance your credibility and stature with others
- Discover how to hold your focus and balance during difficult situations and change
- Be confident to start appropriate conversations for work and social situations
- Calibrate your audience, the environment and what's appropriate in a variety of business and social situations
- Communicate effectively during ad hoc presentations (such as hallway conversations)
- Build charisma, energy and an inspirational presence

## Coaching for Performance

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

This course will focus on the techniques needed to help close the gap between expected performance and actual results. Participants will gain a basic understanding of what drives their employees, build connections between each person's work and the organization's mission and strategic objectives.

### What Participants Will Learn

- Define coaching and identify traits and behaviors of an effective coach
- Explore coaching competencies and apply them to coaching
- Prepare and deliver constructive feedback by demonstrating active listening, asking powerful questions, and using effective dialogue Improve interpersonal relationships
- Identify and overcome some of the major obstacles to supportive communication
- Recognize the relationship between performance improvement and effective coaching
- Develop and maintain an effective coaching plan with others, manage ongoing progress, hold others accountable for actions, highlight and celebrate successes, and adjourn the coaching process



\* Includes a Self-Assessment

[Return to Table of Contents](#)

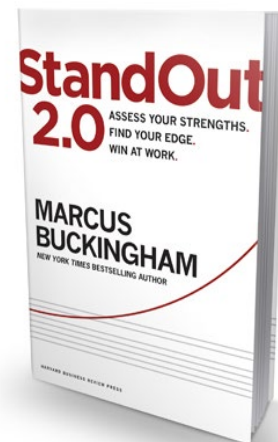
## Core Leadership Strengths

In the years since the publication of *First, Break All the Rules*, millions have come to the simple, but powerful realization that to get the most out of people, you must build on their strengths. In fact, Gallup research proves that people succeed when they focus on what they do best. When they use their strengths, people are more productive, perform better and are more engaged. The challenge is that people often take their most powerful talents for granted, and many are not fully aware of them.

This course provides insights that will change the way your employees work. Participants will learn how to identify what they do best, tap into those unique talents and maximize their potential by using an assessment from the book *StandOut 2.0: Assess Your Strengths, Find Your Edge, Win at Work*.

### What Participants Will Learn

- Discover how to make a difference by doing more of what they naturally do best
- Get insights into their innate talents by working with their results report
- Identify ways to develop their greatest talents into strengths
- Acquire tools and insights that will help them apply their strengths to achieve greater productivity, engagement and happiness



\* Includes a Self-Assessment

## Creating an Engaged Workforce

An engaged workforce is a major competitive advantage for any organization. Engaged employees are more committed to their organizations, leading to greater productivity and higher net profit. In fact, according to a Gallup State of the American Workplace report, businesses with high employee engagement reap a host of benefits including reduced absenteeism, turnover and shrinkage; fewer quality defects and safety incidents; and higher customer metrics.

In this course, participants will learn about the factors that enhance and detract from employee engagement and will prepare them to integrate employee engagement principles to create an engaging workplace culture.

### What Participants Will Learn

- Recognize what engagement is and why it matters
- Discover the positive outcomes and benefits of an engaged workforce
- Acknowledge the difference between satisfaction, happiness, and engagement
- Identify factors that disengage employees
- Explore strategies for creating an engaged workforce

## Creative Conflict Resolution

All organizations have conflict. Healthy organizations encourage conflict and deal with it in a positive, creative manner to reap the benefits of new ideas and improved relationships.

This course will help participants develop a positive approach to conflict resolution by gaining an understanding of how conflict affects individuals and teams in the workplace. Participants will examine their own approach to dealing with conflict at work and will be introduced to, and assisted in the development of alternative strategies.

### What Participants Will Learn

- Explore sources of conflict
- Recognize the positive and negative effects of conflict
- Examine individual approaches to conflict
- Implement strategies to develop creative solutions to resolve conflict



\* Includes a Self-Assessment

## Developing Leadership Skills Through Mindfulness

Research is finding that leaders who invest in the wellness infrastructure of their organization are seeing significant gains to wellbeing. Benefits from mindfulness include: a strengthened immune system, improved concentrative powers, stress reduction and conscious decision-making. Employees are happier and more fulfilled; the workspace feels more creative and open to new ideas. When leaders utilize their focus, presence, and attention to make choices more mindfully and leverage their own wellbeing, people and organizations are successful in new ways.

This interactive course will explore what mindfulness is, why mindfulness is relevant, and how leaders may integrate mindfulness into the workplace.



### What Participants Will Learn

- Define mindfulness
- Identify the science behind focusing your attention on purpose
- Explore ways to shift away from auto-pilot and into presence
- Apply practices of mindful attention to your leadership style
- Review real case studies that demonstrate the benefits of practicing mindfulness as an approach to personal development, organizational health and leadership in the workplace.

## Driving Accountability and Empowering Others

Environments that have a solid accountability system in place and have a high level of personal accountability among its employees, will also have a culture of empowerment where those individuals will feel they have some (or complete) control over their destiny. By providing opportunities to be empowered, employers are also engaging their workforce in what they are doing, by the outcomes of their work.

This course explores the various elements that can help in establishing a culture of accountability while encouraging an environment where every employee feels empowered, motivated and inspired.

### What Participants Will Learn

- Define accountability
- Discover why work may not be happening and address concerns
- Clarify and set expectations should open lines of communication and enable the team to have an open dialog on what appropriate responsibilities and outcomes are for each person and agree on a set of expectations.
- Create a sense of purpose through an agreed upon set of expectations and metrics
- Identify steps for empowering employees in ways that benefit them as well as your organization
- Utilize motivational techniques and coach for development to encourage ownership and buy-in
- Celebrate hitting targets and encourage a culture of continuous improvement

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## Emerging Leaders Certificate Program

The next generation of leaders faces a workplace in a constant state of transformation. Employees are placing a greater emphasis on purpose and engagement in their work and disruptive innovations are remaking entire industries. This new reality requires a new kind of leader.

Most organizations have emerging leaders who are promoted based on their job performance and technical skills, but rarely have they received formal training on how to lead and manage others.

UNC Charlotte's Corporate Training and Executive Education offers a leadership development program that will turn your emerging leaders into high-performance leaders by providing them with a toolkit on how to direct and manage, the importance of decision making and communication, best practices for managing their time and prioritizing tasks as well as the key principles of people management.

With our hands-on, interactive learning model, your emerging leaders will learn, associate, and practice new skills. These practical "how to" skills can then be used immediately in the workplace. This multi-day program provides a firm foundation on which participants can build their management career.



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[Return to Table of Contents](#)



### What Participants Will Learn

- Recognize the difference between leaders and managers
- Discover key factors that have an impact on team climate, individual motivation, decision-making abilities and organizational performance
- Improve all aspects of communication
- Develop the potential of others through key coaching techniques
- Cultivate a climate of trust and commitment
- Emphasize teamwork, innovation, and commitment to continuous improvement
- Build collaborative relationships to foster coordination across functions
- Broaden your ability to recognize different styles of thinking and emotional behavior
- Prepare to ace your next interview
- Create a personal leadership plan



\* Includes Multiple Self-Assessments



\* Can include Group or 1:1 Coaching

### Engaging and Managing Gen Zers in the Workplace

Generation Z, colloquially also known as Zoomers (the generation born after 1997 through the 2010s) now account for 61 million workers in the United States. While it is important not to generalize too much, Gen Zers as a whole do possess characteristics and motivations that differ significantly from earlier generations in regards to the workplace. The challenge for managers is to lead your cross-generational team in a way that enables all generations to thrive.

This course will provide an overview of Gen Z and some of the key distinctions of this generation as well as provide insight on how to work well together while increasing engagement and productivity.

### What Participants Will Learn

- Build awareness of the different generations in the workplace including both commonalities and differences
- Recognize Gen Z as employees, people and their economic impact
- Highlight strategies and tactics for working with and communicating with Gen Zers
- Explore how companies have embraced the Gen Z generation

**26%**  
of Gen Zers  
say  
recognition  
motivates  
them to do  
their best  
work.

**59%**  
of GenZers say  
opportunities to  
learn and grow  
are extremely  
important to  
them when  
applying for a  
job.

**42%**  
of Gen Zers  
expect to  
change jobs at  
least every 1-3  
years.

[Return to Table of Contents](#)

## Fundamentals of Leadership

Organizations are steered by leaders who understand how to mobilize others on to a common ground of performance and alignment. In today's business climate, an organization cannot afford to be under-led by neglecting to develop leadership potential.

Participants will learn proven techniques that will give them the skills to make better decisions, resolve conflicts, improve employee performance and lead change throughout their organization. Through guided discussions, self-assessments and challenging case studies, participants will develop their own unique leadership style for success.

### What Participants Will Learn

- Increase self-awareness through feedback and discussion
- Clarify the difference between leading and managing
- Develop skills to build productive working relationships
- Increase confidence using practical proven leadership concepts
- Improve effectiveness closing performance and commitment gaps
- Use tools to create and implement a personal leadership plan
- Manage, lead, and interact in a manner that is aligned with your organization
- Implement a leadership approach that builds and sustains a productive environment

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## Improving Your Managerial Effectiveness

Knowing yourself and how your behavior affects the actions of your team is a key advantage for a manager. This awareness can help you improve your ability to lead your team and improve their overall productivity.

Participants will learn about team dynamics and how understanding others - their goals and values, needs and wants, strengths and weaknesses - can lead to more effective motivation, delegation, conflict resolution and overall team performance. This course is appropriate for mid-level and developing managers.

### What Participants Will Learn

- Grow your organization by continually increasing your team's levels of competency
- Become a more effective and efficient manager by utilizing effective time management techniques
- Track work activities, implement project processes and successfully manage projects across your organization
- Recognize how your behavioral style influences the actions of others
- Determine the key values that can help you find ways to motivate people
- Resolve conflict with proven strategies
- Identify the behavioral indicators that lead to effective team performance
- Become a transformational coach: creating a learning partnership with your employees
- Practice effective delegation techniques that will benefit the individual and the organization
- Improve your skills in managing and leading change



\* Includes a Self-Assessment

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[Return to Table of Contents](#)

## Leadership Essentials Certificate Program

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

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

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

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

### What Participants Will Learn

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



\* Includes Multiple Self-Assessments



\* Can include Group or 1:1 Coaching

[Return to Table of Contents](#)

## Leadership Skills for Supervisors

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

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



### What Participants Will Learn

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

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## Leading Hybrid Teams

Nowadays, the majority of knowledge workers can work anywhere, not necessarily in the office. Hybrid teams include team members who are based part of the time in the office, part from home and perhaps part from a third place such as a coworking space or coffee shop, or a mixture of all of these. Hybrid teams aren't new. However, COVID-19 has increased the number and complexity of these teams in the interim and perhaps permanently. Hybrid is the future of work and requires a new set of skills for managers to lead the hybrid teams.

This is a course for open-minded managers searching for non-obvious, evidence-based solutions on how to build engaged and effective teams regardless of where people are working.

### What Participants Will Learn

- Establish a hybrid work model the right way by analyzing, planning, managing, and evaluating on a continuous basis
- Uncover the challenges, while maximizing the advantages, of remote and in-office work
- Create a fair and inclusive hybrid work environment
- Assess team member communication in the absence of visual cues (i.e., body language and facial expressions)
- Define the right success factors for hybrid work and set up the metrics to gauge success



## Leading Organizational Change

Almost all organizations today confront an ever-changing environment. Change is no longer a choice, but rather, it's a requirement to staying competitive and doing business. Inspiring organizational change is a key job qualification needed for any leader. Productive and sustainable change leadership is about effectively managing the processes involved with change as well as the human element to change.

Through this hands-on course, participants will learn research-based frameworks and strategies that will help them become a stronger leader of change within their organization.

### What Participants Will Learn

- Recognize the change process and understand the steps leaders can take to successfully drive a transformation initiative.
- Identify techniques for preparing your organization or team for change.
- Acknowledge reasons change initiatives often fail.
- Review methods for addressing resistance and negativity.
- Formulate a plan for rolling out change management initiatives.



\* Includes a Self-Assessment

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## Leading With DISC Personality Profiles

Leaders come from all styles. The most successful leaders stand out because they have confident self-awareness and have the ability to effectively adjust their styles to meet the demands of their different roles. The “DISC” behavioral assessment system is just one tool that a strong leader can utilize to recognize each employee's unique differences. As a leader, how you're able to relate to, communicate with and ultimately put these diverging personalities together can bolster your team's effectiveness and your organization's success.

In this hands-on program, participants will enhance their leadership influence by effectively adapting their behavior to meet the needs of those they lead and engage their team in successful and consistently productive interactions.

### What Participants Will Learn

- Appreciate the impact your style can have on your employees
- Learn how to adapt your style to build better working relationships within your team
- Improve communication and learn how to adapt your approach
- Understand and value the work styles and strengths of others
- Deepen the ability to develop others based on each individual's potential in the team



\* Includes a Self-Assessment

## Leading With Emotional Intelligence

The day-to-day grind of leading is emotionally demanding, and new challenges and higher accountability create a fever pitch of emotion that can simmer inside even the strongest of leaders. However, leaders with developed emotional intelligence possess greater self-awareness and have the ability to recognize their own behaviors and triggers. By harnessing the power of emotional intelligence, leaders can apply these attributes to motivate and engage their teams, strengthen cooperation and increase performance.

Participants will discover what emotional intelligence is, how it factors in at work, and explore strategies and techniques to become a more effective and inspiring leader to build an organizational culture anchored in emotional intelligence.

### What Participants Will Learn

- Discover your personal emotional intelligence quotient and what it means for you
- Gain insight on how to better leverage your emotional intelligence to effectively support your team members
- Manage and adapt emotional behaviors that expand your sphere of credibility and influence by inspiring and maintaining productive relationships
- Recognize emotional intelligence elements and how they impact stress management, decision-making, interpersonal relationships, and leadership interactions
- Create an expectation that emotions matter
- Harness emotionally intelligent motivational skills to achieve team results



\* Includes a Self-Assessment

## Making the Transition to Management

Set the stage for a successful management career! You've been a superstar in your current role as an individual contributor – so they've promoted you. This course will help participants lay the foundation for their management career and provide them with easy-to-apply tools they need to make a successful transition into their new role.

Participants will gain the practical know-how they need - and the confidence they want - to plan, organize, coach, motivate, delegate and communicate in order to be an effective new manager. This course is specifically designed for newly appointed or prospective managers with less than one year of management experience.

### What Participants Will Learn

- Recognize what is expected of a manager and the challenges of making the transition
- Build successful relationships with managers, peers and direct reports
- Understand, utilize and “flex” your management style to manage with more confidence
- Align organizational interests with the individual's interests
- Create an ongoing process to interact, communicate, provide feedback and coach direct reports
- Set SMART goals and facilitate delegation techniques to achieve win-win outcomes
- Motivate and create a positive work environment

[Return to Table of Contents](#)

## Mastering Motivation

It's no secret. Employees who feel they are valued and recognized for the work they do are more motivated, responsible and productive than those who don't.

This practical, hands-on, interactive course will help participants learn the most effective way to motivate others. We'll also discuss how to tell whether it's motivation or training that a team really needs, how to use consequences to motivate your team and how to develop a motivational plan that meets a work group's needs. Return to the workplace ready to apply specific and practical motivation tools and techniques that can bring real results.

### What Participants Will Learn

- Describe the nature and scope of motivation
- Identify the differences between people that distinguish the application of motivational skills
- Explain the significance of knowledge and understanding to motivation
- Define the effects of tangible and intangible rewards as a major motivator
- Recognize how actions can be motivated by negative motivators such as pain, suffering, discipline, and threat and distinguish this type of motivation from positive motivation
- Initiate motivation with an individual or group in a situation not previously confronted
- Maintain or increase motivation in both successful and unsuccessful environments
- Identify a range of situations where motivational skills can be applied, and determine an appropriate way to initiate and maintain motivation in each of those situations

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## Preparing for Leadership: What You Need to Take the Lead

You want to become a leader, but are you ready to take that step? Learn how to get noticed and selected for a leadership position and develop the skillset every confident leader needs!

This course is uniquely designed to help leaders-to-be, get ready for their new challenges and responsibilities. Participants discover the heart, soul and mind of true leadership. Participants will also explore leadership roles as strategist, change agent, coach, manager, communicator, mentor and team member. Finally, this course will show participants how to develop their unique leadership style for maximum impact.

### What Participants Will Learn

- Discuss which qualities senior management looks for in candidates for leadership positions
- Recognize the challenges that leaders face
- Discover what people expect and respect in a leader
- Identify your leadership style
- Adapt your style to the needs of others
- Get noticed by learning how to look and talk like a leader to build your power and influence
- Identify the strategic alliances you need to build
- Explain strategies for getting others to support your agenda
- Protect yourself against the pitfalls of intra-organizational politics



\* Includes a Self-Assessment

[Return to Table of Contents](#)

## Successfully Managing People

How can you resolve conflicts less painfully, delegate critical tasks more efficiently, energize your employees and transform resistance into support? Adjusting your management and personal styles to complement the culture of your work group and your organization as a whole can be the catalyst that motivates your teams to heightened productivity.

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

### What Participants Will Learn

- Determine your own personality style profile
- Gain insight into the strengths and limitations of your profile
- Recognize behavioral clues to determine others' personal styles and work more effectively with them
- Appreciate motivational factors and their impact on behaviors and work settings
- Use active listening to gain information and understand employees' perspectives
- Apply positive and corrective feedback
- Identify your own preferred conflict-resolution style
- Use different conflict-resolution styles in different situations
- Diagnose different delegation styles: how and when to use them
- Identify and build on the strengths of your team's culture

## The Art of Delegation

You can't do everything yourself. If you try, you will quickly find yourself in a cycle of burnout. Not only would you be unable to finish it all, but the quality of your work would likely be reduced. When you delegate, you spread out the load, balance resources strategically and enable people to work to their strengths. The ripple effect of delegating - or not - is either powerfully positive or profoundly paralyzing. Leaders who don't delegate create bottlenecks and frustration for their team.

This course will give participants real-world practice in delegation strategies that will reduce their stress level, empower their staff and build morale. Participants will take this opportunity to pinpoint the right task, the right time and the right person to help them maximize productivity for themselves and their team.

### What Participants Will Learn

- Exhibit greater competence and confidence in assigning work and responsibilities
- Demonstrate delegation basics: what to delegate, who to select, when to start, how to maintain control and give feedback
- Prevent miscommunication when setting tasks and expectations
- Foster greater teamwork, cooperation and collaboration through clear delineation of roles and authority
- Empower and motivate staff to handle more difficult assignments
- Overcome reluctance, resistance and lack of motivation
- Set success milestones and responsibilities
- Create accountability control and follow-up procedures (without micromanaging)
- Recognize, reinforce and reward performance

[Return to Table of Contents](#)



## Trust Strategies to Drive Commitment and Productivity

Having authority alone is not enough. At every level, business and performance should be built on a solid foundation of mutual trust. Trust has been proven to decrease turnover, increase innovation, and improve team performance. When trust is compromised, relationships and productivity can suffer.

This course will enable participants to develop and drive performance, build mutual trust and foster effective working relationships with team members.

### What Participants Will Learn

- Define trust and its value in the workplace
- Identify and model behaviors that solicit trust in others
- Create a climate of communication
- Increase employee trust, productivity and morale
- Active communication: how to build trust and get committed action
- Foster effective, authentic working relationships within your team
- Determine the factors that affect the ability to trust
- Rebuild relationships when trust has been broken
- Recognize others in a way that builds respect



\* Includes a Self-Assessment

## Women in Leadership Certificate Program

Research shows that women bring unique characteristics and capabilities to the leadership challenges they face. In fact, the most successful women have vision, fortitude, and the ability to work in competitive environments without compromising their unique traits and skill sets. To be successful, organizations need to leverage this diversity of leadership to improve the quality of decision-making, provide inspiration and role modeling, and tap into diverse points of view.

This program is designed to improve the leadership capabilities and performance of high potential professional women. Participants will leave with new ideas, skills, confidence, and fresh perspectives to add more value to their company and cascade the benefits of improved diversity across the organization.

In a supportive and highly collaborative atmosphere, UNC Charlotte facilitators will guide participants through a rigorous and engaging program of intensive classroom instruction, individual assessments, case studies and simulations. Every element of this program is focused on strengthening and broadening the participant's leadership talents and delivering positive results for your organization.



[Return to Table of Contents](#)

In addition to a multi-day program, each participant will receive one-on-one coaching with the overarching goal to help each participant be the very best version of themselves as a leader, executive, and whole person. The experience can feel like a blend of therapy and Olympic cross-training. The focus is on the learner's advancement as they define it, a definition that usually evolves.

### What Participants Will Learn

- Explore current issues impacting women in the workplace
- Gain the insights and skills needed to move purposefully toward the highest levels of corporate leadership
- Transform your leadership presence by creating a personal brand and optimizing the art of tactful self-promotion
- Gain clarity on how others perceive you as a leader
- Expand your understanding of how remarkable women lead and gain your own confidence to become visible
- Improve your leadership skills: Learn different styles to adapt to an individual's, team's, or company's situation
- Communicate with power: Develop executive presence with effective verbal and non-verbal skills
- Build an authentic leadership style: Articulate your value proposition and create a career strategy to support your goal to work in senior management.
- Improve your business acumen by gaining a more sophisticated understanding of marketing, talent management, and financial reporting
- Better understand nuances of negotiations and emotional intelligence
- Hone your critical thinking and decision-making skills
- Build trust and interpersonal relationships while creating an effective team



\* Includes Multiple Self-Assessments



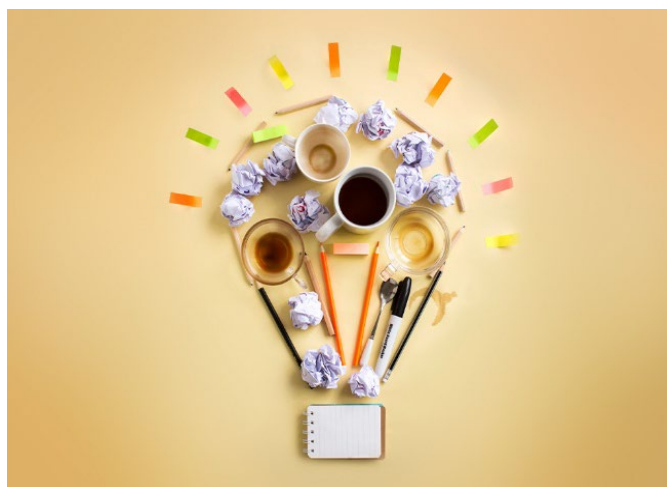
\* Includes 1:1 Coaching

# PROFESSIONAL SKILLS



Continuous personal  
and professional  
development is your  
key to the future.

—  
Brian Tracy



[Return to Table of Contents](#)

## Accountability in the Workplace

Leaders know that accountability is a cornerstone of successful management. Accountability in the workplace is about fulfilling a commitment and is integral to the success of an organization. In the absence of accountability or when accountability is not a priority - blame, complaining, procrastination, and disengagement often follow.

This course explores the various elements that can help in establishing a culture of accountability in the workplace and encourages a workplace culture where every employee has an understanding of their responsibilities and expectations. They have clear goals with the ability to solve problems effectively rather than using the blame game technique to stay away from problems and challenging situations. By improving employee accountability, you can build a productive organization culture and enhance performance.

### What Participants Will Learn

- Define accountability and personal accountability
- Differentiate between responsibility and accountability
- Recognize how your thoughts lead to your attitude
- Assess their accountability characteristics
- Discuss the key elements of personal accountability
- Identify strategies for improving their personal accountability
- Discuss workplace and individual joint accountability expectations

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## Accounting for Non-Financial Managers

By emphasizing the importance of financial data on the decision-making process, this course allows non-financial business employees to become better users of financial information so they can be more strategic contributors to their organization.

This course is designed to provide individuals without a financial or accounting background the concepts, tools, and techniques necessary to improve their operating decisions and work more effectively with colleagues serving in financial and accounting functions.

### What Participants Will Learn

- Gain an understanding of accounting jargon – learn the language of business and key financial terms
- Develop a level of comfort with numbers – read financial statements and learn how the three financial statements are interrelated
- Communicate confidently with finance professionals – analyze financial statements to assess profitability, liquidity, and solvency and learn what they reveal or conceal within Generally Accepted Accounting Principles
- Make financially informed decisions without falling in the trap of taking the numbers at face value
- Develop a broader understanding of effective financial management techniques in an increasingly financial environment



## Bolster Your Assertiveness Skills

Gain more confidence, decisiveness and respect! Learn powerful tools for assertiveness to help you deal with conflict at all levels in the organization... discover techniques on how to be an assertive communicator, acquire ways to handle receiving and giving feedback and address business etiquette when professionalism and assertiveness are required.

Participants will assess their areas of strength and growth in this critical skill as well as enhance their assertiveness skills for immediate on-the-job use.

### What Participants Will Learn

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

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## Building a Positive Work Environment

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

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

### What Participants Will Learn

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



[Return to Table of Contents](#)

## Business Acumen Basics

Today's organizations need leaders, managers, and employees who can directly contribute to the achievement of their goals and objectives by making the right business decisions. Essentially, every employee needs the skills and tools to think more like a business owner and to understand, set, and execute business strategy while being able to measure the effectiveness of their business strategy through financial performance.

What's alarming is that 95% of employees don't understand their company's strategy. While most people understand their job, study after study demonstrates that the majority of employees don't understand the business of their business. This course will provide participants with the tools to increase their own ability to contribute to the long-term profitability and growth of their company.



### What Participants Will Learn

- See the “big picture” of an organization and how the key drivers of business relate to each other to produce profitable growth, and relate to the job you do each day
- Develop a working knowledge of financial statements and strategy
- Align individual and team decisions with executive initiatives
- Improve engagement by helping employees recognize the importance of their role
- Understand how your actions and decisions affect key company measures and the objectives of your company's leadership

## Critical Thinking and Problem Solving Like A Pro

In today's ever-changing workplace, being able to think critically is an essential skill. In addition, from a professional point of view, those with strong problem-solving abilities often rise through the ranks quickly, particularly if they can come up with effective business solutions. However, you can't solve a problem unless you can get to the cause - and sometimes there's more than one.

In this course, participants will learn to use a methodical approach to reach the best decisions by establishing a context for success, framing the issue properly, generating alternatives, evaluating those alternatives and choosing the best option.

### What Participants Will Learn

- Identify your critical thinking style(s), including areas of strength and improvement
- Describe other thinking styles, including left/right brain thinking and whole-brain thinking
- Work through the critical thinking process to identify the real, underlying problem of a particular situation
- Develop and evaluate possible options
- Improve key critical thinking skills, including active listening and questioning

## Cultivating Resilience in the Face of Disruption

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

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

### What Participants Will Learn

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

## Curiosity and Its Importance in the Workplace

Curiosity isn't something that should be reserved just for children. Rather, it's a trait, a skill, a superpower that we must learn not to stamp out. In a time of increased technological changes, it has never been more critical to move away from status-quo thinking and recognize the value of curiosity-based exploration. Curiosity is a core building block for professional growth and business leaders are increasingly realizing the value of curiosity in the workplace.



In this course, participants will explore the importance and value of curiosity – how it can be the spark that ignites engagement, innovation and the motivation that leads to productivity at work.

### What Participants Will Learn

- Recognize the value of curiosity
- Discuss the inhibitors to curiosity and how to overcome them
- Develop traits of curious people
- Grasp how curiosity is important for survival
- Examine the connections between curiosity, drive and motivation
- Explore the connections between curiosity, leadership, engagement, and decision-making
- Compare curiosity to creativity and innovation

## Developing Positive Relationships with Difficult People

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

In this interactive course, participants will learn to identify and understand various types of difficult people while discussing techniques and strategies that can set them on the path to positive relationships in even the most challenging situations.

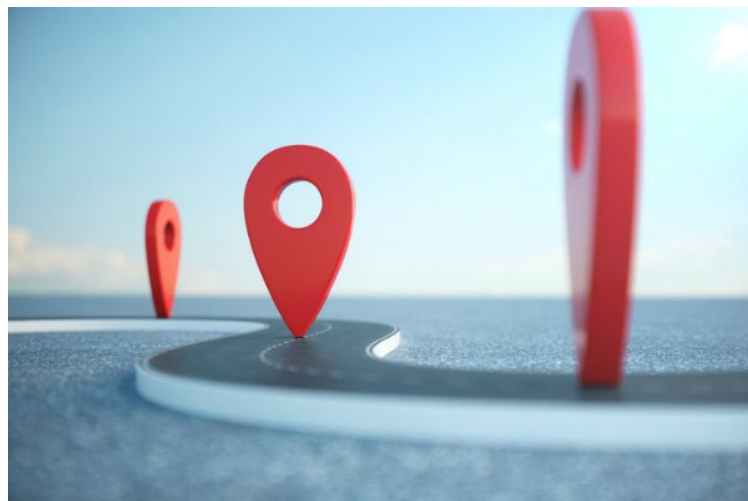
### What Participants Will Learn

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

## Effective Goal Setting

Goal setting is one of the most basic and essential skills someone can develop. It is the process of defining what you want to accomplish and mapping out the steps to achieve it. Knowing where to begin, how long it will take and the necessary steps to reach the “end zone” is not always an easy feat. Without a realistic plan, you can fall short. Fortunately, there is power in setting goals along the way to put achievement within reach.

This course will help participants set goals at work that are smart and actionable, how to effectively communicate those goals and implement key strategies to bring their goals to fruition.



### What Participants Will Learn

- Create goals that challenge and stretch your comfort zone
- Narrow your priorities down to specific focus areas
- Master the skill of setting SMART goals
- Overcome the mental barriers and roadblocks holding you back
- Appreciate the importance of breaking big goals down to “bite-sized” workable chunks
- Implement strategies that allow you to sustain your goal-setting success

[Return to Table of Contents](#)



## Embracing Organizational Change

Change happens. And while you can't control much of the world changing around you, you can control how you respond. You can choose to anticipate and embrace changes or resist them. Change forces choices. If you're "on-the-grow", you'll embrace many changes and find the positive in them. It's all in where you choose to put your focus.

This course focuses on the role of individual performers in implementing change in the workplace. Participants will discover their "change readiness" and learn about the phases of change that many people experience when undertaking a new initiative. In addition, this course will include best practices and prepare individual performers to be able to tackle and overcome the new business challenges of today and tomorrow.

### What Participants Will Learn

- Recognize the challenges and benefits of change
- Distinguish how people respond to change and why some thrive and others struggle
- Discuss the change process and how to handle the various reactions you may have
- Identify why change may be particularly challenging to you individually – and discover how to make it a positive experience
- Demonstrate greater mastery of key change management skills



\* Includes a Self-Assessment

## Emotional Intelligence: A Key Factor for Success

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

Emotional intelligence increases our ability to make good decisions, build relationships, deal with stress, navigate social complexities, and cope with change.

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

### What Participants Will Learn

- Recognize the benefits of emotional intelligence
- Review the four dimensions of emotional intelligence
  - Self-awareness
  - Self-management
  - Social awareness
  - Relationship management
- Create an environment for productive work relationships
- Increase deliberateness in making decisions
- Manage your emotions with confidence
- Temper negative responses to distressing situations
- Improve conflict and communication skills



\* Includes a Self-Assessment

[Return to Table of Contents](#)

## Establishing a Growth Mindset

In our society, and especially in the corporate world, there is a prevailing belief that some people are simply smarter or more talented than others and that this difference is what accounts for a person's success or failure. However, it's not just a person's talent that makes them successful - it's the belief that they can improve - and then the action they take to do so. According to Carol Dweck, this is called having a growth mindset.

This interactive course is designed to help participants reshape the way they see the world by formulating better daily habits, building resilience, increasing their confidence and owning their own success.

### What Participants Will Learn

- Evaluate your personal mindset and summarize factors and challenges that contribute to it
- Recognize beliefs and actions that contribute to a growth mindset within an organization
- Examine motivation in a different way and set goals that move you towards your own defined success
- Discover how to let go of negativity and seize opportunities to build your growth mindset
- Implement strategies that foster a growth mindset and focus on continuous improvement



\* Includes a Self-Assessment

## Exceptional Customer Service

What is good customer service? Never before has customer service been such a high priority in organizations. The relationships developed through a single great customer service experience not only can help deliver a sale, it can create a loyal customer that ensures repeat sales for years to come. Plus, with the state of the social and digital age, one incredible customer experience can immediately translate to thousands more.

This course demonstrates how an organization moves from achieving customer satisfaction to achieving customer delight. Participants will learn how to attain superlative levels of customer service and turn customers into "raving fans" for your organization. In addition, participants will learn about achieving high levels of customer loyalty and retaining disgruntled customers through the use of effective communication methods.

### What Participants Will Learn

- Deliver better, faster service
- Improve customer satisfaction and gain repeat business
- Increase your credibility with customers and your value to your organization
- Better manage stressful situations
- Recognize that customer service can be a competitive advantage
- Understand perceptions of customer service
- Develop effective customer service strategies through the use of communication
- Manage customer dissatisfaction

[Return to Table of Contents](#)

## Fundamentals of Strategic Planning

This course is ideal for those individuals not directly involved in the planning process but who want to understand the impact of strategy on their work and their organization's success. Participants will gain a perspective and vocabulary to help you actively and constructively support your firm's strategic direction. Understand why the organization is taking the path it has chosen and the results that will be achieved.

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



### What Participants Will Learn

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

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## Get Your GRIT On: Growth, Resilience, Inspiration and Tenacity

Grit isn't one of those words that you hear very often today when it comes to leadership. These days we're hearing more around emotional intelligence and someone possessing the "secret sauce" to leadership success.

However, Angela Duckworth, the psychologist and researcher who coined the term, defines grit as passion and perseverance for long-term and meaningful goals. It's the ability to persist in something you feel passionate about and persevere when you face obstacles.

In this engaging course, participants will discuss what grit is, how it relates to one's growth mindset and the importance it plays in the success of our lives and careers.

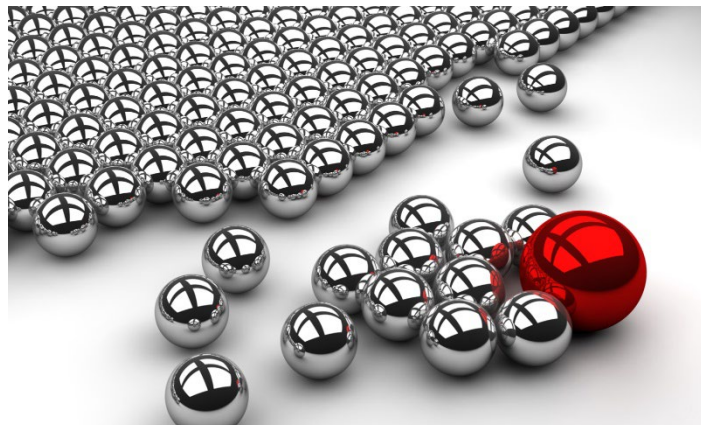
### What Participants Will Learn

- Establish an awareness of grit as it relates to fulfilling ones' potential
- Develop and apply grit strategies and practices that foster achievement
- Become familiar with how to grow your grit and how to help others grow their grit
- Examine and discuss your own beliefs and experiences related to passion and interest and how this compares to the growth mindset
- Create a goal hierarchy to purposefully develop your skills and structure the pursuit of your ambitions

## Getting Things Done Through Influence

It is easy to extend authority towards people once you have the position and power. But what separates a true leader from the run-of-the-mill ones is their ability to influence people without using this power.

This course is ideal for anyone who wants to help facilitate initiatives and positive change in their workplace. This course will help participants develop the skills they need to successfully draw upon the resources of their organization. It will help them improve the way they communicate to and across teams - and across functions - to get people working with them. Participants will master the art of developing strong alliances and moving people to action.



### What Participants Will Learn

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

## Integrity in the Workplace

Workplace ethics and integrity go beyond the realm of individual employee values. Ethics are an integral part of an organization's public reputation. Ethical lapses within an organization can devastate the company, ruin an individual or department's credibility, and invite costly litigation in today's litigious business environment.

In other words, building workplace integrity is about creating a workplace that fosters the development of high professional standards, and demonstrates the values of the organization. This course delivers key strategies that will build solid reputations and provide a comprehensive and big picture approach to "doing the right thing, the right way for the right reason."

### What Participants Will Learn

- Grasp the big picture: How to recognize the consequences of individual ethical dilemmas
- Identify the most common unethical behaviors that occur in organizations
- Demonstrate personal commitment to your organization's culture of integrity
- Differentiate between legality and ethics
- Establish a personal code of ethics to help guide day-to-day behavior and decision making by communicating standards of conduct to employees
- Recognize, reinforce and model ethical and compliant behavior
- Manage behaviors from those around you - What to do when a coworker, boss or others within the organization act unethically or without integrity

[Return to Table of Contents](#)



## Managing the Work / Life Balance

Finding work-life balance in today's fast-paced world is no simple task. Spend more time at work than at home and you miss out on a rewarding personal life. Then again, if you're facing challenges in your personal life such as caring for an aging parent or coping with marital or financial problems, concentrating on your job can be difficult. Whether the problem is too much focus on work or too little, when your work life and your personal life feel out of balance, stress - and its harmful effects - is the result.

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

### What Participants Will Learn

- Define work life balance and identify what it means and what it doesn't mean
  - Prioritize achievement and enjoyment as the basis for life-time goals
  - Accept responsibility for your own work and life results
  - Practice a method for staying in balance every day
  - Improve productivity through quick and effective planning and organization
  - Establish techniques for timely project completion
  - Maximize quality time in your relationships
  - Connect daily activities to work-life goals
  - Review strategies that improve team communication
  - Master the choice challenge and adjust your work life balance over time
- 

## Negotiating for a Win-Win Situation

Gain the skills, insights and competencies required in all negotiations - in every industry at every level. Whether it's allocating resources for a project, funding a new initiative or establishing a supply chain for a new product or service, negotiation is inevitably at the heart of the process. But few people understand the structures, techniques and approaches available to them as they seek to positively influence an outcome.

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

### What Participants Will Learn

- Explore the negotiation process
- Plan the content of your negotiation and determine alternatives to a settlement before negotiating
- Examine the five stages of negotiation
- Identify the causes of resistance you may face during the negotiation process
- Recognize and counter the most common negotiating ploys
- Determine your negotiation style and adjust to get the results you want
- Consider the various dynamics that impact the negotiation process
- Use space, time and environment to your advantage during a negotiation
- Effectively negotiate face-to-face, on the phone or through email and other media

[Return to Table of Contents](#)

## Overcoming Imposter Syndrome: Strategies to Build Confidence

Ever felt like a fraud at work? As if at any moment, everyone else is going to realize that you've bluffed your way to your current position? This phenomenon is known as the Impostor Syndrome.

Imposter Syndrome is a term used to describe a set of beliefs that has us feeling like we're frauds, we are in some way lacking or unworthy, we don't deserve our successes and/or it's only a matter of time before we're "found out." Research shows that although Imposter Syndrome is experienced by men, it is particularly prevalent among women with over 70% of us experiencing 'imposter symptoms' during, and in many cases throughout, our careers.

This program will share some specific strategies to overcome Imposter Syndrome and build confidence.

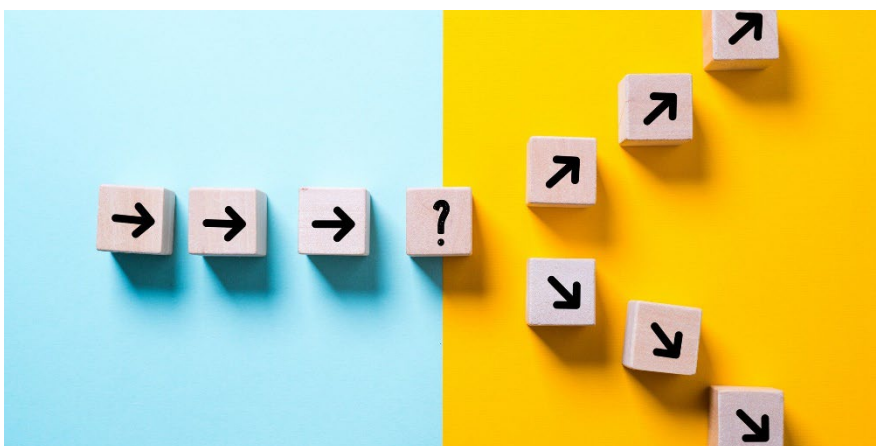
### What Participants Will Learn

- Gain a clear understanding what Imposter Syndrome is
- Learn to recognize 'imposter symptoms' in ourselves and those we lead
- Explore empowering knowledge, skills and practices to help us manage our imposter 'symptoms', growing our professional and personal confidence

## Principles of Effective Decision Making

Dozens of decisions are made each day and some of these decisions are more important than others. Even the smartest managers in the best organizations often make wrong, and irrational decisions! However, wrong decisions can be costly, not just for yourself, but for your colleagues, team, and organization. They can result in both financial and non-financial losses.

This interactive course is essential for anyone who wants to become a more informed, influential and effective decision maker.



### What Participants Will Learn

- Review basic decision-making styles
- Recognize why others do not or cannot make decisions
- Understand the critical keys to effective decision making
- Become more confident in making sound decisions
- Decrease stress related to critical decisions
- Strengthen your ability to influence and persuade others

## Priority Planning for Maximum Results

Why is it that the Richard Branson's of this world are rich and famous? What secret do they know that the rest of us don't? If you study their lives closely, participants will discover the rich and famous have certain habits that attribute to their success. Successful people are very careful about how they spend their time. No matter how you slice it, each of us have 24 hours in a day, so the key lies in learning to use our time wisely.

This course is designed to help participants develop the knowledge and the skills required to maximize their performance and productivity at work. Participants will improve their priority planning process and enhance their focus by learning to make effective choices when faced with increasing demands and responsibilities. Select the right tasks, at the right time, every time.

### What Participants Will Learn

- Deliver improved results
  - Overcome barriers to managing priorities
  - Recognize what's urgent and what's important
  - Turn intentions into actions
  - Learn how to plan your projects
  - Handle higher volume at a faster pace
  - Commit to values and goals
  - Focus on your business' strategic direction
- 

## Recognizing and Defining Your Competitive Advantage

In the years since the publication of *First, Break All the Rules*, millions have come to the simple, but powerful realization that to get the most out of people, you must build on their strengths. In fact, Gallup research proves that people succeed when they focus on what they do best – this gives them their competitive advantage. When they use their strengths, people are more productive, perform better and are more engaged. The challenge is that people often take their most powerful talents for granted, and many are not fully aware of them.

This course provides insights that will change the way your employees work. Participants will learn how to tap into their competitive advantage by identifying what they do best, embrace their unique talents and maximize their potential by using an assessment from the book *StandOut 2.0: Assess Your Strengths, Find Your Edge, Win at Work*.

### What Participants Will Learn

- Discover how to make a difference by doing more of what they naturally do best
- Get insights into their innate talents by working with their results report
- Identify ways to develop their greatest talents into strengths
- Acquire tools and insights that will help them apply their strengths to achieve greater productivity, engagement and happiness

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

While some workplace stress is normal, excessive stress can interfere with employee productivity and performance, impact physical and emotional health, and affect relationships and home life. It can even mean the difference between success and failure on the job. Employees can't control everything in their work environment, but that doesn't mean they're powerless. Whatever ambitions or work demands an employee may have, there are steps they can take to protect themselves from the damaging effects of stress, improve job satisfaction, and bolster well-being in and out of the workplace.

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

### What Participants Will Learn

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

## Successful Meeting Management

Meetings dominate life in America today. According to the National Statistics Council, 37% of employee time is spent in meetings. Do ineffective meetings frustrate you? When you lead a meeting, are you able to keep your participants on track? Do you achieve buy-in from everyone around the table? Do your meetings lead to action? When the meeting ends do you and your participants leave feeling that time was well spent?

This course will help participants master all the skills they need to deliver professional meetings for their department, division or company - while saving time and money through better planning and increased efficiencies.

Participants will learn the best practices to make their next meeting run smoothly.



### What Participants Will Learn

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



## The Power of Storytelling

The ability to tell a good story is a powerful addition to anyone's ability to communicate meaningful messages to clients, colleagues and the public. A story well told can make us laugh or cry, move us to motivation or stop us dead in our tracks.

This course will explore the art of oral storytelling by providing a variety of oral storytelling techniques, styles and exercises to enhance the understanding and delivery of telling stories. In addition, this course will examine the benefits of using stories within the business environment and examples of organizations using storytelling successfully within their companies.



### What Participants Will Learn

- Increase your knowledge and skill level in the use of storytelling
- Recognize the power of storytelling and become aware of your own potential for using storytelling, as a tool for communication
- Examine how stories throughout history have acted as tools for influence and how to harness that power today
- Gain and hold the attention of your stakeholders to enable effective decision making
- Use the building blocks of effective stories to drive emotional connections
- Develop a strategic plan for using storytelling within your work

## Time and Workload Management

Time management is the process of organizing and planning how to divide time between specific activities. Good time management enables one to work smarter – not harder – so that they get more done in less time, even when time is tight and pressures are high. Failing to manage one's time damages their effectiveness and can cause stress.

This course introduces time management tools and techniques that allow participants to manage their time more effectively and feel more in control. This training enables participants to identify areas of their job where time could be better utilized and plan out the actions necessary to alleviate those problems identified.

### What Participants Will Learn

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

## Unleash Your Creativity and Innovation

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

In this course, participants will explore proven techniques for generating new ideas and a blueprint for establishing a climate of innovation. In addition, they will discover new ways to break through mental barriers, ho-hum thinking and roadblocks to improve performance and unleash the creative potential in themselves and their team.



### What Participants Will Learn

- Identify practices that help promote creativity and innovation
- Focus on results vs. focusing on good process
- Turn existing problems into opportunities for growth
- Develop and leverage your own creative strengths
- Encourage out-of-the-box thinking by reviewing brainstorming tools and techniques for generating ideas and solutions
- Produce, evaluate and select new ideas: models for analyzing options
- Apply practices and guidelines that create an innovative work environment

## Using Data Analytics As A Competitive Advantage

Data drives better business. Having data or collecting data is not valuable – but using data is. Analytical insights are changing customer expectations and corporate strategy. Analytics is the new differentiator. Among the many benefits, using data can help companies save thousands of dollars, improve their procurement efficiency, develop their marketing strategies, support business growth and, critically, differentiate themselves from competitors. Data enables each team within the business to collaborate better, achieve better results and outsell rival companies.

During this fundamental course, participants will join the data conversation and see how analytics drives decision making across all industries. Participants will learn to ask the right questions about their data and their newfound data analytic skills will be applied to real-world datasets, allowing them to create a data narrative and develop recommendations based on their findings.

### What Participants Will Learn

- Gain an appreciation for using data to plan and make decisions
- Appreciate the fundamentals of data analysis by gathering the right information, knowing what questions to ask and looking for trends and predictors
- Perform an exploratory analysis and evaluate the quality and structure of a dataset
- Use data analysis to tell compelling business narratives

# DIVERSITY, EQUITY and INCLUSION



To be competitive in recruiting, companies need to prioritize DEI. Data shows clearly that DEI is a priority for workers and job seekers, with 67% of people on the job market stating that racial and gender diversity is an important factor in their job search.

Furthermore, 50% of current employees want their company to commit more energy toward promoting diversity.

## Addressing Microaggressions in the Workplace

The term “microaggressions” was coined in 1920 by psychiatrist and Harvard University professor Chester Pierce. Microaggressions are brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative slights and insults towards others. Perpetrators of microaggressions are often unaware that they engage in such communications when they interact with individuals of marginalized groups.

Microaggressions can damage working relationships, negatively impact morale and productivity, ultimately harming the workplace and work cultures as a whole.

This course provides participants with an introduction to microaggressions and their numerous manifestations in the workplace as well as recommendations on how to reduce the prevalence and influence of microaggressions on recipients.

### What Participants Will Learn

- Create awareness surrounding the common occurrences of microaggressions
- Explore the outcomes associated with the experience of microaggressions.
- Discover techniques to minimize the occurrence of microaggressions and ways to respond when someone has been microaggressive

## Building the Business Case for Diversity, Equity and Inclusion

The business case for creating a more diverse workforce has never been clearer and evidence shows that businesses with diverse workforces are more likely to financially outperform their industry's national average.

In fact, a 2015 McKinsey report on 366 public companies found that those in the top quartile for ethnic and racial diversity in management were 35% more likely to have financial returns above their industry mean, and those in the top quartile for gender diversity were 15% more likely to have returns above the industry mean.

This course will explore how embedding diversity and inclusion into your organization's culture is the key to success.



### What Participants Will Learn

- Define and build awareness around diversity, equity and inclusion and how it can drive bottom-line business success
- Recognize the people-centric benefits of creating a healthy and inclusive organizational culture
- Utilize diversity and inclusion as a competitive advantage



## Cracking the Gender Communication Code

The fact is...men and women communicate differently on all levels.

Although men and women speak the same language, decades of research show that we have differences in priorities, internal processing and behavior patterns. It's easy to misunderstand, misinterpret or simply not get where the other is coming from.

In this interactive course, participants will increase their ability to persuade, motivate, influence build rapport and relationships by practicing key skills to increase understanding and minimize conflicts when communicating with the opposite sex.



### What Participants Will Learn

- Examine social and biological reasons for communication differences between men and women
- Appreciate basic differences in gender communication styles by observing verbal and non-verbal cues
- Identify ways to build your own communication strengths

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## Creating a Sustainable DEI Business Model

Designing a holistic DEI strategy is about more than reacting to today's environment – it's about developing the conditions for long-term behavioral changes and ensuring that diversity and inclusion becomes an ingrained part of your organization's long-term focus.

Changing company culture is no small feat, but this course focuses on implementing the right tools with sustained investments of time and resources. Participants will learn how to become skilled in effectively managing and maintaining momentum for DEI initiatives while driving organizational strategic goals.

### What Participants Will Learn

- Assess your current DEI efforts and uncover gaps and challenges
- Identify a clear purpose for DEI that is upheld by defined strategic pillars, carried out by specific DEI initiatives, and overseen by a governance model
- Implement DEI across your entire organization with initiatives to support all employees
- Identify goals and metrics that will indicate progress

## Cultivating Cultural Intelligence

Organizations are realizing that cultural intelligence is no longer a “nice-to-have” capability their employees need. Being culturally intelligent is a key future-focused capability for any leader today. Cultural intelligence is one’s level of effectiveness across cultures and it’s been proven to have predictive value when it comes to success or failure in today’s global marketplace.

This course will focus on the key aspects of what cultural intelligence is and its importance in the workplace. Participants will also explore different methods for improving their own cultural intelligence so that they may effectively manage and lead culturally diverse teams or effectively interact with culturally diverse stakeholders.

### What Participants Will Learn

- Define cultural intelligence
- Explore the four cultural intelligence competencies of Drive, Knowledge, Strategy, and Action
- Establish a global mindset with an open attitude by appreciating, affirming, and showing sensitivity to all cultural backgrounds
- Build self-awareness through understanding of one’s own cultural value, beliefs and attitudes
- Develop an ability to work and relate effectively with people from different cultural backgrounds
- Examine ways to minimize the barriers to cross-cultural communication

## Inclusive Recruitment, Engagement and Retention

The hiring process is shifting. Recruiters are looking for ways to hire better talent faster and more cost efficiently. Recruiting leaders know that if their companies aren’t sourcing and hiring for diversity, they’re missing valuable talent and experience.

In addition, with the high cost of turnover well-documented, companies large and small who are interested in a diverse, engaged workforce are turning to diversity and inclusion as an investment in employee retention. Employees are more likely to thrive in environments where they feel included by their management and colleagues.



In this interactive course, participants will begin to recognize the high-stakes global race for talent and why there is more attention on diverse recruiting and retention than ever.

### What Participants Will Learn

- Recognize that hiring diverse talent is key to an inclusive culture
- Identify ways to improve your diversity recruitment process
- Gain insight on how to attract and augment current sourcing strategies
- Write improved job descriptions
- Explore impartial interview techniques
- Evaluate best practices and strategies to engage and retain your diverse workforce

## Managing Unconscious Bias in the Workplace

Unconscious bias - everyone has it. But that doesn't make us bad; it makes us human. While we cannot completely rid ourselves of unconscious bias, we can learn how to recognize the trigger for it and lessen its impact in the workplace. These are skills that everyone can learn.

With awareness of unconscious bias and actionable steps to manage it, you will be able to make the best decisions for your organization, your colleagues, and your team. Managing unconscious bias is a vital step in building workplaces that are innovative, dynamic, and inclusive.

In this course, participants will move from awareness to action, learning how to interrupt bias, foster inclusion, and leverage the full potential of diverse teams and colleagues in your workplace.

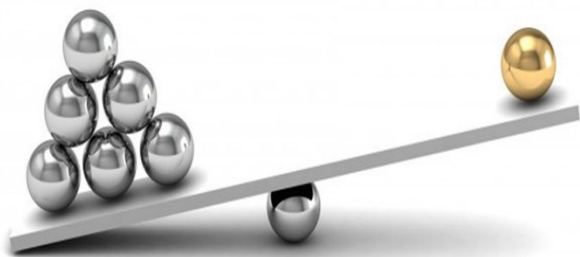


### What Participants Will Learn

- Build awareness to understand what unconscious bias is and why it matters
- Understand the impact of unconscious bias at work and the effect it has on recruiting, hiring, development and growth, and retention of the organization's talent
- Develop skills to help you recognize and take action to manage bias
- Implement a set of strategies to work toward becoming an inclusive leader by managing your unconscious bias

## Practicing Thoughtful Allyship

Everyone deserves to feel welcome, supported, and valued at work. Unfortunately, that can be challenging when you're the only person in the office who looks a certain way, believes in a certain thing, or identifies as a certain gender. Building a company culture that celebrates all employees starts with a gesture as simple as reaching out; by connecting with people who look or are different from you, you can learn about their struggles and help make your workplace environment fairer and welcoming. That form of outreach, effort, and empowerment is called allyship.



This course will explore best practices and strategies that actively promotes and aspires to advance the culture of inclusion through intentional, positive and conscious efforts that benefit people as a whole.

### What Participants Will Learn

- Review key terminology around privilege, marginalization and oppression
- Recognize that being an ally is an action, not an identity
- Cultivate an environment where coworkers feel welcome, respected, and supported
- Acknowledge the importance of speaking up and advocating for others
- Explore tips and techniques on preventing and addressing marginalization in the workplace

## Preventing Harassment in the Workplace

Good communication and respect for others creates a beneficial work environment where employees feel safe and productive. When the workplace is disrupted by someone disrespecting one or more co-workers, anger and resentment can destroy morale. Workplace harassment can damage relationships and destroy lines of communication among employees.

This course discusses various types of workplace harassment and how this unwelcome behavior affects the work environment. It also explains what an employee should do if they are a victim or an observer of disrespectful conduct and how they can avoid having their own behavior interpreted as harassment. Featured are a variety of scenarios where employees exhibit unwelcome behavior to show viewers what types of behavior constitute harassment and how they should respond to such conduct.

### What Participants Will Learn

- Establish why maintaining a harassment-free work environment is important
- Discover how harassment creates a hostile work environment
- Recognize appropriate behaviors that will help maintain a harassment-free workplace
- Determine how to respond to unwelcome behavior

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## The Generational Impact to Business

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

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



### What Participants Will Learn

- Build awareness of the different generations in the workplace including both commonalities and differences
- Address common challenges multigenerational workplaces face
- Highlight strategies and tactics for working with and communicating with the generations
- Explore how companies have embraced the differences in the generations



## Psychological Safety in the Workplace

Psychological safety is the capacity to maintain one's distance from danger, feel at ease with oneself, and rely on one's own ability to defend against destructive impulses that originate from oneself or from others. Promoting employee well-being, job satisfaction, and productivity all depend on psychological safety.

This course will explore the definition of psychological safety, its importance in the workplace, how to foster a psychologically safe attitude, and strategies necessary to support it.

### What Participants Will Learn

- Demonstrate an introductory understanding of psychological safety
- Examine the difference between Psychological Danger vs. Psychological Safety
- Describe the negative effects that a lack of psychological safety has on teams
- Review five ways to create psychological safety
- Identify one step to incorporate within your daily work

## Today's Workplace: Fostering An Environment of Inclusion

Workplace sensitivity is about ensuring that everyone in the workplace is respected and treated appropriately, regardless of who they are. Just as we want people to show respect to our feelings and ways of living, so too must we show respect to others.

The idea of treating everyone with respect and fairness may sound simple, but often individuals fall back on stereotypes and assumptions when making decisions about people. If left unchecked, these negative attitudes and behaviors can turn a safe, productive workplace into a toxic environment that can lead to costly discrimination and harassment claims.

This interactive course is designed to raise awareness around the benefits of respect, civility and inclusion by acknowledging others' differences and fostering a more inclusive workplace.



### What Participants Will Learn

- Define and build awareness of what diversity, sensitivity and inclusion is and why it matters
- Acknowledge false assumptions to help overcome personal biases and prejudice
- Create a positive team atmosphere where employees are comfortable coming to work and take care of one another
- Explore strategies on how to approach, have open and honest conversations, and value differences to appropriately address workplace conflict and hold each other accountable

## Working on a Diverse and Inclusive Team

There is a great deal of research showing the benefits of diversity in companies. A 2017 Boston Consulting Group (BCG) study identified diversity as a key driver of innovation, finding that diverse teams produce 19% more revenue. It only makes sense that high-performing teams are composed of people who bring a variety of perspectives and cognitive approaches which leads to more creativity and innovation, and therefore making better decisions.

This course focuses on the elements required to work, collaborate and communicate effectively with a diverse workforce who are engaged, and energized.

### What Participants Will Learn

- Recognize when and why diversity benefits teams and organizations
- Explore why it can be difficult to build diverse teams
- Develop behavioral skills to promote an inclusive team environment
- Identify how to leverage diversity in teams to produce more creative solutions and make better decisions

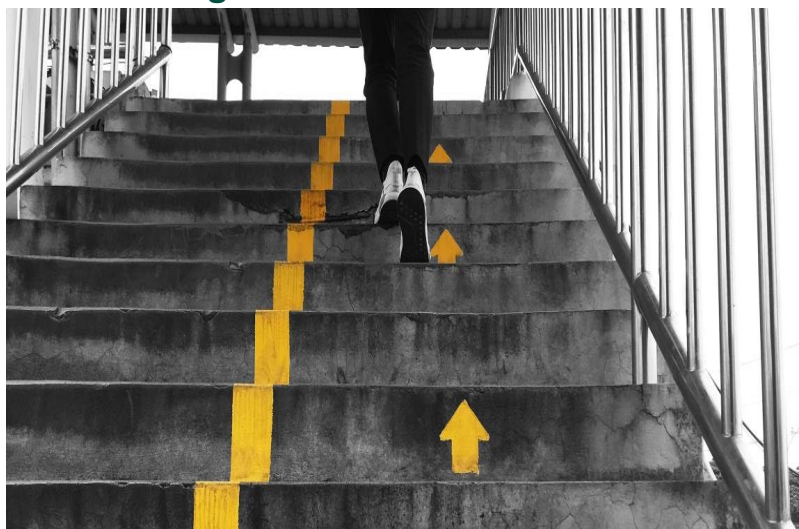
# DESIGN THINKING



[Return to Table of Contents](#)

## Designing for Adoption: Nudging Behavior Change

When creating solutions to complex problems, we often fail to consider what behavior changes will need to be undertaken by key stakeholders (customers, employees, students, etc.) to achieve sustainable success. As Tim Brown and Roger Kelly argued in their September 2015 Harvard Business Review article, design principles can also be employed to help people "engage with and adopt innovative new ideas and experiences." But, like most things, this is easier said than done.



This course will explore how to leverage principles from the worlds of design thinking, behavioral economics, and decision science to "nudge" people to make different choices and adopt new products, services, and programs.

### What Participants Will Learn

- Connect more deeply with customers to discover opportunities for innovation
- Identify social, behavioral, and psychological factors that influence decision making
- Discover the top psychological biases impacting you (and your customers)
- Recognize the differences between choice architecture / nudging and other approaches to behavior change
- Use a prescribed process for designing your own nudges, and identify specific resources and tools you will need to execute a nudging strategy

## Designing Moments That Matter

Across the arc of any journey, there are certain moments that matter more than others. Whether we're talking about customers or employees, educators or students, volunteers or donors, the experiences people have at critical touchpoints can have an outsized impact on engagement, loyalty, and retention. To better support these "moments that matter," it will require a shift in our thinking from programs, processes, and policies to the design of experiences that delight and engage. If any of these things matter to your organization, then you should be asking yourself two questions:

"What experience do we want people to have?"  
 "How might we deliver that experience?"

In this course, participants will explore how organizations can identify the moments that matter most and then intentionally design those experiences to delight employees, customers, and other constituents. Participants will discover that breakthroughs don't happen by accident. They happen by design.

### What Participants Will Learn

- Recognize the importance and effectiveness of "moments that matter"
- Identify the critical touchpoints in which to invest time and resources
- Intentionally create exceptional experiences that spark deep relationships and generate lasting value

[Return to Table of Contents](#)



## Foundations in Design Thinking Certificate Program

In today's world, the ability to innovate and to adapt to change is critical for any organization. Clinging to the status quo is a fast track to obsolescence. New products, services, and processes may be the answer, but which ones? And for which audiences?



Design thinking is an innovative, yet repeatable approach to solving problems, exploring opportunities, and creating new products, services, and experiences. By utilizing the tools of design thinking to understand the needs, wants, and limitations of customers or other stakeholders, practitioners can create solutions that are at the intersection of desirability (*Does someone want or need it?*), feasibility (*Can we do it?*), and viability (*Can we do it a way that's profitable or sustainable?*).

In this multi-day certificate program, participants will gain an understanding of the basic principles and practices of design thinking while also getting hands-on experience with a number of design tools.

### What Participants Will Learn

- Recognize how and why design thinking delivers extraordinary results that often exceed expectations
- Utilize a divergent / convergent approach balanced with a broad focus with a bias for action
- Become familiar with how collaborative design (co-creation) can uncover opportunities and accelerate buy-in
- Grasp why empathy building is a critical, but often overlooked, component to problem solving
- Realize how design thinking helps operationalize the innovation mantra, "fail early, fail often"
- Embrace how rapid prototyping fosters clarity and shared understanding of an idea
- Give and receive feedback in a way that elicits meaningful input quickly

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## Spotting Opportunities Hidden In Plain Sight

What do moon walking bears and suburban driving habits have to do with innovation? And what can we learn from hot dog eating champions about seeing differently?

This course will share how our "frames" (the way we see the world, ourselves, and our challenges and opportunities) all factor into if and how we innovate. In addition, this course will provide participants with ideas on what we can do differently to overcome the invisible constraints that often limit how we see, think, and work.

### What Participants Will Learn

- Expel the basic conventions and common practices of doing business
- Discard today's common assumptions and management practices and adopt a new way of planning and executing strategies
- Develop an objective view of how the world is changing
- Formulate strategies that create innovation that go beyond the linear satisfaction of customer needs and wants

[Return to Table of Contents](#)

## The Big Payoff of Little Bets

It has been said that operational excellence secures a company's present, while innovation excellence secures its future. But with mounting pressures to meet financial expectations, companies and organizations of all stripes find themselves increasingly focused on delivering, not discovering. Might there be a way to lower the time, costs, and risks related to innovation?

Some of the world's most successful business people have achieved remarkable results using a surprisingly similar approach: methodically taking small, experimental steps. Rather than believing they have to start with a big idea or plan a whole project out in advance, trying to foresee the final outcome, they make a methodical series of little bets about what might be a good direction, learning critical information from lots of little failures and from small but significant wins that allow them to find unexpected avenues and arrive at extraordinary outcomes.

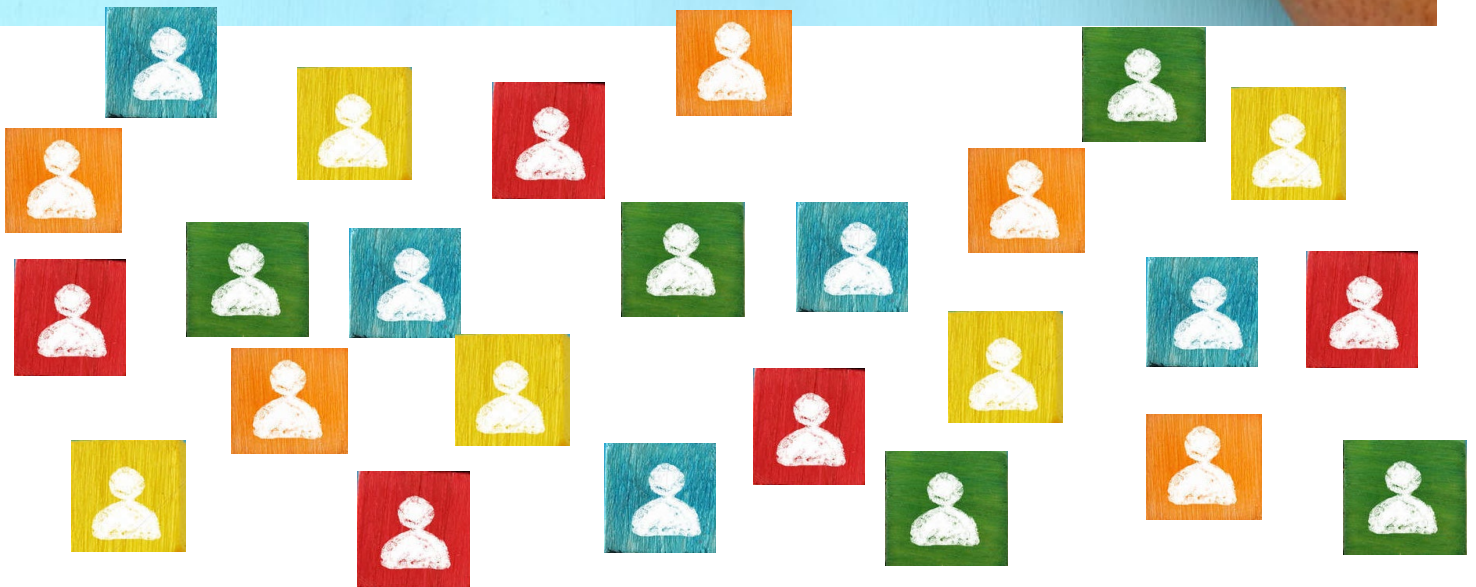
This course will discuss how leaders can develop a culture that embraces "failing fast" so the best ideas and solutions emerge with minimal investment.

### What Participants Will Learn

- Gain confidence to take little, affordable risks to learn what works and what doesn't
- Utilize design tools to help you when you're in a situation of uncertainty



# HUMAN RESOURCES



[Return to Table of Contents](#)



## Driving Employee Engagement and Retention

Engagement is a heightened emotional connection that an employee feels for his organization, which influences them to put in greater effort. Higher engagement levels yield higher productivity and retention rates. With employees being an organization's largest asset, this makes employee engagement a powerful factor in business success. Engaged employees are more productive, customer-focused, and profit-oriented and organizations are more likely to retain them.

In this course, participants will discover why engaged employees are more productive. They will be provided practical ideas and activities to use with their own employees to boost levels of engagement within their workforce. In addition, this course will explore the interdependence of attracting, retaining and engaging employees and how key engagement drivers impact a company's culture and a company's bottom line.



### What Participants Will Learn

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

---

## Employee Compensation and Benefits

Employee compensation can be the deciding factor in whether or not a candidate accepts a job position. It can also be the deciding factor in whether a company can afford to hire additional employees. Every organization, large and small must determine the pay structure for its employees; compensation and benefits administrators are the key specialists in charge of managing the impact of compensation and benefits packages on an organization's bottom line, while ensuring fair and equitable pay rates for employees.

This course provides an overview of the strategic choices that employers must make when developing a total rewards system. Participants in this course will learn how to design, implement, administer, and evaluate their in-house reward system.

### What Participants Will Learn

- Regulate employees legally and to market standards
- Recognize common reasons reward systems fail and how to avoid them
- Conduct "job evaluations" and not be dependent on compensation consultants
- Acknowledge the legal extent of the employer's ability to affect pay (garnishments, salary status, over time)
- Calculate overtime pay (most employers can't do this properly)
- Design an incentive system to stimulate performance

[Return to Table of Contents](#)



## Employee Performance Management

As a relatively new human resources concept, Performance Management reflects a changing emphasis – one that moves away from command-and-control and toward a facilitative model of management. Performance managers and their employees are being asked increasingly to move beyond traditional, narrowly-defined job descriptions to support team objectives and goals.

This course is designed to help participants more effectively improve management control, employee growth, reach targeted goals and create an environment of open engagement.

### What Participants Will Learn

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

## Fundamentals of Human Resource Management

Today's HR professional has more responsibilities and faces higher expectations than ever before. In order to meet the challenges of the modern-day HR world it is critically important that a solid HR foundation is established. There are many skills every HR manager needs to become truly successful. Whether you manage employees, work in HR or aspire to, you can hone HR skills that impact the strategic direction of your company.

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



### What Participants Will Learn

- Gain a basic understanding of the responsibilities and functions of HR management
- Engage with basic tools and skills needed for effective HR management
- Validate a resource list for additional information in each of the functional areas
- Create a personal action plan for HR skill development

## HR Certification Exam Prep: HRCI PHR®/SPHR® and SHRM CP/SCP

Obtaining a Human Resources certification is a mark of high professional distinction and is sought after by employers around the globe. The knowledge and competencies acquired through certification are universally recognized and applicable. A certification demonstrates knowledge, qualification, achievement, and commitment to the profession. An HR credential helps establish credibility and distinguishes you as a recognized expert and leader in the HR field.

This exam Prep program will prepare the Human Resource professional for the following certification exams from HR Certification Institute (HRCI) and Society for Human Resource Management (SHRM): Professional in Human Resources (PHR), Senior Professional in Human Resources (SPHR), Certified Professional (CP) and the Senior Certified Professional (SCP). Holding one of these credentials will demonstrate relevance, competence, experience, credibility, and dedication to the HR profession.

Program highlights include a comprehensive learning system consisting of two textbooks, a participant guide, flash cards, and sample tests (over 1,000 practice questions).

### What Participants Will Learn

- Develop the knowledge and skills to improve your on-the-job effectiveness
- Recognize your areas of strength to build upon
- Overcome test anxiety
- Identify gaps in your knowledge and experience for further concentrated study
- Discover study techniques that allow you to study in a way that leverages your strengths
- Uncover and dispel popular myths about the exam
- Receive in-depth content on the major areas of HR:
  - US Laws and Acts
  - Training and Development
  - Compensation and Benefits
  - Recruitment and Selection
  - Employee and Labor Relations
  - Business Management, Leadership
  - Strategy and Global HR



## Labor and Employment Law

Recent history has seen some of the most active years for new employment law legislation in the last several decades. Learn from experienced practitioners how to comply with and understand these laws applying to business and industry. Many new laws and recent legal developments will be covered along with our interpretation of existing compliance issues.

This course will cover important topics such as: ADA, COBRA, FMLA, USERRA, HIPAA, At-Will, Fair Pay Act, NLRA, and many others. Every HR Practitioner should know these laws and how to comply with them.

### What Participants Will Learn

- Bullet-proof your organization from frivolous lawsuits
  - Respond to an inspection or complaint from EEOC, OSHA, Wage and Hour, OFCCP, and other federal or state regulators
  - Recognize the legal rights of the employer (or employee, or the public)
  - Guide your organization away from legal pitfalls
- 

## Recruitment and Selection: Developing an Effective Talent Strategy

The current and predicted employment trends are mandating that organizations will need to have a solid recruitment and selection strategy in place to remain competitive. To ensure these objectives are achieved, there must be a strong focus on attracting, screening, and hiring the right candidate at the right time.

This course is designed to educate participants on best practices around recruitment and selection to establish a clear framework for success.

### What Participants Will Learn

- Investigate the fundamentals of an effective talent strategy
  - Design performance-based job descriptions
  - Build sourcing strategies
  - Develop behavior-based competencies and interview questions
  - Create a talent pipeline for organizational growth
- 

## The Dynamics of Human Behavior in the Organization

The average person works about 90,000 hours during their lifetime and yet research shows that only about 45% enjoy their work. Knowing what drives someone to want to come to work and perform well begins with understanding human behavior and its impact in the workplace. Leveraging this knowledge; what motivates human behavior, can build more effective teams, and quite often, mean the difference between frustration and joy, mediocrity and greatness, or failure and success.

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

### What Participants Will Learn

- Explore the steps to manage human behavior at work
- Identify strengths in employees and how to build upon them
- Simulate self-motivation techniques
- Integrate key resources on the seven classic types of workforce behavior

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[Return to Table of Contents](#)

# LEARNING and DEVELOPMENT



[Return to Table of Contents](#)



## Building the Business Case for Learning

You may already know the value that a learning program could bring to your company. Unfortunately, most organizations still don't emphasize the importance of learning and development as much as they should. Building a solid business case allows you to introduce a new process, purchase new software, create a new role, or develop new training curriculum to close the skills gap at your organization.

In this course, participants will discover how to create a defensible, compelling and detailed document that outlines the benefits and return on investment (ROI) to get funding and support for one of their learning programs.

### What Participants Will Learn

- Practice tools and coaching guides for you and your team to better understand your business leader stakeholders
- Increase your "business speak" fluency
- Create an actual business-focused value proposition
- Identify the elements of an annual learning plan enabling you to create one for your organization
- Develop a powerful business case to use in obtaining funding for your learning programs

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## Designing and Delivering Engaging Virtual Classes

Organizations are increasingly moving from instructor-led classroom training to the virtual classroom. Whether you have already started to design and deliver synchronous virtual classes or just beginning the process, this course will increase your success in the live online environment!

This course will start with virtual class design, focusing on how to convert in-person classes to virtual ones. Participants will learn how to translate activities, and how to avoid the most common design mistakes. Participants will also learn how to effectively deliver virtual training, from pre-class preparation to technology setup to facilitation skills. Participants will walk away with action plans and checklists to help them facilitate virtual classes.

### What Participants Will Learn

- Define virtual training so that learner expectations are set
- Design virtual sessions for maximum interactivity and learner engagement
- Effectively engage participants, even when you can't see them
- Apply classroom delivery techniques to the virtual classroom
- Troubleshoot (and prevent) common delivery challenges
- Manage technical issues in ways that are seamless to participants

## Driving Learning Results With Data

Big Data is an extraordinary knowledge revolution that is sweeping almost invisibly through business, academia, government, healthcare, and everyday life. The term “Big Data” describes the accumulation and analysis of vast amounts of information. But Big Data is much more than big data. It’s also the ability to extract meaning: to sort through masses of numbers and find the hidden patterns, unexpected correlations, and surprising connections.

This course is directed to new and existing Human Resource (HR) and Learning and Development professionals who want to understand how to drive and analyze learning results using data. This course explores HR metrics, evaluation strategies, data collection instruments, as well as analysis and interpretation for the benefit of improving learning performance.

### What Participants Will Learn

- Develop an evaluation strategy
  - Select an appropriate evaluation methodology
  - Collect and analyze data
  - Develop processes and controls to ensure sustainability
  - Communicate findings to create impact
- 

## Effective Training Principles

It takes a certain set of attributes to be a good trainer. Comfort in front of people, knowledge of the subject matter, experience, a passion for learning, interest in people. These are the minimum prerequisites. Anyone in a Learning and Development role should have these attributes, but while nice to have, none of these guarantees great results.

This course will identify, consolidate, and discuss the most effective approaches to ensure success as a trainer. It will enable participants to discover, discuss, and practice effective techniques needed as a trainer. Participants will learn how to manage the classroom environment and the people that are in it. Participants will also gain knowledge in the basics of adult learning theory.

### What Participants Will Learn

- Recognize the basics of adult learning theory
- Create a personal connection with your audience that maintains credibility and rapport
- Recognize different learning styles and adapt your training skills to encourage participation
- Discover effective strategies to manage disruptive participants
- Prepare quality content that is engaging and relevant
- Manage Q & A in the classroom to gauge comprehension
- Utilize evaluation methods and useful templates

## Instructional Design: Designing a Training Program

No doubt, good instructional design helps guide learners toward achieving the learning goals of a course. The creation of a training program that creates a real and sustained impact on attendees is part art and part science.

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



### What Participants Will Learn

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

## The Role Learning and Development Plays in Talent Management

In today's volatile and global business climate, managing talent for high performance will play an increasingly crucial role in an organization's growth and future success.

Learning and Development is a timeless resource for building employee skills, enhancing their motivation, and contributing to productivity and engagement. It is particularly valuable when the learning activities are linked to the employees' developmental goals identified in the performance management process.

This course will focus on key components of talent management with an emphasis on learning and leadership development strategies. Participants will discover how they can build a talent management infrastructure for their organization, or strengthen the program(s) currently in place.

### What Participants Will Learn

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

## Train-the-Trainer

Training is a critical piece of the success of any organization. Improved skills and knowledge at all levels increase. Learners thrive on engaging and thoughtful training environments, and trainers can reach more participants by utilizing dynamic styles of teaching throughout their curriculum.

This highly engaging and interactive Train-the-Trainer Certificate program will strengthen the participants' skills as a trainer and optimize the development and delivery of their programs.

### What Participants Will Learn

- Prepare the learning environment, others and yourself
- Review the principles of adult learning
- Recognize different learning preferences
- Practice relaxation techniques to reduce nervousness and to engage the attention of your listeners
- Learn how to project your voice and use pauses to dramatize your point
- Make your content clear and memorable
- Create an audience profile and set presentation parameters
- Discover how to establish trust, friendship, and credibility with your audience
- Condense your content outline into notes that you can speak from
- Learn the benefits of rehearsing, adhering to a time frame and speaking from notes
- Optimize case studies, group discussions, role play, activities and exercises
- Gain confidence in your presentation skills
- Discover tips for effective composition of visual aids and speaker support materials
- Explore the importance of the questions-and-answer session
- Respond professionally to questions from the audience
- Describe the advantages and disadvantages of different room setups
- Be able to anticipate, avoid and handle challenging situations and learners



Each participant will be asked to deliver a training topic “teach back” and will receive a critique sheet with feedback from the instructor and peers



## Trainer as a Consultant

A training consultant is a professional who optimizes the productivity and development of an organization's workforce. They evaluate an organization's current training practices, and they create new training programs that teach material in line with organizational objectives.

This course provides an overview and practice of some of the tools and processes involved in the performance consulting role. Participants will follow a blueprint to make the transition, including a personal assessment, consultant skills inventory, and core competencies to become an effective consultant.

### What Participants Will Learn

- Recognize roles, boundaries, and commitment in the consulting process
- Complete a personal assessment of individual skills, knowledge, and abilities
- Discover the steps in the consulting process
- Demonstrate how to contract effectively
- Practice methods of diagnosing performance problems
- Develop a plan to transition to performance consulting

## Training Needs Analysis

Successful training professionals know that a critical first step in building the “right” training solution is to conduct a training needs analysis. But what do you do when the company executives have already decided on a training solution, or you're asked to build a new training program in three weeks? The answer: training needs analysis for the real world.

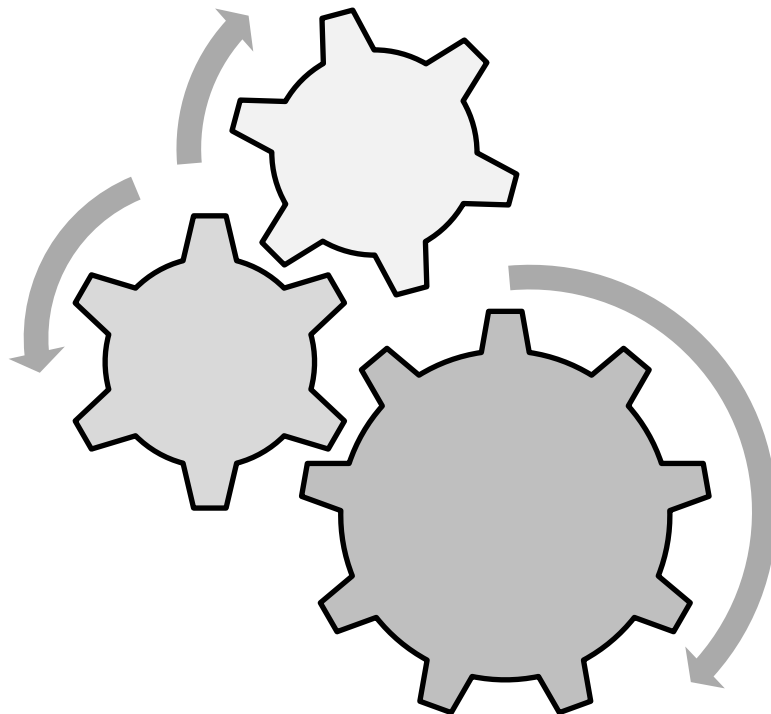
This course will provide participants with modern, efficient tools for conducting a needs analysis in today's fast-paced business environment. But most importantly, participants will learn how to identify if training is really the right solution *before* you start to build it!



### What Participants Will Learn

- Generate a working understanding of the ADDIE model
- Determine appropriate methods for collecting behavioral data to analyze training needs
- Execute detailed steps for conducting an effective training needs analysis
- Perform time-saving tips for applying needs analysis principles in the real world
- Apply proven techniques for communication the business benefits of training needs analysis and gaining buy-in

# SIX SIGMA



[Return to Table of Contents](#)

## Six Sigma White Belt Certification

Six Sigma White Belt training is an ideal beginner level for those simply looking to understand the basics of Six Sigma and process improvement. It works best for employees who are unfamiliar with Six Sigma and want to learn more about the methodology and how it can impact an organization.

This course provides a brief overview of the three of the most-widely used total quality management methodologies in industry today. In addition, this course covers an introduction to the Six Sigma methodology used to improve existing processes or design new processes and Lean methodology which provides participants with a general knowledge used by practitioners in industry today.

### What Participants Will Learn

- Obtain a general understanding of DMAIC methodology
  - Grasp understanding of DMADV methodology
  - Recognize key types of lean activities used in industry
- 

## Six Sigma Yellow Belt Certification

A Certified Lean Six Sigma Yellow Belt is a professional who is well-versed in the foundational elements of the Lean Six Sigma Methodology, who leads limited improvement projects and / or serves as a team member as a part of more complex improvement projects.

This Yellow Belt course teaches the relationships between improving quality processes and an organization's profitability. Participants will be trained to identify, monitor and control profit-eating practices within their own processes. This course covers an introduction to the Six Sigma methodology and tools used to improve existing processes or design new processes as well as Lean, which provides participants with the skills needed to apply tools that help make improvements at the team level.

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

### What Participants Will Learn

- Recognize how to apply DMAIC methodology
  - Administer the DMADV methodology
  - Implement lean methodology
  - Obtain a quality control mindset
- 

## Six Sigma Orange Belt Certification

This course provides a general overview of the skills needed to support Lean Six Sigma practitioners as a Project Champion. This course introduces the different styles of leadership, as well as the critical leadership skills and competencies needed to build and lead powerful Six Sigma teams in a global environment.

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

### What Participants Will Learn

- Find the leadership style that works for you as a Champion
- Build and lead powerful teams
- Utilize leadership coaching to improve yourself and your Belts

[Return to Table of Contents](#)

## Six Sigma Green Belt Certification

Certified Six Sigma Green Belt professionals are very much in demand in manufacturing and service industries. This course consists of 19.5 hours of classroom instruction and provides a detailed and hands-on view into three of the most widely used total quality management methodologies in the industry today.

This course covers the Lean Six Sigma methodology and tools used to improve existing processes or design new processes. Upon completion of the course, participants will be able to lead Lean Six Sigma projects to improve processes within their workplace.

### What Participants Will Learn

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

### Course Outline

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

### Becoming Green Belt Certified

- Complete the classroom training
- Take a 50-question test of knowledge at the end of the course and earn 70% or higher
- Work a project using one of the three types of methodologies: DMAIC, DMADV, or Lean DMAIC
- Attend 13 weeks of coaching with their Lean Six Sigma Master Black Belt mentor – coaching sessions are 30 minutes per week via conference call or online
- Meet with their Champion for 30 minutes each week to readout on their project
- Present the PowerPoint storyboard at the end of each phase to their Project Champion and MBB for approval (can be separate readouts)

[Return to Table of Contents](#)



## Six Sigma Black Belt Certification

Lean Six Sigma Black Belts are some of the most sought-after professionals today and exhibit exceptional leadership qualities, understand team dynamics, and assigns all team members with roles and responsibilities. In this role, Black Belts also coach, develop, and advise the management and the employees to achieve common goals. As a Black Belt candidate, participants will be trained to identify opportunities for improvement with their company, use Lean Six Sigma methodology and apply the correct tools and techniques to a Lean Six Sigma project.

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

### What Participants Will Learn

- Implement Six Sigma philosophies and principles, including related systems and tools, and describe their impact on various organizational business processes
- Recognize organization roadblocks and use change management techniques to manage organizational change
- Define benchmarking and utilize various financial and other business performance measures
- Identify customer requirements and describe the impact that Six Sigma projects can have on various types of customers
- Demonstrate fundamental understanding of the components and techniques used in managing teams, including time management, planning and decision-making tools, team formation, performance evaluation and reward
- Establish an understanding of the elements of a project charter and use various tools to track project progress
- Illustrate a basic understanding of data collection techniques, process elements, and process analysis tools
- Analyze the results of correlation and regression analyses
- Perform hypothesis testing and analyze their results
- Identify and interpret the seven classic wastes
- Plan the design of experiments and analyze their results
- Exhibit a fundamental understanding of an improved process implementation and how to analyze and interpret risk studies
- Develop control plans and use various tools to maintain and sustain improvements

### Becoming Certified

- Participants must have completed Green Belt training as a prerequisite
- Attend all 10 days of face-to-face training
- Take a 100-question test of knowledge at the end of the course and earn 70% or higher
- Be required to work on a project using one of the three types of Methodologies (DMAIC, DMADV, or Lean DMAIC)
- Attend 11 weeks of coaching with their Lean Six Sigma Master Black Belt mentor (Coaching sessions are 60 minutes per week via conference call)
- Meet with their Champion for 30 minutes each week to provide a readout on their project
- Present the PowerPoint storyboard at the end of each phase to their Project Champion and MBB for approval (can be separate readouts)

## Six Sigma Master Black Belt Certification

This course provides advanced training on three of the most-widely used total quality management methodologies in the industry today (Lean, DMAIC, and DMADV). This course covers advanced topics on the Lean Six Sigma methodology and tools used to improve existing processes, design new processes, or reduce waste from existing processes. Participants will gain the Leadership, Project Coaching, and Data Analysis skills needed to mentor Black Belts and Green Belts through their Lean Six Sigma projects.

### What Participants Will Learn

- Build capabilities to mentor those who lead larger Lean Six Sigma Projects
- Develop advanced data analysis, leadership, and coaching skills
- Cultivate a deeper understanding of change management, critical thinking, and project management
- Establish a high-level process improvement mindset
- Increase capabilities to perform and interpret advanced Minitab tests

### Becoming Certified

- Attend the five days of face-to-face training
- Attend all 51 hours of coaching or co-coaching with the Certified Lean Six Sigma Master Black Belt
- Coach two Black Belt projects end to end with the help of a Certified Master Black Belt Coach
- Coach two Green Belt projects end to end with the help of a Certified Master Black Belt Coach
- Coach two lean activities end to end with the help of a Certified Master Black Belt Coach

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## The 5S System

The 5S System is the most common technique used in Lean Manufacturing environments. It allows people to take control of their work area by removing unneeded items (Sort), organizing the needed items (Set), practicing good housekeeping (Shine), setting standards for the first 3S's (Standardize), and maintaining the improvements (Sustain).

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

### What Participants Will Learn

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

## Value Stream Mapping

In order to improve a process or value stream, it is necessary to have a good plan of action or strategy. Value stream mapping is a key lean manufacturing tool that is used to define the current and future states of a manufacturing or service process and then set the action plan needed to achieve the future state.

This course breaks down the process of value stream mapping and will show participants how to recognize the purpose of a value stream map, create one, and discover how to use and establish the metrics.

### What Participants Will Learn

- Introduce the value stream mapping (VSM) process in a hands-on manner so that participants can successfully utilize VSM in their home facilities.
- Develop participants' ability to "see the flow" of a value stream and design an improved value stream
- Discover the basic mapping concepts, icons, and map layout for VSM

## Kaizen Event

Kaizen is a potent tool to not only fix specific problems or workflow issues, but to tap into the creative resources of the workforce.

Kaizen Events can result in rapid (1-5 days) workplace changes using cross-functional volunteers from various groups. Properly done, Kaizen allows workers to take control of their work areas for continual improvement with a sense of ownership, responsibility, and pride.

The facilitator for this course will facilitate an actual Kaizen Event and train potential facilitators for future events.



### What Participants Will Learn

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



# SALES





## Coaching for Sales Success

Coaching salespeople is different from any other type of coaching. However, sales coaching is a sales manager's most important job. Research has shown that salespeople respond best when they are provided a clear path forward where they receive guidance on designing the way and yet owns the steps and processes that lead to the destination.

This course will focus on solution-focused coaching which encourages employees to take personal responsibility and focus on future actions while avoiding excuse making and repeating bad behaviors. Instead, salespeople passionately pursue an outcome where they find resources that work for them uniquely.

### What Participants Will Learn

- Assess your team's strengths and areas for improvement
- Explore questioning strategies that can help your sales team find their own solutions
- Discover how to avoid hearing excuses and complaints by keeping your sales team focused on the end goal
- Listen to learn by being vulnerable enough to let go of the need to be a "know-it-all" and become a "learn-it-all"



\* Includes a Self-Assessment

## Developing and Implementing Strategic Marketing Plans

In these increasingly complex times having a well-conceived strategic marketing plan is essential for businesses to win in tough markets and any marketing or sales manager would agree that if you fail to plan, you plan to fail.

In this practical course, participants will discover how to develop strategic marketing plans and translate these into actionable sales and customer plans. This course will provide participants with a set of straightforward tools and techniques to gather information on their competitive landscape, develop appropriate marketing strategies and then execute these strategies via their sales and customer service personnel.

### What Participants Will Learn

- Manage what happens when marketing and sales do not work together
- Build a relationship between a Strategic Plan and a Marketing Plan
- Analyze customers, markets and competitors
- Discover marketplace opportunities and threats
- Set marketing and other key business objectives
- Relate marketing goals to sales outcomes
- Use the marketing mix elements (product, price, channel of distribution and marketing communications) to develop strategy
- Control the marketing effort
- Establish an annual planning calendar
- Create strategic marketing and sales plans
- Practice developing the framework for your own business

## Effectively Managing Your Salesforce

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

This course will give participants the skills to manage, encourage and see exceptional results from their salesforce.

### What Participants Will Learn

- Define the characteristics of superior sales people
- Recognize different sales styles
- Read your people and communicate with them via their preferred communication method
- Develop and maintain your sales culture
- Create brand loyalty and manage your market area
- Set product and performance expectations
- Address individual goals and communicate high expectations
- Measure performance and provide feedback
- Motivate your sales force and overcome sales slumps
- Evaluate your needs – skills, knowledge and attitudes required for your sales team
- Utilize hiring tools – what's available and how effective are they
- Incorporate key motivators – why and when money is and is not the best motivator
- Manage (and measure) sales meetings for efficiency and effectiveness
- Hold effective sales meetings with a geographically scattered sales force

## Emotional Intelligence for Sales Leadership

It's time for a new perspective in sales and sales leadership. Research shows that only slightly more than half of sales representatives (53%) are meeting or exceeding their quotas. And this is in spite of salespeople and sales managers having access to more information, education and sales enablement tools than ever before.

This course is designed for sales leaders seeking to maximize their sales team's performance by increasing their self-awareness and managing their emotions to achieve positive results.

### What You Will Learn

- Recognize the benefits of emotional intelligence
- Review the four dimensions of emotional intelligence
  - Self-awareness
  - Self-management
  - Social awareness
  - Relationship management
- Create an environment for productive work relationships
- Increase your sales team's deliberateness in making decisions
- Motivate your sales team to manage their emotions with confidence



\* Includes a Self-Assessment

[Return to Table of Contents](#)

## Essential Selling Techniques for the New Salesperson

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

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

### What Participants Will Learn

- Identify qualified prospects
- Research prospect companies and locate the true decision-maker and influencers
- Plan calls for maximum impact
- Copy gatekeepers and composing effective voicemails
- Define and understanding the importance of each step of the sales process
- Exhibit confidence in front of new customers
- Establish credibility and trust with new or prospective customers
- Distinguish the value of customer interviews
- Create a list of probing, industry specific question
- Identify individual customer needs - and immediate selling opportunities
- Present solutions vs. presenting products and services
- Communicate your product/serve superiority effectively
- Distinguish between real and phony objections
- Overcome sales resistance with proven techniques
- Clarify reasons to buy and achieving customer commitments
- Recognize when to close and what to close for by using various closing technique

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## Leading Your Sales Teams to Negotiate Better Deals

Whether your sales team is crushing it every month or struggling to reach targets, you can always get better results. It's important to view every negotiation as an opportunity to build trust and lay the groundwork for repeat business. One of the main reasons that sales teams don't reach their full potential is because they bring the wrong tactics to the table.

This course will focus on teaching your sales team to negotiate better deals, by embracing the right mindset, developing trust-based influence and creating a win-win culture.

### What Participants Will Learn

- Become instrumental to creating a positive mindset within your sales team when they're negotiating
- Emphasize the need for your sales team to position themselves as a trusted advisor
- Encourage your sales team to approach each negotiation as a win-win opportunity



\* Includes a Self-Assessment

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[Return to Table of Contents](#)

## Principles of Professional Selling

Today's competitive sales environment requires more than exceptional products, features and benefits to separate you from the competition. Consultative selling is the key to customer-focused sales interactions.

This course addresses the heart and soul of effective selling during face-to-face customer interactions. Participants will apply the skills and strategies they need to gain competitive sales advantage by planning and executing a proven sales process. This course will provide the tools that they need to become successful in professional sales.

### What Participants Will Learn

- Recognize what it takes to be a top performer today
- Gain an introduction to consultative selling
- Improve sales effectiveness and self-assessment by understanding the evolution of a sales professional
- Acknowledge a customer's perspective of why people buy from who they do
- Analyze and understand different sales styles
- Read buying styles of customers
- Adjust your approach to meet the styles of your internal and external customers
- Overcome communication barriers through active listening
- Present to visual, auditory and kinesthetic customers
- Develop customer-focused interactions
- Create sales questions that involve the customer and gain commitment
- Uncover customer needs through assessment
- Build instant rapport and trust as well as long-term relationships
- Prepare and clarify objections, overcoming skepticism, indifference and opposition
- Identify buying signs and eliminate the fear of closing
- Utilize closing techniques in a consultative sales process

## Recognizing and Defining Your Competitive Advantage

As every CEO will tell you, staying afloat is difficult enough as it is. To succeed on top of simply surviving and to actually grow — that's a whole other challenge in itself. It doesn't matter what your organization does, what its products or services are, you're always going to be competing directly with other similar companies in your industry. By defining what your organization's competitive advantage is, you automatically improve your position in a competitive business environment.

This course provides participants with the tools to make it easier to define their organization's competitive advantage and help them to redefine their strategic roadmap. Participants will explore how using a framework and asking the right questions can make this process easier and more effective.

### What Participants Will Learn

- Discover analytical frameworks for strategy formulation
- Recognize the economics of value creation and capture
- Explore the market forces underlying industry profitability and firm performance
- Assess the long-term sustainability of competitive advantage
- Develop resources and effective capabilities for strategic investments
- Capitalize on growth opportunities through strategic positioning and fit

[Return to Table of Contents](#)



## Selling Skills for Non-Sales Executives

Learn how to promote your products, your company and yourself with skill and integrity. Every corporate executive and manager represents their organization's products and services. For career mobility, you need to clearly understand the fundamentals of customer service, selling and negotiating.

This course will introduce participants to high-integrity sales approaches, effective client communications techniques and listening skills, to help them positively influence others. The sales and communication skills participants will acquire are extremely practical. They can immediately be applied to their everyday business interactions.

### What Participants Will Learn

- Expand your range of skills by viewing your job from a sales and customer service perspective
- Communicate with integrity
- Gain leadership benefits of enhanced persuasiveness
- Create goal achievement - how to get what you need
- Adapt your style quickly and effectively
- Focus on win-win outcomes
- Make 'objectors' your allies by recognizing root causes of resistance and overcome each
- Utilize different kinds of powerful customer questions
- Improve presentation skills
- Establish dialogue and effective listening skills
- Use emotion and empathy to achieve desired outcomes
- Read non-verbal cues and other kinesics signals
- Create a 'transparency of trust' in every business dealing

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## Writing Winning Proposals

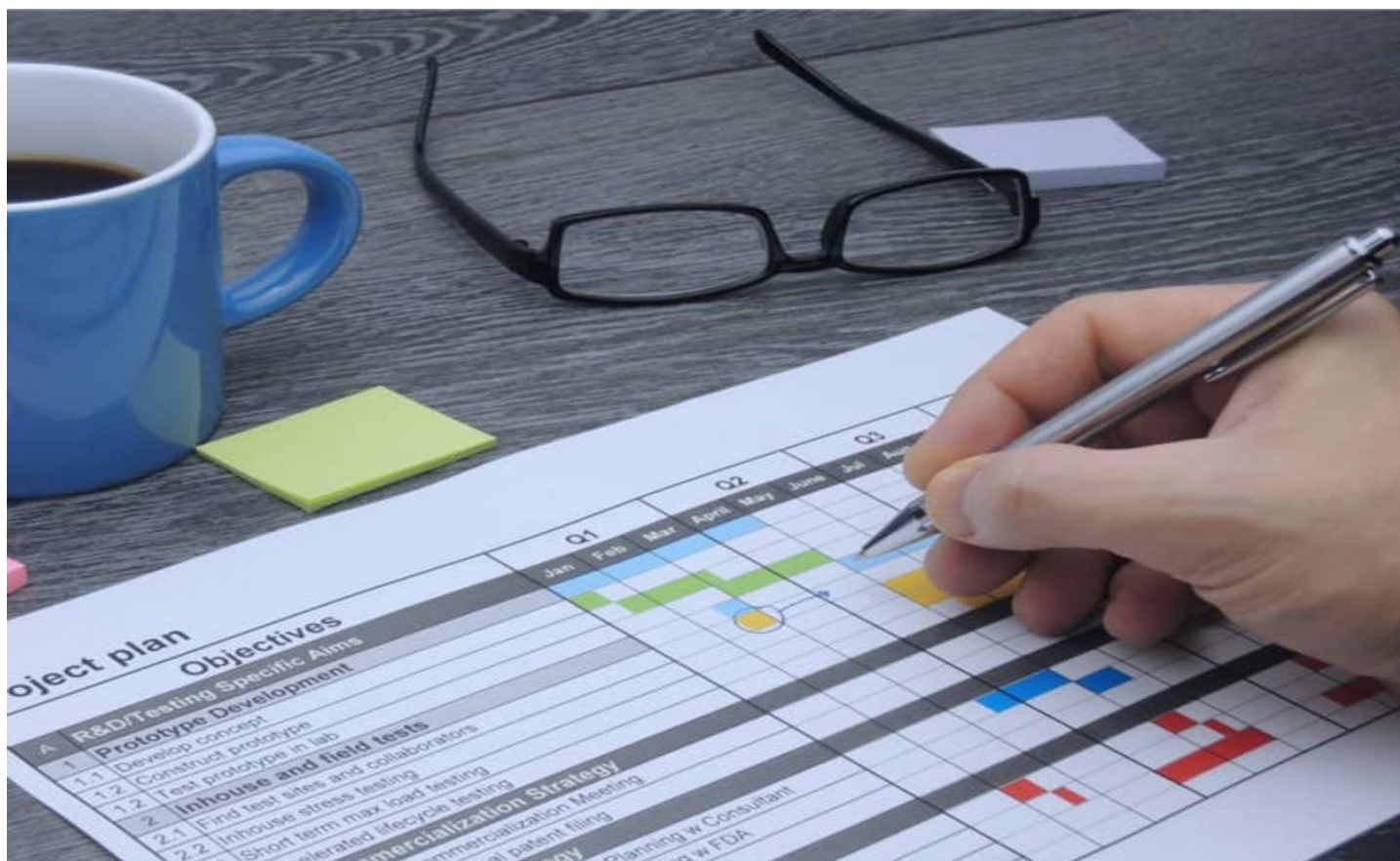
Winning new business contracts requires innovative bidding approaches. This course provides a thorough overview of the entire proposal development and presentation process – including each successive stage from RFP analysis to submission of a compliant, persuasive written proposal and compelling oral presentation.

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

### What Participants Will Learn

- Differentiate the difference between a RFP and proposal
- Appreciate why we write proposals and why they fail
- Recognize the evaluators point of view
- Plan and schedule proposals
- Discover the typical stages in producing a proposal
- Write effective, compelling and persuasive proposals
- Organize page layout and design considerations
- Implement essential elements of a win strategy
- Utilize brainstorming techniques to differentiate your company from the competition

# PROJECT MANAGEMENT



Take any individual course or complete all six to earn the certificate.

- Principles of Project Management
- Project Schedule Development and Control
- Cost Estimating and Cost Management
- Leadership and Communication Skills for the Project Manager
- Project Quality Management
- Project Risk Management

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



## Cost Estimating and Cost Management

Cost estimating is a fundamental yet challenging task for contract and project managers. Projects cannot be successful without accurate and timely project cost estimating. Estimating is a practice that occurs throughout the project management lifecycle, and so it must be done effectively and efficiently.

This course explores project cost estimating and a budget planning effort for a project manager as part of the project plan, and then looks at earned value and other controls as the plan unfolds. Individual and small group exercises and case studies include examples applicable to diverse industries and business sizes.



Please Note: Participants should have a basic knowledge of spreadsheets.

### What Participants Will Learn

- Use analytical and financial tools and techniques throughout a project, including hands-on exercises
- Calculate cost estimates using quantities and unit costs combined with effort and durations estimates
- Budget costs by breaking down costs into categories by responsibility, by scope phases and accounting requirements
- Implement cost control with execution measures to predict, track and invoice appropriately, as well as address “earned value” issues

## Leadership and Communication Skills for the Project Manager

The successful project manager is as skillful with people as they are with project management tools and project-specific content. Effectively leading the project team and communicating with all stakeholders – either on the project team or impacted by the project scope - are key skills project managers must develop and practice to ensure project success.

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

### What Participants Will Learn

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



\* Includes a Self-Assessment

[Return to Table of Contents](#)

## PMP® Exam Prep Program

Earning the PMP® certification is a challenging process, but it's also an important step in your career as a project manager and can even increase your earning potential.

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

Participants should already possess all the application requirements before taking this course. To confirm your qualification for the PMP® Exam, please review the application requirements at [www.pmi.org](http://www.pmi.org).

### What Participants Will Learn

- Grasp the basics of the exam application process
- Review of the PMBOK® by knowledge area and process group
- Build vocabulary in context of PMI principles
- Demonstrate PMI thinking on concepts and application of project management tools and techniques
- Practice strategies for test taking
- Distinguish between subtleties in scenario-based questions

## Principles of Project Management

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

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

### What Participants Will Learn

- Explain fundamental project management concepts
- Establish a project charter
- Develop components of a project management plan
- Create a communications management plan
- Initiate a work breakdown structure (WBS)
- Create a realistic schedule
- Complete project activities given a project budget
- Prepare for change to a project baseline
- Formulate a risk plan
- Determine a performance measurement baseline (PMB)
- Monitor and report project status
- Close out a project and capture lessons learned
- Build an on-the-job action plan

[Return to Table of Contents](#)



## Project Quality Management

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

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

### What Participants Will Learn

- Distinguish the relationship of quality project management to the overall project management process as outlined in the *PMBOK® Guide*.
- Develop an effective quality management plan for your projects
- Demonstrate the various quality tools and techniques for measuring and attaining the specified quality for your project's deliverables
- Communicate to senior management and customers the importance of an integrated project quality plan and how it can help the project team deliver a product or service that satisfies the needs for which the project was undertaken
- Participants will receive a copy of Goal/QPC's *The Memory Jogger II*.

## Project Risk Management

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

This course examines risk monitoring as the plan is executed, the project manager's efforts in establishing an approach to risk, and suitable responses consistent with the risk tolerance level of the stakeholders. One emphasis of this course looks at risks from the positive viewpoint of maximizing the benefits of acceptable outcomes rather than only looking to reduce negative impacts.



### What Participants Will Learn

- Apply scalable planning methods to prepare for project risk management
- Prepare a risk management plan to guide your risk approach
- Identify project risks by using different identification tools
- Integrate risk management techniques and results into a balanced project management approach
- Use multiple techniques to identify and document risks
- Perform a qualitative as well as quantitative risk analysis to prioritize and assess risks
- Incorporate expected value, probability, and distribution into your risk analysis
- Estimate and characterize the impact and timing of risks on your project
- Determine and implement appropriate risk response strategies based on risk analysis
- Monitor and control identified and emerging risks based on the risk management plan and project execution results
- Communicate risks effectively to all project stakeholders

[Return to Table of Contents](#)

## Project Schedule Development and Control

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

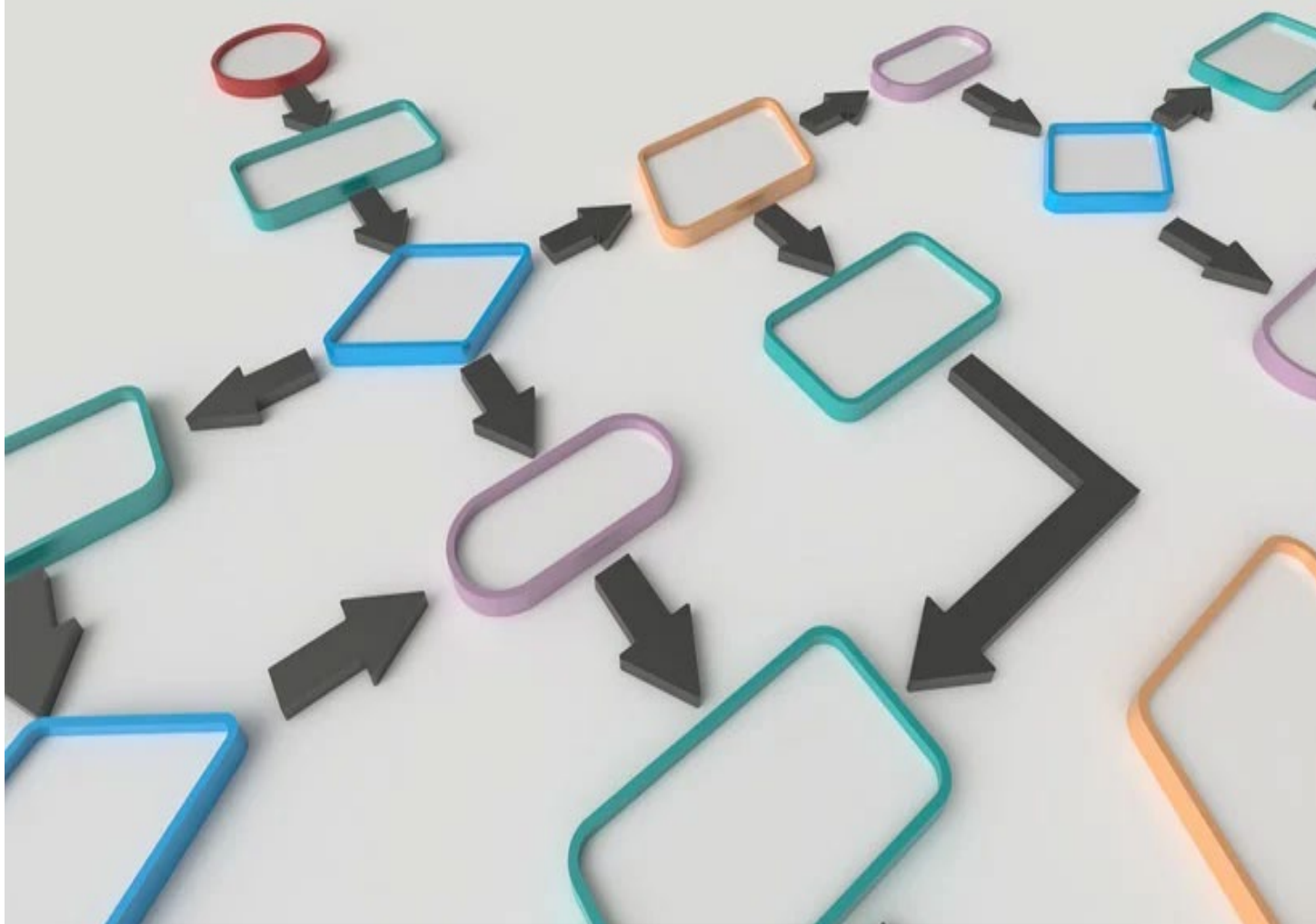
In this course, participants will focus on managing the constraints they face in any project: limits on time, human resources, materials, budget and specifications. Discover proven ways to work within identified constraints, without letting predefined limits curtail creativity or innovation.

### What Participants Will Learn

- Use the work breakdown structure to develop a network diagram
- Calculate schedules using PERT/CPM
- Identify, assign, and tabulate resource requirements
- Predict costs and work time using specific levels and estimate types
- Plan for contingencies and anticipate variations
- Predict future project performance based on historical data
- Monitor changes and close out projects on time



# PROCESS MANAGEMENT



Take any individual course or complete five courses to earn the certificate.

- Aligning Business Process Management to Strategy and Goals
- Essentials of Business Process Management
- Implementing Process Change
- Measuring and Improving Processes
- Process Mapping and Systems Thinking
- Process Transformation

[Return to Table of Contents](#)

## Aligning Business Process Management to Strategy and Goals

Billions of dollars have been invested in process improvement and information technology by corporate America and the government over the last 15 years. The payback has not met expectations. The key to solving this “Process Paradox” or “Productivity Paradox” is to link and align business process management with strategic planning so that improvements truly impact the long-term health of an organization.

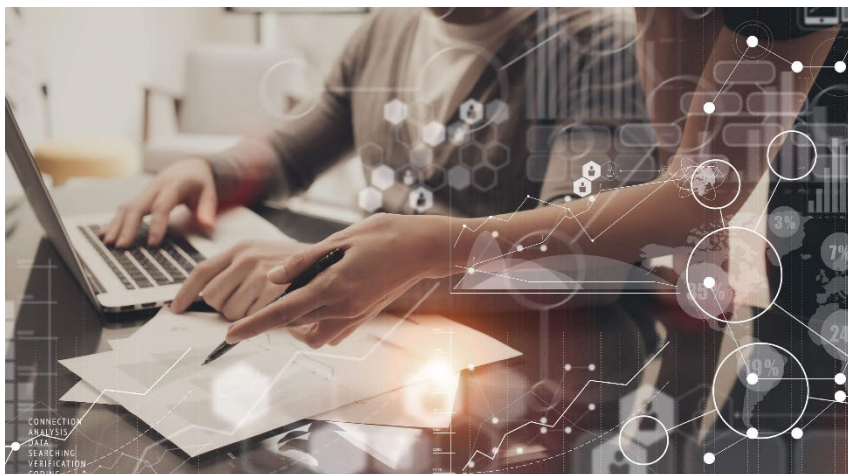
This course will help participants to evaluate process performance relative to current strategic goals, use process analysis techniques to discover new strategic opportunities, leverage processes and/or information technology to create differentiation to ensure the success of process-driven strategies.

### What Participants Will Learn

- Grasp why business processes are more important in today’s business environment
- Utilize process improvement techniques to reveal the strategic potential of business processes
- Implement techniques for leveraging process excellence to expand market share, strengthen customer relationships, enter new market segments and create new revenue streams
- Apply strategy maps to focus day-to-day performance on strategic (as well as operational) objectives
- Recognize why technology and process investments must be tied closely to corporate strategy for these efforts to create meaningful, long-term return on investment

## Essentials of Business Process Management

Business Process Management has emerged as the glue that enables organizations to effectively integrate strategic initiatives, information technology investments and day-to-day operations, thereby enabling sustainable operational excellence. Essentials of Business Process Management will provide foundational knowledge from the Association of Business Process Management Professionals’ (ABPMP) Comprehensive Body of Knowledge as well as practical roadmaps to guide your BPM journey.



### What Participants Will Learn

- Recognize why a systems view is essential to sustainable success
- Appreciate where the ABPMP’s Knowledge areas fit
- Observe key results you can achieve with BPM
- Acknowledge improvement strategies (Lean vs. Six Sigma, etc.)
- Identify the 3 Ms of Process Improvement: Map, Measure, Manage
- Create a culture of improvement
- Manage across silos by reviewing the results of a best practice survey
- Chart the course ahead for your organization



## Implementing Process Change

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

In this course, participants will gain an understanding on how to accelerate the adoption of a process change by engaging stakeholders, communicating the benefits of the change, recognizing the significance of the change, and involving stakeholders in the implementation process.



### What Participants Will Learn

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

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## Measuring and Improving Processes

Improving processes begins with the customer, be it internal or external. Understanding which customers and which requirements are most critical to your business determines which processes should be improved.

In this course, participants will discover how to map a process, design a measurement system, measure process performance, identify gaps, select and apply improvements, and evaluate the results.

### What Participants Will Learn

- Measure and analyze process performance
- Understand variability and how it drives your improvement tactics
- Identify the stability, capability, and flexibility of your processes
- Determine what level of quality your process is capable of delivering
- Evaluate and apply process improvement alternatives
- Develop results-oriented solutions that will yield improved business results

## Process Mapping and Systems Thinking

Process Mapping is the essential foundation for every approach to quality improvement (Six Sigma, Lean, reengineering) and workflow automation (ERP, BPMS, CRM). However, business processes do not exist in a vacuum. Before mapping and improving how work gets done, it is essential to understand the business system in which a process operates, lest we create a more efficient system for garbage-in, garbage-out.

This practical, how-to-do-it program delivers a one-two punch: Systems thinking techniques to clarify the “big picture” and a toolbox of mapping techniques that will enable you to streamline and redesign performance. It will arm you with the knowledge you need to analyze the way your organization really operates, to identify opportunities for eliminate waste and inefficiency, and to identify upstream metrics that will help your organization manage quality, customer service, productivity and financial performance.



### What Participants Will Learn

- Identify and understand your organization's true core processes
- Recognize and remove activities that do not add value
- Eliminate systemic flaws that result in poor quality
- Document processes for knowledge management or BPM initiatives
- Identify critical “pulse points” or lead measurements
- View customer/supplier relationships and their impact on your system
- Engage business leaders, users and customers in process change efforts

## Process Transformation

There is no one-size-fits-all recipe for getting better business results. It is both art and science, requiring data-driven problem solving and out-of-the-box solutions to assure sustainable success.

This course will add creative redesign techniques (Six Hats, SCAMPER, Five Max) to your classic, data-driven process improvement skills so you are able to deliver both incremental change and breakthrough solutions for your organization. It takes a strategic view that assesses how your organization's unique process strengths can be leveraged as competitive weapons.

### What Participants Will Learn

- Evaluate the need for innovation vs. improvement
- Interpret data and graphics to make key decisions
- Think outside the “process box”
- Devise innovative process designs based on customer needs
- Evaluate and apply process improvement alternatives
- Develop results-oriented process improvement solutions
- Assess the strategic impact of process capabilities
- Deliver more value to current and future customers

[Return to Table of Contents](#)



# DIGITAL SKILLS

Unless we get more high-tech workers, by 2030, the U.S. could miss out on over **\$160 billion** in annual revenues.

~ Korn Ferry Study

**42%** of companies say they plan to launch upskilling or reskilling initiatives to fill tech positions. among current workers.

There will be a million more jobs available in computing than qualified applicants who can fill those roles.

~ Bureau of Labor Statistics

## Cybersecurity Boot Camp

Our daily life, economic vitality, and national security depend on a stable, safe, and resilient cyberspace. - U.S. Department of Homeland of Homeland Security

The frequency of data and security breaches in the news grows almost daily, and as a result, there is tremendous job demand for cybersecurity professionals. It's important now, more than ever, to have trained, skilled professionals securing our data and personal information.

The Cybersecurity Boot Camp at UNC Charlotte is a challenging, program that takes a multidisciplinary approach to attaining proficiency in IT, networking, and modern information security.

Throughout the program, participants will gain experience with a host of popular tools such as Wireshark, Kali Linux, Metasploit, Nessus, and more. In addition, participants will learn skills applicable to certifications such as the CompTIA Security+ and Certified Ethical Hacker (CEH), in addition to gaining access to CompTIA's CertMaster Practice test prep platform for Security+ and a free exam voucher for the Security+ exam, which can greatly enhance desirability and employability in today's job market. Participants will also learn methods, techniques, and best practices for convincingly conveying the severity of the risks facing an organization's security posture.

### What Participants Will Learn

- Understand the structure of and prepare for the Security+ and CEH exams
- Analyze packet traffic flowing over a network in order to better troubleshoot issues and monitor users browsing habits
- Utilize penetration testing to examine network, system, and web vulnerabilities
- Identify suspicious patterns of user behavior to identify bots, intruders, and other malicious actors
- Explore and implement network theory
- Recognize cybersecurity threats, actors, and methods
- Conduct vulnerability assessments using tools like Metasploit to profile an application for vulnerabilities, and then exploit those vulnerabilities
- Configure machines on a virtual network, deploy them to the cloud, and investigate cloud security risks
- Perform administrative and security tasks to Windows and Linux Operating Systems
- Write Bash scripts to automate security and operating systems tasks
- Articulate important best practices around password selection and storage to crack into (mock!) user accounts
- Advise on cybersecurity best practices and risk management strategies
- Implement access control policies as an additional layer of security over an organization's private data
- Develop best practices in implementing security strategy policies across an organization



## Data Analytics Boot Camp

Over the course of the past decade, the explosion of data has transformed nearly every industry known to man. Whether it's in marketing, healthcare, government, or activism -- the ability to translate data into insights has quickly become a highly in-demand skill by all. The Data Analytics Boot Camp at UNC Charlotte will empower participants to gain the knowledge and skills to conduct robust analytics on a host of real-world problems.

No matter how advanced Big Data Analytics jobs get, human insights will always be in demand. And as more companies look for experts to understand data and offer effective solutions, the demand for Data Analytics professionals will continue to increase for years to come.

In fact, an estimated 2.7 million job postings for Data Analytics and Science are predicted in the United States by 2020.

This program is rigorous, fast-paced, and focused on the practical technical skills needed to solve data problems. Throughout the program, participants will gain proficiencies on a host of marketable technologies like Excel, Python, JavaScript, SQL Databases, Tableau, and more. Plus, participants will have an impressive Professional Portfolio and the confidence they need to succeed in the data-driven economy.

### What Participants Will Learn

- Employ statistical analysis to model, predict, and forecast trends
- Build VBA scripts in Excel to automate tedious manual processes
- Design custom interactive data visualizations using D3.js and other JavaScript libraries
- Utilize real-world data sources to showcase social, financial, and political phenomena
- Create in-depth graphs, charts, and tables utilizing a wide-variety of data-driven programming languages and libraries
- Create Python-based scripts to automate the cleanup, re-structuring, and rendering of large, heterogeneous datasets
- Interact with RESTful APIs using Python Requests and JSON parsing techniques
- Use geographic data to create visually exciting, interactive, and informative maps
- Write SQL commands to perform Create, Read, Update, and Delete commands
- Utilize advanced SQL and Mongo techniques to combine multiple datasets into one so as to create even more impressive and comprehensive databases
- Create basic interactive websites and applications to show your work to the entire world
- Work with and lead small-scale teams in order to create applications and visual datasets
- Scrape information from web pages in order to collect data from a wide-variety of online sources
- Communicate and glean new business insights using enterprise-grade tools like Tableau
- Analyze social media trends on Twitter and Facebook using automated programs
- Work independently or in a group on complex data-mining projects
- Discover the basics of troubleshooting and enhancing legacy code

## FinTech Boot Camp

The field of finance is evolving. Financial services firms, insurance agencies, and investment banks are increasingly at the intersection of data and technology, harnessing programming, machine learning, big data, and blockchain to conduct business.

This 24-week FinTech Boot Camp is a challenging, part-time program that teaches you how to automate and improve financial services using cutting-edge technology.

Throughout the program, you will gain experience with a host of popular tools and methods such as Python programming, financial libraries, machine learning algorithms, Solidity smart contracts, Ethereum, and blockchain. You will learn how these concepts are leveraged within financial fields from insurance to investment banking, as well as best practices for using these skills to add value to your organization.

### What Participants Will Learn

- Apply modern financial technologies within the context of working at an investment bank, insurance agency, or any player in the financial industry
- Employ financial analysis techniques to model, predict and forecast trends
- Model future financial performance of a company using Python and financial fundamentals
- Make API requests to pull financial data, and use a variety of Python packages to run financial analysis on large datasets
- Conduct time-series analysis in conjunction with assumptions and variances to develop financial forecasts, and analyze forecasts for accuracy
- Create a custom API with mock bank data and configure the API to allow incoming interactions
- Learn to work with databases on the AWS cloud in the service of financial applications
- Understand both uses and disadvantages of a variety of machine learning algorithms and their proper application within the field of finance
- Leverage machine learning to determine lending preferences and how effectively a cluster of customers would produce interest
- Analyze market behavior using machine learning on historical datasets
- Determine optimal predictors for market strategy and evaluate models for accuracy

## Full Stack Development Boot Camp

The digital revolution has transformed virtually every area of human activity - and participants can be a part of it as a web development professional. UNC Charlotte's Full Stack Development Certificate Program is a part-time program that begins with a deep dive into the basics of coding and data structure and gives participants the knowledge and skills to build dynamic end-to-end web applications and become a full stack web developer.

This program is rigorous and fast-paced and covers both the theory and application of web development. As participants gain proficiency, they'll demonstrate what they've learned and will have ample opportunities for hands-on involvement in real-world, organization-specific projects. This will provide participants with an impressive Professional Portfolio and the confidence to succeed as a web development professional.

### What Participants Will Learn

- Apply "social coding" accepted and best practices (including source control, issue tracking, functional feedback, etc.)
- Build a front-end website either from scratch or by utilizing a front-end framework (such as Bootstrap)
- Expertly navigate the file system and terminal basics
- Deploy static and dynamic websites to the cloud
- Create a full stack Single Page Application with AJAX communication
- Implement complex logical conditions to meet an objective
- Write SQL commands to perform Create, Read, Update and Delete commands
- Conceive a vision for a website - and then build it!
- Work independently or in a group on complex projects throughout the entire development lifecycle
- Understand the basics of troubleshooting and enhancing legacy code
- Communicate the basics of serving a web page and how the browser renders code
- Create RESTful APIs utilizing JSON as a data format
- Consume RESTful APIs properly utilizing REST verbs
- Design web applications and services in C# using ASP.Net
- Initiate session-based applications utilizing user authentication schemes that are well-known and widely used