Leadership & Professional Development Opportunities

Course Catalog ■ July - December 2018

Duke | LEARNING & ORGANIZATION DEVELOPMENT
HUMAN RESOURCES

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for Continuing Education and Training

Welcome to our Fall 2018 Catalog of Offerings!

The fall semester of 2018 promises to be filled with new learning opportunities and intentional paths of development. Duke Learning and Organization Development (L&OD) is pleased to announce the beginning of several new programs and new courses! In January of this year, L&OD completed an extensive needs assessment with employees at Duke University and Health System. Employees, supervisors, and managers emphasized the need for more training opportunities at each level of the organization: entry level professional development, new manager training, and a program to meet the unique needs of middle management. Throughout the fall of 2018, L&OD aims to drive strategic learning and development through the research, instructional design, and facilitation of high impact training and performance solutions; enabling individuals, teams, and organizations to achieve extraordinary results in education, research, and patient care.

This fall we are happy to announce the kick-off of the ***Duke Management Academy***. The academy targets the development of Duke's **mid-level managers and leaders from the University and Health System**. This development program is open to all faculty and staff members who are experienced managers and gifted leaders who want to sharpen their leadership skills. Candidates must have direct reports or oversee large areas of responsibility that require daily supervision of employees' work.

L&OD will also kick-off programming for **entry-level administrative support** housed under our ***Professional Development Academy***. The **Foundational Skills Program** focuses on developing office support skills, and for DUHS, clinical support skills to help you qualify for a variety of career opportunities within Duke.

Not to be missed, we also have a variety of new offerings to hone your skillset.

- **Crucial Accountability:** Identify and Resolve Performance Gaps
- **Navigating Challenging Personalities:** Detect and Defuse Difficult Interactions
- **Feed Forward:** Giving and Receiving Critical Performance Information
- **Storytelling:** The Art of Advanced Presentation and Communication Skills

L&OD has worked hard to provide learning at all levels of our enterprise. All these learning experiences are designed to provide Duke employees with highly engaging challenges to enhance core workplace skills and strengthen operational knowledge. It is time to take your learning to the next level!

Best,

Keisha P. Williams, MPA
Assistant Vice President, Learning and Organization Development

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Let's Get Started

Take charge of your career. You have a wealth of professional development opportunities available to you at Duke. Whether you are seeking leadership or management development, training in the latest technology applications, or professional development, you will find a broad array of options.

Where to Find Us

L&OD is located on Duke University's Central Campus at 402 and 406 Oregon Street, across the parking lot from the Duke Police Station. Oregon Street is off Erwin Road between Duke Hospital and 9th Street, and off Campus Drive between Anderson Street and Swift Avenue.

Parking

Free parking is available in the lot in front of our buildings at 402 and 406 Oregon Street. Overflow parking is available in small lots behind building 402, and on the west sides of Alexander and Oregon Streets. The lot beside Duke Police Headquarters and the Episcopal Center is off-limits.

Buses

Duke University "C" buses stop on Campus Drive (5 minute walk) and on Alexander Avenue and Oregon Street, on either side of our buildings. During the school year, buses run approximately every 10 minutes.
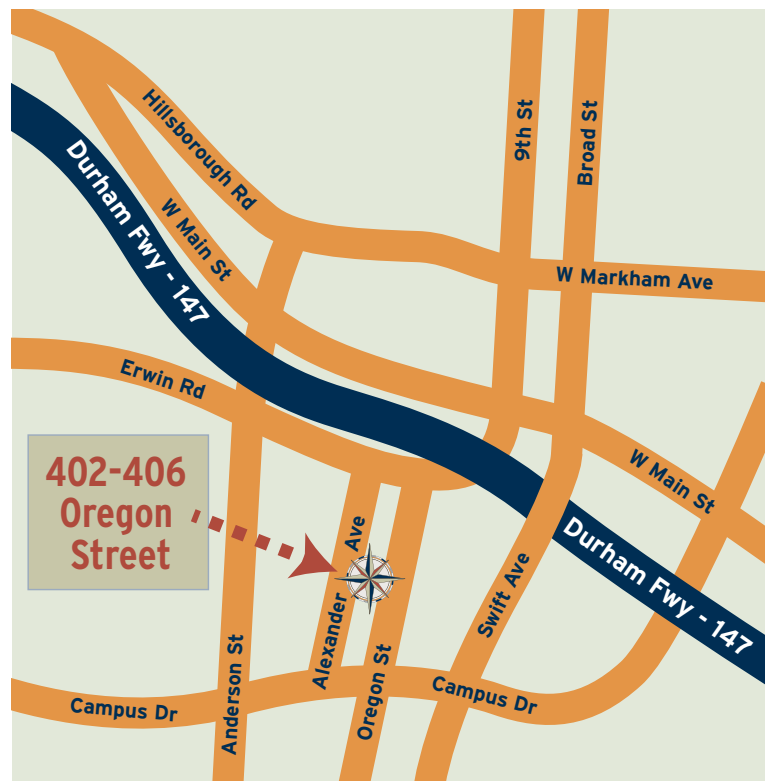
Waitlist

L&OD strongly recommends using the waitlist feature in the LMS for two reasons:

1. If someone drops the class, individuals on the waitlist will be offered the seat in the order in which they registered. The waitlisted person can accept or decline the offer online or by phone. If they decline, the next person on the waitlist will then be contacted.

2. When there are enough participants on a waitlist, we do our best to schedule another class as soon as possible. Those individuals will be invited to participate in the new class before it is opened to everyone. L&OD can only add classes if we know there is interest.

Payment Information

Payment details must be provided for classes that have a fee. Many departments can provide time off and/or funds to cover the cost of job-related training; please check with your supervisor.

Upon registration, the LMS will email a confirmation notice prompting you to provide your department's cost object number (a.k.a. fund code). A personal check or money order made out to "Duke Learning and Organization Development" is also acceptable; please pay at L&OD's offices at 402/406 Oregon Street no later than five business days before the class date.

If a method of payment is not provided prior to an L&OD class, the employee's default department cost object number will automatically be charged.

Drop/Cancellation and No-Show Policy

The drop period closes three business days before the course date. Therefore, if you can no longer attend, you must drop the course in the LMS at least four business days before the course date to avoid a late cancellation fee.

For example, if your class is on Wednesday the 17th, the drop period closes on Friday the 12th, making Thursday the 11th the last day that you can drop the course without penalty. Remember to account for any official Duke holidays, and be careful with transitions from one month to the next when figuring out your last drop day.

If you do not drop your course before the drop deadline, the course fee will be charged. Emergency drop and cancellation after the drop deadline is at the discretion of L&OD.

Month	Date	Course Title
July	17	Windows 10 & File Management
	19	Word 2016 Level 1
	25	Excel 2016 Level 1 New Users
	26	PowerPoint 2016 Level 1
August	1	Excel 2016 Level 1
	8*	Access 2016 Level 1
	14	Excel 2016 Pivot Tables
	16	PowerPoint 2016 Level 2
	22	Word 2016 Level 2
	28	Outlook Mail & Calendar Basics
	29	Excel 2016 Formulas & Functions 1
	29	Excel 2016 Formulas & Functions 2
September	5	PowerPoint 2016 Level 1
	6	Excel 2016 Level 2
	12	Excel 2016 Pivot Tables
	12	Access 2016 Importing Data from Excel
	13	Word 2016 Mail Merge Basics
	19*	Access 2016 Level 1
	25	Word 2016 Level 3
	27	Excel 2016 Level 3
October	2*	Adobe Photoshop Level 1
	4	Excel 2016 Level 1
	9	Access 2016 Querying Basics
	10	Excel 2016 Pivot Tables
	10	Excel 2016 Charts & Graphs
	16	Excel 2016 Formulas & Functions 1
	16	Excel 2016 Formulas & Functions 2
	17*	Access 2016 Level 2
	23*	Access 2016 Boot Camp
	31	Adobe Acrobat Pro DC Level 1
November	6	Excel 2016 Level 1
	7	PowerPoint 2016 Level 2
	8	Excel 2016 Level 2
	14*	Access 2016 Level 2
	27	Word 2016 Level 2
	28*	Access 2016 Level 3
December	5*	Access 2016 Level 1
	12	Excel 2016 Formulas & Functions 1
	12	Excel 2016 Formulas & Functions 2

tear here

* indicates a multi-day course

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AT A GLANCE: 2018 PROFESSIONAL DEVELOPMENT COURSE SCHEDULE BY DATE

Month	Date	Course Title	Page
July	16	Administrative Assistant of Excellence Level I: Module 1	14
	18	SAP Performance Management Best Practices (DUHS Only)	28
	25	Personality & Effective Communication	21
	30	Conflict Resolution	17
August	1	Communicating with Diplomacy & Tact Level 1	16
	2	Resilience: Building Skills to Endure Hardship & Prevent Burnout	23
	3	Customer Service Excellence: Winning Clients & Influencing People	18
	6	Managing from the Middle	27
	7	High Performing Teams	26
	8	Administrative Assistant of Excellence Level I: Module 2	14
	9	Fundamentals of Coaching	26
	13	Executive Assistant of Excellence Level II: Module 1	15
	13	Moving from Peer to Supervisor	28
	14*	Essential Presentation Skills	19
	14*	Fundamentals of Business Writing	19
	16	Communicating with Diplomacy & Tact Level 2	16
	16	Situational Leadership II	29
	17	Notary Public	20
	20	Managing Multiple Priorities	20
	23	Train the Trainer 1: Basics of Training	24
	24	Project Management Level 1	22
	29	Emotional Intelligence: The Emotionally Intelligent Leader	25
	30	The Art of Delegation	25
September	5	Navigating Challenging: Detect and Defuse Difficult Interactions	20
	6	Transformational Leadership	29
	7	Administrative Assistant of Excellence Level I: Module 3	14
	10*	Crucial Accountability: Identify and Resolve Performance Gaps	18
	17	Executive Assistant of Excellence Level II: Module 2	15
	18*	Storytelling: The Art of Advanced Presentation & Communication Skills	23
	19	Conflict Resolution	17
	20	Managing Multiple Priorities	20
	21	Project Management Level 2	22
	21	Train the Trainer 2: Designing Learning	24
	24	Keys to Supervisory Success	26
	25	Managing Meetings Effectively	20
	26	Feed Forward: Giving & Receiving Crucial Performance Information	25
	27*	Crucial Conversations: Tools for Talking When the Stakes Are High	18

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* indicates a multi-day course

Month	Date	Course Title	Page
October	1	Moving from Peer to Supervisor	28
	2	Critical Thinking Skills	17
	3	Fundamentals of Coaching	26
	4	Project Management Level 1	22
	5	Notary Public	21
	5	Train the Trainer 3: Instructor-Led Training & Platform Skills	24
	8	Executive Assistant of Excellence Level II: Module 3	15
	10	Administrative Assistant of Excellence Level I: Module 4	14
	11	Emotional Intelligence: The Emotionally Intelligent Leader	25
	15	Situational Leadership II	29
	16	Communicating with Diplomacy & Tact Level 1	16
	17*	Online Facilitation Skills Training	21
	22*	Leader as Coach	27
	29	Customer Service Excellence: Winning Customers & Influencing People	18
	30*	Crucial Accountability: Identify and Resolve Performance Gaps	18
November	2	Managing from the Middle	27
	5	High Performing Teams	26
	6*	Storytelling: The Art of Advanced Presentation & Communication Skills	23
	6*	Fundamentals of Business Writing	19
	7	Managing Multiple Priorities	20
	8	Communicating with Diplomacy & Tact Level 1	16
	9	Notary Public	21
	12	Executive Assistant of Excellence Level II: Module 4	15
	13	The Art of Delegation	25
	14	Feed Forward: Giving & Receiving Crucial Performance Information	25
	14	Personality & Effective Communication	21
	15	Navigating Challenging: Detect and Defuse Difficult Interactions	20
	16	Keys to Supervisory Success	26
	27	Customer Service: Winning Clients & Influencing People	18
	28	Situational Leadership II	29
	29	Communicating with Diplomacy & Tact 2	16
	30	Fundamentals of Coaching	26
December	4	Resilience: Building Skills to Endure Hardship & Prevent Burnout	23
	5	SAP Performance Management Best Practices (DUHS Only)	28
	5	Transformational Leadership	29
	10*	Leader as Coach	27
	13	Notary Public	21
	19*	Crucial Conversations: Tools for Talking When the Stakes Are High	18

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* indicates a multi-day course

INDIVIDUAL PROFESSIONAL DEVELOPMENT PLAN

A Professional Development Plan can help you reach your professional goals in a timely manner. Once you look through L&OD's numerous offerings, create your plan to meet your professional goals. Next, meet with your manager to discuss your plan, and together you can chart your progress throughout the year.

Gifts & Talent What I Think I can be Best at?	My Passion What I Love and Desire Professionally?
Example: I am a people-oriented person and I feel comfortable working with others.	

	Career Step	Areas of Strength	Areas to Develop	Development Activities
Now Current Position	**Current Position:**	**Example:** *Customer Service*	**Example:** *Dealing with Difficult Situations*	**Workshop:** *Conflict Resolution* **When:** *09/27 & 28, 2018*
Short-Term Position in 2 to 3 years	**Short-Term Aspiration:**			
Long-Term Position in 4+ years	**Long-term Aspiration:**			

What's New this Fall?

Management Academy 2018-2019 NEW

Duke's Management Academy is designed to provide multiple approaches to career enhancement and leadership development. The academy is a 12-month program designed around core leadership competencies.

Open to

This development program is open to all faculty and staff members from Duke University and Health System who are experienced managers and gifted leaders, and who want to sharpen their leadership skills. These candidates must have employees directly reporting to them or large areas of responsibility that require supervision of employees' daily work. We are looking for employees ready for their next stage in leadership, managers expanding their careers or effectiveness in their current roles, or high-potential individuals who wish to prepare for increased leadership responsibilities in the future.

Eligibility

Nominees should hold a rank of coordinator, supervisor, manager, assistant/associate director, assistant/associate department chair, instructor, lecturer, or others identified by the dean or vice president. Each nominee for the program must have an official Duke sponsor (or recommendation). The sponsor must be a dean or vice president and must sign the nominee's application and submit a letter of recommendation.

Applications

Application packets will be available on L&OD's website starting on July 1, 2018.

The Professional Development Academy NEW

L&OD would like to introduce the Professional Development Academy! Under the PDA, two new multi-month programs serve to further Duke's talent development strategy. Both programs organizationally enhance diversity, create a strong pipeline, and focus on retaining solid talent. From an individual development perspective, the programs offer the opportunity for continual development, to repurpose current knowledge, skills and abilities, and to position team members for exciting career next steps. Hosted bi-annually, these development opportunities will be available in 2018 and 2019.

Certified Executive Administrative Professionals Network! NEW

This association of Certified Executive Administrative Professionals (CEAP) is open to all professionals who have successfully completed the national designation through Office Dynamics. Members of this network will work together to explore ways to elevate the level of performance and effectiveness within the profession. The network will offer:

- Quarterly educational opportunities with continuing education credits
- Opportunities to mentor other current and aspiring administrative professionals
- The sharing of best practices across the university and health system

Please contact Dinetta Richardson at (919) 613-7602 if you would like to learn more about the certification program and network.

Online Learning (Coming in 2019)

The world of technology continues to grow and the reality of online learning has become more relevant today than ever before. Learning and Organization Development will offer online professional development classes via the LMS in Spring 2019. Be on the lookout for the new e-catalog, pricing, and registration information!

REGISTRATION
Start your journey

Class registration is manages within the Duke Learning Management System (LMS) accessible through the Duke@Work self-service website by clicking on "MyInfo," then "MyCareer," and finally "MyLearning."

You can go directly to the Duke LMS and create a favorite link using the following address:
lms.duhs.duke.edu/Saba/Web/Cloud

Duke LMS: Registering for an Offering

Step One: Enter the name of the course or the offering ID number in the search field, and click **Search**.

Step Two: Search results will be provided in list form. From the list, click the course name (in blue) that best matches your search results.

Step Three: Detailed information about the course will appear. Take note of the course date, cost, duration, and time. Click **Register** to register for the course.

You will receive an email from **Duke's Learning Management System** once your registration is confirmed.

EDUCATION
Improve yourself

Professional Development

Duke is committed to providing employees with engaging and effective individual growth and professional development opportunities that focus on building and enhancing core competencies and strategic workplace skills. L&OD supports this commitment with research, curriculum design, and program facilitation of professional development workshops designed to provide learning experiences and insight that can be immediately applied in the workplace.

Whether you are just beginning your career with Duke University or Duke University Health System, have recently taken on new responsibilities, need to learn new skills, or are seeking opportunities to expand the overall depth and breadth of your professional knowledge, L&OD courses can help you achieve your goals.

Continuing Education Units (CEU)

You can obtain to obtain Continuing Education Unit (CEU) credits for Learning and Organization Development courses. In order to obtain CEU credits, you must meet the following requirements:

- Participants must sign the roster at the beginning of the session.
- Participants must attend 90% of the session to receive CEU credit.
- Participants must engage fully in classroom activities and satisfactorily complete assignments.
- Participants must complete the learning activity evaluation.

Participants are not required to use, bring, or provide any special materials or technological devices for participation in or completion of classroom activities, unless otherwise notified prior to the session.

If the participant fails to sign in and/or attends less than 90% of the class, he/she will not receive CEU credit for the course. Each participant will receive a printed certificate at the conclusion of the class after successful completion.

Participants can print a class transcript showing the learning activity after the instructor has entered the completion information into the LMS.

Duke University Learning and Organization Development has been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET).

For more information about IACET and which organizations accept IACET CEUs, visit IACET.org. IACET encourages individuals to check with their specific regulatory boards or professional organizations to confirm that the CEUs received from courses taken from IACET Authorized Providers will be accepted. 1760 Old Meadow Road, Suite 500, McLean, VA 22102.

Administrative Assistant Certificate Programs

The Star Achievement Series® is a program for administrative office professionals developed by international trainer, coach, and author, Joan Burge. Joan is also the founder and CEO of Office Dynamics International. Duke is excited to bring the program to our administrative professionals. This program is intended to build upon the professional's current administrative competencies by focusing on four areas: skill, attitude, teamwork, and strategy. Star Achievers synergize these four components into their everyday professional performance and, over time, fully develop as leaders who exhibit confidence at work, at home, and in the community. This is the basis for a Star Achiever's strong reputation of excellence.

The series includes two certificate programs and one designation:

- **Level I – Administrative Assistant of Excellence**
  Participant attends four Level I core classes and two electives

- **Level II – Executive Assistant of Excellence**
  Participant attends four Level II core classes and two electives

- **Certified Executive Administrative Professional (CEAP) Designation**
  Participants must complete Level I and Level II certificate programs; complete a competency checklist; and complete the designation application at the conclusion of the program. After achieving CEAP Designation, participants can join the national CEAP network described on page 9.

LEVEL I: Administrative Assistant of Excellence

Module 1: Be a Star Achiever (Attitude Component)

Facilitator: Dinetta Richardson
Offering 1: July 16, 2018
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $130.00

Course Format:
This interactive workshop includes lecture, handouts, skills demonstration and practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Compare different types of common challenging personalities
- Identify ways to manage interactions with challenging personality types
- Identify ways to leverage criticism and overcome intimidation

CEU Credits: 0.6

Module 2: Star-Achieving Techniques (Skill Component)

Facilitator: Dinetta Richardson
Offering 1: August 8, 2018
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $130.00

Course Format:
This interactive workshop includes lecture, handouts, skills demonstration and practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Define the foundational competencies of administrative professionals
- Compare the differences between being a task doer and cognitive being
- Construct a model to improve task management
- Develop an action plan for skill development

CEU Credits: 0.6

Module 3: Building a Star Partnership (Teamwork Component)

Facilitator: Dinetta Richardson
Offering 1: September 7, 2018
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $130.00

Course Format:
This interactive workshop includes lecture, handouts, skills demonstration and practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Discuss and bring into congruence the perceptions and expectations of each task assignment, as viewed by the leader and administrative professional
- Identify the effectiveness of current tasks
- Discuss ways to improve communication and collaboration with leaders and departmental teams

CEU Credits: 0.6

Module 4: Star-Reaching Stardom (Strategy Component)

Facilitator: Dinetta Richardson
Offering 1: October 10, 2018
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $130.00

Course Format:
This interactive workshop includes lecture, handouts, skills demonstration and practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Identify the primary values that tie to professional goals
- Identify ways to cultivate business relationships
- Discuss the component of developing a professional brand

CEU Credits: 0.6

LEVEL II: Executive Assistant of Excellence

Module 1: Be a Shining Star (Attitude Component)

Facilitator: Gina Rogers
Offering 1: August 13, 2018
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $130.00

Course Format:
This interactive workshop includes lecture, handouts, skills demonstration and practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Identify events or conditions at work that cause the greatest amount of stress
- Describe four categories of stress indicators
- Apply nine strategies for building consensus
- Identify strategies for success in the five pillars of life: career, family, financial, spiritual, and wellness

CEU Credits: 0.6

Module 2: Give a Stellar Performance (Skill Component)

Facilitator: Gina Rogers
Offering 1: September 17, 2018
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $130.00

Course Format:
This interactive workshop includes lecture, handouts, skills demonstration and practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Describe personal presentation and how it enhances or detracts from the point one must make
- Build a speech using one of the three types of writing methods
- Construct strategies to improve self-presentation and identify areas of improvement
- Practice persuasion skills

CEU Credits: 0.6

Module 3: Stellar Collaboration (Teamwork Component)

Facilitator: Gina Rogers
Offering 1: October 8, 2018
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $130.00

Course Format:
This interactive workshop includes lecture, handouts, skills demonstration and practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Explain the difference between teamwork and collaboration
- Apply the concepts of synergy to administrative professionals working in partnership with their peers
- Identify five powerhouse strategies for creating peer power

CEU Credits: 0.6

Module 4: Future Focused Star Performer (Strategy Component)

Facilitator: Gina Rogers
Offering 1: November 12, 2018
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $130.00

Course Format:
This interactive workshop includes lecture, handouts, skills demonstration and practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Identify methods for preparing skills and attitudes for the future
- Describe twelve proven strategies for optimizing change
- Identify nine habits of effective leadership

CEU Credits: 0.6
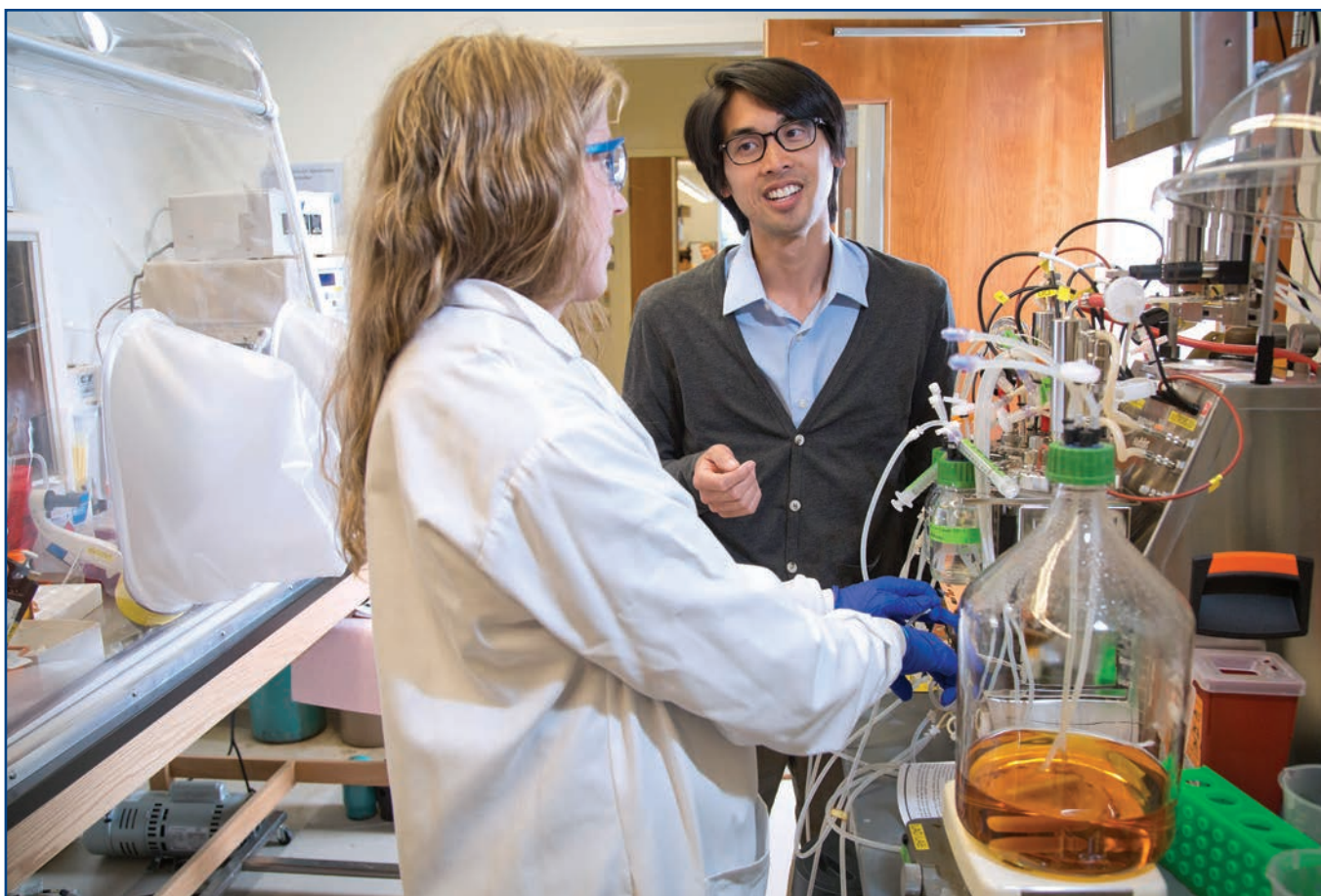
Communicating with Diplomacy & Tact Level 1

Facilitator: Donald Shortslef

Offering 1: August 1, 2018
Offering 2: October 16, 2018
Offering 3: November 8, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Course Format:
This interactive workshop includes lecture, handouts, skills demonstration and practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Identify the impact of verbal and nonverbal communication
■ Compare the difference between assertive versus aggressive communication
■ Demonstrate listening and feedback skills
■ Explain the three components of diplomatic and tactful communication

CEU Credits: 0.6

Communicating With Diplomacy & Tact Level 2

Facilitator: Donald Shortslef

Offering 1: August 16, 2018
Location: 406 Oregon St., Room 103

Offering 2: November 29, 2018
Location: 402 Oregon St., Shaner Room

Time: 8:30 a.m. – 4:30 p.m.

Cost: $130.00

Prerequisite: *Communicating with Diplomacy & Tact Level I*

Course Format:
This dynamic workshop includes lecture, role-play, self-reflection, skills practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Recall the five areas of emotional intelligence
■ Self-assess their level of empathy and interconnectedness with others
■ Practice advanced techniques for handling difficult conversations at work

CEU Credits: 0.6

Conflict Resolution

Facilitator: Donald Shortslef

Offering 1: July 30, 2018
Offering 2: September 19, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Special Note:
This course uses the Thomas-Kilman Conflict Mode Instrument (TKI) assessment. The instructor will send participants a link to this assessment a few weeks before the class. *All participants must complete the assessment **one week** before the actual course. Any participant who misses this deadline will have to register for a future class.*

Course Format:
This hands-on workshop includes formal self-assessment, lecture, skills practice, case studies, team exercises for retention of key concepts, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Define the meaning and causes of conflict
- Demonstrate all five modes of conflict resolution
- Evaluate ways to minimize each mode's negative side effects

CEU Credits: 0.6

Critical Thinking Skills:
Strategies for Improving Critical Thinking in the Workplace

Facilitator: Dinetta Richardson

Offering 1: October 2, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Course Format:
This hands-on workshop includes lecture, self-reflection, skills practice, and instructional DVDs to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Identify habits that create barriers to critical thinking
- Demonstrate the three steps to the critical thinking process
- Appraise situations to identify gaps in critical thinking

CEU Credits: 0.6

Crucial Accountability® (2 days) NEW

This two-day course teaches a straightforward, step-by-step process for identifying and resolving performance gaps, strengthening accountability, eliminating inconsistency, and reducing resentment.

Facilitator: Donald Shortslef
and Dinetta Richardson

Offering 1: September 10 & 11, 2018
Offering 2: October 30 & 31, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: Take part in this internationally recognized program offered for half the price of the public sessions offered through Vital Smarts. L&OD instructors are certified to teach Vital Smarts courses, and Vital Smarts materials are provided for the class. If you have further questions about the value of attending Crucial Accountability, please contact L&OD.

Organizational Benefits of Crucial Accountability®
Organizations around the world have turned to Crucial Accountability to improve bottom-line results like quality, efficiency, satisfaction, safety, etc. Results include:

■ **Teamwork & Relationships:** Dallas Housing Authority eliminated silos between departments and helped employees resolve conflicts with peers and supervisors.

■ **Efficiency:** San Antonio School District saw a 50 percent drop in grievances that previously clogged their administrative system.

■ **Safety:** Pride International improved their total incident rate by 55 percent and reported zero accidents that required employees to miss time on the job.

■ **Employee Turnover:** Orkin saw an 8 percent decrease in turnover, and Pride International decreased turnover by 40 percent.

Course Format:
This interactive workshop uses video, group discussion, skill practice, and real-life application to make the course both entertaining and engaging.

At the conclusion of the course, participants will be able to:
■ Identify and resolve performance gaps
■ Demonstrate performance discussions with employees and peers that lead to improved relationships, efficency, safely and retention

CEU Credits: 1.2

Crucial Conversations® Tools for Talking When Stakes Are High (2 days)

Facilitator: Donald Shortslef
and Dinetta Richardson

Offering 1: September 27 & 28, 2018
Offering 2: December 19 & 20

Time: 8:30 a.m. – 4:00 p.m.

Location: 402 Oregon St., Shaner Room

Cost: Take part in this internationally recognized program offered for half the price of the public sessions offered through Vital Smarts. L&OD instructors are certified to teach Vital Smarts courses, and Vital Smarts materials are provided for the class. If you have further questions about the value of attending Crucial Conversations, please contact L&OD.

Course Format:
Crucial Conversations® training infuses fourteen hours of classroom time with more than 60 original video clips of "before and after" situations. Engage in extensive in-class practice, group participation, and personal reflection as you explore and master these crucial skills.

At the conclusion of the course, participants will be able to:
■ Recall the eight steps of a crucial conversation
■ Apply the conversation model to speak persuasively, not abrasively
■ Devise a script to resolve individual and group disagreements

CEU Credits: 1.2

Customer Service Excellence: Winning Clients and Influencing People

Facilitator: Donald Shortslef

Offering 1: August 3, 2018
Offering 2: October 29, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Course Format:
This interactive workshop includes lecture, role-play, skills practice, guided large and small group discussion, and video clips to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Identify the levels of service
■ Detect and defuse emotionally charged situations with customers
■ Demonstrate the six steps of excellent customer service and service recovery

CEU Credits: 0.6

Essential Presentation Skills (2 half days)

Facilitator: Joy Birmingham

Offering 1: August 14 & 21, 2018

Time: 8:30 a.m. - noon

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Please note: Participants must use additional time between Day 1 and Day 2 to finish creating their 10-minute presentation and to practice for Day 2.

Course Format:

This active workshop includes lecture, skills practice, and guided discussion to reinforce the learning. You will develop a 10-minute presentation on Day 1 and deliver it to the class on Day 2.

At the conclusion of the course, participants will be able to:

■ Deliver a 10-minute presentation

■ Plan a presentation using the seven-step model

■ Illustrate the verbal and nonverbal skills required for holding an audience's attention

■ Apply ways of reducing presentation anxiety and improve presentation delivery

CEU Credits: 0.6

Fundamentals of Business Writing (1.5 days)

Facilitator: Donald Shortslef

Offering 1: **August 14, 2018,** 8:30 a.m. - 4:30 p.m.
August 15, 2018, 8:30 a.m. - noon

Offering 2: **November 6,** 8:30 a.m. - 4:30 p.m.
November 7, 8:30 a.m. - noon

Location: 406 Oregon St.,
Computer Lab 101

Cost: $195.00

Course Format:

This dynamic workshop includes lecture, hands-on computer exercises, and guided large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:

■ Discover and correct common grammar and spelling errors

■ Develop a message and communicate it clearly

■ Identify common interpersonal communication errors so that they may be avoided

CEU Credits: 0.9

Managing Meetings Effectively (1 half day)

Facilitator: Donald Shortslef

Offering 1: September 25, 2018

Time: 8:30 a.m. – noon

Location: 406 Oregon St., Room 103

Cost: $65.00

"No action, activity, or process is more central to a healthy organization than the meeting." (Patrick Lencioni)

Course Format:
This hands-on workshop includes lecture, small group skills practice, simulation, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Demonstrate proven meeting planning and preparation techniques
■ Develop and practice effective meeting facilitation, participation, and control techniques
■ Identify best practices regarding required documentation

CEU Credits: 0.3

Managing Multiple Priorities

Facilitator: Joy Birmingham

Offering 1: August 20, 2018
Offering 2: September 20, 2018
Offering 3: November 7, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Required pre-work: The facilitator will send you the pre-work to complete one week prior to the course date.

Course Format:
This hands-on workshop includes pre-work, lecture, small group exercises, self-reflection, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Practice prioritizing work responsibilities and maintaining focus throughout the day
■ Develop communication techniques to get vital information for determining priorities
■ Implement planning tools that help meet the competing demands of supervisors, coworkers, and customers
■ Prepare an action plan with steps to employ new time and priority management skills

CEU Credits: 0.6

Navigating Challenging Personalities: Detect and Defuse Difficult Interactions

NEW

Facilitator: Donald Shortslef

Offering 1: September 5, 2018
Offering 2: November 15, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Course Format:
This interactive workshop includes lecture, handouts, skills demonstration and practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Self-assess negative thinking and negative emotions
■ Detect and defuse emotionally charged situations
■ Identify and practice strategies for dealing with challenging behaviors

CEU Credits: 0.6

Notary Public

Facilitator: Guest Instructor from Durham Tech

Offering 1: August 17, 2018
Offering 2: October 5, 2018
Offering 3: November 9, 2018
Offering 4: December 13, 2018

Time: 9:00 a.m. - 5:00 p.m

Location: 406 Oregon St., Room 103

Cost: $130.00

This workshop prepares the participant to be commissioned as a Notary Public for the State of North Carolina and fulfills the mandatory classroom instruction requirement. The textbook is included at no extra charge. Please bring a government-issued photo ID with you—federal or State of North Carolina.

Please note: Notary Public class begins at 9:00 a.m. and ends at 5:00 p.m.

Course Format:
This active workshop includes lecture, skills practice, and guided discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Describe the powers and limitations, purpose, and process of becoming a Notary Public
- Explain how to take acknowledgments (certify signatures)
- Outline steps to take proofs of execution
- Practice administering oaths
- Identify the process for taking affidavits

Online Facilitation Training (2 days)

Facilitator: Joy Birmingham

Offering 1: October 17 & 24, 2018

Time: 8:30 a.m. - 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $260.00

Prerequisite: Train the Trainer 1: The Basics of Training

Please note: There will be time during Day 1 and the morning of Day 2 for participants to develop their 30-minute webinar. However, participants may have to use additional time between Day 1 and Day 2 to finish creating their webinar to deliver to the class on Day 2.

Course Format:
This interactive workshop includes a webinar, lecture, small group hands-on lab to design a webinar, video examples, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Compare online learning and instructor led training design requirements
- Create and facilitate a 30 minute module for effective online training
- Incorporate online facilitation skills that require the participation of every learner

CEU Credits: 1.2

Personality & Effective Communication (1 half day)

Facilitator: Gina Rogers

Offering 1: July 25, 2018
Offering 2: November 14, 2018

Time: 8:30 a.m. - noon

Location: 406 Oregon St., Room 103

Cost: $65.00

Special Note:
This course will use the Myers-Briggs Type Indicator® (MBTI®) personality assessment. The instructor will send participants a link to this assessment a few weeks before the class. *All participants must complete the assessment **one week** before the actual course. Any participant who misses this deadline will have to register for a future class.*

Course Format:
This hands-on workshop includes personality assessment, lecture, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Recognize patterns of communication
- Identify strengths and weaknesses of current communication practices
- Develop new or improved communication strategies with coworkers and those in other departments

CEU Credits: 0.3

Project Management 1

Facilitator: Abby Farrell

Offering 1: August 24, 2018
Offering 2: October 4, 2018

Time: 8:30 a.m. - 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Special Note:
Participants who want assistance with time and priority management, are encouraged to take Managing Multiple Priorities first, as these topics will not be addressed in this course.

Course Format:
This dynamic workshop includes lecture, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Describe a structured approach to managing projects
- Discuss the phases of the Project Management Life Cycle and the project manager's role in each phase
- Describe key project management deliverables
- Practice techniques for setting up a strong project team
- Identify sources of project risk and the approach to dealing with them

CEU Credits: 0.6

Project Management 2

Facilitator: Abby Farrell

Offering 1: September 21, 2018

Time: 8:30 a.m. - 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Prerequisite: Project Management 1

Course Format:
This workshop includes lecture, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Review the first phases of the Project Management Life Cycle: initiation and planning
- Discuss how to bring budgets and schedules in line with project goals
- Identify simple ways to monitor and communicate project progress
- Discuss the importance of systematic monitoring and techniques for getting the project back on track
- List major close-out activities
- Practice interpersonal skills that are essential to success as project managers
- Assess and use helpful digital tools and resources that support successful project implementation and close-out

CEU Credits: 0.6

Resilience: Building Skills to Endure Hardship and Prevent Burnout

Facilitator: Dinetta Richardson
or Gina Rogers

Offering 1: August 2, 2018
Offering 2: December 4, 2018
Time: 8:30 a.m. – 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $130.00

Please Note: Please come dressed in casual, comfortable attire.

Course Format:
This hands-on workshop includes lecture, self-reflection, skills practice, and guided discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Identify ways to move toward more mindful thinking
- Discuss the importance of cognitive reframing to better manage stress, change, and hardships
- Practice relaxation techniques to refresh and re-energize

CEU Credits: 0.6

Storytelling: The Art of Advanced Presentation and Communication Skills (1.5 days) NEW

Facilitator: Joy Birmingham

Offering 1: September 18, 2018, 8:30 a.m. – 4:30 p.m.
September 25, 2018, 8:30 a.m. - noon

Offering 2: November 6, 8:30 a.m. – 4:30 p.m.
November 13, 8:30 a.m. - noon

Location: 402 Oregon St., Shaner Room
Cost: $195.00

Prerequisite: You must have had real experiences presenting or you must take Essential Presentation Skills prior to this course.

Special Note:
There will be time during Day 1 for participants to develop their 20-minute presentation. However, participants may have to use additional time between Day 1 and Day 2 to finish creating their presentation to deliver to the class on Day 2.

Course Format:
This interactive workshop includes lecture, handouts, story development, story delivery and practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Self-reflect on events in life which can influence others through storytelling
- Select and shape your stories in order to make a connection with your audience
- Deliver your story in a manner that enhances the story's power

CEU Credits: 0.9

Train the Trainer (T1): The Basics of Training

Facilitator:	Joy Birmingham
Offering 1:	August 23, 2018
Time:	8:30 a.m. – 4:30 p.m.
Location:	402 Oregon St., Shaner Room
Cost:	$130.00

Course Format:
This hands-on workshop includes lecture, role-play, small group skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Apply adult learning principles to common training situations
- Analyze which situations can be resolved with a training solution
- Match the appropriate delivery method to the learning needs of participants
- Define and follow the seven steps to "Train Anything!"

CEU Credits: 0.6

Train the Trainer (T2): Designing Training

Facilitator:	Joy Birmingham
Offering 1:	September 21, 2018
Time:	8:30 a.m. – 4:30 p.m.
Location:	402 Oregon St., Shaner Room
Cost:	$130.00

Prerequisite: Train the Trainer 1: The Basics of Training

Course Format:
This hands-on workshop includes lecture, individual instructional design application activities, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Define their target audience and select an appropriate delivery format
- Construct content based on subject matter and learner needs
- Write training materials in plain language using instructional design techniques

CEU Credits: 0.6

Train the Trainer (T3): Instructor-Led Training & Platform Skills

Facilitator:	Joy Birmingham
Offering 1:	October 5, 2018
Time:	8:30 a.m. – 4:30 p.m.
Location:	402 Oregon St., Shaner Room
Cost:	$130.00

Prerequisite: Train the Trainer 2: Designing Training

Course Format:
This interactive workshop includes participants delivering their presentation, lecture, and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Design the educational environment that is most conducive to learning for their audience
- Assess the knowledge and skills of each trainee before, during, and after the training
- Facilitate a variety of learning techniques throughout a training to maximize their trainees' transfer of new knowledge and skills into the workplace

CEU Credits: 0.6

LEADERSHIP & MANAGEMENT DEVELOPMENT

The Art of Delegation (1 half day)

Facilitator: Donald Shortslef

Offering 1: August 30, 2018
Location: 402 Oregon St., Shaner Room

Offering 2: November 13, 2018
Location: 406 Oregon St., Room 103

Time: 8:30 a.m. – Noon

Cost: $65.00

Course Format:
This hands-on workshop includes lecture, one-on-one coaching, video demonstration of coaching competencies, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Differentiate between effective and ineffective delegation
■ Identify responsibilities that can be delegated
■ Identify barriers to delegation
■ Monitor progress and coach for success

CEU Credits: 0.3

Emotional Intelligence: The Emotionally Effective Leader

Facilitator: Dinetta Richardson
or Donald Shortslef

Offering 1: August 29, 2018
Offering 2: October 11, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $150.00

Special Note:
This course will use the Emotional Intelligence Quotient® (EQ-I) assessment. The instructor will send participants a link to this assessment a few weeks before the class. All participants must complete the assessment one week before the actual course. Any participant who misses this deadline will have to register for a future class.

Course Format:
This hands-on workshop includes lecture, self-assessment using the EQ-i assessment tool, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Define emotional intelligence
■ Identify the competencies of emotional intelligence
■ Assess ways to improve emotional intelligence based results from the EQ-i

CEU Credits: 0.6

Feed Forward: Giving & Receiving Critical **NEW** Performance Information

Facilitator: Joy Birmingham

Offering 1: September 26, 2018
Offering 2: November 14, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Course Format:
This interactive workshop includes lecture, handouts, skills demonstration and practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Integrate a coaching approach to giving and receiving feedback
■ Deliver high quality one-on-one performance conversations that build engagement
■ Create an individual development plan using feedback from your manager, peers, customers, and employees
■ Role model the appropriate professional behavior when giving and receiving feedback

CEU Credits: 0.6

Fundamentals of Coaching

Facilitator: Joy Birmingham

Offering 1: August 9, 2018
Offering 2: October 3, 2018
Offering 3: November 30, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Special Note:
We recommend you participate in Keys to Supervisory Success prior to taking this class; however, it is not required.

Course Format:
This hands-on workshop includes lecture, one-on-one coaching, video demonstration of coaching competencies, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Demonstrate strategies, skills and behaviors of effective coaches
■ Identify different styles of coaching
■ Match coaching styles to the staff member and the situation

CEU Credits: 0.6

High Performing Teams

Facilitator: Joy Birmingham

Offering 1: August 7, 2018
Offering 2: November 5, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Special Note:
Participants will have their employees or team members rate their team's behaviors and ability to work together. A few weeks before the class, the instructor will send participants an email with an individual team assessment form to copy, distribute and collect. The team's assessment will be tallied during class.

Course Format:
This hands-on workshop includes lecture, skills practice, self-assessment, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Identify ways to build an environment conducive to effective teams
■ Select appropriate tools and techniques for team development
■ Recognize the four stages of team development and the manager's role at each stage

CEU Credits: 0.6

Keys to Supervisory Success

Facilitator: Joy Birmingham

Offering 1: September 24, 2018
Offering 2: November 16, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Special Note:
We recommend you participate in *Fundamentals of Coaching* after completing this course.

Course Format:
This hands-on workshop includes lecture, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
■ Identify the performance development needs of their staff
■ Practice the communication strategies of effective managers
■ Recognize and remove the barriers to giving and receiving effective feedback
■ Practice the Situation-Behavior-Impact (SBI) model for giving positive and developmental feedback

CEU Credits: 0.6

Leader as Coach (2 half days)

Facilitator: Joy Birmingham

Offering 1: October 22 & 23, 2018
Offering 2: December 10 & 11, 2018

Time: 8:30 a.m. – noon

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Prerequisite: Fundamentals of Coaching

Special Note:
This course is designed for those individuals already in a managerial/leadership role.

Course Format:
This hands-on workshop includes lecture, skills practice, case studies, self-reflection, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Recall the four-step model in leadership coaching
- Practice leadership coaching conversations
- Articulate a personal leadership philosophy

CEU Credits: 0.6

Managing from the Middle

Facilitator: Joy Birmingham

Offering 1: August 6, 2018
Offering 2: November 2, 2018

Time: 8:30 a.m. – 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Course Format:
This hands-on workshop includes lecture, simulation, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Develop skills to influence others, even without positional power
- Diagnose their level of skill in working with those in higher level positions, as well as with peers across Duke
- Create an individual development plan to increase their skills and effectiveness in communicating with those at all levels of leadership within Duke

CEU Credits: 0.6

Moving from Peer to Supervisor

Facilitator: Joy Birmingham

Offering 1: August 13, 2018
Location: 406 Oregon St., Room 103

Offering 2: October 1, 2018
Location: 402 Oregon St., Shaner Room

Time: 8:30 a.m. - 4:30 p.m.

Cost: $130.00

Course Format:
This hands-on workshop includes lecture, case studies, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Identify changes to their new role
- Identify ways to help their staff navigate this change by practicing key managerial communication skills
- Create an ongoing career development plan

CEU Credits: 0.6

SAP Performance Management Best Practices (for DUHS only)

Facilitator: Donald Shortslef

Offering 1: July 18, 2018
Offering 2: December 5, 2018

Time: 8:30 a.m. - 4:30 p.m.

Location: 406 Oregon St., Lab 101

Cost: $65.00

Course Format:
This hands-on workshop includes lecture, computer lab exercises, skills practice, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Identify key responsibilities and outcomes for each employee
- Create SMART goals using both job descriptions and their organization's balanced scorecard
- Develop a strategy for discussing performance expectations
- Provide effective, ongoing performance feedback
- Facilitate a performance review effectively
- Recognize common mistakes that managers make when rating performance
- Use the SAP tool with confidence

CEU Credits: 0.6

Situational Leadership II

Facilitator: Joy Birmingham

Offering 1: August 16, 2018
Offering 2: October 15, 2018
Offering 3: November 28, 2018

Time: 8:30 a.m. - 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Course Format:
This hands-on workshop includes lecture, knowledge assessment, skills practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Apply the concepts of Situational Leadership II in the workplace
- Articulate a commitment to formal and informal professional development
- Teach individual employees to apply self-leadership in their work
- Identify current leadership strengths and areas for development

CEU Credits: 0.6

Transformational Leadership

Facilitator: Joy Birmingham

Offering 1: September 6, 2018
Offering 2: December 5, 2018

Time: 8:30 a.m. - 4:30 p.m.

Location: 402 Oregon St., Shaner Room

Cost: $130.00

Course Format:
This hands-on workshop includes lecture, skills practice, case studies, and guided small and large group discussion to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Build an understanding of transformational leadership values and competencies
- Develop and articulate a compelling vision
- Inspire and empower individual employees for results
- Link their vision to stategy and goal setting
- Identify current leadership strengths and areas for development

CEU Credits: 0.6

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Technical Development

L&OD is pleased to offer the critical office software skills training required by many Duke entities. Introductory, intermediate, and advanced courses are offered in both Microsoft and Adobe products.

All classes will be held at 406 Oregon Street in a computer lab. Detailed course descriptions are posted in the LMS. Please contact Srini Iyengar, Senior Technology Partner, if you have any questions regarding our technical offerings: (919) 613-7616 or **srinivas.iyengar@duke.edu**.

Please note: These classes are taught on PC/Windows. Mac users are encouraged to consider their familiarity with the Windows operating system before attending these courses.

MICROSOFT

COURSE	TITLE	DATES	TIMES	COST
Windows 10 and File Management Level 1	INTRODUCTION	July 17, 2018	8:30 a.m. – 4:30 p.m.	$149
Outlook Mail and Calendar Level 1	INTRODUCTION	August 28, 2018	8:30 a.m. – Noon	$89
Word 2016 Level 1	INTRODUCTION	July 19, 2018	8:30 a.m. – 4:30 p.m.	$149
	MAIL MERGE BASICS	September 13, 2018	8:30 – 10:30 a.m	$49
Word 2016 Level 2	INTERMEDIATE	August 22, 2018 November 27, 2018	8:30 a.m. – 4:30 p.m.	$149
Word 2016 Level 3	ADVANCED	September 25, 2018	8:30 a.m. – 4:30 p.m.	$149
PowerPoint 2016 Level 1	INTRODUCTION	July 26, 2018 September 5, 2018	8:30 a.m. – 4:30 p.m.	$149
PowerPoint 2016 Level 2	INTRODUCTION	August 16, 2018 November 7, 2018	8:30 a.m. – 4:30 p.m.	$149
Excel 2016 Level 1	NEW USERS (NO FORMULAS)	July 25, 2018	8:30 a.m. – 4:30 p.m	$149
	INTRODUCTION	August 1, 2018 October 4, 2018 November 6, 2018	8:30 a.m. – 4:30 p.m	$149
	FORMULAS AND FUNCTIONS 1	August 29, 2018 October 16, 2018 December 12, 2018	8:30 – 10:30 a.m.	$49
Excel 2016 Level 2	INTERMEDIATE	September 6, 2018 November 8, 2018	8:30 a.m. – 4:30 p.m	$149
	FORMULAS AND FUNCTIONS 2	August 29, 2018 October 16, 2018 December 12, 2018	2:00 – 4:00 p.m.	$49
	CHARTS AND GRAPHS	October 10, 2018	2:00 – 4:00 p.m.	$49
	PIVOT TABLES	August 14, 2018 September 12, 2018 October 10, 2018	8:30 – 10:30 a.m.	$49
Excel 2016 Level 3	ADVANCED	September 27, 2018	8:30 a.m. – 4:30 p.m.	$149

MICROSOFT continued

COURSE	TITLE	DATES	TIMES	COST
Access 2016 Level 1	INTRODUCTION (2 days)	August 8 & 9, 2018 September 19 & 20, 2018 December 5 & 6, 2018	8:30 a.m. – 4:30 p.m.	$285
	QUERYING BASICS	October 9, 2018	8:30 a.m. – 12:00 p.m.	$89
Access 2016 Level 2	INTERMEDIATE (2 days)	October 17 & 18, 2018 November 14 & 15, 2018	8:30 a.m. – 4:30 p.m.	$285
	IMPORTING DATA FROM EXCEL	September 12, 2018	2:00 – 4:00 p.m.	$49
Access 2016 Levels 2 & 3	BOOT CAMP (3 days)	October 23-25, 2018	8:30 a.m. – 4:30 p.m.	$399
Access 2016 Level 3	ADVANCED (2 days)	November 28 & 29, 2018	8:30 a.m. – 4:30 p.m.	$285

ADOBE

COURSE	TITLE	DATES	TIMES	COST
Acrobat Pro DC Level 1	INTRODUCTION	October 31, 2018	8:30 a.m. – 4:30 p.m.	$149
Photoshop Level 1	INTRODUCTION (2 days)	October 2 & 3, 2018	8:30 a.m. – 4:30 p.m.	$285

Certificates of Excellence

L&OD's certificate programs are the perfect way to thoroughly explore the depth and breadth of a particular subject area. With a focus on leveraging your current experience and understanding, while also providing you with additional insight and perspective, core workshops help you maximize your professional success.

Certificate program elective requirements (where applicable) can be met by choosing from any L&OD Professional Development sessions or Leadership & Management Development sessions.

Choosing to pursue one of L&OD's certificate programs demonstrates to your leaders and your colleagues an ongoing interest in, and commitment to, continuous learning and professional growth. When considering which certificate program may be right for you, we encourage you to discuss the options and your career development interests with your manager or supervisor.

Sign up in the Learning Management System (LMS) today!

Professional Development
Excellence Certificate Opportunities

Professional Development Excellence Certificate opportunities are open to all Duke employees and are available in several disciplines based on specific areas of professional responsibility. Certificate tracks include both core and elective courses. There is no requirement that you complete a certificate in a certain amount of time; however, we encourage you to take at least two courses each year until it is completed.

- Chosen courses must be instructor-led with a duration of at least one day
- The participant's manager/supervisor should be involved in the identification and selection of at least one of the elective workshops
- Core and elective courses can only be applied to one certificate
- If you use **any core class** as an elective, you will not be able to earn the certificate where that core class is a requirement

CHART YOUR PROGRESS TOWARD
Professional Development Excellence!

Use the table below to begin tracking your professional development training accomplishments. Remember to check your LMS transcripts for a list of previously completed L&OD workshops. The Train-the-Trainer Planner is located on the next page.

Customer Service Excellence	Supervisory Excellence	Leadership Excellence	Administrative Assistant of Excellence Level 1	Executive Assistant of Excellence Level 2
(3 core + 3 electives)	(3 core + 3 electives)	(4 core + 4 electives)l	(4 core + 2 electives)	(4 core + 2 electives)
CORE REQUIREMENTS				
Customer Service Excellence	Moving from Peer to Supervisor	Leader as Coach*	Be a Star Achiever	Be a Shining Star
Communicating with Diplomacy & Tact Level 1	Keys to Supervisory Success	Emotional Intelligence	Star-Achieving Techniques	Give a Stellar Performance
Conflict Resolution	Fundamentals of Coaching**	Managing from the Middle	Building Star Partnerships	Stellar Collaborator
		Dimensions of Management for Successful Leaders	Reaching Stardom	Future Focused Star Performer
ELECTIVES				
TECHNICAL EXCELLENCE				
Pick any six full days of computer courses, including at least two levels of training in each of two different desktop applications.				
	Level 1	Level 2	Any 2 Courses	

* The prerequisite for Leader as Coach is Fundamentals of Coaching.

** Fundamentals of Coaching should not be used as one of your electives for the Leadership Excellence Certificate if you also want to complete the Supervisory Excellence Certificate in the future.

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Training Excellence		
Core Classes	**Electives***	**Scored Portfolio Project**
The Basics of Training	Online Facilitation Skills Training or Designing E-Learning Modules	Please contact Joy Birmingham for details
Designing Training		
Instructor-Led Training and Platform Skills		

LMS transcripts must show professional development activity completed after January 1, 2013.

SPECIAL REQUEST: Please go to the LMS and complete the ***Notification of Intent***. This alerts L&OD staff of your interest in a specific certificate program. This notification is in no way binding for the participant or L&OD. When you believe you have completed all requirements for a certificate, please contact L&OD.

Remember: Core & Elective courses can only be applied to one certificate. Be careful not to use a core requirement course as an elective on a different certificate unless you re absolutely sure that you will never want to earn that certificate. LMS transcripts must show professional development activity completed after January 1, 2013.

Certificates of Excellence Lunch & Learns Begin in June NEW

The L&OD team is excited to come to a place near you starting in June. The following **Certificate Programs will be highlighted** through an interactive learning session while you eat lunch!!

DATE	CERTIFICATE/AREA OF DEVELOPMENT	PRESENTER	LOCATION	TIME
June 19	**Performance Management for DUHS staff only**	Donald Shortslef	Duke Raleigh, Cancer Ctr. Classrooms	11:30 a.m. – 12:30 p.m. or 1:00 – 2:00 p.m.
June 20	**Performance Management for DUHS staff only**	Donald Shortslef	DUH, Duke North, Rm. 2001	Noon – 1:00 p.m. Come as early as 11:30 a.m.
July 31	**Supervisory Excellence**	Joy Birmingham	Rubenstein Library Rm. 249 Breed Love Conf. Rm.	Noon - 1:00 p.m.
August 3	**Training Excellence**	Joy Birmingham	TBD	Noon - 1:00 p.m.
September 7	**Customer Service Excellence**	Donald Shortslef	Rubenstein Library Rm. 349 Breed Love Conf. Rm.	Noon – 1:00 p.m.
October 22	**Technical Excellence**	Srini Iyengar	Lab 101	Noon – 1:00 p.m.
November	**Leadership Excellence**	Rhonda Brandon, Chief HR Officer, DUHS	TBD	Noon – 1:00 p.m.
December 12	**Using the LMS**	Abby Farrell	Perkins 218, Tarasoff Family Reading Rm.	Noon – 1:00 p.m.

There is not a cost for attending the Lunch & Learns, but please register in the LMS to let us know you intend to participate. Also, **check the LMS to confirm the location is still correct**.

Professional Development Trainers' Network (PDTN)

This network consists of Duke University and Health System faculty and staff who are responsible for providing employees within their departments or the Duke community with professional development or educational programs.

The 60+ members of the PDTN:
- Identify and promote professional development opportunities and resources for trainers, educators, and facilitators
- Share best practices in training, design and implementation
- Review current trends in learning and professional development

We would be delighted to have you join us on the following dates and times:

DATE	TIME	LOCATION
August 22, 2018 Wednesday	Noon – 1:30 p.m. with a light lunch RSVP by August 17 at COB	402 Oregon St., Shaner Room 109
October 18, 2018 Thursday	8:00 – 9:30 a.m. with a light breakfast RSVP by October 16 at COB	402 Oregon St., Shaner Room 109
December 7, 2018 Friday	Noon – 1:30 p.m. with a light lunch RSVP by December 4 at COB	402 Oregon St., Shaner Room 109

To join our mailing list, or if you have any questions, please contact:
Joy Birmingham, **joy.birmingham@duke.edu,** (919) 613-7626

Advanced Development for Duke's Managers and Leaders

Duke Leadership Academy (DLA)

The Duke Leadership Academy offers emerging leaders from across the university the opportunity to participate in a unique 12-month development initiative based on the Fuqua/Coach K Center on Leadership & Ethics (COLE) leadership model. The curriculum includes a focus on leadership and management styles and behaviors to implement strategy.

Participation in the program is highly selective and based on nominations by Duke's vice presidents and deans. Those selected to participate learn from senior-level leaders and stakeholders at Duke. Learning takes place in the classroom, through 360° assessments, practical application, and coaching.

Benefits for Participants

- Enhance awareness of leadership competencies
- Strengthen leadership competencies and skills
- Gain access to thought leaders from across the university
- Practice giving and receiving behavioral feedback
- Create an individual leadership development plan
- Learn best practices for assessing and developing talent
- Address real issues facing Duke
- Network with other talented rising leaders who have also been recognized for their strong potential
- Enjoy collegial participation in a university program
- Increase engagement and commitment to Duke

Guide to Managing at Duke

Guide to Managing at Duke is a three-day program that prepares and equips Duke University and Duke University Health System managers to meet changing strategic, operational, and work culture objectives through effective managerial practices. Built on the Situational Leadership II Model, program participants will develop and enhance skills and perspectives that are essential for managers and leaders. This is accomplished using interactive skill practice, engaged discussion, and other learning methods as we work through the human resources cycle:

- Recruitment and selection
- Onboarding
- Performance management
- Building a positive work culture
- Diversity and inclusion
- Managing change

Schedule & Registration:

1. Approval from department leadership is required; please first consult with your supervisor/manager.

2. Please contact the HR representative for your area to find out when the next Guide to Managing at Duke is scheduled. You may also contact Michelle Jones at L&OD, **michelle.jones@duke.edu** or (919) 613-7600.

Additional Recommended Training for New Supervisors

Technical/Systems (First 0-3 months)	Supervisory Skills & Knowledge (First 0-12 months)	Continuous Learning Opportunities
BrassRing Applicant Tracking Software	Guide to Managing at Duke	Dimensions of Management
Performance Management Tool in SAP (DUHS only)	Keys to Supervisory Success	High Performing Teams
Excel	Fundamentals of Coaching	Leader as Coach
Access	Managing at a Distance	Managing Effective Meetings
Workplace Safety and Workers' Compensation for Supervisors & Managers	Emotional Intelligence: The Emotionally Effective Leader	Managing from the Middle
ADA Building Blocks	Transformational Leadership	Personality and Effective Communication
Documenting Employee Performance	Situational Leadership II	Project Management 1
Implicit Bias in Hiring Decisions	Managing a Diverse Workforce	Project Management 2

*Please note: This is a partial list of suggested training topics. It is important to discuss specific requirements with your supervisor. Topics/titles listed above are available upon request and/or are regularly offered through L&OD open registration.

TRANSFORMATION
Improve your team

ORGANIZATION DEVELOPMENT & CONSULTING SERVICES

The first step in engaging our services is to contact a member of our team for an initial consultation. If you are not sure what you need, that is okay - **that is why we are here**.

Our goal is to facilitate organizational transformation, collaborating with you in a way that keeps you engaged in the process and provides you with the knowledge and skills to support ongoing development once we conclude our work together.

For more details about any of these services, please visit:
hr.duke.edu/training/consulting-organization-development
or contact the Keisha Williams, AVP, MPA, at (919) 613-7600
to schedule an initial consultation.

TRANSFORM YOUR WHOLE ORGANIZATION

- Advancing organizational climate
- Customized learning workshops
- Executive & leadership coaching
- Focus group facilitation
- Leading & navigating change
- Meeting facilitation
- Process improvement
- Strategic planning
- Team effectiveness

Every organization is a system – a system of people working together to achieve common goals. These goals may include production goals, service commitments, research and development targets, and/or educational objectives. Development strategies come with challenges to both leaders and teams:

- goal development and buy-in
- role definition and process management
- defining and implementing policies and procedures
- building and sustaining productive relationships

We partner with you to identify and implement robust solutions that will increase your organization's overall effectiveness.

You may be looking to lead your team or department to a new level of strategy and functioning. Maybe you are experiencing challenges and are unable to identify the root cause of the problem. Perhaps you see a new opportunity on the horizon, and you need everybody on board to pursue it.

Whatever your needs, we will work with you to systematically identify the strengths and opportunities in your organization and develop a customized solution designed to best address your situation and goals. We provide guidance and resources at each step along the way.

ORGANIZATION DEVELOPMENT & CONSULTING SERVICES

L&OD focuses on developing, improving, and sustaining organizations and teams. Our experienced practitioners consult with you and assess your needs, and then research, design, deliver, and evaluate learning solutions. Our areas of expertise include strategic planning and implementation, organizational assessments, change management, competency development, team development, performance improvement, and retreat design and facilitation around organizational priorities.

Strategic Planning & Implementation

Gain a deep appreciation for the components of strategic planning and implementation in order to achieve strategic results. Develop leaders' knowledge, skills, and behaviors so you can effectively utilize key components of strategic planning to gain the best results: external environment, strategic intent, innovation, business model, process development, organization design, workforce talent, and culture.

Organizational Assessment

Understand and apply tools such as interviews, focus groups, surveys, and assessments to identify and address key issues and opportunities for improving your team, department, or organization.

Change Management

Collaborate with teams and organizations to design, develop, and deliver a change management and leadership plan to respond to external or internal changes impacting the team or organization.

Competency Development

Partner with managers to identify required core competencies (knowledge, skills, and behaviors) for individuals to achieve business and organizational goals.

Meeting Facilitation

Partner with managers in their planning sessions for important upcoming meetings and when the stakes are high we facilitate the session allowing you to fully participate.

Customized Workshops

Adapt open enrollment classes or create new workshops for teams, departments, or entities – optimizing the time teams are away from work.

Executive & Leadership Coaching

Organization-wide concerns, as well as individual customer needs, brings significant responsibility. Partner with executives and leaders to ensure success no matter the goal.

Professional Coaching

Ask any athlete, and you will likely hear that an athletic coach brings out the best in you in support of the team goal. The same is true for a professional coach! L&OD offers confidential, ongoing executive, leadership, and professional coaching services to meet the developmental and performance goals for leaders at Duke. Customized coaching packages offer a right-sized approach to helping leaders reach and exceed their goals. By leveraging the support and guidance of a coach, leaders transition from where they are to where they want to be.

Who benefits from working with a professional coach?

- Staff transitioning to roles of increased responsibility
- Staff who need to learn new ways to work
- Those who need to shift their workplace dynamics
- Staff tasked with leading and managing change
- Those looking to grow their career
- Staff who need a trusted, fresh perspective and guidance
- Those who could benefit from an accountability partner

What is the value of working with a coach?

- Build awareness of how to shift from tactical to strategic mindset
- Enhance role alignment
- Gain knowledge and skills about how to effectively lead with and through others
- Increase productivity and business impact
- Learn leadership skills required to function as a business partner
- Expand learning capability
- Reduce stress
- Increase flexibility and adaptability
- Increase focus
- Gain an accountability partner focused on the impact for you and your division/department
- Increase job satisfaction
- Increase retention

Retreat Design & Facilitation Around Organizational Priorities

Partner with managers and teams to achieve objectives and optimize results through designing, facilitation, and evaluating the retreat.

Interpersonal and 360˚ Assessment Options

Myers-Brigg Type Inventory© - indicates psychological preferences in how people perceive the world around them and make decisions.

Everything DiSC – measures your Dominance, Influence, Steadiness, and Conscientiousness (DiSC) so you will better understand your work style and how to build relationships that are more effective.

Fundamental Interpersonal Relations Orientation (FIRO-B)™ - explains human interactions based on three main interpersonal needs: affection, control, and inclusion.

StrengthsFinder© - personal assessment that identifies a person's dominant talent themes out of 34 distinct patterns.

EQ-i and EQ 360˚© – reveals strengths and opportunities in five areas of emotional intelligence: self-perception, self-expression, interpersonal, decision making, and stress management.

Dimensions of Leadership 360˚© – focuses on the following areas of leadership effectiveness: direction and strategy; follow through and accountability; conflict and negotiation; communication; diversity; collaboration; self-management; teamwork; change; innovation; stakeholder service; integrity and trust; decision making and problem-solving.

Campbell Leadership Indicator™ - provides feedback to an individual about personal characteristics that are directly related to the nature and demands of leadership.

5 Dynamics – helps leaders measure healthy relationships among their employees by identifying the team's strengths, work style preferences.

High Performing Teams Assessment – measures the team's level of trust, ability to handle passionate debate, keep commitments, desire to hold one another accountable, and the team's drive toward team results.

Thomas-Kilmann Conflict Mode Instrument – measures the individual's conflict style in the work place.

VOICES 360˚© – provides a way to get 360° feedback from manager, peers, colleagues, and direct reports.

Change Style Indicator® – measures an individual's preferred way of approaching and addressing change.

Influence Style Indicator – measures an individual's preferred influencing style.

Decision Style Profile - measures an individual's decision making style.

Emerging Leadership 360˚ Profile – measures the behaviors of high-potential leaders.

Paper Planes Simulation® – addresses system thinking and decision making of groups.

Paper Scrapers Simulation® – explores individual and team approaches to project development, design, and implementation.

Discovery Leadership 360˚ Profile – provides insight into an individual's leadership strengths and challenges from the perspective of their peers, managers, direct reports, and others.

Fees

The initial consultation is provided at no cost to you. After our consultation, if you decide to engage our services, our fee is $150 per hour. Although we are a fee-for-service operation, as an internal department serving the greater Duke community, our fees are priced well below market value as compared to external providers offering similar services. In addition, you will benefit from working with professionals who are not only well versed in the field of organization development and effectiveness, but are also familiar with the operation of higher education and health systems.

Contact Us

L&OD has worked with more than 100 departments and administrative units from across Duke University and Duke University Health System. All services are customized to meet the specific needs of your organization. The first step in engaging our services is to meet with a member of our team to discuss your situation and goals. If you are not sure what you need, that is okay - that is why we are here. We will discuss the challenges or opportunities you have identified and recommend a plan to achieve your goals by utilizing our research-based resources and proven consulting services. Please contact:

Keisha P. Williams, MPA
Assistant Vice President
Learning and Organization Development
(919) 613-7600
keisha.williams@duke.edu

INFORMATION
Find what you need

■ BENEFITS

Retirement Planning

Duke offers some of the most competitive retirement plans in the country. To learn more about them, consider watching recordings of some of the Duke-sponsored retirement planning workshops, which are offered every May. These workshops cover an array of topics including:

- Information about the Employees' Retirement Plan (ERP) and Faculty and Staff Retirement Plan (403b plan) offered to eligible Duke University and Health System employees
- Selecting income options in retirement, Social Security rules, and tips on estate planning
- Strategies for saving and investing to meet your goals

The online workshops can be found on the Human Resources website
hr.duke.edu/benefits/finance/financial-fitness/presentations

■ Disability Management System

ADA Building Blocks

The ADA Building Blocks training course explains the basic requirements of the Americans with Disabilities Act in simple, understandable terms. This introductory course is designed to help increase your knowledge and understanding of the basic principles and core concepts in the ADA and the ADA Amendments Act of 2008 (ADAAA). Some concepts in the ADA Building Blocks program will include:

- Increasing numbers of persons with disabilities in our workforce
- Impairments and restrictions on major life activities
- Essential job function analysis
- The reasonable accommodation process; reassignment as a reasonable accommodation
- The hiring process and assisting applicants with disabilities
- Service animals in the workplace
- Intersection of FMLA/ADA/workers' compensation
- OFCCP Section 503 Requirements for Self-Identification for Individuals with Disabilities

Offering 1   September 24, 2018   9:00 - 11:00 a.m. (2 hrs)   406 Oregon St., Room 103

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■ Office for Institutional Equity

Implicit Bias in Hiring Decisions: Hiring, Promoting, & Discipline

Participants will gain an understanding of the history of diversity and inclusion in the U.S. as a way of setting the stage for a discussion of implicit bias. Through lecture, group discussion, and interactive exercises, employees will gain an understanding of the theory underlying implicit bias, explore personal areas of potential bias, and gain knowledge of how implicit bias can impact employment transactions.

| **Offering 1** | October 12, 2018 | 8:30 a.m. – 12:30 p.m. (4 hrs) | 402 Oregon St., Shaner Room |

Managing a Diverse Workforce

This workshop equips supervisors with the skills to effectively manage a diverse workforce. Through academic resources, self-assessment, and practical application, participants will learn how they respond to workforce diversity and where increased understanding is needed.

Objectives:

■ Explore multiple dimensions of academic diversity

■ Build conversational skill sets related to multicultural and intercultural competence

■ Uncover the correlation between diversity aspects

■ Create an open and safe space to discuss diversity and inclusion

■ Deepen awareness of multicultural and intercultural development

■ Build capacity for sustaining diversity and inclusion efforts in the workforce

| **Offering 1** | August 30, 2018 | 8:30 a.m. – noon (3.5 hrs) | 406 Oregon St. Room 103 |

CultureVision

CultureVision is a database that gives health care professionals access to culturally competent patient care. It is available to health care professionals when culture-specific questions arise about patients. CultureVision is available throughout the Duke University Health System and is organized and led by the Office for Institutional Equity.

| **Offering 1** | September 28, 2018 | 10:00 a.m. – noon (2 hrs) | 406 Oregon St., Lab 101 |
| **Offering 2** | November 16, 2018 | 10:00 a.m. – noon (2 hrs) | 406 Oregon St., Lab 104 |

■ Recruitment & Resource Center

BrassRing Applicant Tracking Software

Learn the basics of the BrassRing Applicant Tracking System. Recruitment will take you through the steps, providing tips on managing requisitions and applicants to expedite your hiring. This offering is designed for both managers and administrative staff responsible for using the online system.

Offering 1	August 17, 2018	8:30 – 10:30 a.m. (2 hrs)	406 Oregon St., Lab 101
Offering 2	November 16, 2018	8:30 – 10:30 a.m. (2 hrs)	406 Oregon St., Lab 101

Employment Best Practices

Hiring the best people and managing them well is a key competency of effective managers/supervisors. Discover how to evaluate candidates legally and fairly, and learn the essentials of the recruiting process from planning to onboarding, ensuring your department's success. First, we will review Duke's harassment and non-discrimination policies and then discuss the context for each. We will also discuss useful strategies for responding to harassment concerns. Second, we will explore the five phases of the recruitment and hiring process:

- ■ Phase I   The preparation step
- ■ Phase II   Starting recruiting activities
- ■ Phase III   Assessing the candidates
- ■ Phase IV   Evaluation and assessments
- ■ Phase V   Completing the hire and onboarding

Offering 1	August 10, 2018	8:30 a.m. – 12:30 p.m. (4 hrs)	402 Oregon St., Shaner Room
Offering 2	November 9, 2018	8:30 a.m. – 12:30 p.m. (4 hrs)	402 Oregon St., Shaner Room

Your Career at Duke

This workshop includes three one-hour sessions held on three separate evenings. First, we will explore "Conducting an Effective Job Search at Duke." An active job search is much more than a resume posted online at hr.duke.edu/jobs. Understanding job descriptions, networking, and how to identify the right jobs are keys to being successful in your search. Next, we will examine "Recruitment and Transfer Processes," here at Duke as they pertain to current Duke employees. Finally, we will look at "Resumes at Duke: Facts and Myths," and we will coach you on techniques for writing a strong resume. After the last session, you may visit the HR website to schedule an appointment with a Professional Development Specialist. You must attend all three sessions within Offerings 1 or 2.

Offering 1	August 2, 9, & 16, 2018	5:30 – 6:30 p.m. (1 hr)	402 Oregon St., Shaner Room
Offering 2	November 1, 8, & 15, 2018	5:30 – 6:30 p.m. (1 hr)	402 Oregon St., Shaner Room

■ Staff & Labor Relations

Documenting Employee Performance

Addressing work performance issues is one of the most challenging responsibilities that managers have. Documenting performance is an essential component of this process. Explore two types of documentation that managers and supervisors use for performance management.

Objectives:

- ■ Review the necessity for record-keeping and organizational compliance
- ■ Practice documentation
- ■ Review additional resources

Offering 1	October 19, 2018	8:30 a.m. – 12:30 p.m. (4 hrs)	402 Oregon St., Shaner Room

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■ Career-Track Programs

■ **Financial Certification Programs:** A career development initiative for employees with financial responsibilities that offers training in different certification tracks.
finance.duke.edu/training/fcp/

■ **Duke ProComm:** A professional development program designed for and by Duke communication professionals; includes job skills, manager and leader tracks.
sites.duke.edu/procomm/

■ **Research Administration Academy:** A certification program for grant managers that reviews research administration principles and provides hands-on grant management training.
finance.duke.edu/research/training/certificate/raa/

■ Other Development Programs

■ **New Staff Orientation:** An essential part of the onboarding process for new and transferring employees, which provides an overview of the organization, employment expectations, and Duke's benefits.
hr.duke.edu/managers/new-staff-orientation

■ **Employee Development Initiative:** A funded program supporting the professional development of employees at Duke University Hospital.
intranet.dh.duke.edu

■ **Toastmasters Clubs at Duke:** Duke-affiliated clubs that provide instruction and skill development to help people speak effectively, organize and conduct meetings, and motivate others.
hr.duke.edu/training/programs/toastmaster

■ Other Resources, Classes, and Workshops

■ **Lynda.com Online Training:** Available for free through Duke's Office of Information Technology (OIT), Lynda.com offers free access to 80,000 video tutorials on hundreds of technology topics and soft skills such as professional networking. New courses are added every week.

■ **Duke Credit Union Financial Seminars:** Online resources listed under "Financial Education" tab

■ **Duke Continuing Studies:** Offers more than 200 non-credit courses and workshops ranging from the purely academic to the practical for both personal enrichment and career development

■ **OIT Technology Training:** Offers both free pre-scheduled technology seminars and OnDemand Training to support Duke academic needs and assist the university community in using OIT-specific tools

■ **Occupational and Environmental Safety Office (OESO) Training:** Required online compliance trainings (Integrity in Action, HIPAA, etc.) and safety trainings (fire, radiation, ergonomics, etc.)

■ **Financial Services Training:** Training in financial systems and processes (SAP, iForms, etc.)

■ **Immigration & Visas (Duke Visa Services):** Workshops provide critical skills for Duke staff who manage the immigration/visa process for foreign faculty, staff, scholars, and other visitors coming to Duke

■ **Medical Center Library Users:** Presented by the Medical Center Library and held at the Medical Center Library computer classroom, Room 104

■ **Environmental Sustainability:** Workshop provides materials and skills necessary to "green" your office

■ **iTunes U:** Multimedia recordings of speeches, lectures, and other professional development opportunities

■ **Durham Technical Community College and North Carolina Central University:** Offer a wide range of classes available to Duke Employees

Contact Us

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Learning and Organization Development
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hr.duke.edu/training/course-offerings • **hr-lod-registration@duke.edu**

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Keep up with career and professional development resources and stories in Working@Duke and on Duke Today.
today.duke.edu/working

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