Welcome to our Spring 2019 Catalog of Offerings!

The spring semester has arrived and Learning & Organization Development is excited to provide a wealth of learning opportunities. Take the time to peruse our catalog to find offerings that will develop you intentionally in your journey.

Our aim is 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.

L&OD has worked hard to provide continuous learning at all levels of the enterprise. All 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

TABLE OF CONTENTS

At a Glance: Course Schedule by Date................................................................. 5
Registration............................................................................................................10
Professional Development....................................................................................12
Leadership & Management Development.......................................................25
Technical Development .....................................................................................30
Certificate Programs ..........................................................................................32
Chart Your Professional Development Success .............................................33
Advanced Development for Duke’s Managers and Leaders .......................36
Organization Development & Consulting Services .........................................38
Additional Resources ........................................................................................39

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.

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AT A GLANCE:
2019 TECHNOLOGY COURSE SCHEDULE BY DATE

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
<td><strong>January</strong></td>
<td>15</td>
<td>Windows 10 &amp; File Management</td>
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<tr>
<td></td>
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* Indicates a multi-day course
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<td>Moving from Peer to Supervisor</td>
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<td>Customer Service Excellence: Winning Clients &amp; Influencing People</td>
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<td>Feed Forward: Giving &amp; Receiving Critical Performance Information</td>
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<td>Managing from the Middle</td>
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<td>Keys to Supervisory Success</td>
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</table>

* 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?

Example: I am a people-oriented person and I feel comfortable working with others.

**My Passion**

What I Love and Desire Professionally?

<table>
<thead>
<tr>
<th>Career Step</th>
<th>Areas of Strength</th>
<th>Areas to Develop</th>
<th>Development Activities</th>
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<td>Conflict Resolution</td>
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<td>Aspiration:</td>
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**What’s New this Spring?**

**HR Certificate Program: Strategic Partners in Business**

Nationally, the HR space has shifted in mindset from the primary focus of providing tactical expertise to operating as a strategic partner, which is a critical business function. This new certificate program helps to define what it means to be a Strategic HR Business Partner. You’ll develop new capabilities, gain confidence through the program’s emphasis on learning by doing and practicing skills in real time and cultivate the mindset you need to think and act strategically. The program will include 3 core courses, a team project and two electives (specific to the HR discipline).

**Certificate Prerequisites:**

Participants must currently work in an HR department in any of the entities throughout Duke University and Health System. Participants interested in this certificate who do not currently work in HR must receive approval from an HR department before registering for the program. **Please note that this program is for your professional development and does not guarantee a promotion or pay increase upon completion of the program.**

**The Professional Development Academy**

L&OD would like to introduce the Professional Development Academy! These new multi-month programs prepare Duke team members for progression in their careers.

There are two programs under the Professional Development Academy:

1. Foundational Skills Program (currently underway)
2. New Supervisor Program (Spring 2019)

**Foundational Skills Program**

This is a 37-week intensive program designed for staff currently working in category 2-5, B1 and B2 classifications. The program develops fundamental administrative knowledge and skills and prepares individuals to make application for entry-level administrative roles on both, the University and Healthcare sides of the system. Foundational Skills Program lays the groundwork for the development of tactical, technical and soft skills essential for today’s first-time administrative professional.

**Front-Line Supervisor Program**

This is a nine-month long program designed for persons newly appointed within the past year and who are actively performing in a supervisory role. The Front-Line Supervisors Program outcomes focus on preparing supervisors to effectively oversee the productivity and progress of direct reports by honing four functional areas of management: coordinating, leading, planning and organizing.

**Certified Executive Administrative Professionals Network!**

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 (March 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 a few online professional development classes via the LMS in March 2019. Be on the lookout for the new courses and micro-learning opportunities.
REGISTRATION

Start your journey

Class registration is managed 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 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.
Certified Executive Administrative Professional (CEAP) Designation

To achieve the certificate, participants must complete 8 modules; 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.

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 challenging personalities and use communication strategies to work more effectively with people at all levels within and outside of the organization.
- Demonstrate their ability to improve performance in six identified competencies/skill sets that are agreed upon by the leader and the administrative professional.
- Develop a strategy for career growth.

<table>
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<th>Total CEU credits for the Certificate Program: 4.8</th>
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<tbody>
<tr>
<td>CEAP Cohort</td>
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<tr>
<td>Module 1: Be a Star Achiever</td>
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<td>January 31, 2019</td>
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<td>406 Oregon St. Room 103</td>
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<td>Module 2: Star - Achieving Techniques</td>
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<td>February 27, 2019</td>
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<td>8:30 a.m. - 4:30 p.m.</td>
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<td>Module 3: Building a Star Partnership</td>
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<td>Module 4: Reaching Stardom</td>
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<td>Module 5: Be a Shining Star</td>
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<td>Module 6: Give a Stellar Performance</td>
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<td>Module 7: Stellar Collaboration</td>
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<td>Module 8: Future Focused Star Performer</td>
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<td>October 10, 2019</td>
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<td>Cost: $150.00 per course</td>
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HR Certificate Program: Strategic Partners in Business

Program Cost: $1,950.00 (inclusive of classes, materials and refreshments)

Course Prerequisites:
Participants must currently work in an HR department in any of the entities throughout Duke University and Health System. Participants interested in this certificate who do not currently work in HR must receive approval from an HR department before registering for the program.

***Please note that this program is for your professional development and does not guarantee a promotion or pay increase upon completion of the program.

Program Kick-Off
Facilitator: Dinetta Richardson
Offering 1: March 5, 2019
Time: 8:30 a.m. - 10:00 a.m.
Location: 402 Oregon St., Shaner Room

The HR Business Partner (2 half days)
Facilitator: Capital Associated Industries
Offering 1: March 26 & 27, 2019
(You must attend both days.)
Time: 8:30 a.m. - 4:30 p.m.
Location: 406 Oregon St., Room 103

Finding the Strategy in HR Analytics: Linking HR to Business (1 day)
Facilitator: Tracy Smith
Offering 1: April 24, 2019
Time: 8:30 a.m. - 10:30 a.m.
Location: 406 Oregon St., Room 103

Cost: $150.00 per course
Conflict Resolution (1 day)

Facilitator: Donald Shortslef
Offering 1: January 30, 2019
Offering 2: June 25, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Room 103
Cost: $170.00

Special Note:
This course uses the Thomas-Kilmann 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:

Facilitator: Gina Rogers
Offering 1: March 21, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

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

Communicating with Diplomacy & Tact Level 1 (1 day)

Facilitator: Donald Shortslef
Offering 1: January 23, 2019
Offering 2: March 27, 2019
Offering 3: May 7, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

Course Format:
This interactive workshop includes lecture, hands-on 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 (Advanced, 1 day)

Facilitator: Donald Shortslef
Offering 1: February 5, 2019
Offering 2: April 24, 2019
Offering 3: May 22, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

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
Crucial Accountability® (2 days)
This two-day course teaches a straightforward, step-by-step process for identifying and resolving performance gaps, strengthening accountability, eliminating inconsistency, and reducing resentment.

Two Day Course
Facilitator: Donald Shortslef and Dinetta Richardson
Offering 1: March 13 & 14, 2019 (You must attend both days.)
Time: 8:30 a.m. - 4:30 p.m.
Location: 406 Oregon St., Room 103
Cost: $600.00
CEU Credits: 1.2

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:
- Improve teamwork & relationships: Dallas Housing Authority eliminated silos between departments and helped employees resolve conflicts with peers and superiors.
- 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, efficiency, safety and retention

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

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

Crucial Customer Service Excellence:
Winning Clients and Influencing People (1 day)
Facilitator: Donald Shortslef
Offering 1: February 20, 2019
Offering 2: May 2, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

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 diffuse emotionally charged situations with customers
- Demonstrate the six steps of excellent customer service and service recovery

CEU Credits: 0.6

Designing e-Learning Modules (1 day)
Facilitator: Joy Birmingham & Diana White
Offering 1: February 15, 2019
Offering 2: June 12, 2019
Time: 8:30 a.m. - 4:30p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

Course Format:
This course provides an introduction to developing instructional materials that meet the learning objectives and needs of the audience. This hands-on workshop includes lecture, skills practice, guided discussion, and computer lab exercise creating an e-learning module to reinforce the learning.

At the conclusion of the course, participants will be able to:
- Review best practices of effective instructional design
- Identify learning technologies and how they are used to deliver online training/learning
- Use needs analysis and subject matter experts to design instructional materials
- Apply different conversion strategies based on previous content format
- Create a short e-learning module

CEU Credits: 0.6

Essential Presentation Skills (2 half days)
Facilitator: Joy Birmingham
Offering 1: February 5 & 12, 2019 (You must attend both half days.)
Time: 8:30 a.m. - noon
Location: 406 Oregon St., Room 103
Cost: $150.00

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 a audience' 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: February 6, 2019
Offering 2: June 13, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 406 Oregon St., Computer Lab 101
Cost: $225.00

Course Format:
This dynamic workshop includes lecture, hands-on computer exercises, and guided 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: April 9, 2019
Time: 8:30 a.m. - noon
Location: 402 Oregon St., Shaner Room
Cost: $75.00

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: 0.6

Navigating Challenging Personalities: (1 half day)
Facilitator: Donald Shortslef
Offering 1: February 19, 2019
Offering 2: April 2, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

Course Format:
This hands-on 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

Managing Multiple Priorities (1 day)
Facilitator: Joy Birmingham
Offering 1: February 11, 2019
Offering 2: April 4, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

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:
- Create and facilitate a 30 minute module for effective online training
- Compare online learning and instructor led training design requirements
- Incorporate online facilitation skills that require the participation of every learner
- Identify the process for taking affidavits

CEU Credits: 0.6

Notary Public (1 day)
Facilitator: Guest Instructor from Durham Tech
Offering 1: February 22, 2019
Offering 2: March 29, 2019
Offering 3: May 10, 2019
Offering 4: June 21, 2019
Time: 9:00 a.m. - 5:00 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

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

CEU Credits: 0.3

Online Facilitation Training (2 days)
Facilitator: Joy Birmingham
Offering 1: June 3 & 10, 2019
(You must attend both days.)
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $300.00

Pre requisite: 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 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:
- Describe 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 or Dinettia Richardson
Offering 1: February 28, 2019
Offering 2: June 18, 2019
Time: 8:30 a.m. - noon
Location: 406 Oregon St., Room 103
Cost: $130.00

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 (2 half days)

Facilitator: Abby Farrell
Offering 1: March 15 & 22, 2019
Offering 2: May 17 & 24, 2019 (You must attend both days.)
Time: 8:30 a.m. – noon
Location: 402 Oregon St., Shaner Room
Cost: $150.00

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 (1 day)

Facilitator: Guest Facilitator
Offering 1: June 17, 2019
Time: 8:30 a.m. – 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

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 (1 day)

Facilitator: Dinetta Richardson or Gina Rogers
Offering 1: May 7, 2019
Time: 8:30 a.m. – 4:30 p.m.
Location: 406 Oregon St., Room 103
Cost: $150.00

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)

Facilitator: Joy Birmingham
Offering 1: February 25, 2019, 8:30 a.m. – 4:30 p.m.
March 4, 2019, 8:30 a.m. – noon
Offering 2: April 23, 2019, 8:30 a.m. – 4:30 p.m.
April 30, 2019, 8:30 a.m. – noon (You must attend both days.)
Location: 406 Oregon St., Room 103
Cost: $225.00

Prerequisite: You must have had numerous 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. You must attend both days.

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 (1 day)

- **Facilitator:** Joy Birmingham
- **Offering 1:** March 12, 2019
  - **Time:** 8:30 a.m. - 4:30 p.m.
  - **Location:** 406 Oregon St., Room 103
  - **Cost:** $150.00

- **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 (1 day)

- **Facilitator:** Joy Birmingham
- **Offering 1:** April 3, 2019
  - **Time:** 8:30 a.m. - 4:30 p.m.
  - **Location:** 406 Oregon St., Shaner Room
  - **Cost:** $150.00

- **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 (1 day)

- **Facilitator:** Joy Birmingham
- **Offering 1:** May 29, 2019
  - **Time:** 8:30 a.m. - 4:30 p.m.
  - **Location:** 406 Oregon St., Shaner Room
  - **Cost:** $150.00

- **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:** February 26, 2019
  - **Time:** 8:30 a.m. - noon
  - **Location:** 406 Oregon St., Room 103
  - **Cost:** $75.00

- **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:** 0.6

#### Dimensions of Management for Successful Leaders (2 days)

- **Facilitator:** Dinetta Richardson & Gina Rogers
- **Offering 1:** June 13 & 14, 2019
  - **Time:** 8:30 a.m. - 4:30 p.m.
  - **Location:** 406 Oregon St., Room 103
  - **Cost:** $600.00

- **Prerequisite:**

- **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:
    - Identify best practices for effectively managing your employees’ expectations for excellent performance
    - Increase understanding and skills for giving feedback and coaching effectively
    - Build capacity to guide those you manage towards engagement in other departments

- **CEU Credits:** 0.3

#### Emotional Intelligence: The Emotionally Effective Leader (1 day)

- **Facilitator:** Dinetta Richardson & Donald Shortslef
- **Offering 1:** February 27, 2019
  - **Time:** 8:30 a.m. - 4:30 p.m.
  - **Location:** 406 Oregon St., Shaner Room
  - **Cost:** $285.00

- **Prerequisite:**

- **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 Performance Information (1 day)

Facilitator: Joy Birmingham
Offering 1: February 20, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

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 (1 day)

Facilitator: Joy Birmingham
Offering 1: March 26, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

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 (1 day)

Facilitator: Joy Birmingham
Offering 1: May 22, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $170.00

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 (1 day)

Facilitator: Joy Birmingham
Offering 1: March 7, 2019
Offering 2: April 18, 2019
Time: 8:30 a.m. - 4:30 p.m.
Location: 402 Oregon St., Shaner Room
Cost: $150.00

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: April 9 & 10, 2019
(You must attend both half days.)
Time: 8:30 a.m. - noon
Location: 406 Oregon St., Room 103
Cost: $150.00

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:
- Recite the four-step model in leadership coaching
- Practice leadership coaching conversations
- Articulate a personal leadership philosophy

CEU Credits: 0.6
Managing from the Middle (1 day)

Facilitator: Joy Birmingham  
Offering 1: March 6, 2019  
Time: 8:30 a.m. – 4:30 p.m.  
Location: 402 Oregon St., Shaner Room  
Cost: $175.00

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 (1 day)

Facilitator: Joy Birmingham  
Offering 1: February 19, 2019  
Offering 2: April 2, 2019  
Time: 8:30 a.m. – 4:30 p.m.  
Location: 406 Oregon St., Room 103  
Cost: $150.00

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, 1 day)

Facilitator: Donald Shortslef  
Offering 1: January 24, 2019  
Offering 2: June 4, 2019  
Time: 8:30 a.m. – 4:30 p.m.  
Location: 406 Oregon St., Lab 101  
Cost: $75.00

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

Situation Leadership II (2 days)

Facilitator: Gina Rogers & Donald Shortslef  
Offering 1: April 3 & 4, 2019  
(You must attend both half days.)  
Time: 8:30 a.m. – 4:30 p.m.  
Location: 406 Oregon St., Room 103  
Cost: $400.00

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 (1 day)

Facilitator: Joy Birmingham  
Offering 1: May 16, 2019  
Time: 8:30 a.m. – 4:30 p.m.  
Location: 406 Oregon St., Room 103  
Cost: $150.00

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 strategy and goal setting
- Identify current leadership strengths and areas for development

CEU Credits: 0.6
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 Srin 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

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<tr>
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<th>DATES</th>
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<td>8:30 - 10:30 a.m.</td>
<td>$49</td>
</tr>
<tr>
<td>Excel 2016 Level 3</td>
<td>ADVANCED</td>
<td>March 27, 2019</td>
<td>8:30 a.m. - 4:30 p.m.</td>
<td>$49</td>
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</table>

### ADOBE

<table>
<thead>
<tr>
<th>COURSE</th>
<th>TITLE</th>
<th>DATES</th>
<th>TIMES</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>InDesign CC Level 1</td>
<td>INTRODUCTION (2 days)</td>
<td>March 19 &amp; 20, 2019</td>
<td>8:30 a.m. - 4:30 p.m.</td>
<td>$285</td>
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<td>Photoshop CC Level 1</td>
<td>INTRODUCTION (2 days)</td>
<td>May 1 &amp; 2, 2019</td>
<td>8:30 a.m. - 4:30 p.m.</td>
<td>$285</td>
</tr>
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</table>
**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.

<table>
<thead>
<tr>
<th>Customer Service Excellence</th>
<th>Supervisory Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3 Core</strong></td>
<td><strong>3 Core</strong></td>
</tr>
<tr>
<td>Customer Service Excellence</td>
<td>Moving from Peer to Supervisor</td>
</tr>
<tr>
<td>Communicating with Diplomacy &amp; Tact Level 1</td>
<td>Keys to Supervisory Success</td>
</tr>
<tr>
<td>Conflict Resolution</td>
<td>Fundamentals of Coaching**</td>
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<tr>
<td><strong>3 Electives</strong></td>
<td><strong>3 Electives</strong></td>
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<tr>
<td>1.</td>
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<td>2.</td>
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<td>3.</td>
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<table>
<thead>
<tr>
<th>Leadership Excellence</th>
<th>Training Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4 Core</strong></td>
<td><strong>3 Core</strong></td>
</tr>
<tr>
<td>Leader as Coach*</td>
<td>The Basics of Training</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>Designing Training</td>
</tr>
<tr>
<td>Managing from the Middle</td>
<td>Instructor-Led Training &amp; Platform Skills</td>
</tr>
<tr>
<td>Dimensions of Management for Successful Leaders</td>
<td>Dimensions of Management for Successful Leaders</td>
</tr>
<tr>
<td><strong>4 Electives</strong></td>
<td><strong>3 Electives</strong></td>
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<tr>
<th>HR Strategic Partner Certificate of Excellence</th>
<th>CEAP Designation</th>
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<tbody>
<tr>
<td><strong>3 Core</strong></td>
<td><strong>8 Core</strong></td>
</tr>
<tr>
<td>Program Kick-Off</td>
<td>Be a Star Achiever</td>
</tr>
<tr>
<td>The HR Business Partner</td>
<td>Star-Achieving Techniques</td>
</tr>
<tr>
<td>Finding the Strategy in HR Analytics: Linking HR to Business</td>
<td>Building Star Partnerships</td>
</tr>
<tr>
<td><strong>2 Electives</strong></td>
<td>Reaching Stardom</td>
</tr>
<tr>
<td>1.</td>
<td>Be a Shining Star</td>
</tr>
<tr>
<td>2.</td>
<td>Give a Stellar Performance</td>
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<tr>
<td>3.</td>
<td>Stellar Collaborator</td>
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<td></td>
<td>Future Focused Star Performer</td>
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</table>

* 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.

LMS transcripts must show professional development activity completed after January 1, 2013.
TECHNICAL EXCELLENCE
Pick any six full days of computer courses, including at least two levels of training in each of two different desktop applications.

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Level 2</th>
<th>Any 2 courses</th>
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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.

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:

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 8, 2019</td>
<td>Noon - 1:30 p.m.</td>
<td>402 Oregon St., Shaner Room 109</td>
</tr>
<tr>
<td></td>
<td>with a light lunch</td>
<td></td>
</tr>
<tr>
<td>April 19, 2019</td>
<td>8:00 - 9:30 a.m.</td>
<td>402 Oregon St., Shaner Room 109</td>
</tr>
<tr>
<td></td>
<td>with a light breakfast</td>
<td></td>
</tr>
<tr>
<td></td>
<td>RSVP by April 15 at COB</td>
<td></td>
</tr>
<tr>
<td>June 19, 2019</td>
<td>Noon - 1:30 p.m.</td>
<td>402 Oregon St., Shaner Room 109</td>
</tr>
<tr>
<td></td>
<td>with a light lunch</td>
<td></td>
</tr>
<tr>
<td></td>
<td>RSVP by June 14 at COB</td>
<td></td>
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</tbody>
</table>

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

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**Duke Management Academy (DMA)**

The Duke Management Academy (DMA) is part of Learning and Organization Development’s commitment to develop leaders at all levels within Duke University and Health System. The target audience for the Duke Management Academy (DMA) includes the middle manager within all business units who are experienced managers and gifted leaders who want to sharpen their leadership skills.

The Duke Management Academy (DMA) is a significant investment in your professional growth, by Duke, your leaders, and by you. The participants will be chosen from a pool of nominees based on the strength of their application, Statement of Intent, and Letter of Recommendation.

**Leadership Competencies**
- Personal values
- Strategic thinking
- Decision making
- Financial management
- Human resources
- Developing employees
- Valuing diversity

**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
- On-boarding
- 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.
TRANSFORMATION

Improve your team

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](hr.duke.edu/training/consulting-organization-development) or contact the Keisha Williams, AVP, MPA, at (919) 613-7600 to schedule an initial consultation.

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](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**

- March 1, 2019
- 9:00 - 11:00 a.m. (2 hrs)
- 402 Oregon St., Shaner Room
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  April 12, 2019  8:30 a.m. - 12:00 p.m. (3.5 hrs)  406 Oregon St., Room 103

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 inter-cultural competence
- Uncover the correlation between diversity aspects
- Create an open and safe space to discuss diversity and inclusion
- Deepen awareness of multicultural and inter-cultural development
- Build capacity for sustaining diversity and inclusion efforts in the workforce
Offering 1  March 8, 2019  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  April 26, 2019  10:00 a.m. - noon (2 hrs)  406 Oregon St., Lab 101

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  February 15, 2019  8:30 - 10:30 a.m. (2 hrs)  406 Oregon St., Lab 101
Offering 2  April 12, 2019  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 on-boarding, 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  February 8, 2019  8:30 a.m. - 12:30 p.m. (4 hrs)  406 Oregon St., Room 103
Offering 2  May 10, 2019  8:30 a.m. - 12:30 p.m. (4 hrs)  406 Oregon St., Room 103

Your Career at Duke
Description: This 3 part workshop is comprised of one-hour sessions held a week apart.
Session one: “Resumes at Duke: Best Practices”. This session will answer key resume questions on length, key words, best font size, and weather to include a summary of qualifications or an objective. The session will provide tips on writing a strong resume for Duke’s online applicant tracking system.
Session two: “Recruitment and the Transfer Process”. An active job search is much more than a resume posted online at hr.duke.edu/careers. Understanding job descriptions, networking, and how to identify the right jobs are keys to being successful in your search. Staff from HR recruitment will provide insight on finding another job or career opportunity at Duke.
Session three: “Interviewing 101!”. You’ve prepared your resume, clarified your focus, and applied for jobs, and then you get the call for an interview! What now? Interviewing 101 shares tips on how to prepare for an interview, how to navigate typical interview scenarios, and how to follow-up after an interview. Learn suggestions on what TO DO and what TO AVOID.
Join us as you continue building your career at Duke. The sessions meet from 5:30 pm - 6:30 pm on Thursday evenings at Duke Human Resources, 705 Broad Street, Training Room 03. You must attend all three sessions within the offering you choose to attend.
Offering 1  February 7, 14, & 21, 2019  5:30 - 6:30 p.m. (1 hr)  705 Broad Street, Room 03
Offering 2  May 2, 9, & 16, 2019  5:30 - 6:30 p.m. (1 hr)  705 Broad Street, Room 03

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 necessary for record-keeping and organizational compliance
- Practice documentation
- Review additional resources
Offering 1  February 15, 2019  8:30 a.m. - 12:30 p.m. (4 hrs)  402 Oregon St., Shaner Room
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/tlp/
- 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/toastmasters

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 8,000 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: Workshops provide critical skills for Duke staff who manage 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

Duke Human Resources
Learning and Organization Development
402 & 406 Oregon Street
Phone: (919) 613-7600 • Fax: (919) 613-7620
hr.duke.edu/training/course-offerings • hr-lod-registration@duke.edu

Keisha Williams
Assistant Vice President

Bob Brigham
Staff Specialist

Srinu Iyengar
Senior Technology Partner

Dinetta Richardson
Assistant Director of Organization & Workforce Development

Joy Birmingham
Assistant Director of Leader & Professional Development

Michelle Jones
Operations & Program Coordinator

Donald Shortslef
Senior Practitioner

Abby Farrell
Senior Practice Partner

Gina Rogers
Consultant

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

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