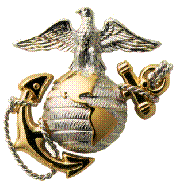
MarineNet Course Catalog



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# LEADERSHIP ESSENTIALS: CURRICULUM OVERVIEW

1. MOTIVATING EMPLOYEES. This course provides you with an understanding of why motivating strategies are important as a leader. It also provides you with practical techniques for encouraging motivation among employees in your organization.

2. COMMUNICATING VISION. This course provides a general introduction to vision communication, including its nature and its purpose. You will be guided through numerous techniques and methods for a leader to successfully communicate vision, such as personalizing and multiplying a clear message, communicating enthusiasm in an authentic way, and making the organizations vision the employees' own vision.

3. LEADING WITH EMOTIONAL INTELLIGENCE. This course provides you with an understanding of why emotional intelligence abilities are important as a leader. It also provides you with practical, positive techniques for promoting and improving emotional intelligence as a leader within your business environment.

4. BUILDING YOUR INFLUENCE AS A LEADER. In this course, you will be guided through numerous methods and strategies for effectively influencing a team to accept your ideas. You'll be introduced to the importance of political awareness and the essential skills involved in using positive politics and avoiding negative politics when persuading others. You'll also have an opportunity to practice methods for influencing effectively and ethically.

5. LEADING BUSINESS EXECUTION. This course provides you with techniques and strategies for executing business strategy, and more importantly, ideas on how to cultivate a culture that supports the active business execution needed to keep pace with today's fast-changing world. Specifically, the course will explore techniques for fostering a culture of business execution, one that leverages planning, people, and practice in an integrated approach to business execution.

6. LEADING INNOVATION. This course provides you with an understanding of what an innovative culture is and what qualities a leader needs to best foster innovation. It also provides you with practical techniques for cultivating and leading innovation.

7. LEADING CHANGE. This course provides you with strategies for leading changes within an organization, including effective approaches to introducing and communicating change. It also provides practical strategies for dealing with sources of employee resistance to change, and for removing organizational obstacles to ensure the transition is followed through.

8. CREATING YOUR OWN LEADERSHIP DEVELOPMENT PLAN. This course explores ways to assess you as a leader, establish a vision for the future, and identify obstacles to that vision. It also teaches practical approaches for setting development goals, objectives, and actions designed to move you toward your vision. Lastly, it provides useful criteria for evaluating a personal leadership development plan.

# Leadership Essentials: Motivating Employees

Course Number: lead\_05\_a01\_bs\_enus

Target Audience: GS/ 09-14

Supervisors, managers, directors, and individuals who want to develop their leadership skills.

Overview/Description:

Imagine what your organization would be like if you and your colleagues were not motivated. Motivation is what drives people to accomplish things, whether it is small tasks or large undertakings. Without motivation, things simply would not get done. The ability to create an environment that encourages motivation takes both practice and skill as it's not a quality inherent in most people. As a leader, your capacity for motivating plays a key element in the success of your organization. This course provides you with an understanding of why motivating strategies are important as a leader. It also provides you with practical techniques for encouraging motivation among employees in your organization. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize the definition of motivation
* Recognize tactics that encourage intrinsic motivation by addressing higher-order needs in the workplace
* Recognize how to involve, validate, and develop employees
* Recognize actions that encourage motivation by enlisting the support of workplace systems
* Take steps to encourage motivation in an individual employee, in a given scenario

Expected Duration (hours): 1.0

# Leadership Essentials: Communicating Vision

Course Number: lead\_05\_a02\_bs\_enus

Target Audience: GS/07-12

Supervisors, managers, directors, and individuals wanting to develop their leadership skills.

Overview/Description:

Today's leaders must be able to communicate vision in such a way that the audience is engaged and everyone understands and internalizes the message. Effective leadership communication gives purpose and meaning to the work that people do. Leaders should strive to communicate vision with a sense of integrity, building trust as an individual and as a leader. This course provides a general introduction to vision communication, including its nature and its purpose. You will be guided through numerous techniques and methods for a leader to successfully communicate vision, such as personalizing and multiplying a clear message, communicating enthusiasm in an authentic way, and making the organizations vision the employees' own vision. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Identify approaches to communication that are likely to be important to employees
* Match techniques for communicating vision to examples of how to execute them
* Communicate vision to employees, as a leader in a given scenario

Expected Duration (hours): 1.0

# Leadership Essentials: Building Your Influence as a Leader

Course Number: lead\_05\_a03\_bs\_enus

Target Audience: GS/07-12

Supervisors, managers, directors, and individuals wanting to develop their leadership skills.

Overview/Description:

Why is it so hard to get people to agree to a good idea? Why some leaders are constantly faced with challenges and objections? Reaching agreement as a leader does not mean you should manipulate or force people to accept your ideas and accomplish your objectives; there are ethical ways for leaders to successfully build influence. Leaders attempting to influence and persuade others are faced with the challenges of navigating through organizational politics. An effective leader recognizes that organizational politics can provide positive ways to influence others in order to accomplish goals. In this course, you will be guided through numerous methods and strategies for effectively influencing a team to accept your ideas. You'll be introduced to the importance of political awareness and the essential skills involved in using positive politics and avoiding negative politics when persuading others. You'll also have an opportunity to practice methods for influencing effectively and ethically. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize and classify examples of techniques for influencing people
* Recognize actions that use politics to influence others in a positive way
* Use influence techniques to persuade others while avoiding the negative use of politics, in a given scenario

Expected Duration (hours): 1.0

# Leadership Essentials: Leading with Emotional Intelligence

Course Number: lead\_05\_a04\_bs\_enus

Target Audience: GS/04-11

Individuals, supervisors, managers, and directors. The course would also be suitable for those executives wishing to refresh their leadership skills.

Overview/Description:

Poised, outgoing, cheerful, having empathy for others, being able to express feelings directly but appropriately, and having the capacity for developing relationships. All of these abilities distinguish individuals with high emotional intelligence. Emotional intelligence is a more reliable predictor of success than intellect! Leaders with a strong mixture of emotional awareness, self-management, and social skills navigate relationships more effectively and are more likely to be successful in their personal and professional lives. This course provides you with an understanding of why emotional intelligence abilities are important as a leader. It also provides you with practical, positive techniques for promoting and improving emotional intelligence as a leader within your business environment. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize why emotional intelligence is important in the workplace
* Match emotional intelligence competencies to their associated domains
* Recognize which perception competencies need improvement and recommend techniques for cultivating them, in a given scenario
* Choose actions that demonstrate emotional intelligence in controlling emotions
* Recognize actions that demonstrate emotional intelligence in facilitating

Expected Duration (hours) 1.0

# Leadership Essentials: Leading Business Execution

Course Number: lead\_05\_a05\_bs\_enus

Target Audience: GS/12-14

Supervisors, managers, directors, and individuals wanting to develop their leadership skills.

Overview/Description:

How many times have you and your team decided on new plans to make day-to-day processes more efficient, only to watch months slip by with those plans unexecuted? Why don't certain tasks get executed? Why do things stay the same, even when the change is critical to your team? This course provides you with techniques and strategies for executing business strategy, and more importantly, ideas on how to cultivate a culture that supports the active business execution needed to keep pace with today's fast-changing world. Specifically, the course will explore techniques for fostering a culture of business execution, one that leverages planning, people, and practice in an integrated approach to business execution. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize the meaning of business execution
* Recognize how to leverage your business planning to support business execution
* Classify examples of strategies for leveraging the "people" component of business execution
* Support business execution through people and practice, in a given scenario

Expected Duration (hours) 1.0

# Leadership Essentials: Leading Innovation

Course Number: lead\_05\_a07\_bs\_enus

Target Audience: GS/09-14

Supervisors, managers, directors, and individuals wanting to develop their leadership skills.

Overview/Description:

Creativity and innovation are critical components of just about every organization. But innovation doesn't pertain only to new inventions, products, or reworked designs. It also involves incremental improvements to the way things are done. Knowing how to build and support an innovative culture is an important skill for any leader to master. The impetus for innovation can come from the top of the organization, and it can come from the people engaged in day-to-day production. Building an innovative culture is a responsibility for leaders and employees across organizational hierarchies. This course provides you with an understanding of what an innovative culture is and what qualities a leader needs to best foster innovation. It also provides you with practical techniques for cultivating and leading innovation. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Classify examples of questions that can be used to assess characteristics of a business innovation culture
* Associate the characteristics of an innovation leader with the actions that reflect them
* Assess an organization's innovation culture and plan leadership actions to strengthen it in a given scenario
* Recognize actions that are likely to attract and nurture innovators

Expected Duration (hours): 1.0

# Leadership Essentials: Leading Change

Course Number: lead\_05\_a07\_bs\_enus

Target Audience: GS/12-14

Supervisors, managers, directors, and individuals wanting to develop their leadership skills.

Overview/Description:

Change is not an event; it is a process. Change can happen quickly and, in some situations, can be urgent! However, it can take time for individuals to make the transition from one way of working to another. The change process isn't simply about introducing new systems – it's about leading people from an old way of working to a new way of working, and it's vital that you lead the change through to completion! It's important to recognize that your role is to support individuals through the transition and remove obstacles that can hinder a smooth transition from one process to another. This course provides you with strategies for leading changes within an organization, including effective approaches to introducing and communicating change. It also provides practical strategies for dealing with sources of employee resistance to change, and for removing organizational obstacles to ensure the transition is followed through. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize various types of change obstacles in an organization
* Match roots of inertia with actions that help combat and replace them with imperatives
* Recognize appropriate ways to communicate change
* Use appropriate techniques as a leader to introduce and follow through with change, in a given scenario

Expected Duration (hours): 1.0

# Leadership Essentials: Creating Your Own Leadership Development Plan

Course Number: lead\_05\_a08\_bs\_enus

Target Audience: GS/04-11

Supervisors, managers, directors, and individuals wanting to develop their leadership skills.

Overview/Description:

Creating your own leadership development plan is a significant part of any successful and valuable leadership-development strategy. Leadership development plans help to ensure that you remain focused on what is required to continually grow and develop as a leader. This includes assessing your own style, values, and requirements, as well as identifying development goals, objectives, and actions. This course explores ways to assess yourself as a leader, establish a vision for the future, and identify obstacles to that vision. It also teaches practical approaches for setting development goals, objectives, and actions designed to move you toward your vision. Lastly, it provides useful criteria for evaluating a personal leadership development plan. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Identify the key results of a leader's self-assessment process
* Recognize strategies for formulating your leadership vision and approaching potential obstacles to that vision
* Choose appropriate objectives and actions for a leadership development plan, in a given scenario
* Recognize strategies designed to help sustain leadership development
* Determine whether a leadership development plan exhibits key characteristics

Expected Duration (hours): 1.0

# TEAM BUILDING: CURRICULUM OVERVIEW

1. OPTIMIZING YOUR PERFORMANCE ON A TEAM: BEING AN EFFECTIVE TEAM MEMBER. This course covers strategies and techniques to help you become an effective and valued member of your team. You'll explore ways for adopting a positive approach to being on a team, like recognizing the benefits of working on a team and learning to tolerate team member differences.

2. OPTIMIZING YOUR PERFORMANCE ON A TEAM: ESTABLISHING TEAM GOALS AND RESPONSIBILITIES. This course outlines initial steps that should be performed when building a team, including establishing the team goal and assigning roles to individual team members in a way that ensures the team will collectively meet its goal.

3. OPTIMIZING YOUR PERFORMANCE ON A TEAM: ELEMENTS OF A COHESIVE TEAM. This course introduces techniques for building a cohesive team and highlights how poor communication, a trust-deficient atmosphere, and a lack of cooperation among team members leads to failure of the team achieving its goals.

4. OPTIMIZING YOUR PERFORMANCE ON A TEAM: EFECTIVE TEAM COMMUNICATION. You will learn the importance of fostering a team environment that encourages open and supportive communication, how to recognize common verbal barriers that can seriously interfere with team productivity and learn strategies for eliminating those barriers.

5. OPTIMIZING YOUR PERFORMANCE ON A TEAM: USING FEEDBACK TO IMPROIVE TEAM PERFORMANCE. In this course, you'll learn how to deliver feedback to other members of your team using a direct, honest, and assertive style that strives to eliminate uncertainty and learn techniques to help you receive and process feedback provided by other team members.

6. LEADING TEAMS: LAUNCHING A SUCCESSFUL TEAM. This course outlines the benefits of business teams, the importance of taking proactive measures to ensure a smooth transition during the initial phase of team formation, reviews the five stages of team development and offers strategies for dealing with issues that may arise during the first stage, Forming.

7. LEADING TEAMS: ESTABLISHING GOALS, ROLES, AND GUIDELINES. This course covers techniques for laying the foundation for a successful team, including setting team goals, assigning roles to individual team members, and defining specific guidelines that outline how team members should behave to minimize conflict and optimize team performance.

8. LEADING TEAMS: GENERATING CREATIVE AND INNOVATIVE IDEAS – MAXIMIZING TEAM CREATIVITY. This course discusses how to maximize team creativity and explores the conditions in the work environment that help encourage team creativity, such as diversity among team members.

9. LEADING TEAMS: BUILDING TRUST AND COMMITMENT. This course offers strategies used to build trust based on encouraging honest, accountable, fair, and positive behavior, and provides leaders with strategies that help increase team member commitment.

10. LEADING TEAMS: FOSTERING EFFECTIVE COMMUNICATION AND COLLABORATION. This course outlines the importance and benefits of promoting team communication and collaboration, covers techniques for encouraging effective communication using a favorable communication style and ensuring the team profits from team meetings.

11. LEADING TEAMS: MOTIVATING AND OPTIMIZING PERFORMANCE. This course describes ways to optimize team performance and effectiveness through assessments and feedback. It also outlines strategies for sustaining high performance, including using coaching to improve team performance and motivating through shared leadership.

12. LEADING TEAMS: DEALING WITH CONFLICT. This course offers an understanding about what causes conflicts on a team and the important role of healthy communication in handling conflicts.

13. LEADING TEAMS: MANAGING VIRTUAL TEAMS. This course offers leaders a framework for successfully leading virtual teams. It outlines the key competencies that members of virtual teams should possess and offers guidelines for specific virtual team activities, such as teleconferencing and decision making.

14. PEER RELATIONSHIPS: THE VALUE OF PEER RELATIONSHIPS. This course examines the benefits of positive peer relationships and explores how individuals can cultivate peer relationships that can make an organization more collaborative and competitive.

15. BUILDING AND MAINTAINING TRUST: BUILDING TRUST. This course provides invaluable insight into the impact of trust and distrust in the workplace. It also addresses the importance of fostering trusting relationships at work and how to build and sustain trust with your colleagues.

# Optimizing Your Performance on a Team: Being an Effective Team Member

Course Number: team\_02\_a01\_bs\_enus

Target Audience: GS/07-13

All levels of employees; anyone who participates on any type of team.

Overview/Description:

A truly effective team is equal to more than the sum of its parts. And it takes the dedication of every member of the team. Effective team members go beyond themselves and their personal desires and goals. If you want to be an effective team member, your challenge is to put the team first, which means maximizing your contributions to help the team accomplish its purpose. This course covers strategies and techniques to help you become an effective and valued member of your team. Specifically, you'll explore ways for adopting a positive approach to being on a team, like recognizing the benefits of working on a team and learning to tolerate team member differences. You'll also learn how to work proactively and collaboratively with members of your team as you achieve your team's goals.

Lesson Objectives:

* Identify the strategies for adopting a positive mind-set about working on a team
* Recognize how to be a proactive team member
* Recognize strategies for demonstrating tolerance of teammates
* Use strategies for being an effective team member
* Recognize examples of the strategies for working collaboratively with others

Expected Duration (hours): 1.0

# Optimizing Your Performance on a Team: Establishing Team Goals and Responsibilities

Course Number: team\_02\_a02\_bs\_enus

Target Audience: GS/07-13

All levels of employees; anyone who participates on any type of team.

Overview/Description:

All individuals have strengths that allow them to achieve goals consistently and successfully. In a team setting, those individual strengths can combine to lead the whole team to success, or they can create conflict and tension. To harness individual strengths and personalities, you need solid ground rules for the team. You also need to allocate roles and responsibilities for maximum efficiency. This course outlines initial steps that should be performed when building a team; including establishing the team goal and assigning roles to individual team members in a way that ensures the team will collectively meet its goal. The course also discusses the importance of fully understanding one's responsibilities and how the various roles work together to achieve the goal.

Lesson Objectives:

* Analyze given team goals and recommend any necessary improvements
* Identify examples of team goals that are in alignment with a given corporate goal
* Recognize team goals that are clear and measurable
* Assign responsibilities to given team members
* Identify areas related to expectations that team members need to understand

Expected Duration (hours): 1.0

# Optimizing Your Performance on a Team: Elements of a Cohesive Team

Course Number: team\_02\_a03\_bs\_enus

Target Audience: GS/7-13

All levels of employees; anyone who participates on any type of team.

Overview/Description:

Three elements are always present in any effective, cohesive team: open communication, cooperation, and trust. Like the strands of a cord, these elements hold the team together and give it strength. Without these elements, team members will not participate fully in team activities and they won't find true satisfaction in their work. When trust and open communication is present, ideas flow and people find solutions to problems. When there's cooperation, team members feel connected to each other, and morale is high. This course introduces techniques for building a cohesive team and highlights how poor communication, a trust-deficient atmosphere, and a lack of cooperation among team members leads to failure of the team achieving its goals. This course covers what needs to happen in order to reach true unity and cohesiveness, which will in turn take the team to new heights.

Lesson Objectives:

* Recognize examples of communicating in a way that builds a cohesive team
* Recognize examples of promoting cooperation among team members
* Recognize examples of team members who demonstrate strategies for building trust
* Use strategies for building a cohesive team

Expected Duration (hours): 1.0

# Optimizing Your Performance on a Team: Effective Team Communication

Course Number: team\_02\_a04\_bs\_enus

Target Audience: GS/07-13

All levels of employees; anyone who participates on any type of team.

Overview/Description:

Regardless of how talented the individual members of your team are, they can only get your team so far alone. To maximize their potential, teams rely on the participation, input, and opinions of all team members. Learning to speak up and encouraging others to open up are important to a team's success. Effective communication is the fuel that will keep your team going to the finish line. In this course, you'll learn the importance of fostering a team environment that encourages open and supportive communication. You will learn to recognize common verbal barriers that can seriously interfere with team productivity and learn strategies for eliminating those barriers. This course also covers active listening and presents techniques for listening more effectively to teammates, thereby encouraging the sharing of ideas within the team.

Lesson Objectives:

* Recognize verbal barriers to communication
* Apply ground rules for open communication, given a team meeting scenario
* Identify strategies for maintaining open communication during team meetings
* Identify which barriers to effective communication will be eliminated by specific strategies for team meetings
* Recognize techniques for actively listening to a teammate's viewpoint

Expected Duration (hours): 1.0

# Optimizing Your Performance on a Team: Using Feedback to Improve Team Performance

Course Number: team\_02\_a05\_bs\_enus

Target Audience: GS/7-13

All levels of employees; anyone who participates on any type of team.

Overview/Description:

A crucial component of optimal team performance is the ability of all team members to openly express their ideas, goals, and needs, as well as share thoughts about each other's performance – both positive and negative. The same principle applies when it comes to receiving feedback. It's far better to hear the truth directly than to assume your performance is the best it can be. In this course, you'll learn how to deliver feedback to other members of your team using a direct, honest, and assertive style that strives to eliminate uncertainty. You'll also learn techniques to help you receive and process feedback provided by other team members. Mastering this feedback loop provides an opportunity to grow as an individual, as well as improve team performance as a whole.

Lesson Objectives:

* Recognize examples of assertive feedback
* Recognize examples of effective feedback
* Apply strategies for giving feedback to team members
* Recognize examples of elements of the process for receiving feedback from team members
* Apply the process for receiving feedback from team members

Expected Duration (hours): 1.0

# Leading Teams: Launching a Successful Team

Course Number: team\_03\_a01\_bs\_enus

Target Audience: GS/07-13

All levels of employees that lead and manage teams, including managers, team leaders, supervisors, directors, and group leaders. It is suitable for anyone wishing to develop and refine their leadership skills in a team environment.

Overview/Description:

Leading successful teams is an art, and team leaders can face many challenges when trying to optimize team performance. Whether you're a current team leader or simply someone who would like to develop the skills that would make you a strong candidate, you need to know certain things about how teams function and what it takes to develop a high-performance team. Among the most important things to know: good team development begins on day one. Forming an effective and cohesive team is fundamental to the success of the team later on, and pulling the right team together from the start has benefits far beyond just completing tasks on time. In this course, you'll learn techniques for setting up successful teams that can be applied to a variety of team environments. This course outlines the benefits of business teams and the importance of taking proactive measures to ensure a smooth transition during the initial phase of team formation. It reviews the five stages of team development and offers strategies for dealing with issues that may arise during the first stage, forming. You'll learn strategies for selecting high-performing team members most suited for your project or team, as well as recommendations for performing proper introductions, clarifying team purpose and context, and making sure team members understand their responsibilities. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recommend strategies for leading a given team through its stage of development
* Sequence the stages of team development
* Choose team members for a team given the qualities of a pool of candidates
* Match personal qualities that team members should have with indicators of their presence
* Recognize strategies for leading a team through the Forming stage of team development

Expected Duration (hours): 1.0

# Leading Teams: Establishing Goals, Roles, and Guidelines

Course Number: team\_03\_a02\_bs\_enus

Target Audience: GS/07-13

All levels of employees that lead and manage teams, including managers, team leaders, supervisors, directors, and group leaders. It is suitable for anyone wishing to develop and refine their leadership skills in a team environment.

Overview/Description:

The way in which a team is built is an important factor in determining team success. Leading a team quickly and smoothly into high performance mode requires the groundwork of setting team goals, identifying project tasks and assigning the right people to them, and defining the standards of team behavior to ensure team members work together so that team objectives are met. This course covers techniques for laying the foundation for a successful team. These techniques include setting team goals, assigning roles to individual team members, and defining specific guidelines that outline how team members should behave to minimize conflict and optimize team performance. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Order the steps that a given team should take to establish team goals
* Sequence examples of the steps for assigning team members to appropriate roles
* Recognize examples of effective guidelines for team conduct
* Match types of guidelines for team conduct with corresponding examples

Expected Duration (hours): 1.0

# Leading Teams: Generating Creative and Innovative Ideas – Maximizing Team Creativity

Course Number: pd\_09\_a02\_bs\_enus

Target Audience: GS/07-13

Team leaders and any individuals on a team who want to cultivate the creative potential of their team.

Overview/Description:

Is creativity within everyone's grasp? Does creativity come naturally within a team, or is this a skill that some learn and others don't? Like anything, creativity and innovation can flourish when cultivated with the right tools. This course discusses how to maximize team creativity. It explores the conditions in the work environment that help encourage team creativity, such as diversity among team members. In addition, it describes team methods for fostering creativity, including such techniques as brainstorming and role playing. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize characteristics that foster team creativity in a work environment
* Recognize the five steps for brainstorming creative ideas
* Facilitate a brainstorming session to generate ideas for a given situation
* Recognize how role playing helps teams generate creative ideas

Expected Duration (hours): 1.0

# Leading Teams: Building Trust and Commitment

Course Number: team\_03\_a04\_bs\_enus

Target Audience: GS/07-13

All levels of employees that lead and manage teams and anyone wishing to develop and refine their leadership skills in a team environment.

Overview/Description:

Highly successful teams have members who exhibit certain key characteristics, including an honest and fair approach, personal integrity, and a positive attitude. But two personal qualities are particularly crucial for a member of a high-performance team: a healthy level of trust in others and a sense of commitment to the team. In the early stages of team development, leaders must set up structures and processes that support the development of these team characteristics. This course offers strategies used to build trust based on encouraging honest, accountable, fair, and positive behavior. The course also provides leaders with strategies that help increase team member commitment, such as being supportive, making members feel secure, providing interesting work, and acknowledging contributions and achievements. By using these strategies, team leaders can develop a cohesive team that works together to reach its goals. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize examples of the principles for building trust among team members
* Recognize examples of discussion items to cover during a team meeting called to deal with a trust issue
* Identify the recommended contents of a guideline for maintaining trust on a team
* Use strategies for gaining commitment from team members in a given scenario
* Match strategies for gaining commitment from team members with examples

Expected Duration (hours): 1.0

# Leading Teams: Fostering Effective Communication and Collaboration

Course Number: team\_03\_a05\_bs\_enus

Target Audience: GS/07-13

All levels of employees that lead and manage teams and anyone wishing to develop and refine their leadership skills in a team environment.

Overview/Description:

You have a team established and everyone is committed to the team goals. However, a common focus is not always enough to help your team achieve success. You must ensure that team members can communicate with you and with one another, and that they will work as a team rather than as individuals. This course outlines the importance and benefits of promoting team communication and collaboration. It covers techniques for encouraging effective communication by employing a favorable communication style and ensuring the team profits from team meetings. The course also introduces strategies that team leaders should implement to encourage team collaboration; including fostering shared ownership and stressing the team orientation. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Match characteristics of healthy team communication with example
* Apply strategies to improve communication during a given team meeting
* Recommend strategies for fostering collaboration on a team
* Recognize the reasons why a team leader must find the balance between competition and collaboration

Expected Duration (hours): 1.0

# Leading Teams: Motivating and Optimizing Performance

Course Number: team\_03\_a06\_bs\_enus

Target Audience: GS/07-13

Employees at all levels who lead and manage teams and anyone who wishes to develop and refine their leadership skills in a team environment.

Overview/Description:

As teams mature, they're able to perform more independently. Accordingly, team leaders must shift their role to one of maintaining motivation and optimizing team member performance. This ensures that their teams continue to perform at peak levels. The early stages of team development are about establishing the purpose of the team and its key goals, but once the team is up and running, the leader has a prominent role to play in guiding the team to success. This course describes ways to optimize team performance and effectiveness through assessments and feedback. It outlines strategies for sustaining high performance, including using coaching to improve team performance and motivating through shared leadership. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize examples of how to use the ASSESS method effectively to evaluate team performance
* Recognize how to use the GROW method to improve a team's performance
* Recognize examples of effective use of shared leadership to motivate teams

Expected Duration (hours): 1.0

# Leading Teams: Dealing With Conflict

Course Number: team\_03\_a07\_bs\_enus

Target Audience: GS/07-13

Employees at all levels who lead and manage teams and anyone who wishes to develop and refine their leadership skills in a team environment.

Overview/Description:

Successful teams are characterized by having a clear direction, trust among team members, effective communication, and the ability to quickly resolve conflict. In the early stages of team development, leaders must set up structures and processes that support the development of these team characteristics. Effective leadership is particularly required during the Storming stage of team development when conflict tends to be at its highest. The survival of the team depends on a team leader who can quickly recognize conflict, diagnose its cause, and use strategies to resolve the issue. In doing so, the leader restores trust and positive working relationships among team members. This course offers you an understanding about what causes conflicts on a team and the important role of healthy communication in handling conflicts. It presents many best practice approaches to resolving conflicts and illustrates the tenets of principled negotiation. By learning the principles and strategies presented in this course, you will have the skills to keep your high-performance teams away from destructive patterns of conflict and on track to achieving their goals. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives: Dealing with Conflict

* Match causes of conflict with examples of the effect each has on a team
* Recognize examples of resolving conflict through improved communication
* Use the appropriate approach to conflict resolution given a scenario
* Match conflict resolution techniques with corresponding circumstances of when they would be used
* Recognize examples of the rules of principled negotiation

Expected Duration (hours): 1.0

# Leading Teams: Managing Virtual Teams

Course Number: team\_03\_a08\_bs\_enus

Target Audience: GS/07-13

Employees at all levels who lead and manage teams and anyone who wishes to develop and refine their leadership skills in a team environment.

Overview/Description:

Virtual teams are emerging as the basic unit for conducting business of all types. Studies show that over 80% of workers today are involved in some way with team members who are not physically located in the same office. Virtual communication networks have made virtual teams possible, while globalization has made them a necessity. Leading virtual teams presents new challenges to leaders and managers. Virtual team leaders must find ways to successfully manage people who are separated by distance, time zones, and cultural differences. This course offers leaders a framework for successfully leading virtual teams. It outlines the key competencies that members of virtual teams should possess and offers guidelines for specific virtual team activities, such as teleconferencing and decision making. It also highlights a variety of tools and technologies that are commonly used for collaboration on virtual teams and presents guidelines for knowing how to choose the right technologies for specific situations. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize the competencies that members of virtual teams should possess or develop
* Choose the best combination of virtual communication tools to use given a virtual team situation
* Classify examples of virtual team technologies as being for communication, conferencing, or information transfer and storage
* Identify key areas for consideration when setting guidelines for virtual teams

Expected Duration (hours): 1.0

# Peer Relationships: The Value of Peer Relationships

Course Number: pd\_17\_a01\_bs\_enus

Target Audience: GS/04-12

Individual contributors in an organization who want to develop effective peer relationships throughout their organization, as well as within their own workgroups  
  
Overview/Description:

Positive interpersonal professional relationships play a key role in determining individual and organizational success. Because of this, they are an important influence on strategic decision making. The bond between peers is the most basic relationship element in any organization, and it can stunt efforts for success or stimulate efforts that flourish. The unique character of each relationship in an organization may influence the entire group. This course examines the benefits of positive peer relationships. It also explores how individuals can cultivate peer relationships that can make an organization more collaborative and competitive.  
  
Lesson Objectives: The Value of Peer Relationships

* identify the characteristics of peer work relationships
* describe the expectations of professional relationships
* identify how personal relationships differ from professional relationships in the workplace
* describe the organizational benefits of peer relationships
* evaluate the effectiveness of an individual's ability to build peer relationships in a given scenario
* recognize the personal benefits of positive peer relationships

Expected Duration (hours): 1.0

# Building and Maintaining Trust: Building Trust

Course Number: pd\_15\_a01\_bs\_enus

Target Audience: GS/07-13

Anyone who wants to develop or refine their skills for developing and sustaining trusting relationships.

Overview/Description:

The importance of being able to count on your colleagues when it matters most cannot be overstated. Trusting relationships truly are the foundations for productive and enjoyable workplaces. Trust helps improve communication and productivity by giving you and your colleagues the confidence to express and resolve problems. This in turn allows you to focus and collaborate more effectively. At the same time, there are many pitfalls associated with distrusting relationships, including negative impacts on personal development, not to mention team and organizational success. This course provides invaluable insight into the impact of trust and distrust in the workplace. It also addresses the importance of fostering trusting relationships at work and how to build and sustain trust with your colleagues.

Lesson Objectives:

* Recognize how to build trust by being competent in the workplace
* Recognize how to build trust by being dependable in the workplace
* Recognize how to build trust by being honest in the workplace
* Recognize how to build trust by being considerate in the workplace
* Build trust with coworkers

Expected Duration (hours): 1.0

# ACCOUNTABILITY: CURRICULUM OVERVIEW

1. DOING BUSINESS PROFESSIONALLY: PROFESSIONALISM, BUSINESS ETIQUETTE, AND ACCOUNTABILITY. This course introduces the importance of personal accountability and outlines strategies for developing a personal accountability framework. This helps empower you to be your own boss, set your own standards, and carry yourself with professionalism and confidence.

# Doing Business Professionally: Professionalism, Business Etiquette, and Accountability

Course Number: pd\_25\_a02\_bs\_enus

Target Audience: GS/07-13

Anyone who wants to develop a better understanding of proper business etiquette and how to act in a professional manner

Overview/Description:

Taking responsibility for meeting your objectives, including deadlines and work targets, is an important component of good business etiquette and demonstrates your attitude of professionalism. While it can be difficult at times, being accountable for delivering on your objectives shows you are reliable, organized, and dedicated to your work. This course introduces the importance of personal accountability and outlines strategies for developing a personal accountability framework. This helps empower you to be your own boss, set your own standards, and carry yourself with professionalism and confidence. It provides you with techniques to set appropriate goals based on your abilities and available resources. And it shows you how to develop an action plan to achieve your goals and use techniques to better manage your energy levels.  
  
Lesson Objectives : Professionalism, Business Etiquette, and Personal Accountability

* recognize an appropriate accountability goal for a given set of priorities, objectives, and passions
* recognize examples of SMART goals
* identify steps to take to develop an action plan
* organize activities and tasks in a given scenario
* identify methods to stay focused
* match each example to the type of energy it will help recharge

Expected Duration (hours): 1.0

# DECISIVENESS: CURRICULUM OVERVIEW

1. DECISION MAKING: THE FUNDAMENTALS. This course introduces you to the fundamentals of decision making and illustrates techniques to help you become an effective decision maker, and takes you through the steps of a widely accepted decision-making process.

2. DECISIOIN MAKING: TOOLS AND TECHNIQUES. This course introduces a variety of tools and techniques to use at the three most important steps of the decision-making process: generating, evaluating, and choosing between alternative courses of action.

3. DECISION MAKING: MAKING TOUGH DECISIONS. This course reviews a number of these decision-making challenges and introduces strategies for dealing effectively with uncertainty, making informed trade-offs using a systematic process, and placing appropriate trust in your intuition when making difficult decisions.

4. CRITICAL THINKING ESSENTIALS: APPLYING CRITICAL THINKING SKILLS. This course explains how critical thinking promotes creative thinking. It also describes the skills required for critical thinking and how to apply critical thinking to decisions, problems, or issues in the workplace.

# Decision Making: The Fundamentals

Course Number: pd\_12\_a04\_bs\_enus

Target Audience: GS/07-13

Individuals who want to develop or improve their problem-solving and decision-making skills

Overview/Description:

To emphasize the need of a formal decision-making process, C. Wright Mills, an American sociologist and author, once said, 'Freedom is not merely the opportunity to do as one pleases; neither is it merely the opportunity to choose between set alternatives. Freedom is, first of all, the chance to formulate the available choices, to argue over them – and then the opportunity to choose.' It's been estimated that most human beings make thousands of decisions in the course of an average day, many of which are unconscious decisions. It is important for your personal and professional success that you become an effective decision maker. This involves following an established decision-making process and adapting your decision-making style to suit different situations. This course introduces you to the fundamentals of decision making and illustrates techniques to help you become an effective decision maker. The course first walks you through the steps of a widely accepted decision-making process. Then it leads to a description of the factors influencing your decision-making style and shows how to adapt that style to suit a given situation. So you'll have everything you need to start on the road to becoming an effective decision maker. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.  
  
Lesson Objectives: Decision Making: The Fundamentals

* sequence examples of the steps in the decision-making process
* match each example with the decision-making style it best exemplifies
* adapt your decision-making style to suit a given situation

Expected Duration (hours): 1.0

# Decision Making: Tools and Techniques

Course Number: pd\_12\_a05\_bs\_enus

Target Audience: GS/07-13

Individuals who want to develop or improve their problem-solving and decision-making skills.

Overview/Description:

Napoleon Bonaparte once said, 'Nothing is more difficult, and therefore more precious, than to be able to decide.' Good decision making means choosing the course of action that optimizes the return on your investment of resources. But before you can make a good decision, you need to first identify and evaluate your alternatives. Fortunately, a number of tools and techniques are available that can help you to formalize the process of identifying alternatives, carefully evaluating them, and finally making the best decision possible with the information available to you. These tools multiply the power of your most important assets in good decision making: your intelligence and common sense. This course introduces a variety of tools and techniques to use at the three most important steps of the decision-making process: generating, evaluating, and choosing between alternative courses of action. Nominal group technique (NGT) is used to brainstorm and prioritize options as a team. Return on Investment (ROI) measures distills the costs and benefits of each alternative into a monetary value, thus enabling you to easily compare your options on financial terms. Three other decision-making tools – the devil's advocate technique, Plus/Minus/Interesting (PMI) analysis, and the ease-and-effect matrix – provide alternate methodologies for challenging and evaluating alternatives before making a decision. Equipping yourself with these tools will ensure you have an edge when you're facing an important decision. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Distinguish between the last three steps in the decision-making model
* Recognize how to perform key steps as the leader of a nominal group technique session
* Use ROI measures to choose between alternatives
* Distinguish between three decision-making tools

Expected Duration (hours): 1.0

# Decision Making: Making Tough Decisions

Course Number: pd\_12\_a06\_bs\_enus

Target Audience: GS/07-13

Individuals who want to develop or improve their problem-solving and decision-making skills.

Overview/Description:

Making decisions in your personal and professional life is not always easy, especially when you're dealing with an uncertain or unknown future. And there are many situations that can make decision making particularly challenging, such as when you have to weigh very similar or very disparate alternatives then make compromises and trade-offs between them. Another situation is when you have to determine whether to trust logic, intuition, or some combination of the two. This course reviews a number of these decision-making challenges and introduces strategies for dealing effectively with uncertainty, making informed trade-offs using a systematic process, and placing appropriate trust in your intuition when making difficult decisions. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize how to deal effectively with uncertainty in decision making
* Using a consequence matrix, make a decision that involves a trade-off
* Recognize the proper role of intuition in decision-making

Expected Duration (hours): 1.0

# Critical Thinking Essentials: What Is Critical Thinking?

Course Number: pd\_14\_a01\_bs\_enus

Target Audience: GS/07-13

Individuals who want to develop or refine their critical thinking skills

Overview/Description:

Critical thinking is something everyone does – to some degree or another – in their professional and personal lives. Almost all of your everyday activities require you to seek information, analyze alternatives, assess the alternatives, and reach some conclusion. And all of these processes are part of critical thinking. Thinking plays a powerful role in your life – it determines how you feel, what you do, and what you want. Improving the quality of your thinking, then, improves your life – helping you to achieve your goals, make better decisions, and take charge of what you do. This course defines critical thinking, describes the elements of critical thought, and outlines strategies for improving the quality of your thinking.

Lesson Objectives: Critical Thinking Essentials: What is Critical Thinking?

* recognize statements that describe critical thinking
* identify the benefits of being able to think critically in the workplace
* match elements of critical thinking with examples of how they are applied to a problem or issue
* recognize strategies that can help improve the quality of your thinking

Expected Duration (hours): 1.0

# INFLUENCING / NEGOTIATING: CURRICULUM OVERVIEW

1. NEGOTIATION ESSENTIALS: WHAT IS NEGOTIATION? This course defines negotiation and describes actions that can help you negotiate successfully. It also discusses two types of negotiation – distributive and integrative – that you will typically encounter in business. And finally, this course covers styles of negotiating.

2. NEGOTIATION ESSENTIALS: AVOIDING PITFALLS IN NEGOTIATIONS. This course describes how to overcome negotiating errors, covers strategies for dealing with difficult negotiating tactics from the other side and outlines how to diagnose barriers to agreement.

3. GETTING RESULTS WITHOUT DIRECT AUTHORITY: INFLUENCING YOUR BOSS. In this course, you'll learn how to build influence with your boss by understanding his or her situation and knowing what you can offer that benefits both your boss and you.

4. PEER RELATIONSHIPS: THE VALUE OF PEER RELATIONSHIPS This course examines the benefits of positive peer relationships and explores how individuals can cultivate peer relationships that can make an organization more collaborative and competitive.

5. PEER RELATIONSHIPS: FORMING PEER RELATIONSHIPS AND ALLIANCES AT WORK This course explores how to leverage social and communication skills in building peer relationships. It also demonstrates how to build peer support networks and how to collaborate with peers toward a common goal.

# Getting Results without Direct Authority: Influencing Your Boss

Course Number: comm\_27\_a04\_bs\_enus

Target Audience: GS/07-13

Anyone who wants to develop or refine their skills for getting results when they don't have direct authority over the people responsible for doing the work.

Overview/Description:

The idea that you can influence your boss may seem at odds with a traditional view of the boss-employee relationship. But you know best how you want to be managed to reach your goals, and if you focus on building a partnership with your boss, you will find that you have more influence than you think. In this course, you'll learn how to build influence with your boss by understanding his or her situation and knowing what you can offer that benefits both your boss and you. You'll also find out how to influence your boss to get more responsibility or more direction when you need it.

Lesson Objectives:

* Recognize how to develop influence with your boss
* Recognize how to influence your boss to give you more responsibility or direction
* Apply steps for getting more responsibility from your boss, in a given scenario

Expected Duration (hours): 1.0

# Peer Relationships: The Value of Peer Relationships

Course Number: pd\_17\_a01\_bs\_enus

Target Audience: GS/07-13

Individual contributors in an organization who want to develop effective peer relationships throughout their organization, as well as within their own workgroups  
  
Overview/Description:

Positive interpersonal professional relationships play a key role in determining individual and organizational success. Because of this, they are an important influence on strategic decision making. The bond between peers is the most basic relationship element in any organization, and it can stunt efforts for success or stimulate efforts that flourish. The unique character of each relationship in an organization may influence the entire group. This course examines the benefits of positive peer relationships. It also explores how individuals can cultivate peer relationships that can make an organization more collaborative and competitive.  
  
Lesson Objectives: The Value of Peer Relationships

* identify the characteristics of peer work relationships
* describe the expectations of professional relationships
* identify how personal relationships differ from professional relationships in the workplace
* describe the organizational benefits of peer relationships
* evaluate the effectiveness of an individual's ability to build peer relationships in a given scenario
* recognize the personal benefits of positive peer relationships

Expected Duration (hours): 1.0

# DOD MISSION AND CULURE: CURRICULUM OVERVIEW

1. MANAGEMENT ESSENTIALS: MANAGING A DIVERSE TEAM. This course describes what diversity is, including its benefits, covers how to prepare to manage a diverse team by understanding key diversity issues and setting ground rules and delineates techniques for managing a diverse team.

2. LEADING TIMES: DEVELOPING THE TEAM AND ITS CULTURE**.** This course outlines the role of the team leader on a high-performance team and highlights the importance of taking steps to develop the team culture early on during team formation. It offers methods used to encourage team participation and provides some key strategies used to build a cohesive team culture by encouraging social interactions, establishing team member competencies, and promoting interdependence.

3. MAKING CROSS-FUNCTIONAL TEAMS WORK: CROSS-FUNCTIONAL TEAM FUNDAMENTALS.This course provides a fundamental understanding of what cross-functional teams are. It also details the advantages of using such teams and explains the kinds of situations where they're most or least appropriate.

4. MAKING CROSS-FUNCTIONAL TEAMS WORK: KEY STRATEGIES FOR MANAGING CROSS-FUNCTIONAL TEAMS. This course explains the various development stages of cross-functional teams and the risks at each stage. It also identifies the key abilities a cross-functional leader should have and outlines best practices for cross-functional team success.

5. MAKING CROSS-FUNCTIONAL TEAMS WORK: MANAGING INTERNAL DYNAMICS IN A CROSS-FUNCTIONAL TEAM. This course explains how to head off interpersonal problems by facilitating open communication and handling meetings effectively. It also outlines how to resolve conflicts when they do arise in a cross-functional team.

# Management Essentials: Managing a Diverse Team

Course Number: mgmt\_15\_a05\_bs\_enus

Target Audience: GS/07-13

Individuals in a management role at any level, including supervisors, team leaders, professionals, departmental heads, directors, top management, and executives.

Overview/Description:

The population as a whole is becoming ever more diverse. Naturally, these societal changes are mirrored in the workplace. The most forward-looking organizations recognize the importance of managing a diverse workforce effectively. In turn, those managers who have the skills to lead a diverse team successfully are highly valued. This course describes what diversity is, including its benefits. It also covers how to prepare to manage a diverse team by understanding key diversity issues and setting ground rules. Finally, it delineates techniques for managing a diverse team. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Identify the benefits of being able to manage a diverse team effectively
* Recognize strategies for preparing to manage a diverse team
* Identify techniques for managing a diverse team

Expected Duration (hours): 1.0

# Leading Teams: Developing the Team and Its Culture

Course Number: lead\_10\_a03\_bs\_enus

Target Audience: GS/07-13

All levels of employees that want to develop, lead and manage teams within their organization, including managers, team leaders, supervisors, directors, and group leaders.

Overview/Description:

Henry Ford once said that coming together is a beginning; keeping together is progress; working together is success. Mr. Ford knew the importance of teamwork. Ask anyone who has worked in a project or team environment, and he will tell you that team dynamics make a huge difference in terms of getting work done and in the whole working environment. A positive, constructive atmosphere can keep team members motivated and productive, while a negative atmosphere can have the opposite effect. Developing effective project teams is one of the primary responsibilities of a team leader. This course outlines the role of the team leader on a high-performance team and highlights the importance of taking steps to develop the team culture early on during team formation. It offers methods used to encourage team participation and provides some key strategies used to build a cohesive team culture by encouraging social interactions, establishing team member competencies, and promoting interdependence.

Lesson Objectives: Leading Teams: Developing the Team and Its Culture

* identify the roles of a team leader
* recommend strategies for leading a given team through its stage of development
* identify ways to build cohesive team cultures

Expected Duration (hours): 1.0

# Making Cross-Functional Teams Work: Cross-Functional Team Fundamentals

Course Number: lead\_10\_a01\_bs\_enus

Target Audience: GS/07-13

Anyone who wants to develop or refine their skills for developing, utilizing, managing, and leading cross functional teams within their organization.   
  
Overview/Description:

Cross-functional teams are groups of employees from different functional areas of an organization – such as Research, Marketing, and Human Resources – who are all focused on a single goal. They're often formed to design and develop new products, choose and implement new technologies through the organization, or control product costs. They can benefit your organization because they help to improve coordination and innovation across divisions. This course provides a fundamental understanding of what cross-functional teams are. It also details the advantages of using such teams and explains the kinds of situations where they're most or least appropriate.  
  
**Lesson Objectives: Cross-functional Team Fundamentals**

* recognize examples of cross-functional teams
* recognize how implementing cross-functional teams can benefit you and your organization
* recognize examples of the advantages of using cross-functional teams
* recognize when to use a cross-functional team
* recognize when not to use a cross-functional team

Expected Duration (hours): 1.0

# Making Cross-Functional Teams Work: Key Strategies for Managing Cross-Functional Teams

Course Number: lead\_10\_a02\_bs\_enus

Target Audience: GS/07-13

Individuals who want to develop or refine their skills for developing, utilizing, managing, and leading cross-functional teams within their organization.

Overview/Description:

Managing cross-functional teams can be challenging because you have to unite individuals from different departments and different levels of the organization around a common goal. Each phase of a cross-functional team's development has associated risks, and steering the team through these phases requires special leadership characteristics and management techniques. This course explains the various development stages of cross-functional teams and the risks at each stage. It also identifies the key abilities a cross-functional leader should have and outlines best practices for cross-functional team success.

Lesson Objectives:

* Sequence examples of stages in the life of a cross-functional team
* Match examples of problems with stages of cross-functional team development
* Recognize examples of how to manage cross-functional teams successfully in a scenario

Expected Duration (hours): 1.0

# Making Cross-Functional Teams Work: Managing Internal Dynamics in a Cross-Functional Team

Course Number: lead\_10\_a03\_bs\_enus

Target Audience: GS/07-13

Individuals who want to develop or refine their skills for developing, utilizing, managing, and leading cross-functional teams within their organization.

Overview/Description:

One of the greatest benefits of cross-functional teams is the diversity of viewpoints, experience, and backgrounds among team members. But this can also prove to be their biggest weakness if not managed properly. Negative interpersonal dynamics can steer the work of a cross-functional team off-track quickly and irreversibly, jeopardizing its great potential. This course explains how to head off interpersonal problems by facilitating open communication and handling meetings effectively. It also outlines how to resolve conflicts when they do arise in a cross-functional team.

Lesson Objectives:

* Recognize statements that illustrate the principles of open communication
* Match examples of problems regarding cross-functional team meetings with possible solution
* Use techniques to make a cross-functional team meeting more effective
* Recognize how to perform the steps for resolving a conflict in a cross-functional team
* Facilitate resolution of a conflict in a cross-functional team

Expected Duration (hours): 1.0

# MISSION ORIENTATION: CURRICULUM OVERVIEW

1. MANAGING ORGANIZATIONAL CHANGE: BUILDING POSITIVE SUPPORT FOR CHANGE. The course highlights techniques for listening to your employees during change initiatives such as encouraging open communication, listening to employees' feelings, checking for understanding, and taking employee input into consideration.

# Managing Organizational Change: Building Positive Support for Change

Course Number: mgmt\_13\_a02\_bs\_enus

Target Audience: GS/04-12

Any manager or leader who has an interest in or will manage or lead organizational change

Overview/Description:

It's often said that people don't like change. But when it comes to organizational change, employees are genuinely interested in making things better – an improvement in processes, systems, functions, or services most likely translates into direct improvements for the employee too. But employees cannot support change and recognize its benefits without first understanding how it impacts their tasks, processes, or roles. Employees – and people in general – empowered with knowledge, understanding, and a clear vision of the future state will not only welcome change, but embrace it. In this course, you'll learn about the importance of building a motivating atmosphere that supports organizational change, and the importance of creating short-term wins and vision. The course highlights techniques for listening to your employees during change initiatives such as encouraging open communication, listening to employees' feelings, checking for understanding, and taking employee input into consideration. The course also covers actions you can take to support individuals through change initiatives, including coaching for change, making sure employees are empowered with the critical knowledge and skills necessary, considering individual characteristics of your employees, and being flexible. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.  
  
  
**Lesson Objectives: Managing Change: Building Positive Support for Change**

* recognize examples of short-term wins
* identify guidelines for creating vision to support organizational change
* deal with employees' concerns in a given change-related scenario
* match the steps of the technique for listening with examples
* recognize what you can do to support individuals during change

Expected Duration (hours): 1.0

# FLEXIBILITY: CURRICULUM OVERVIEW

1. PERSEVERANCE AND RESILIENCE: DEVELOPING CHARACTER FOR PERSEVERANCE AND RESILIENCE. This course gives you the tools you need for developing an attitude that allows you to bounce back from setbacks and forge ahead. By showing you how to internalize setbacks and see the opportunity in challenges, this course helps you reach your goals using perseverance and resilience in the face of challenging circumstances.

2. PERSEVERANCE AND RESILIENCE: ACHIEVING GOALS THROUGH PERSEVERANCE AND RESILIENCE. This course provides you with tools and techniques that you can use to manage obstacles and setbacks presented along your route to success.

3. PERSEVERANCE AND RESILIENCE: BOUNCING BACK WITH PERSEVERANCE AND RESILIENCE. This course shows you how to weather the storm of a setback and stay on track toward your goal. It explores the personal qualities that you need to nurture in order to maximize your ability to bounce back and demonstrates how to keep setbacks in perspective and turn negative events into positive lessons.

# Perseverance and Resilience: Developing Character for Perseverance and Resilience

Course Number: pd\_26\_a01\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop their abilities in managing setbacks, challenges, or obstacles in their work

Overview/Description:

Some people seem to rise effortlessly through the ranks of the organization. You might equate this success with natural ability, talent, and business acumen. However, there's often another story behind this success: the challenges and the setbacks that had to be overcome, and the approach that led to achievement. Because setbacks are an inevitable part of daily life, you must develop an attitude of perseverance and resilience in order to reach your goals. From changes in the economic climate to the loss of working resources, setbacks are challenges you encounter and must somehow overcome. This course gives you the tools you need for developing an attitude that allows you to bounce back from setbacks and forge ahead. By showing you how to internalize setbacks and see the opportunity in challenges, this course helps you reach your goals using perseverance and resilience in the face of challenging circumstances.

Lesson Objectives: Developing Character for Perseverance and Resilience

* describe how setbacks are internalized as personal failure
* recognize ways you can develop your ability to persevere
* recognize how to boost your resilience at work
* apply strategies of resilience and perseverance to overcome a setback in a given scenario

Expected Duration (hours): 1.0

# Perseverance and Resilience: Achieving Goals through Perseverance and Resilience

Course Number: pd\_26\_a02\_bs\_enus

Target Audience: GS/04-12

Individuals wanting to develop their abilities in managing setbacks, challenges, or obstacles in their work

Overview/Description:

Obstacles and setbacks can get in the way of your goals. Few things are as frustrating as watching your best-laid plans fall to pieces and go off track. To succeed, you must adapt, keep your focus, and get things back on track; and this requires resilience and perseverance. This course provides you with tools and techniques that you can use to manage obstacles and setbacks presented along your route to success. By showing you how to stay focused on your goal and proactively anticipate and plan for possible difficulties, this course helps you achieve your end goals using perseverance and resilience.  
  
**Lesson Objectives: Achieving Goals through Perseverance and Resilience**

* assess how effective a goal will be in driving perseverance and resilience in a given scenario
* identify the key obstacle to achieving a goal
* assess whether the steps to take to overcome an obstacle using perseverance and resilience have been correctly implemented in a given scenario

Expected Duration (hours): 1.0

# Perseverance and Resilience: Bouncing Back With Perseverance and Resilience

Course Number: pd\_26\_a03\_bs\_enus

Target Audience: GS/04-12

Individuals wanting to develop their abilities in managing setbacks, challenges, or obstacles in their work.

Overview/Description:

No matter what your current project, success is never guaranteed. Sometimes, you may fail. To achieve your goals when this happens, you need the ability to bounce back, regain your focus, and take action – fast. Delivering on your goal is often about being able to rise to a challenge and overcome an obstacle. This course shows you how to weather the storm of a setback and stay on track toward your goal. It explores the personal qualities that you need to nurture in order to maximize your ability to bounce back. It demonstrates how to keep setbacks in perspective and turn negative events into positive lessons. It also details ways to embrace lessons learned so that you won't repeat the same mistakes again. In addition, it explains how to go forward from a setback with renewed confidence.  
  
**Lesson Objectives: Bouncing Back with Perseverance and Resilience**

* recognize examples of the personal qualities that allow you to bounce back from a setback
* turn a setback into lessons learned, in a given scenario
* recognize how to embrace lessons learned from a setback

Expected Duration (hours): 1.0

# CONTINUAL LEARNING: CURRICULUM OVERVIEW

1. MANAGING YOUR CAREER: CREATING A PLAN. This course guides you through the process of taking stock of your present situation and determining the best way ahead. It starts with taking inventory of your values, interests, skills, and needs. Then based on these findings, you can determine your strengths. This course provides examples of roles in which you could use those strengths and provides tips on how to deal with any weaknesses that are holding you back.

2. MANAGING YOUR CAREER: GETTING ON THE RIGHT TRACK. This course identifies tips for successfully advancing your career, making lateral moves within an organization, and ways of successfully moving on to a different employer. This course also focuses on the benefits of having a promotion plan and the creation and implementation of an effective promotion plan.

3. MANAGING YOUR CAREER: PROFESSIONAL NETWORKING ESSENTIALS. This course provides you with the essential communication skills required to establish a business network and includes strategies for building rapport with new contacts during networking opportunities. It also covers best practices for maintaining your network so that business contacts can help you achieve your career goals.

4. DEVELOPING A CULTURE OF LEARNING: DEVELOPING LEARNING PRACTICES. This course delves into four key practices that augment and support organizational learning: planning for learning, building knowledge, diffusing knowledge, and applying knowledge in the organization.

# Managing Your Career: Creating a Plan

Course Number: pd\_10\_a01\_bs\_enus

Target Audience: GS/04-12

Employees at all levels who want to advance their career  
  
Overview/Description:

Getting and keeping your career on track takes careful planning. Those who wait for opportunities to come knocking may be left behind. Approaching your career proactively and being able to recognize opportunities to move ahead are key to smart career management. It starts with knowing yourself and what you want to do so that you can align your career moves with your goals. This course guides you through the process of taking stock of your present situation and determining the best way ahead. It starts with taking inventory of your values, interests, skills, and needs. Then based on these findings, you can determine your strengths. This course provides examples of roles in which you could use those strengths. It also provides tips on how to deal with any weaknesses that are holding you back. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.  
  
**Lesson Objectives: Managing Your Career: Creating a Plan**

* identify the types of questions you should ask to evaluate your career
* determine your main strengths
* recognize ways to deal with weaknesses
* recognize the steps involved in developing a career plan

Expected Duration (hours): 1.0

# Managing Your Career: Getting On the Right Track

Course Number: pd\_10\_a02\_bs\_enus

Target Audience: GS/04-12

Employees at all levels who want to advance their career  
  
Overview/Description:

Is your career on automatic pilot? When was the last time you took a look around to see if the direction in which you are heading is really what you want? It's important to take time out to reflect on your current situation to ensure that you're still on the right path and that the current path is the best one for you. This course identifies tips for successfully advancing your career, making lateral moves within an organization, and ways of successfully moving on to a different employer. This course also focuses on the benefits of having a promotion plan and the creation and implementation of an effective promotion plan. How to ask for assignments that will move your career forward is also covered. Because even when you're on the right track, keeping your career moving forward takes work. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.  
  
**Lesson Objectives: Managing Your Career: Getting on the Right Track**

* recognize strategies for successful in-house job changes
* sequence the steps for creating and implementing a promotion plan
* recognize the benefits of having a promotion plan
* identify examples of strategies you can use to successfully ask for assignments that will advance your career
* recognize ways to successfully move on to a different employer to keep your career on track

Expected Duration (hours): 1.0

# Managing Your Career: Professional Networking Essentials

Course Number: pd\_10\_a03\_bs\_enus

Target Audience: GS/04-12

Employees at all levels who want to advance their career  
  
Overview/Description:

Do you have a strong professional network of people who can help you move forward professionally? Does the thought of networking scare you because you feel uncomfortable in situations where you're expected to be outgoing and make conversation with people you don't know? Regardless of your strengths and weaknesses, situation or occupation, a key factor in advancing your career is using good communication skills to build strong professional relationships and maintain an effective business network of contacts. This course provides you with the essential communication skills required to establish a business network and includes strategies for building rapport with new contacts during networking opportunities. It also covers best practices for maintaining your network so that business contacts can help you achieve your career goals. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.  
  
**Lesson Objectives: Managing Your Career: Professional Networking Essentials**

* recognize how to employ best practices for establishing a business network
* recognize the importance of learning how to establish a business network
* use strategies for conversing with new contacts during a networking opportunity
* recognize strategies you can use to maintain your business network

Expected Duration (hours): 1.0

# Developing a Culture of Learning: Developing Learning Practices

Course Number: lead\_08\_a03\_bs\_enus

Target Audience: GS/04-12

Managers and leaders who want to understand how to develop a commitment to learning in their organization  
  
Overview/Description:

Today's organizational leaders know that cultivating a learning culture means more than providing training sessions – it means sustaining an ongoing process of learning using various practices, all integrated with the operations and routines of the business. It means analyzing needs and planning strategically before launching a learning initiative. It means setting up diverse opportunities for acquiring, creating, and sharing knowledge. And it means ensuring that employees have the chance to practice and apply what they have learned in a way that makes a significant difference to the business. This course delves into four key practices that augment and support organizational learning: planning for learning, building knowledge, diffusing knowledge, and applying knowledge in the organization. For each of these practices, the course outlines strategies and guidelines that help bolster the organization's learning culture and its competitiveness within its given market.  
  
**Lesson Objectives: Developing Learning Practices**

* apply key steps in a development needs assessment
* recognize examples of strategies that facilitate specific types of knowledge building
* recognize examples of actions that promote the diffusion of knowledge through an organization
* recognize actions that promote long-term changes based on learning

Expected Duration (hours): 1.0

# COMPUTER LITERACY: CURRICULUM OVERVIEW

1. E-MAIL ESSENTIALS FOR BUSINESS: MANAGING YOUR E-MAIL. This course introduces techniques for managing e-mail effectively. Tips for using folders and filters to organize e-mails for increased efficiency are addressed, and guidelines on what e-mails are OK to immediately delete are also covered. The course also provides direction on how to recover important information should you lose an e-mail.

# E-Mail Essentials for Business: Managing Your E-Mail

Course Number: comm\_17\_a03\_bs\_enus

Target Audience: GS/04-12

All levels of employees, and any individuals who want to refresh and refine their e-mail skills  
  
Overview/Description:

E-mail has had many positive effects on our lives, but it has also increased dramatically the volume of communication and the amount of information that the average office worker needs to process every day. To stay on top of things, you must sort, file, respond to, or delete every e-mail that comes to you in the run of a business day. But how do you balance this time-consuming task with the rest of your responsibilities so that it doesn't overwhelm you? This course introduces techniques for managing e-mail effectively. Tips for using folders and filters to organize e-mails for increased efficiency are addressed, and guidelines on what e-mails are OK to immediately delete are also covered. The course also provides direction on how to recover important information should you lose an e-mail.  
  
**Lesson Objectives: Managing Your E-mail**

* recognize best practices for managing your time through effective e-mail management
* identify examples of e-mail you should delete from your inbox
* use folders and filters to organize your e-mail
* find lost e-mail information in a given scenario

Expected Duration (hours): 1.0

# INTEGRITY / HONESTY: CURRICULUM OVERVIEW

1. BUSINESS ETHICS: INTRODUCTION TO WORKPLACE ETHICS. This course will prepare you to approach your job with an awareness of the importance of ethics in the work setting and an understanding of what constitutes ethical behavior.

2. BUSINESS ETHICS: DEVELOPING A CODE OF ETHICAL CONDUCT. This course explains common values, offers a process for developing your own ethical code of conduct, and presents several scenarios in which you get to exercise your ethical muscles.

3. BUSINESS ETHICS: ETHICAL DECISION-MAKING IN THE WORKPLACE. This course aids you in identifying ethical problems, helps you avoid the obstacles that may tempt you to act improperly, and gives you the tools necessary to guide you toward the right decisions.

4. BUSINESS ETIQUETTE AND PROFESSIONALISM: DEVELOPING YOUR REPUTATION OF PROFESSIONALISM WITH BUSINESS ETIQUETTE. This course introduces you to the basics of how to act professionally and practice proper business etiquette. It also explains how to present yourself in the work environment, including looking the part of a professional and ensuring your workspace reflects positively on you.

5. BUSINESS ETIQUETTE AND PROFESSIONALISM: PROFESSIONALISM, BUSINESS ETIQUETTE AND PERSONAL ACCOUNTABILITY. This course introduces the importance of personal accountability and outlines strategies for developing a personal accountability framework. This helps empower you to be your own boss, set your own standards, and carry yourself with professionalism and confidence.

# Business Ethics: Introduction to Workplace Ethics

Course Number: pd\_18\_a01\_bs\_enus

Target Audience: GS/04-12

Individuals at all levels of an organization who should understand the impact of ethical and unethical behavior in the workplace  
  
Overview/Description:

Ethics don't just apply to senior executives. While upper management does have a responsibility to set the ethical tone for an organization, employees at every level also have a responsibility to conduct themselves in an ethical manner. This course will prepare you to approach your job with an awareness of the importance of ethics in the work setting and an understanding of what constitutes ethical behavior. You will learn the thinking behind ethical behavior and be able to recognize some of the common myths about business ethics.  
  
**Lesson Objectives: Introduction to Workplace Ethics**

* recognize the factors that influence ethical dilemmas
* define workplace ethics
* identify personal benefits of acting ethically
* recognize the importance of ethical conduct at the corporate level
* recognize common myths about business ethics
* recognize employee beliefs that foster ethical workplace behavior
* match ethical approaches to their corresponding definitions

Expected Duration (hours): 1.0

# Business Ethics: Developing a Code of Ethical Conduct

Course Number: pd\_18\_a02\_bs\_enus

Target Audience: GS/04-12  
  
Individuals at all levels of an organization who should understand the impact of ethical and unethical behavior in the workplace  
  
Overview/Description:

Become a better employee by understanding that honoring shared values and beliefs will gain you a reputation for being responsible, fair, honest, and respectful. These are essential qualities for both personal and professional success. Following a personal code of ethics is a good way to apply ethical principles and to ensure your reputation and integrity in the workplace are uncompromised. Many companies provide their employees with a formal code of conduct, but you can also develop your own code by clarifying your ethical principles and applying guidelines for behaviors that align with your code. This course explains common values, offers a process for developing your own ethical code of conduct, and presents several scenarios in which you get to exercise your ethical muscles. With the guidance provided in this course, you will be able to develop your own code of conduct, apply core values at work, and approach common ethical problems with confidence.  
  
**Lesson Objectives: Developing a Code of Ethical Conduct**

* recognize examples of conduct that demonstrate ethical values
* recognize the process for developing a personal code of conduct
* recognize ethical implications in a given scenario

Expected Duration (hours): 1.0

# Business Ethics: Ethical Decision-Making in the Workplace

Course Number: pd\_18\_a03\_bs\_enus

Target Audience: GS/04-12  
  
Individuals at all levels of an organization who should understand the impact of ethical and unethical behavior in the workplace  
  
Overview/Description:

How do you go about making the best ethical decision possible? Sometimes there are gray areas between what is right and what is wrong. Do you have the tools necessary to ethically lead you in your work practices? When you are able to recognize areas in which ethical problems occur in the workplace and are aware of the various arguments and justifications that become obstacles to ethical behavior, it is easier to successfully apply ethical standards. This course aids you in identifying ethical problems, helps you avoid the obstacles that may tempt you to act improperly, and gives you the tools necessary to guide you toward the right decisions.   
  
**Lesson Objectives: Ethical Decision-making in the Workplace**

* match common ethical problems to examples of their related behaviors
* apply strategies for removing obstacles to ethical decision making
* match obstacles to ethical behavior with corresponding strategies for removing them
* match perspectives for making ethical decisions with examples
* use a process for making ethical decisions

Expected Duration (hours): 1.0

# Business Etiquette and Professionalism: Developing Your Reputation of Professionalism with Business Etiquette

Course Number: pd\_25\_a01\_bs\_enus

Target Audience: GS/04-12

Anyone who wants to develop a better understanding of proper business etiquette and how to act in a professional manner  
  
Overview/Description:

Your reputation often precedes you in any work environment. It can define your creditability, impact your career opportunities, and shape your relationships with your colleagues. Because your reputation is so important, you must proactively build a positive one if you want to succeed in your career. Developing a professional reputation takes more than simply having the right skills and talents for the job. It's about being self-aware, polite, and essentially treating those you interact with in a respectful way. This course introduces you to the basics of how to act professionally and practice proper business etiquette. It also explains how to present yourself in the work environment, including looking the part of a professional and ensuring your workspace reflects positively on you. And it looks at how to ensure your personal activities don't impact your work reputation, which is especially important in the time of far-reaching social media.  
  
**Lesson Objectives: Developing Your Reputation of Professionalism with Business Etiquette**

* identify the key characteristics of business etiquette
* determine whether an individual is dressed professionally in a given scenario
* recognize examples of appropriate workspace presentation
* recognize how to conduct yourself professionally beyond the office

Expected Duration (hours): 1.0

# Business Etiquette and Professionalism: Professionalism, Business Etiquette and Personal Accountability

Course Number: pd\_25\_a02\_bs\_enus

Target Audience: GS/04-12

Anyone who wants to develop a better understanding of proper business etiquette and how to act in a professional manner.

Overview/Description:

Taking responsibility for meeting your objectives, including deadlines and work targets, is an important component of good business etiquette and demonstrates your attitude of professionalism. While it can be difficult at times, being accountable for delivering on your objectives shows you are reliable, organized, and dedicated to your work. This course introduces the importance of personal accountability and outlines strategies for developing a personal accountability framework. This helps empower you to be your own boss, set your own standards, and carry yourself with professionalism and confidence. It provides you with techniques to set appropriate goals based on your abilities and available resources. And it shows you how to develop an action plan to achieve your goals and use techniques to better manage your energy levels.

Lesson Objectives:

* Recognize an appropriate accountability goal for a given set of priorities, objectives, and passions
* Recognize examples of SMART goals
* Identify steps to take to develop an action plan
* Organize activities and tasks in a given scenario
* Identify methods to stay focused
* Match each example to the type of energy it will help recharge

Expected Duration (hours): 1.0

# PROBLEM SOLVING: CURRICULUM OVERVIEW

1. PROBLEM SOLVING AND DECISION-MAKING STRATEGIES: THE FUNDAMENTALS. Whether consciously or unconsciously, everybody solves problems relating to their personal or work life every day. However, you can greatly improve your problem-solving effectiveness by gaining a better understanding of the problem-solving process, essential skills, and required competencies, as well as an awareness of the mind traps and pitfalls that impair the process. This course takes you through the essentials of problem solving and explores some of its challenges.

2. CRITICAL THINKING ESSENTIALS: WHAT IS CRITICAL THINKING? This course defines critical thinking, describes the elements of critical thought, and outlines strategies for improving the quality of your thinking.

3. CRITICAL THINKING ESSENTIALS: APPLYING CRITICAL THINKING SKILLS. This course explains how critical thinking promotes creative thinking. It also describes the skills required for critical thinking and how to apply critical thinking to decisions, problems, or issues in the workplace.

# Problem Solving and Decision-Making Strategies: The Fundamentals

Course Number: pd\_12\_a01\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop or improve their problem-solving and decision-making skills.

Overview/Description:

To emphasize the need of a formal decision-making process, C. Wright Mills, an American sociologist and author, once said, 'Freedom is not merely the opportunity to do as one pleases; neither is it merely the opportunity to choose between set alternatives. Freedom is, first of all, the chance to formulate the available choices, to argue over them – and then the opportunity to choose. It's been estimated that most human beings make thousands of decisions in the course of an average day, many of which are unconscious decisions. It is important for your personal and professional success that you become an effective decision maker. This involves following an established decision-making process and adapting your decision-making style to suit different situations. This course introduces you to the fundamentals of decision making and illustrates techniques to help you become an effective decision maker. The course first walks you through the steps of a widely accepted decision-making process. Then it leads to a description of the factors influencing your decision-making style and shows how to adapt that style to suit a given situation. So you'll have everything you need to start on the road to becoming an effective decision maker. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Sequence examples of the steps in the decision-making process
* Match each example with the decision-making style it best exemplifies
* Adapt your decision-making style to suit a given situation

Expected Duration (hours): 1.0

# Critical Thinking Essentials: What Is Critical Thinking?

Course Number: pd\_14\_a01\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop or refine their critical thinking skills.

Overview/Description:

Critical thinking is something everyone does – to some degree or another – in their professional and personal lives. Almost all of your everyday activities require you to seek information, analyze alternatives, assess the alternatives, and reach some conclusion. And all of these processes are part of critical thinking. Thinking plays a powerful role in your life – it determines how you feel, what you do, and what you want. Improving the quality of your thinking, then, improves your life – helping you to achieve your goals, make better decisions, and take charge of what you do. This course defines critical thinking, describes the elements of critical thought, and outlines strategies for improving the quality of your thinking.

Lesson Objectives:

* Recognize statements that describe critical thinking
* Identify the benefits of being able to think critically in the workplace
* Match elements of critical thinking with examples of how they are applied to a problem or issue
* Recognize strategies that can help improve the quality of your thinking

Expected Duration (hours): 1.0

# Critical Thinking Essentials: Applying Critical Thinking Skills

Course Number: pd\_14\_a02\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop or refine their critical thinking skills

Overview/Description:

Your thinking can have a significant effect on the quality of your life – it determines how well you work through complex problems, make decisions, and accomplish your goals. That's why developing critical thinking skills is so important. To think critically is a practical goal – one you can apply to every question, issue, or problem you face. This course explains how critical thinking promotes creative thinking. It also describes the skills required for critical thinking and how to apply critical thinking to decisions, problems, or issues in the workplace.

Lesson Objectives: Critical Thinking Essentials: Applying Critical Thinking Skills

* categorize examples as either creative thinking or critical thinking
* identify the value of being able to use critical thinking to complement creative thinking
* match examples with the critical thinking skills they illustrate
* determine which steps in applying critical thinking have been appropriately followed in a given scenario

Expected Duration (hours): 1.0

# INTERPERSONAL COMMUNICATION: CURRICULUM OVERVIEW

1. INTERPERSONAL COMMUNICATION: TARGETING YOUR MESSAGE. This course explores key considerations for planning and delivering targeted messages. It highlights the components involved in communication and describes what to look for when analyzing the needs and wants of your intended audience – even if it is an audience of one.

2. INTERPERSONAL COMMUNICATION: LISTENING ESSENTIALS. This course explores the benefits and challenges of effective listening and demonstrates how active listening techniques enhance the effectiveness of your listening skills. It takes you through the levels of listening, outlines behaviors and thought patterns that demonstrate active listening techniques.

3. INTERPERSONAL COMMUNICATION: BEING APPROACHABLE. This course is designed to give you an understanding of how to build skills to become more approachable. You'll learn about the benefits of being approachable, as well as some techniques you can use to enhance your ability to reach out and invite others in, putting people at ease when you're

# Interpersonal Communication: Targeting Your Message

Course Number: comm\_21\_a02\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop or refresh their interpersonal communication skills.

Overview/Description:

Author and communication expert Anthony Robbins once said, 'To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.' In other words, understanding who you're talking to is as important as understanding what you're trying to communicate. Additionally, it is important to understand the role the medium, context, and other variables have on the communication process so you can optimize factors that are under your control. To confirm that your message got through, the final step in the communication process is asking for and reviewing feedback from your audience. This course explores key considerations for planning and delivering targeted messages. It highlights the components involved in communication and describes what to look for when analyzing the needs and wants of your intended audience – even if it is an audience of one. This course also takes you through the selection of an appropriate medium and context for a given message, and suggests strategies for delivering a well-planned message and eliciting feedback after your message is delivered. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Classify the components involved in an instance of communication
* Match questions to examples of information they yield in a receiver analysis
* Determine appropriate media and context variables for a given communication
* Deliver a targeted message and ensure that it is understood, in a given scenario

Expected Duration (hours): 1.0

# Interpersonal Communication: Listening Essentials

Course Number: comm\_21\_a03\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop or refresh their interpersonal communication skills.

Overview/Description:

Sir Winston Churchill said 'Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.' Effective listening takes more than just courage; it also takes constant learning and practice. To prepare for effective listening, you need to identify and overcome the barriers that stand in the way of effective listening. You also need to be an attentive, empathetic, and active listener. When you engage in the technique of active listening, you focus your attention completely on the speaker, listen carefully for meaning, and then use feedback to verify that you've correctly understood the communication. This course explores the benefits and challenges of effective listening and demonstrates how active listening techniques enhance the effectiveness of your listening skills. It takes you through the various levels of listening and outlines behaviors and thought patterns that demonstrate active listening techniques. Finally, it highlights the important skill of providing listener feedback to demonstrate or clarify understanding of the speaker's communication. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize how to overcome the listening barriers exhibited in a given scenario
* Recognize behaviors and thought patterns that demonstrate key active listening techniques
* Distinguish between examples of the four levels of listening
* Provide appropriate verbal feedback to demonstrate or clarify understanding in a given scenario

Expected Duration (hours): 1.0

# Interpersonal Communication: Being Approachable

Course Number: comm\_21\_a05\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop or refresh their interpersonal communication skills.

Overview/Description:

Walking into a meeting surrounded by unknown faces, going to conferences, attending work events, starting a new job, and even going to social gatherings can be daunting, especially if you don't know anybody who will be there. Perhaps you worry about being ignored or not connecting with anyone and dread that awkward feeling of standing alone, off to the side. Do you wonder why people seem to be drawn to certain individuals in the room? Those individuals probably faced the same feelings of uncertainty entering the room as you did, but the difference may be that they appear to be more approachable than you do. Approachability involves conveying your willingness to reach out and invite others in by initiating contact, making yourself available, and building rapport. This course is designed to give you an understanding of how to build skills to become more approachable. You'll learn about the benefits of being approachable, as well as some techniques you can use to enhance your ability to reach out and invite others in. You'll also learn about putting people at ease when you're communicating and building rapport using skills such as listening, harmonizing, and sharing to ensure that people see how approachable you are. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Recognize the benefits of enhancing your approachability
* Recognize how to enhance your approachability by reaching out and inviting others in
* Recognize how to put people at ease when you're communicating
* Recognize ways to build rapport

Expected Duration (hours): 1.0

# PEER RELATIONSHIPS: CURRICULUM OVERVIEW

1. PEER RELATIONSHIPS: THE VALUE OF PEER RELATIONSHIPS. This course examines the benefits of positive peer relationships and explores how individuals can cultivate peer relationships that can make an organization more collaborative and competitive.

2. CONSTRUCTIVE FEEDBACK AND CRITICISM: GIVING CONSTRUCTIVE CRITICISM. This course starts by exploring the key differences, the effects, and the importance of giving constructive criticism as opposed to destructive criticism. You will then learn a three-step process for giving constructive criticism effectively and have a chance to practice using it in a role-play that simulates a realistic work scenario.

3. CONSTRUCTIVE FEEDBACK AND CRITICISM: RECEIVING FEEDBACK AND CRITICISM. This course starts by exploring the reactions that typically occur when a person receives corrective feedback or criticism. You will also learn an approach that you can use to help you receive feedback in a productive manner and then have a chance to practice receiving feedback using that approach.

# Peer Relationships: The Value of Peer Relationships

Course Number: pd\_17\_a01\_bs\_enus

Target Audience: GS/07-13

Individual contributors in an organization who want to develop effective peer relationships throughout their organization, as well as within their own workgroups.

Overview/Description:

Positive interpersonal professional relationships play a key role in determining individual and organizational success. Because of this, they are an important influence on strategic decision making. The bond between peers is the most basic relationship element in any organization, and it can stunt efforts for success or stimulate efforts that flourish. The unique character of each relationship in an organization may influence the entire group. This course examines the benefits of positive peer relationships. It also explores how individuals can cultivate peer relationships that can make an organization more collaborative and competitive.

Lesson Objectives:

* Identify the characteristics of peer work relationships
* Describe the expectations of professional relationships
* Identify how personal relationships differ from professional relationships in the workplace
* Describe the organizational benefits of peer relationships
* Evaluate the effectiveness of an individual's ability to build peer relationships in a given scenario
* Recognize the personal benefits of positive peer relationships

Expected Duration (hours): 1.0

# Constructive Feedback and Criticism: Giving Constructive Criticism

Course Number: comm\_29\_a02\_bs\_enus

Target Audience: GS/04-12

Anyone who wants to learn more about giving constructive criticism to subordinates  
  
Overview/Description:

Feedback is an essential element of successful businesses. Everyone benefits from the exchange of meaningful, constructive criticism. But giving criticism that is constructive rather than destructive can be one of the most important and difficult skills to learn. Given thoughtlessly, without proper preparation and consideration, it's likely to be ignored by the recipient, or worse yet, give offense. On the other hand, when given properly, constructive criticism given by a manager to an employee, or from a team leader to a team member, is a powerful tool for improving performance and increasing productivity. This course starts by exploring the key differences, the effects, and the importance of giving constructive criticism as opposed to destructive criticism. You will then learn a three-step process for giving constructive criticism effectively and have a chance to practice using it in a RolePlay that simulates a realistic work scenario. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.   
  
**Lesson Objectives: Giving Constructive Criticism**

* identify the effects of destructive criticism and constructive criticism
* determine whether criticism was given effectively in a given scenario
* give criticism using the three-step process

Expected Duration (hours): 1.0

# Constructive Feedback and Criticism: Receiving Feedback and Criticism

Course Number: comm\_29\_a02\_bs\_enus

Target Audience: GS/04-12

Anyone who wants to learn more about giving constructive criticism to subordinates  
  
Overview/Description:

Feedback is an essential element of successful businesses. Everyone benefits from the exchange of meaningful, constructive criticism. But giving criticism that is constructive rather than destructive can be one of the most important and difficult skills to learn. Given thoughtlessly, without proper preparation and consideration, it's likely to be ignored by the recipient, or worse yet, give offense. On the other hand, when given properly, constructive criticism given by a manager to an employee, or from a team leader to a team member, is a powerful tool for improving performance and increasing productivity. This course starts by exploring the key differences, the effects, and the importance of giving constructive criticism as opposed to destructive criticism. You will then learn a three-step process for giving constructive criticism effectively and have a chance to practice using it in a role-play that simulates a realistic work scenario. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.   
  
**Lesson Objectives: Giving Constructive Criticism**

* identify the effects of destructive criticism and constructive criticism
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Expected Duration (hours): 1.0

# ORAL COMMUNICATION: CURRICULUM OVERVIEW

1. INTERPERSONAL COMMUNICATION: COMMUNICATING WITH CONFIDENCE. The course shows you how the essential elements of trust, credibility, and specific confident communication behaviors bring about confident communication and enhance your influence

2. INTERPERSONAL COMMUNICATION: COMMUNICATING WITH PROFESSIONALISM AND ETIQUETTE. This course strengthens your ability to communicate in a professional manner. It walks you through the etiquette of speaking to others in person, as well as on the phone. It then explores the often neglected common rules of written communication, particularly with regard to e-mail.

3. BASIC PRESENTATION SKILLS: CREATING A PRESENTATION. This course describes how to make these key parts of a presentation – the introduction, support content, and conclusion – memorable and effective. It also explains the purposes for which different presentation aids are used, as well as how to use visuals appropriately. Finally, this course describes how to rehearse a presentation – a key step in building confidence for the real thing.

4. BASIC PRESENTATION SKILLS: DELIVERING A PRESENTATION. This course describes how to make your delivery successful and memorable. It covers techniques for managing stage fright – the biggest problem most speakers have. It also explains how to set the right environment for your presentation by making the right choices about room layout and by preparing the room, including the equipment, lighting, and temperature.

5. PUBLIC SPEAKING STRATEGIES: PREPARING EFFECTIVE SPEECHES. This course teaches you how to prepare for public speaking, including determining your objective and audience profile, choosing your topic, and defining the theme of your speech. This course also covers best practices to follow when planning, researching, and writing your speech.

6. PUBLIC SPEAKING STRATEGIES: CONFIDENT PUBLIC SPEAKING. This course looks at the methods you can employ to deliver an effective speech, such as making a good first impression and building rapport with your audience. The course also provides effective techniques for handling challenges that may arise while you are delivering a speech, such as regaining an inattentive audience's focus and handling difficult questions or hecklers. Finally, this course introduces strategies you can use to overcome public speaking anxiety.

7. BUSINESS GRAMMAR: COMMON USAGE ERRORS. This course describes how to use commonly confused words correctly, including word pairs that sound alike and those that have related meanings. It also covers verbs that are often misused – for example, affect and effect or apprise and appraise. In addition, the course reviews some idiomatic combinations of verbs and prepositions that can be confusing.

# Interpersonal Communication: Communicating With Confidence

Course Number: comm\_21\_a01\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop or refresh their interpersonal communication skills.

Overview/Description:

Are you reluctant to voice your opinions to your colleagues for fear they'll be judged negatively? Do you find yourself avoiding awkward communication situations? Confident interpersonal communication skills are essential for healthy and successful relationships, whether personal or professional. Once you've learned how to apply them, these skills enhance your influence and help you achieve your goals. Communicators have an enormous advantage if their relationships are based on rapport-building trust and credibility. But trust and credibility are not the only essentials. You also need to use specific communication behaviors to project confidence in all your verbal and nonverbal interactions. The course shows you how the essential elements of trust, credibility, and specific confident communication behaviors bring about confident communication and enhance your influence. It highlights the advantages of communicating with confidence, explores the construction of trust and credibility, and clarifies how trust and credibility result in confident communications. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Lesson Objectives:

* Identify expressions of the essential elements of confident communication
* Recognize how trust and credibility enhance confidence in interpersonal communication
* Recognize the use and impact of confident communication behaviors in a given communication scenario

Expected Duration (hours): 1.0

# Interpersonal Communication: Communicating With Professionalism and Etiquette

Course Number: pd\_25\_a03\_bs\_enus

Target Audience: GS/04-12

Anyone who wants to develop a better understanding of proper business etiquette and how to act in a professional manner.

Overview/Description:

Organizations rely on proper communications to build strong relationships among employees and develop their customer base. Those who excel in professional environments understand the difference proper communication etiquette makes in demonstrating professionalism and competence. Following the accepted norms and behaviors of communicating in the workplace can help you to ensure that your messages are conveyed as you intended. Observing norms enables you to build and nurture your relationships with colleagues, subordinates, and superiors. This course strengthens your ability to communicate in a professional manner. It walks you through the etiquette of speaking to others in person, as well as on the phone. It then explores the often neglected common rules of written communication, particularly with regard to e-mail. And it considers appropriate ways of communicating using online chat, the best way to conduct yourself during conference calls, and how to set up and use voicemail effectively.

Lesson Objectives:

* Identify how to communicate professionally in person
* Determine whether communication etiquette for e-mail has been observed in a business setting
* Identify general tips for writing with professionalism and etiquette
* Determine if etiquette has been observed during a professional telephone call
* Identify etiquette for communicating using online chat, voicemail, and conference calls

Expected Duration (hours): 1.0

# Basic Presentation Skills: Creating a Presentation

Course Number: comm\_33\_a02\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop or improve their presentation skills.

Overview/Description:

Among the fears that people have about giving a presentation is that they will get mixed up, forget to make a key point, or repeat themselves. One way to avoid this is to have a sound structure. Once you have identified the purpose and audience for the presentation, and come up with some ideas for what to say, you can transform those ideas into a script or notes that will guide you through the presentation. You should start with an introduction, where you grab the attention of the audience and tell what you are going to do. Next, you need to support each of your key points and, at the same time, not lose the attention of the audience. At the end of your presentation, you need to give your audience a clear understanding of what happens next. You also must make your ending compelling. After all, this is how the audience will remember you. This course describes how to make these key parts of a presentation – the introduction, support content, and conclusion – memorable and effective. It also explains the purposes for which different presentation aids are used, as well as how to use visuals appropriately. Finally, this course describes how to rehearse a presentation – a key step in building confidence for the real thing.

Lesson Objectives:

* Determine the effectiveness of different parts of a presentation in a given scenario
* Select the appropriate type of presentation aid to use for a given presentation
* Evaluate the effectiveness of visuals for a given presentation
* Describe how to effectively rehearse a presentation

Expected Duration (hours): 1.0

# Basic Presentation Skills: Delivering a Presentation

Course Number: comm\_33\_a03\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop or improve their presentation skills.

Overview/Description:

Excellence in presentation can be achieved when the standard of your delivery matches the quality of your content. You may have carefully planned and structured what you want to say, but if you deliver your message in a monotone while standing stiffly, you're probably not going to captivate the audience. Having diligently prepared for your presentation, you need to make sure that your delivery is engaging. You need to communicate your enthusiasm to the audience if you want them to be enthusiastic about your ideas. At the same time, you must appear composed and confident. This course describes how to make your delivery successful and memorable. It covers techniques for managing stage fright – the biggest problem most speakers have. It also explains how to set the right environment for your presentation by making the right choices about room layout and by preparing the room, including the equipment, lighting, and temperature. You'll also find out how to use your voice and body language to deliver your message clearly and effectively. Finally, the course outlines guidelines for handling audience questions – an area most speakers are also very concerned about. After all, how credible the audience finds you can be swayed by how effectively you answer the difficult questions that come up.

Lesson Objectives:

* Select the appropriate room setup for a given presentation
* Recognize how to prepare a room for a presentation
* Describe how to deal with stage fright
* Evaluate the effectiveness of a presenter's delivery in a given scenario
* Determine whether a presenter handles a question-and-answer session appropriately in a given scenario

Expected Duration (hours): 1.0

# Public Speaking Strategies: Preparing Effective Speeches

Course Number: pd\_23\_a01\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop or refine public speaking skills.

Overview/Description:

The phrase natural born speaker is misleading. While some people are more outgoing and conversational, a well-delivered speech is far from being spontaneous or natural. In fact, effective public speaking requires significant planning and preparation. Like cooking, driving, or playing a sport, it's a learnable skill. This course teaches you how to prepare for public speaking, including determining your objective and audience profile, choosing your topic, and defining the theme of your speech. This course also covers best practices to follow when planning, researching, and writing your speech. These include identifying key points, looking at the topic from different perspectives, and structuring your speech into logical sequence. Finally, the course explores the importance of practicing your speech to become familiar and comfortable with it, using techniques such as getting feedback from a trial audience, and taping yourself when practicing.

Lesson Objectives:

* Select a suitable topic for a speech, in a given scenario
* Recognize the preparations you need to make prior to giving a speech
* Recognize good practice for researching a speech
* Sequence the steps for writing a speech in a given scenario
* Identify how to practice a speech

Expected Duration (hours): 1.0

# Public Speaking Strategies: Confident Public Speaking

Course Number: pd\_23\_a02\_bs\_enus

Target Audience: GS/04-12

Individuals who want to develop or refine public speaking skills.

Overview/Description:

Effective speech delivery is crucial to public speaking, as it allows you to showcase your work and communicate with confidence. No matter how much time you've spent perfecting your message, no one will hear it if you are unable to engage your audience, handle on-the-spot challenges, and avoid being disrupted by nerves. This course looks at the methods you can employ to deliver an effective speech, such as making a good first impression and building rapport with your audience. The course also provides effective techniques for handling challenges that may arise while you are delivering a speech, such as regaining an inattentive audience's focus and handling difficult questions or hecklers. Finally, this course introduces strategies you can use to overcome public speaking anxiety.

Lesson Objectives:

* Recognize the basics of good speech delivery
* Recognize techniques for dealing with the challenges of public speaking
* Use techniques for overcoming public speaking anxiety in a given scenario
* Deliver a speech with confidence in a given scenario

Expected Duration (hours): 1.0

# Business Grammar: Common Usage Errors

Course Number: comm\_20\_a06\_bs\_enus

Target Audience: GS/04-12

Individuals who want to refresh or refine their basic business grammar skills for any kind of business writing, from e-mail and memos to reports and presentations.

Overview/Description:

When do you use who's or whose? And when should you choose less rather than fewer? Understanding the subtle variations in meanings of such words – ones that are often misused or confused – is important if you want to write clearly and professionally. This course describes how to use commonly confused words correctly, including word pairs that sound alike and those that have related meanings. It also covers verbs that are often misused – for example, affect and effect or apprise and appraise. In addition, the course reviews some idiomatic combinations of verbs and prepositions that can be confusing.

Lesson Objectives:

* Correctly use commonly confused word pairs
* Recognize the correct usage of commonly misused verbs and other words
* Recognize the appropriate idiomatic expression to use in given sentences

Expected Duration (hours): 1.0