What is a **Learning Path**?

A Learning Path is a journey of curated sequenced online courses for learners to progress through mastering a particular subject, skill or program.

From the learner's perspective, a Learning Path ensures you are working towards an overall goal. It keeps you on track and engaged with the course content. It also allows you to follow a course structure without being overwhelmed completing one course at a time to master the program as a whole.

- Each course within the Learning Path **must be taken in sequential order as they are listed on your dashboard**.
    - The blue launch button will appear for each course upon successful completion of the previous.
- You can stop at any point in a course and it will be bookmarked for when you return.
    - You must first exit out of the LinkedIn Learning video player, THEN select the return error button in the faux window. Upon your return you will be taken to any unwatched content.
- If you have completed a course previously and it is in the Learning Path, you will receive credit.
- Audio and visual capabilities are required to complete the Learning Path
- All Learning Paths have a required reflection at the end allowing you to reflect and summarize your top take-aways from the path.
- All of the courses in the Learning Paths are in EduBrite and can be taken outside of the Learning Path for individual professional development.
- After a Learning Path is completed, you should share the information/skills learned with your supervisor is your one on one.
- Be sure to document it under the Professional Development competency.

Please Read Instructions on Completing Learning Paths

- To begin launch the first course in the Path. After completing the course close out of the LinkedIn Learning video player, **THEN you must click on the return error button in your faux screen to be taken back to EduBrite**.
- The course completion notification will take a few seconds to load in EduBrite. Once you receive the successful course completion message click on the blue '*Open Next Course*' button on the bottom left of the page to be taken to the next video.
- Repeat this process through all courses in the Path.
- **IMPORTANT**: To register completion each section of the course must have a green check mark next to the topic. If a check mark is not present please ensure you have watched the topic completely. If the check mark is still not present navigate to the previous topic and back again to trigger the check mark.
  - **WITHOUT THE CHECKMARK ON EACH TOPIC YOU WILL NOT BE AWARDED FOR THE COURSE AND CANNOT MOVE ON IN THE LEARNING PATH.**

Disclaimers:

Completing learning paths do not guarantee:

- a specific rating on the Performance Development Review.
- a financial increase in pay.
- a promotion.

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Teamwork & Collaboration		
Learning Path: Improve Your Teamwork Skills *7(h) 13(m)*	**Course Length**	**Date Completed**
Being an Effective Team Member It's easy to call out the qualities that make someone a poor team member. But what makes a person invaluable on a team? In this course, Duke University professor Dr. Daisy Lovelace highlights the key characteristics of exemplary team members. As she dives into each trait, Daisy shares how—by making subtle changes—you can adopt these behaviors to become a more valuable collaborator. Learn tips that can help you increase your self-awareness, demonstrate that you're a reliable teammate, approach teamwork more collaboratively, and more.	31(m)	
Teamwork Foundations Whatever job you do, it's likely you work in a team. Your performance will depend on your ability to work successfully with other people. Learn the qualities of effective teams and the role you, as a team member, play in creating a healthy, productive team in this course taught by management trainer Chris Croft. In addition to the importance of knowing your own strengths and weaknesses, Chris emphasizes the significance of delivering what is expected of you, listening to other team members, communicating clearly, playing more than one role, and being supportive. The training is jam-packed with practical ideas to become a great team player and help you and your organization become more successful.	1(h) 25(m)	
Working on a Cross-Functional Team Most organizations are looking for ways to improve how employees work in teams. A standard functional organization encourages people to focus on their own individual tasks. Cross-functional teams, on the other hand, bring everybody together to deliver the whole product. You no longer depend on rigid organizational lines, and instead focus on tighter collaboration and greater employee empowerment. In the course, Doug Rose talks about the importance of understanding cross-functional teams and how they allow employees to work better together. Plus, see how to overcome common challenges and maximize your team's performance. As you'll learn, cross-functional teams can be more productive, as well as a fun and rewarding way to work together to quickly deliver your product.	1(h) 4(m)	

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◆	**Communication within Teams** Communication is an integral part of strong teamwork. In this course, Duke University professor Dr. Daisy Lovelace walks managers through how to cultivate the communication practices of high-performing teams. She highlights the foundations of successful teams and explains how to craft a team charter to establish ground rules for how you work together as a cohesive group. She also discusses essential elements of team communication—such as creating a shared vision and holding teammates accountable—and shows how to best communicate with your team in different settings.	1(h) 8(m)	
◆	**Fred Kofman on Managing Conflict** Do you dread difficult conversations? Avoiding conflict doesn't save relationships. Managing conflict makes them stronger. Learn the tools that turn conflicts into positive outcomes in this workshop-style course with philosopher of leadership and LinkedIn Influencer Fred Kofman. He takes a real-life story of conflict and shows how careful listening, negotiation, and commitment can turn opponents into allies and create a renewed shared purpose.	59(m)	
◆	**Improving your Conflict Competence** Workplace conflict is inevitable. But it doesn't have to end badly. In this course, author and conflict expert Craig Runde helps you manage workplace conflict more effectively. He first explains the dynamics that create conflict, and helps you become aware of what your conflict response is. Once you are aware of how conflict arises, learn some practical steps you can take to manage your emotions and engage with others constructively.	46(m)	
◆	**Interpersonal Communication** Communicating effectively isn't an innate talent that some people have, and others don't—it's something that anyone can learn and practice. In this course, learn strategies that can help you hone and master your interpersonal communication skills. Join personal branding and career expert Dorie Clark as she shares techniques for getting your message across effectively in the workplace and explains how to tackle potential communication challenges with your colleagues and supervisor. She also discusses how to grapple with tricky situations, taking you through how to handle interruptions, respond to critical feedback, and communicate across cultures.	37(m)	

		Course Length	Date Completed
Confronting Bias: Thriving Across our Differences Find greater meaning, well-being, and productivity by learning how to interact with others across differences. Continue your Thrive journey and discover how to create inclusive environments where everyone can thrive. In this course, Arianna Huffington and Verna Myers discuss the impact of our cultural lens on our daily relations and how to counter bias in our words and actions.		40(m)	

Learning Path: Building Trust and Collaborating with Others *7(h) 46(m)*	Course Length	Date Completed
Employee Experience Employee experience is a new concept in HR. It goes beyond traditional benefits, compensation, and performance. Now HR must actively work with all facets of the organization—incorporating the company's culture, tools, and environment—to create a great place to work. This course helps HR leaders and managers understand what employee experience is, why it's important, and how you can design a program that will set your company apart and help you win the war for talent. Learn how to keep employees engaged and support them throughout the employee life cycle—from first contact to offboarding. HR exec and talent consultant Pat Wadors also shows where to find the data you need to measure your progress and evolve your process. Experience matters; use these tips to build a more productive, positive workplace that helps you compete for—and keep—great talent.	36(m)	
Being an Effective Team Member It's easy to call out the qualities that make someone a poor team member. But what makes a person invaluable on a team? In this course, Duke University professor Dr. Daisy Lovelace highlights the key characteristics of exemplary team members. As she dives into each trait, Daisy shares how—by making subtle changes—you can adopt these behaviors to become a more valuable collaborator. Learn tips that can help you increase your self-awareness, demonstrate that you're a reliable teammate, approach teamwork more collaboratively, and more.	31(m)	

Building Trust Trust is a fundamental aspect of any productive relationship. In business, trust has been proven to decrease turnover, increase innovation, and improve team performance. When trust is compromised, relationships and productivity can suffer. This course shows how professionals of all kinds can build trust with colleagues across their organization. Kelley School of Business senior lecturer Brenda Bailey-Hughes explains how to prove you are trustworthy, even in challenging situations like remote teams, and integrate trust-building habits into your daily routine. She also explains how to practice trust—trusting yourself and others—and rebuild trust when it has been lost. The course features live-action scenarios and practical strategies for boosting trust that will help you apply the concepts to your most important relationships.	58(m)	
Effective Listening Listening is a critical competency, whether you are interviewing for your first job or leading a Fortune 500 company. Surprisingly, relatively few working professionals have ever had any formal training in how to listen effectively. In this course, communications experts Tatiana Kolovou and Brenda Bailey-Hughes show how to assess your current listening skills, understand the challenges to effective listening (such as distractions!), and develop behaviors that will allow you to become a better listener—and a better colleague, mentor, and friend.	1(h) 4(m)	
Giving and Receiving Feedback All professionals are trying to get better at what they do. No matter where you work, or what your role, the only way to improve is with feedback. Giving—and receiving—feedback is a skill that's relevant to every member of an organization. Watch this course to learn how to give and receive high-quality feedback. Whether it's with peers, managers, colleagues, team members, friends, or family, the same principles apply across the board. Instructor Gemma Leigh Roberts shows how to give effective feedback, ask for feedback, and use the responses you receive as a tool to improve personal performance. These tips will help lead you into a cycle of continuous development, and a growth mindset that can help propel your career and your relationships forward.	48(m)	

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Critical Thinking for Better Judgement and Decision Making The pace of change and volume of information we encounter in daily life make it hard to think through decisions. Instead, people often rely on biases and rules of thumb, which trap them into drawing faulty conclusions. The most successful teams use critical thinking—objective and rational analysis—to illuminate the wisest conclusions. This course prepares leaders to hone the critical thinking skills of their entire organization. Learn how to upgrade critical thinking to avoid deceiving fallacies, spot misleading cognitive biases, craft better arguments, hone judgment, and improve decision-making. Instructor Becki Saltzman teaches skills that will improve how your company or team innovates, tackles challenges, and responds to change.	56(m)	
Having Difficult Conversations Conflict is inevitable—in work and in life. Managers must address performance issues, and colleagues with competing priorities must figure out how to work together. These situations call for having difficult conversations. In this course, Marlene Chism explains how to have difficult conversations, build your communication skills, and improve your relationships, teamwork, and business performance. She explains how to identify underlying differences in work styles, goals, and power dynamics and change the way you view conflict. She provides a model to move the conversation in a positive direction and to determine next steps. Plus, learn how to check for resistance with a single useful phrase.	1(h) 7(m)	
Collaborative Leadership Collaboration has become an essential ingredient for organizational survival and success. As more organizations move toward a collaborative culture, a new leadership model is emerging—one that replaces command and control with trust and inclusion. The leader's new role is to create an environment in which people choose to participate and contribute. This course is designed to give you the insight and skills to build collaborative relationships within your team and throughout the organization. Instructor Carol Kinsey Goman explains why collaboration is so important, introduces key elements and skills for collaborative leadership, and delivers practical strategies for collaboration, from designing more effective in-person meetings, to working with remote teams and collaborating across cultures. Plus, get tips for adopting the body language of a collaborative leader and making collaboration a habit.	37(m)	

	Course Length	Date Completed
Communicating with Diplomacy and Tact Diplomacy is a mindset; tact is a strategy. In this course, communications professor Tatiana Kolovou helps you realize the benefits of communicating with tact and diplomacy in workplace situations. She walks you through four scenarios that you might encounter on an average day, and coaches you through appropriate responses to challenging situations at work. She emphasizes core skills, such as authenticity, empathy, and listening, and shows examples, stories, and facts that bring their importance to life. By taking opportunities to practice at work and in your personal life, you can strengthen this delicate balance of skills and build relationships that can survive difficult interactions.	1(h) 5(m)	

Learning Path: Build and Manage Effective Teams *7(h) 29(m)*

	Course Length	Date Completed
Managing Teams Managing a team of people in the workplace requires continuous learning for today's managers and team leaders. Learn how to bring out the best in your team in this course with Duke University professor Dr. Daisy Lovelace. Daisy explains how to set shared goals, delegate tasks, manage performance, and develop each member of the team by providing feedback and training. Daisy also addresses the challenges and solutions to managing different types of teams: virtual, global, intergenerational, and cross-functional. Plus, find out how to manage difficult behavior and underperformance.	1(h) 11(m)	
Boosting Your Teams Productivity Many managers unknowingly make things overly complex for their teams-and this can be a drain on productivity. In this course, coach Lisa Bodell shows how to boost productivity by letting go of complexity and adopting simplicity. Lisa begins with a quick diagnostic exercise to identify areas of complexity in your workday. Next, she explains how to get simplification started, like auditing how your team spends time and pinpointing redundancies and time-wasting activities. Finally, Lisa provides actionable steps for simplifying everyday work like email, meetings, business processes, decision-making, and more.	39(m)	

◆	**Enhancing Team Innovation** Managing a team of people in the workplace requires continuous learning for today's managers and team leaders. Learn how to bring out the best in your team in this course with Duke University professor Dr. Daisy Lovelace. Daisy explains how to set shared goals, delegate tasks, manage performance, and develop each member of the team by providing feedback and training. Daisy also addresses the challenges and solutions to managing different types of teams: virtual, global, intergenerational, and cross-functional. Plus, find out how to manage difficult behavior and underperformance.	1(h) 17(m)	
◆	**Managing Team Conflict** When you bring people together, conflict is a natural part of the dynamic. How leaders choose to manage these inevitable disagreements can make the difference between a dysfunctional team and a successful one. In this course, instructor Henna Inam shares strategies and techniques that can help you confidently lead through conflict. Throughout the course, Henna provides direct instruction, exercises, and scenarios that play out common team conflict situations. Discover why team conflict is necessary for success and how to determine whether a conflict is healthy or unhealthy. Review how to resolve style differences, remain both assertive and cooperative in the midst of a conflict, and leverage different conflict management styles to defuse tricky situations.	1(h) 10(m)	
◆	**Developing Your Team Members** When it comes to employee development, taking a one-size-fits-all approach can cause leaders to misuse their time and energy. In order to most efficiently develop your team, it's important that you understand performance patterns to tailor your leadership approach. Once you determine the type of training, coaching, and guidance that each team member requires, you can be more intentional about how you invest your time and energy in helping them improve their performance. In this course, Mike Figliuolo shares a practical approach that can help you address the unique needs of your team members and determine how to best allocate your time in their development. Mike shares how to inspire and grow your rising stars, motivate low performers, avoid leadership pitfalls, and more.	52(m)	

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◆	**Holding Your Team Accountable** Explore ways to create a workplace culture of accountability that encourages trust, motivates high standards, and establishes credibility for leaders. Instructor Daisy Lovelace discusses the value of accountability in high-performing teams, and she outlines the consequences that can result when team members don't feel a sense of accountability. Daisy also offers insight into positive ways to make team members feel responsible with actionable techniques that promote accountability whether the team is virtual, in-person, or co-located.	51(m)	

Strengthen Your Leadership Skills		

	Course Length	Date Completed
Learning Path: Becoming a Leader *13(h) 35(m)*		

◆	**Transitioning from Manager to Leader** Leadership is a skill that can be taught. In this course, executive coach Sara Canaday shares proven strategies to help you shift your mindset from manager to leader. To begin, you can learn how to enhance your personal growth by practicing self-awareness and emotional intelligence, developing an executive presence, and becoming a thought leader. Next learn how to expand your perspective from local to global, innovate by viewing challenges with a fresh lens, and improve your decision-making skills. Lastly, learn how to cultivate and nurture a stellar team: attract top talent, inspire your team, create rapport, and build meaningful relationships. Each chapter of this course is coupled with a coaching story that shows you how to apply these concepts to real-world situations.	59(m)	
◆	**Emerging Leader Foundations** Taking on a leadership role in the diverse, ever-changing modern workplace can feel both exhilarating and confusing. How can you create a space where employees feel listened to and fulfilled? How can you cultivate a more diverse team and foster a culture of learning? While there's no easy path to becoming a good leader, there are steps you can take to start developing the critical skills you need to lead effectively. In this course, join New York Times best-selling author and Fortune 500 consultant Dan Schawbel as he explains how to grow your career as a leader by learning how to manage yourself, hire and coach employees, and create a diverse and collaborative workplace. Dan shares tips and strategies for creating productive habits, sticking to your goals, and leading with empathy when confronted with difficult situations. Plus, he discusses how to effectively reward team performance, enhance the employee experience, and more.	50(m)	

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Developing Your Leadership Philosophy If you want your team to trust you as a leader, it's important to articulate who you are, what you stand for, and why you're excited to lead them. In this course, author and executive leadership coach Mike Figliuolo shows you how to distill your leadership philosophy down to one simple page covering four critical aspects of leadership: leading yourself, leading the thinking, leading your people, and leading a balanced life. Get hands-on with introspective exercises that help you define and practice leading authentically, with a style that's uniquely yours. Along the way, discover how to share and socialize your vision, make decisions, motivate and mentor, and keep your whole life in perspective.	1(h) 23(m)	
Leading Effectively Leaders all face the same challenge: too much to do and not enough time to do it. In this course, leadership consultant Mike Figliuolo introduces the concept of "leadership capital," which is the finite amount of time and energy you have available to lead, manage, and develop your team members. He outlines the four ways leaders invest their leadership capital: directing people, making sure the work gets done, making sure the work is delivered, and developing talent. He then helps you assess whether you are using your leadership capital wisely by looking at team results: the quantity of work, the quality of work, timeliness, and impacts on morale and relationships. At the end, he explains how to reallocate your leadership capital and change both your behavior and your team's in order to improve performance.	43(m)	
Leading with Emotional Intelligence Emotions are all around us in the office, and it's important for leaders to understand how to harness them to cultivate productivity and positive relationships. In this course, Britt Andreatta shares how to boost your emotional quotient (EQ) to better lead teams, work with peers, and manage up. Learn what emotional intelligence is and how it factors in at work, and discover concrete techniques for raising your own EQ. This includes perceiving yourself accurately, exercising emotional self-control, understanding and managing your triggers, and developing empathy. Then, turn those lessons around to build your awareness of others and become a more inspiring—and effective—leader.	1(h) 2(m)	

◆	**Leading Through Relationships** As you move from functional expertise into leadership, your focus shifts from working directly on tasks to overseeing the work of other people. Leaders who successfully make this jump most often do so by building effective relationships with individuals at multiple levels in their organization. In this course, Simon T. Bailey details how to lead through relationships, sharing strategies that can help you connect with your employees, manage team conflict, and establish buy-in with other leaders. Learn how to create a culture of insiders, lead others through change and conflict, encourage meaningful communication and collaboration, and more.	48(m)	
◆	**Having Difficult Conversations: A Guide for Managers** While inevitable, difficult conversations can be one of the most challenging parts of a manager's job. Avoiding these conversations can be costly for organizations, resulting in absenteeism, poor performance, turnover, and even litigation. In this course, instructor Marlene Chism walks you through how to minimize emotional upset and conduct challenging conversations to achieve the best outcome for all parties. Marlene outlines four signs that it's time to have a conversation, and what to do if you've waited too long. Learn about how to set the right tone for a productive interaction that can result in an improved relationship, and discover a conversation blueprint that can help make conversations easier and help you stay in control.	59(m)	
◆	**Managing Employee Performance** Having a productive, talented workforce is the key to accomplishing your business goals and your vision. Yet there are times when a small number of employees can undermine the success of fellow team members, departments, and company profits. That's why managing employee performance problems is a critical capability for every manager and leader. This course is designed to add knowledge, tactical actions, and communication strategies to your management toolkit, so you can proactively manage employee performance. Leadership coach JoAnn R. Corley-Schwarzkopf explains how to create coaching solutions that work, conduct difficult conversations, make hard decisions, and turn performance management into an ongoing activity at your organization.	58(m)	

Prioritizing Effectively as a Leader Great leaders focus on the most important priorities. But in a busy work environment, we have to learn to choose wisely. In this course, Dorie Clark equips leaders with tips for managing this balancing act with confidence. Learn how to understand what matters in your organization—and how you and your team can take action accordingly. See how to make your priorities real by explaining the context behind these priorities to your team, crafting detailed implementation plans, and helping employees think through their own workflow.	36(m)	
Building Trust Trust is a fundamental aspect of any productive relationship. In business, trust has been proven to decrease turnover, increase innovation, and improve team performance. When trust is compromised, relationships and productivity can suffer. This course shows how professionals of all kinds can build trust with colleagues across their organization. Kelley School of Business senior lecturer Brenda Bailey-Hughes explains how to prove you are trustworthy, even in challenging situations like remote teams, and integrate trust-building habits into your daily routine. She also explains how to practice trust—trusting yourself and others—and rebuild trust when it has been lost. The course features live-action scenarios and practical strategies for boosting trust that will help you apply the concepts to your most important relationships.	58(m)	
Developing Credibility as a Leader The work of leadership is to inspire action toward a shared vision. As a leader, if you cannot be seen as a trusted and credible person, then your message will go nowhere. What exactly is credibility? How can leaders consciously and intentionally grow and demonstrate it? What can they do to overcome any deficiencies or mistakes? Dorie Clark answers these questions and more in this practical course. Get tips for demonstrating credibility within a larger team, becoming a more collaborative leader, and burnishing your credibility regardless of your title. Plus, learn how to bounce back if your credibility has been damaged or you need to break a promise	35(m)	

Developing Executive Presence Learn to project self-confidence, clarity, and credibility even under conditions of stress, pressure, and uncertainty. In this course, John Ullmen, PhD, a professor from the UCLA Anderson School of Management, shares key research insights and step-by-step methods he uses to coach leaders around the world to develop executive presence. He outlines the four key factors that drive executive presence, and the specific actions that make them work for you. He also explains the difference between internal and external presence, and how to enhance both to increase your self-assurance and self-possession. He addresses how to do all of this without being fake or feeling inauthentic, and how to be "fully present, persistently."	1(h) 12(m)	
Leading with Purpose Purpose—not profit—is the single best motivator to get everyone in an organization rowing in the same direction. Purpose-driven leaders and their companies are more successful, highly regarded, and make more money. In this course, you can learn the short-term and long-term performance impact of purpose-driven leadership through exploring quantitative research and case studies. Lisa Earle McLeod—author of Leading with Noble Purpose—helps you craft a purpose statement and leadership story that engages customers and employees and provides tips for building lasting purpose into your life and business.	54(m)	
Inclusive Leadership Join global workforce management expert Dr. Shirley Davis as she shares how to create and lead an organization that leverages the diverse talents of all contributors. Dr. Davis reveals the benefits of inclusive leadership, including the positive impacts it can have on employee engagement, innovation, and creativity. She then outlines a best practice framework for developing inclusive leaders in an organization, and shares tips for avoiding common leadership pitfalls. Upon wrapping up this course, you'll be equipped with practical strategies you can use to cultivate a more inclusive workforce.	1(h)	

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Learning Path: Women in Leadership *12(h) 28(m)*	Course Length	Date Completed
Leadership Strategies for Women Communicating effectively isn't an innate talent that some people have and others don't—it's something that anyone can learn and practice. In this course, learn strategies that can help you hone and master your interpersonal communication skills. Join personal branding and career expert Dorie Clark as she shares techniques for getting your message across effectively in the workplace and explains how to tackle potential communication challenges with your colleagues and supervisor. She also discusses how to grapple with tricky situations, taking you through how to handle interruptions, respond to critical feedback, and communicate across cultures.	1(h) 28(m)	
Leading without Formal Authority Leadership isn't just a skill for managers. Demonstrating leadership is important for employees at every level of an organization. There are opportunities to lead every day, whether you hold a formal leadership position or not. In this course, leadership and personal development experts Lisa Earle McLeod and Elizabeth McLeod outline how individual contributors or SMEs can exhibit leadership by influencing, inspiring, mentoring, and motivating others. They also help you overcome unique challenges such as how to communicate when you think your boss or team is headed in the wrong direction.	1(h) 5(m)	
Leading with Stories Storytelling is essential to good leadership. When delivered correctly, a good story can help you articulate a vision, lead change, inspire creativity and innovation, and get employees to work together more collaboratively than you could ever do without a good story. In this course, best-selling author and storytelling expert Paul Smith digs into the essential elements of a great narrative, explaining how to craft and deliver compelling leadership stories that inspire and motivate employees. Paul explains the right story structure, how to create emotional engagement, and even how to create a surprise ending that ensures your story will be remembered and acted upon. This course will make you a better storyteller, and a better leader.	38(m)	

Proven Success Strategies for Women at Work Women are underrepresented in the C-suite. And women who aspire to leadership roles face unique challenges in today's companies. They are passed over for key opportunities, paid less than their male colleagues, and left out of critical networks and sponsor relationships. Additionally, smaller everyday challenges impede women's progress at work, like being interrupted in meetings, having their ideas stolen, or having to do 'invisible work' for no credit. Being a woman at work today requires a unique set of skills and strategies.	1(h) 30(m)	
Defining and Achieving Professional Goals Plenty of people have had the experience of setting goals and then failing to achieve them—think of all the New Year's resolutions that are never realized. But with the right strategies, even your loftiest professional goals are attainable. In this course, career and personal branding expert Dorie Clark helps you identify what's most important to you, and provides specific strategies for achieving your goals, such as getting an accountability partner, making your intentions public, and more. She also helps you maintain your goals by sharing tips and techniques for turning your goals into habits.	33(m)	
Developing Self-Awareness While a multitude of factors can go into the making of a successful person, nearly all individuals who achieve high levels of personal and professional success have a keen sense of self-awareness. In this course, learn how to become more self-aware in order to develop yourself personally and enhance career progression. Organizational psychologist Gemma Roberts helps you learn how to develop your self-awareness so that you can understand how others see you, and better align your actions with your intentions. She explains how to identify beliefs to enhance self-awareness, step outside of yourself to gain a different perspective, leverage a self-awareness action plan, and more.	1(h)	

Building Self-Confidence Confidence is crucial to personal and professional success. People who aren't confident tend to miss out on new challenges, relationships, and opportunities. The good news is self-confidence is self-perpetuating; once you develop it, confidence can buoy you from one situation to the next. In this course, author and educator Dr. Todd Dewett shares simple and practical techniques to build and maintain self-confidence. In chapter one, he teaches you how to own the situation, embrace your imperfections, and take action to move forward. In chapter two, you can learn how to sustain your confidence, interaction after interaction, by aligning with the right people, maintaining a positive perspective, and putting together a plan.	18(m)	
Communicating with Confidence Most people are afraid of speaking in public, but effective oral communication is a key skill in business. Jeff Ansell provides simple communication tools, strategies, and tips that are easy to use and produce immediate results. He'll help you sound more confident, use body and language to better express ideas, and overcome anxiety. In the last chapter of the course, all these concepts are brought together in two real-world coaching exercises that will help you see the techniques in action.	1(h) 16(m)	
Body Language and Women at Work How do you communicate using body language as a professional? In this course, learn how to be aware of your body language, and how you can use your body language to convey power, authority, and interest in what others have to say. Instructor Dorie Clark shares research on body language and gender to help you assess your own approach to what you say and do. She dives into the components of body language, explaining what research tells us about how we use our feet, hands, face, and voice when interacting with others at work. Plus, she shares strategies for using body language to signal that you're really present in a situation.	29(m)	
Persuading Others In a workplace that's increasingly connected and less hierarchical, developing your persuasion skills can be one of the most valuable investments you can make. Some people believe persuasion is about manipulation or getting your way, but it's not about tricking anyone or being inauthentic. Instead, persuasion is about making sure your best ideas get a fair hearing. In this course, communications and personal branding expert Dorie Clark helps you cultivate your persuasion skills in order to establish credibility when meeting new people, make it easier for people who know you to say "yes," and communicate with authority.	33(m)	

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◆ **Negotiation Foundations** When it comes to negotiation, shifting your mindset from "a battle to be won" to "a problem-solving conversation" can improve your results dramatically. In this course, leadership coach, negotiation expert, and author Lisa Gates demonstrates the core skills of interest-based negotiation to get win-win outcomes every time. Learn a step-by-step strategy for negotiating everyday workplace issues, from asking for a raise or promotion to pitching ideas and resolving conflict. Lisa covers techniques such as diagnostic questions, anchoring, framing, and labeling, which help you navigate impasse and generate satisfaction on both sides of the bargaining table. Along the way, discover how to prepare for a negotiation, cultivate your influence, get into a zone of agreement even when you have to say "no," and negotiate remotely over phone or email. Lisa also shares her best negotiation tips and tricks and provides worksheets to practice your skills.	1(h) 5(m)	
◆ **What to Do When You Are Bullied at Work** What should you do when you are bullied at work? Catherine Mattice Zundel, an internationally recognized expert in workplace bullying, explains why bullying happens and how to empower yourself to improve your situation. She provides action steps and role-play scenarios to help those who are bullied build up their confidence and confront the bully, prepare documentation to bring to a conversation with HR, and more.	57(m)	
◆ **Preventing Harassment in the Workplace** Harassment is still pervasive in many workplaces—despite the fact that nearly every organization has an anti-harassment policy in place and offers related training. How can HR leaders—and leaders in general—proactively create safe and healthy workplaces? What are the standards required? In this course, Catherine Mattice Zundel explains how to approach this critical topic so that real, positive change can occur at your organization. Catherine dives into the realities of harassment, defining what it actually is and why many targets choose not to report it. Discover how to help prevent harassment by placing a greater focus on culture in conjunction with policy and training. In addition, learn tips that can help you talk openly about behaviors so that you don't cross boundaries.	56(m)	

	Course Length	Date Completed
Enhancing Resilience Resilience is one of the most common traits of successful, happy people. Developing your resilience will not only help you to cope with challenging situations, but it can help you reach peak performance and enhance satisfaction, both in your personal and professional life. Learn how to get an edge at work and build your ability to thrive in the midst of obstacles, changes, and setbacks, by investing in the six pillars of resilience. Executive coach and author Gemma Leigh Roberts shows how to create a proactive plan to build your resilience, maintain it in the face of challenges, and track your progress over time.	53(m)	

Leading Others Effectively *6(h) 15(m)*	Course Length	Date Completed
Leading with Vision The world needs leaders who can create a compelling vision and engage others around it. Visionary leaders are able to communicate what lies beyond the horizon and inspire confidence. They attract talent to the organization and motivate team members to make more effective decisions. In this course, CEO Bonnie Hagemann shows corporate and community leaders how to lead with vision, breaking visionary leadership down into steps that anyone can follow. Discover why it's needed, why it's lacking, and how you can fill the gap. Then find out how to build your personal vision and gain the skills and tools to build a vision for your organization, division, department, team, community cause, or nonprofit.	1(h) 17(m)	
How Leaders Can Motivate Others by Creating Meaning Up to 70 percent of today's workforce is disengaged. Perks, promotions, or pay can temporarily re-engage employees, but it's meaning that does it on a consistent basis. Meaning is proven to unlock the deepest level of engagement, as well as the peak performance that goes with it. This course teaches leaders how to motivate their teams by creating meaning. Best-selling author and speaker Scott Mautz describes the six markers of meaning—the conditions leaders can foster to create meaning in and at work—and practical ways to implement them. Learn how to define a shared purpose, provide opportunities for growth, create a learning environment, grant autonomy, and more. These actionable techniques are key to making work matter and enhancing the personal growth and fulfillment of all your staff.	35(m)	

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Developing Credibility as a Leader The work of leadership is to inspire action toward a shared vision. As a leader, if you cannot be seen as a trusted and credible person, then your message will go nowhere. What exactly is credibility? How can leaders consciously and intentionally grow and demonstrate it? What can they do to overcome any deficiencies or mistakes? Dorie Clark answers these questions and more in this practical course. Get tips for demonstrating credibility within a larger team, becoming a more collaborative leader, and burnishing your credibility regardless of your title. Plus, learn how to bounce back if your credibility has been damaged or you need to break a promise.	35(m)	
Leading with Stories Storytelling is essential to good leadership. When delivered correctly, a good story can help you articulate a vision, lead change, inspire creativity and innovation, and get employees to work together more collaboratively than you could ever do without a good story. In this course, best-selling author and storytelling expert Paul Smith digs into the essential elements of a great narrative, explaining how to craft and deliver compelling leadership stories that inspire and motivate employees. Paul explains the right story structure, how to create emotional engagement, and even how to create a surprise ending that ensures your story will be remembered and acted upon. This course will make you a better storyteller, and a better leader.	38(m)	
Leading with Values What do you stand for? To be an effective leader, you must know your values and embody them. This course shows you how to discover the values that drive you and how to express them in all aspects of life—at work, at home, in the community, and for your private self. For decades, Wharton professor Stew Friedman has been teaching leaders at all levels how to increase their leadership capacity and performance by creating greater harmony in their lives. In this course, he explains how you can lead more powerfully with values by practicing a set of proven, engaging exercises. Each exercise, from describing someone you admire to articulating your leadership vision to diagnosing the alignment of your values and actions, will help you be a better leader and have a richer life.	45(m)	

	Course Length	
Transformational Leadership What do you stand for? To be an effective leader, you must know your values and embody them. This course shows you how to discover the values that drive you and how to express them in all aspects of life—at work, at home, in the community, and for your private self. For decades, Wharton professor Stew Friedman has been teaching leaders at all levels how to increase their leadership capacity and performance by creating greater harmony in their lives. In this course, he explains how you can lead more powerfully with values by practicing a set of proven, engaging exercises. Each exercise, from describing someone you admire to articulating your leadership vision to diagnosing the alignment of your values and actions, will help you be a better leader and have a richer life.	1(h) 7(m)	
Leading Through Relationships As you move from functional expertise into leadership, your focus shifts from working directly on tasks to overseeing the work of other people. Leaders who successfully make this jump most often do so by building effective relationships with individuals at multiple levels in their organization. In this course, Simon T. Bailey details how to lead through relationships, sharing strategies that can help you connect with your employees, manage team conflict, and establish buy-in with other leaders. Learn how to create a culture of insiders, lead others through change and conflict, encourage meaningful communication and collaboration, and more.	48(m)	

Add to Your Management Toolbox

Learning Path: Advance Your Skills as an Individual Contributor *5(h) 31(m)*	Course Length	Date Completed
Leading without Formal Authority Leadership isn't just a skill for managers. Demonstrating leadership is important for employees at every level of an organization. There are opportunities to lead every day, whether you hold a formal leadership position or not. In this course, leadership and personal development experts Lisa Earle McLeod and Elizabeth McLeod outline how individual contributors or SMEs can exhibit leadership by influencing, inspiring, mentoring, and motivating others. They also help you overcome unique challenges such as how to communicate when you think your boss or team is headed in the wrong direction.	1(h) 5(m)	

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Developing Your Emotional Intelligence Emotional intelligence can help you build effective relationships at work. Executive coach and organizational psychologist Gemma Roberts explains what emotional intelligence is and why it's important. She helps you become more self-aware so that you can identify triggers that may hijack your performance. She also helps you align your intentions and your impact so that you can build strong and collaborative relationships.	1(h) 8(m)	
Influencing Others Ever had trouble persuading someone to do something, even if it was in their best interest? Sometimes people don't budge, but thankfully you have more than rewards and penalties at your disposal. Join John Ullmen, PhD, as he explains how to influence others when you're at the "pivot point of influence," by applying 18 scientifically confirmed methods. Whether you're influencing at work or at home, you can learn what the best influencers do before they influence, and see how to choose the best steps for your situation, and have people want to be influenced by you.	41(m)	
Professional Networking You don't have to be an extrovert to be good at networking, and you don't have to be fake. In this course, former presidential campaign spokeswoman and self-professed introvert Dorie Clark shows you networking strategies that you can personalize to play to your strengths and connect with people you actually like. She helps you identify the most important people in your network and prioritize who is most critical to your success. She also helps you choose which networking events are a valuable use of your time, and shows how you can host one yourself. Then, you'll learn how to start conversations that build real connections, and use social media to network authentically. Last, she helps put all the elements together into a plan you can use to become a better networker.	29(m)	
Solving Business Problems Do you have a business problem that you are having trouble solving? Mike Figliuolo has a simple five-step process for solving problems and leading your business through everyday uncertainty and larger change initiatives. Learn to pin the problem down and define it, generate possible solutions, determine the best solution, and create a clear recommendation to solve your particular challenge. This is the same process Mike has taught multibillion-dollar companies to solve their business problems. Learn how to use it to solve your own.	36(m)	

	Course Length	Date Completed
Negotiating Your Leadership Success Using real-life case studies, negotiation expert Deborah Kolb and seasoned executive leader Elizabeth Robillard offer practical advice and techniques to help leaders manage workplace negotiations. Recognizing that all negotiation takes place within a context, Debbie and Elizabeth explain the organizational dynamics of work and reveal how we often get in our own way by not speaking up and asking for what we want. They show you how to position yourself to negotiate, how to get the other person to the table, how to advocate for yourself while still working collaboratively to achieve an agreement.	1(h) 20(m)	
Learning Path: Develop, Motivate, and Retain Employees *3(h) 3(m)*	**Course Length**	**Date Completed**
Coaching and Developing Employees Harness the power of coaching in the workplace. Learn how to shift from a command-and-control style of management to a manager-as-coach style of leadership to transform employee engagement and bottom-line results. Join leadership and negotiation coach Lisa Gates, as she explains how to establish a coaching relationship with your reports. Lisa shows how skills like open-ended question asking, listening, challenging for growth, and accountability can increase your employees' autonomy and problem-solving capacities. The course includes assessments, exercises, and tools to help your team capture goals, map a career trajectory, and accelerate growth, along with sample coaching conversations help you see these tips in practice and understand their potential impact on your people, productivity, and results.	54(m)	
Delivering Employee Feedback As a manager, you're charged with helping your employees stretch and grow their skills. This is largely accomplished via the feedback you provide. In this course, learn how to create a culture driven by meaningful feedback and deliver coaching and suggestions to help employees move forward. Discover the characteristics of helpful feedback and learn about different feedback types, how to adequately prepare before delivering feedback, and how to refocus difficult employee reactions.	27(m)	

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Building a Coaching Culture: Improving Performance Through Timely Feedback To maximize the investment in training and improve employee performance, follow-up is key. Regular coaching is a simple way to connect with employees and increase their productivity, job satisfaction, and engagement. Join Brian Ahearn for this course, which provides a variety of tools and techniques to build a coaching culture at your organization. Learn what traits you need to develop to be a successful coach, and how to implement methods such as positive intent, timely feedback, and respectful candor. Discover how to address challenges, and explore some more innovative ideas that can expand the possibilities of traditional coaching, including eliminating the annual review and encouraging employees to set both personal and professional goals.	1(h) 8(m)	
Coaching Skills for Leaders and Managers Leaders who provide targeted, ongoing coaching to their employees can strengthen their team and add value to their organization. In this course, leadership expert Sara Canaday shares the differences between managing, training, and coaching, and provides managers with coaching models and skills to support the development and growth of their employees. Sara presents the business case for coaching, explores common coaching challenges, and explains how to provide feedback and set goals.	34(n)	
Developing Your Team Members When it comes to employee development, taking a one-size-fits-all approach can cause leaders to misuse their time and energy. In order to most efficiently develop your team, it's important that you understand performance patterns to tailor your leadership approach. Once you determine the type of training, coaching, and guidance that each team member requires, you can be more intentional about how you invest your time and energy in helping them improve their performance. In this course, Mike Figliuolo shares a practical approach that can help you address the unique needs of your team members and determine how to best allocate your time in their development. Mike shares how to inspire and grow your rising stars, motivate low performers, avoid leadership pitfalls, and more.	52(m)	

Managing Employee Performance Problems Having a productive, talented workforce is the key to accomplishing your business goals and your vision. Yet there are times when a small number of employees can undermine the success of fellow team members, departments, and company profits. That's why managing employee performance problems is a critical capability for every manager and leader. This course is designed to add knowledge, tactical actions, and communication strategies to your management toolkit, so you can proactively manage employee performance. Leadership coach JoAnn R. Corley-Schwarzkopf explains how to create coaching solutions that work, conduct difficult conversations, make hard decisions, and turn performance management into an ongoing activity at your organization.	58(m)	
Persuasive Coaching Coaching is quickly replacing the performance review in most forward-thinking companies. Persuasive coaching teaches you how to incorporate basic psychological concepts throughout the coaching process to ensure a better, more effective coaching relationship. In this course you can learn core coaching skills, review the coaching process, and understand the psychology of persuasion. Instructor Brian Ahern provides tips to build relationships, enhance trust with your employees, and use feedback and accountability measure to enforce positive behavior changes. Case studies peppered throughout the course show you how to apply those skills in the coaching process.	43(m)	
Employee Experience Employee experience is a new concept in HR. It goes beyond traditional benefits, compensation, and performance. Now HR must actively work with all facets of the organization—incorporating the company's culture, tools, and environment—to create a great place to work. This course helps HR leaders and managers understand what employee experience is, why it's important, and how you can design a program that will set your company apart and help you win the war for talent. Learn how to keep employees engaged and support them throughout the employee life cycle—from first contact to offboarding. HR exec and talent consultant Pat Wadors also shows where to find the data you need to measure your progress and evolve your process. Experience matters; use these tips to build a more productive, positive workplace that helps you compete for—and keep—great talent.	36(m)	

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Learning Path: Becoming a Manager *9(h) 20(m)*	Course Length	Date Completed
♦ **Developing Your Emotional Intelligence** Emotional intelligence can help you build effective relationships at work. Executive coach and organizational psychologist Gemma Roberts explains what emotional intelligence is and why it's important. She helps you become more self-aware so that you can identify triggers that may hijack your performance. She also helps you align your intentions and your impact so that you can build strong and collaborative relationships.	1(h) 8(m)	
♦ **Make the Move from Individual to Contributor to Manager** Before starting a new management role, it's important to prepare for a shift in mindset, priorities, and expectations. Join instructor Dr. Carolyn Goerner as she explores specific strategies for new managers to expand personal focus beyond individual performance and look to the broader success of the team. Carolyn discusses methods for successfully managing former peers, initiating difficult conversations, delegating work, talking about money, discussing performance, and more.	40(m)	
♦ **What to do in the First 90 Days of Your New Job** The first 90 days of a new job are crucial. Your boss will decide if youre the right fit for the job and whether you can deliver results. Its a fun time, but its also really scary. Aimee Bateman, career expert and founder of Careercake.com, has placed over 4,000 people in their dream jobs. In this course, she breaks down those first 90 days for you, month by month, and outlines the activities you need to perform in order to make a real impact. Learn how to absorb all the new information, impress your boss and get along with your coworkers, and deliver the performance you promised in your interview. Plus, find out what to do if the jobs not everything you expected it would be.	47(m)	
♦ **New Manager Foundations** Join management and leadership expert Todd Dewett as he provides practical advice to help you establish your identity as a leader, connect with your team, and become a successful first-time manager. Learn how to survive your first 30 days, build trust, and develop authority. Todd also details how to manage change, discusses the importance of diversity and inclusion, and explores how to build resilience through stress management. This course was designed to prepare you to confidently tackle your responsibilities at work and increase your value to the organization while improving operational effectiveness.	1(h)	

Avoiding New Manager Mistakes Start your first leadership position off right. Learn how to avoid new manager mistakes, in this course adapted from the podcast How to Be Awesome at Your Job. Host Pete Mockaitis interviews the founder of Raise the Bar, Aaron Levy. Aaron is on a mission to transform the manager role—by empowering each manager with the tools, skills, and training to be leaders of people who unlock the potential of their team. Aaron explains why most managers are great at executing but bad at managing. He explains how you can reverse that trend by improving your listening skills and developing other key habits: asking powerful questions, communicating directly, establishing psychological safety, and providing constructive feedback.	25(m)	
Onboarding New Hires as a Manager Explore the work you need to do as a manager before a new employee's first day, and find out about ways to make their first 90 days and beyond a successful experience for everyone. Discover the value of tasking another employee to act as a guide for your new employee, and find out about the role of human resources in the onboarding process. Instructor Todd Dewett shares insights about onboarding that can help you make your new hires feel welcome, informed, and ready to contribute.	32(m)	
Leading Productive Meetings Feel like you're having too many meetings? Wonder if they're as effective as they could be? In this course, productivity expert Dave Crenshaw demonstrates a simple, usable framework that can help you get the most from your meetings—turning them into productive avenues for communicating, connecting, and accomplishing real work. Dave provides insight into how to effectively schedule, conduct, and follow up on meetings with minimum time and maximum results.	1(h) 4(m)	
Delegating Tasks These days, we're all overwhelmed. We can't make more time, and our professional obligations aren't going away. The only answer is delegation. Delegation is key for managers as you ascend in your organization. But even if you're just starting out and don't have any direct reports, there will be times you'll need to delegate to colleagues-which can be awkward. Learn the right way to get help and still maintain your high-quality standards. Dorie Clark explains how to build the right mindset to delegate work without micromanaging it. She then reviews three methods for delegating: hiring a dedicated resource, delegating to a direct report, or using someone outside the chain of command. She shows how to follow up on tasks you've delegated and take appropriate action when someone makes a mistake. Plus, learn how delegation can help scale your impact and achieve more in years to come.	34(m)	

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Coaching and Developing Employees Harness the power of coaching in the workplace. Learn how to shift from a command-and-control style of management to a manager-as-coach style of leadership to transform employee engagement and bottom-line results. Join leadership and negotiation coach Lisa Gates, as she explains how to establish a coaching relationship with your reports. Lisa shows how skills like open-ended question asking, listening, challenging for growth, and accountability can increase your employees' autonomy and problem-solving capacities. The course includes assessments, exercises, and tools to help your team capture goals, map a career trajectory, and accelerate growth, along with sample coaching conversations help you see these tips in practice and understand their potential impact on your people, productivity, and results.	54(m)	
Performance Management: Setting Goals and Managing As a manager, you want to set your employees up for success by helping them create smart goals that align with the needs of your organization and the skills the employee has and needs to develop. In this short course, the first installment in the Performance Management series, Dr. Todd Dewett digs into the manager's role in managing performance, helping you master both goal setting and performance management. Learn how to create an environment that's data driven and ensures support and accountability, as well as help your direct reports define and align smart goals.	19(m)	
Leading with Emotional Intelligence Emotions are all around us in the office, and it's important for leaders to understand how to harness them to cultivate productivity and positive relationships. In this course, Britt Andreatta shares how to boost your emotional quotient (EQ) to better lead teams, work with peers, and manage up. Learn what emotional intelligence is and how it factors in at work, and discover concrete techniques for raising your own EQ. This includes perceiving yourself accurately, exercising emotional self-control, understanding, and managing your triggers, and developing empathy. Then, turn those lessons around to build your awareness of others and become a more inspiring—and effective—leader.	1(h) 2(m)	

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Learning Path: Become a Senior Manager *3(h) 9(m)*	Course Length	Date Completed
Strategic Focus for Managers Do you ever feel like your work isn't making a big impact, even though you've been stretching yourself thin to help out on a variety of projects? If so, then you may be suffering from a lack of focus. In this course, Mike Figliuolo shares strategies that can help managers and their teams approach their work more strategically by limiting their focus to the tasks that truly matter. Mike shares how to set your vision and mission and then communicate this new direction to your team. Discover how to run regular prioritization processes that help you eliminate distractions, how to say no to off-track work, how to assess new opportunities, and more.	31(m)	
Balancing Multiple Roles as a Leader As a leader, you're expected to do more than just manage people. Your employees and colleagues look to you as a subject matter expert, a coach, an agent of change, and more. In this course, leadership expert Sara Canaday dives into the different roles leaders play—from manager to motivator—and shares strategies that can help you effectively balance them for greater success. Discover how to assess what each of your leadership roles require and move seamlessly between each one.	36(m)	
Managing New Managers Managing new leaders comes with a unique set of challenges. Even the most outstanding individual contributor can struggle as they unpack their new role and tackle their increased responsibilities. In this course, learn how to support and inspire new leaders as they make this critical transition. Leadership expert Sara Canaday shows how to identify the unique perspectives and challenges of your new managers, set the expectations for their transition, provide coaching and support, and cultivate the right conditions to help them succeed.	20(m)	
Managing Experienced Managers Learn how to effectively manage experienced leaders by approaching them with the proper balance of authority and autonomy. Leadership expert Sara Canaday provides a guide to help you understand their mindset, set your expectations, and provide the appropriate support in order to reinforce positive behaviors, break bad habits, and learn from their wisdom. Because they are experienced, the goal is to create a partnership atmosphere that shows respect for their previous achievements.	19(m)	

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		Course Length	Date Completed
◆	**Coaching for Results** Coaching—like managing—isn't an intuitive skill. It's also not a one-type-fits-all solution. To be effective, managers and leaders need to learn a variety of coaching techniques so that they can cater to the specific needs of individual employees. Executive coach Lisa Gates helps managers and leaders who are struggling with coaching learn the three basic types—coaching to improve performance, develop careers, and encourage high performers—and apply different techniques to get results. She also helps you avoid some of the common coaching traps and develop a coaching habit. The scenarios included with the course help you understand how the lessons play out in the workplace, whether you're coaching to improve customer service, helping an employee make challenging career choices, or navigating conflict with difficult people.	59(m)	
◆	**Leading Your Team Through Change** Great leaders help their organization overcome challenges and change course. But change is hard, and anyone managing a team needs a proven playbook to help them rally their employees as they acclimate to new ideas and initiatives. In this course, join Mike Derezin—the vice president of learning solutions at LinkedIn—as he highlights frameworks and strategies for guiding teams through actionable change. Throughout the course, Mike shares insights gleaned from his own years in leadership, including how to address active resisters (and manage passive ones), take pulse checks, and hold people accountable for making change happen. Upon wrapping up this course, you'll be better equipped to lead your organization through both large and small changes.	21(m)	
Learning Path: Advance Your Manager Skills *5(h) 23(m)*		Course Length	Date Completed
◆	**Igniting Emotional Engagement** Whether you work in product, sales, accounting, IT, or marketing, the ability to garner emotional buy-in is essential to making the initiatives and projects you lead more successful. In this course, join leadership coaches Lisa Earle McLeod and Elizabeth McLeod as they share how to determine which situations require emotional buy-in, who to engage, and what to say. They explain how to respond to those who may be less than enthusiastic about your initiatives, and how you can neutralize the naysayers. Plus, they discuss how to rebound quickly from setbacks and sustain long-term enthusiasm.	46(m)	

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◆	**Developing Adaptability as a Manager** The business world is changing faster than ever, with digital transformation and disruption everywhere. Being adaptable is a foundational skill for managers, which enables them to respond to change in positive, resilient ways and seize new opportunities. Join author and professor Dorie Clark, as she introduces strategies for becoming a more adaptable leader. Learn how to monitor for change in order to better prepare for it, hone your skills, and create a more adaptable team that is innovative and responsive to change.	33(m)	
◆	**Managing High Potentials** Managing high potentials gives you an opportunity to pave the way for some of your organization's strongest talent. High potentials are employees who are most likely to be promoted to—and succeed in—leadership roles. By strategically helping these professionals to grow and expand their responsibilities, you can have a significant impact on the future or your organization. Leadership expert Sara Canaday helps you understand the mindset and motivations of high potentials so you can meet their expectations and provide them with the appropriate level of support and development.	17(m)	
◆	**Managing High Performers** Managing high performers gives you an opportunity to pave the way for some of your organization's strongest talent. By strategically helping these professionals grow and expand their responsibilities, you can have a significant impact on the future of your organization. In this course, leadership expert Sara Canaday equips you with innovative strategies for successfully managing—and retaining—your most exceptional employees. Sara familiarizes you with the mindset and motivations of high performers, so that you can use this knowledge to meet their expectations and provide them with the appropriate level of support and development.	16(m)	

◆ **Managing Experts** Subject matter experts (SMEs) are valuable players on any team but managing individuals who know more than you do about a particular subject can be challenging. In this course, learn how to identify the mindset and specific needs of the experts on your team, so that you can meet their expectations and provide them with the support they need to grow and excel. Join leadership expert Sara Canaday as she shares management strategies that can help you understand the common challenges among SMEs and set goals deemed worthy of your experts' time and full attention. Plus, she discusses how to provide your SMEs with the development tools they need to refine their knowledge and keep their skills current.	15(m)	
◆ **Coaching Skills for Leaders and Managers** Leaders who provide targeted, ongoing coaching to their employees can strengthen their team and add value to their organization. In this course, leadership expert Sara Canaday shares the differences between managing, training, and coaching, and provides managers with coaching models and skills to support the development and growth of their employees. Sara presents the business case for coaching, explores common coaching challenges, and explains how to provide feedback and set goals.	34(m)	
◆ **Managing Organizational Change for Managers** Employees want to know what their manager thinks about change. In fact, people are more likely to listen and follow a direct manager than anyone else in the organization. That's why change really does start with you. This course is for managers and leaders that need to move a team of people through organizational change. Learn the official definition of change management and get clear about your role in the process. Discover strategies to remove the discomfort of change, communicate change to different groups, reinforce skills, leverage performance management, and sustain planned change. Instructor Donna Brighton emphasizes leadership skills that can help you become a change champion—leading your team to success even when multiple changes happen at once—and make change stick.	1(h) 22(m)	

Learning Path: Managing Others Effectively *8(h) 24(m)*	Course Length	Date Completed
New Manager Foundations Join management and leadership expert Todd Dewett as he provides practical advice to help you establish your identity as a leader, connect with your team, and become a successful first-time manager. Learn how to survive your first 30 days, build trust, and develop authority. Todd also details how to manage change, discusses the importance of diversity and inclusion, and explores how to build resilience through stress management. This course was designed to prepare you to confidently tackle your responsibilities at work and increase your value to the organization while improving operational effectiveness.	1(h)	
Prioritizing Effectively as Leader Great leaders focus on the most important priorities. But in a busy work environment, we have to learn to choose wisely. In this course, Dorie Clark equips leaders with tips for managing this balancing act with confidence. Learn how to understand what matters in your organization—and how you and your team can take action accordingly. See how to make your priorities real by explaining the context behind these priorities to your team, crafting detailed implementation plans, and helping employees think through their own workflow.	36(m)	
Inclusive Leadership Join global workforce management expert Dr. Shirley Davis as she shares how to create and lead an organization that leverages the diverse talents of all contributors. Dr. Davis reveals the benefits of inclusive leadership, including the positive impacts it can have on employee engagement, innovation, and creativity. She then outlines a best practice framework for developing inclusive leaders in an organization, and shares tips for avoiding common leadership pitfalls. Upon wrapping up this course, you'll be equipped with practical strategies you can use to cultivate a more inclusive workforce.	1(h)	
Performance Management: Setting Goals and Managing Performance As a manager, you want to set your employees up for success by helping them create smart goals that align with the needs of your organization and the skills the employee has and needs to develop. In this short course, the first installment in the Performance Management series, Dr. Todd Dewett digs into the manager's role in managing performance, helping you master both goal setting and performance management. Learn how to create an environment that's data driven and ensures support and accountability, as well as help your direct reports define and align smart goals	19(m)	

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Creating a High Performance Culture If you're a leader, you're responsible for establishing the culture in your organization. In order to remain competitive, you need to build a culture of high performance. In this course, executive coach and consultant Mike Figliuolo reveals how to define your organization's culture, set direction, manage organizational performance, and ensure the right platforms and processes are in place to reinforce the culture.	1(h) 4(m)	
Developing Your Team Members When it comes to employee development, taking a one-size-fits-all approach can cause leaders to misuse their time and energy. In order to most efficiently develop your team, it's important that you understand performance patterns to tailor your leadership approach. Once you determine the type of training, coaching, and guidance that each team member requires, you can be more intentional about how you invest your time and energy in helping them improve their performance. In this course, Mike Figliuolo shares a practical approach that can help you address the unique needs of your team members and determine how to best allocate your time in their development. Mike shares how to inspire and grow your rising stars, motivate low performers, avoid leadership pitfalls, and more.	52(m)	
Practicing Fairness as a Manager What is the role of a manager in developing a fair work environment? It's important to understand how employees perceive the fairness of their leaders. Having a reputation for fairness will help your career, but it will also help you get the best performance from your reports. In this course, workplace expert Catherine Mattice outlines the four different types of fairness-distributive, procedural, informational and interactional-and provides techniques that managers can use to make fair decisions and overcome challenges from employees.	44(m)	
Boosting Your Team's Productivity Many managers unknowingly make things overly complex for their teams-and this can be a drain on productivity. In this course, coach Lisa Bodell shows how to boost productivity by letting go of complexity and adopting simplicity. Lisa begins with a quick diagnostic exercise to identify areas of complexity in your workday. Next, she explains how to get simplification started, like auditing how your team spends time and pinpointing redundancies and time-wasting activities. Finally, Lisa provides actionable steps for simplifying everyday work like email, meetings, business processes, decision-making, and more.	39(m)	

◆	**Building a Coaching Culture: Improving Performance Through Timely Feedback** To maximize the investment in training and improve employee performance, follow-up is key. Regular coaching is a simple way to connect with employees and increase their productivity, job satisfaction, and engagement. Join Brian Ahearn for this course, which provides a variety of tools and techniques to build a coaching culture at your organization. Learn what traits you need to develop to be a successful coach, and how to implement methods such as positive intent, timely feedback, and respectful candor. Discover how to address challenges and explore some more innovative ideas that can expand the possibilities of traditional coaching, including eliminating the annual review and encouraging employees to set both personal and professional goals.	1(h) 8(m)	
◆	**Managing Employee Performance Problems** Having a productive, talented workforce is the key to accomplishing your business goals and your vision. Yet there are times when a small number of employees can undermine the success of fellow team members, departments, and company profits. That's why managing employee performance problems is a critical capability for every manager and leader. This course is designed to add knowledge, tactical actions, and communication strategies to your management toolkit, so you can proactively manage employee performance. Leadership coach JoAnn R. Corley-Schwarzkopf explains how to create coaching solutions that work, conduct difficult conversations, make hard decisions, and turn performance management into an ongoing activity at your organization.	58(m)	

Tips for Remote Working

		Course Length	Date Completed
Learning Path: Working Remotely *6(h) 27(m)*			
◆	**Learning Zoom** Collaborate more seamlessly using Zoom, the populate video conferencing tool. In this course, staff instructor Garrick Chow shows how to schedule, moderate, participate in Zoom meetings. Garrick begins by showing how to set up your Zoom account and adjust audio and video settings. Next, he walks through joining and participating in meeting scheduled by others. Garrick covers how to use a variety of options during meetings such as adjusting views, muting your microphone, turning your video camera on and off, and sharing your screen. Finally, Garrick demonstrates how to how your own Zoom meetings and webinars, from scheduling and adjusting moderator settings to recording meetings.	1(h) 21(m)	

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Remote Work Foundations When you unlock the power of remote work, you can ditch your commute, work where you focus best, and spend more time doing things you love, all while advancing your career. In this course, coach Mike Gutman from FlexJobs shows how to use today's cloud-based communication and collaboration tools to get work done from anywhere, while remaining connected to your organization. He reveals how you can create a productive work environment at home or around town by structuring your day correctly and avoiding distractions. He also explains how to build rapport with remote colleagues so you feel like you're part of the team and succeed in your remote career. Watch this course to learn how to work productively, when and where you want, and achieve the freedom and flexibility you need for a more balanced life.	1(h)	
Supporting Your Mental Health While Working from Home Working from home is a new phenomenon for many professionals. Different worlds—work, school, and parenting—are suddenly colliding. People are discovering how much their environment impacts their productivity and wellbeing, and how difficult it can be to focus when there are so many demands on their time. In this course, neuroscience expert and author Amy Brann helps you adjust to this new normal by training your brain to overcome disruptions and distractions, accept and get real about your emotions, reframe your expectations, and preserve your relationships. Using the latest insights from neuroscience, Amy shares nontechnical, practical guidance for not just surviving, but thriving as you work from home.	17(m)	
Time Management: Working from Home Working from home is a wonderful opportunity, but time management can be a challenge. With so many demands on your time and attention, it's a tricky balancing act to stay productive. In this course, bestselling author and productivity expert Dave Crenshaw offers best practices for anyone who works full-time or occasionally from home. Dave begins by showing how to set up a dedicated workspace for maximum productivity, including tips on setting up your computer to ensure you stay focused. Then Dave walks through how to craft your daily schedule for peak productivity and plan meaningful breaks to avoid burnout. He explains how to collaborate with remote coworkers, including how to use virtual meetings productively. Finally, Dave offers advice for working parents and other caregivers who might be balancing professional and personal responsibilities in the home.	1(h) 25(m)	

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◆	**Tips for Working Remotely** Learn how to work remotely and remain connected to your organization. In this course, coach Todd Dewett reveals how you can create a productive work environment at home by structuring your day correctly, dedicating a space to work, and avoiding distractions. Once your workspace is established, he shares best practices for staying in touch with your colocated team. Last, he addresses the most common challenges encountered by remote workers: feeling isolated, navigating office politics from afar, and communicating virtually.	32(m)	
◆	**Balancing Work and Life as a Work-from-Home Parent** Working remotely can be hard enough, particularly during a time of crisis. But when the worlds of work, parenting, and school collide, recovering your equilibrium can feel nearly impossible. Andrea Bonior—a clinical psychologist, best-selling author, and mom of three—has been living out these same struggles for months. In this course, she shares tips for juggling your job and your life as a work-from-home parent. Using behavioral research, her expertise as a psychologist, and her personal experience working through these same challenges, Andrea details how to establish a concrete personal plan to reduce stress, set boundaries, and embrace each day with new motivation. Learn about the most common enemies of time management and how to conquer them. Discover how to set boundaries that lessen intrusions, boost your productivity, and keep your work time from trickling into your family time. Plus, learn how to extend compassion to yourself.	28(m)	
◆	**Organizing Your Remote Office for Maximum Productivity** Working remotely gives you amazing freedom, but how you set up your office makes all the difference. To maximize your productivity, you need to be able to easily transition from home life to work life and back again. From setting up your physical space to managing your digital life, author and productivity expert Paula Rizzo can help you get more done when working remotely. Learn to harness your personal productivity style to create an intentional workspace; adapt any room, regardless of size; choose the right equipment and technology; present better during video meetings; organize your documents and files; and set boundaries with those you share space with. Plus, learn to plan ahead to take your workspace on the road—wherever business takes you.	26(m)	

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		Course Length	Date Completed
◆	**Prioritizing Your Tasks** Learn to prioritize your tasks efficiently and consistently. This short course from productivity expert Dave Crenshaw shows how to schedule your time in relation to what's most important and what will have the most significant impact on your work. Dave begins the course with an overview of his time value prioritization (TVP) philosophy. Next, he lays out a six-step process for determining how urgent a task is, how great an effect it will have, and whether it should be delegated to a colleague or automated through technology. Dave concludes the course with two quick walk-through examples, showing the TVP method in action. Using this innovative framework, you can get more done, more efficiently, while increasing the value of your time and saving more of it for the things you love.	37(m)	
◆	**Building Relationships While Working from Home** Working from home removes distractions, but also eliminates important face-to-face interactions. Home-based workers often report feeling disconnected, isolated, and alone. This course teaches us how to create professional yet personal connections with remote team members and how to satisfy that missing element of closeness that people get when they are together at work. Productivity expert Dave Crenshaw explains how to reach out to others, be authentic online, build a great reputation, and make meaningful connections with your peers. These tips are invaluable for anyone working from home—and particularly relevant for those working under the challenging conditions brought about by the COVID-19 pandemic. Take the time to watch this course and invest the time and skills it takes to rekindle your most valuable relationships at work.	22(m)	
Learning Path: Supervisors Working Remotely *6(h) 54(m)*		**Course Length**	**Date Completed**
◆	**Remote Work Foundations** When you unlock the power of remote work, you can ditch your commute, work where you focus best, and spend more time doing things you love, all while advancing your career. In this course, coach Mike Gutman from FlexJobs shows how to use today's cloud-based communication and collaboration tools to get work done from anywhere, while remaining connected to your organization. He reveals how you can create a productive work environment at home or around town by structuring your day correctly and avoiding distractions. He also explains how to build rapport with remote colleagues, so you feel like you're part of the team and succeed in your remote career. Watch this course to learn how to work productively, when and where you want, and achieve the freedom and flexibility you need for a more balanced life.	1(h)	

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◆	**Leading at a Distance** Technology has enabled many former office workers to work from home or anywhere remotely. As the overall job landscape shifts, the number of remote workers will likely continue to increase. For the managers and leaders spearheading these remote teams, as well as teams that consist of remote and in-person employees, making the jump from in-person to virtual leadership can be challenging. In this course, instructor Kevin Eikenberry lays out how to lead effectively from a distance. He dives into the basics of remote leadership, such as how working remotely changes interpersonal dynamics. Plus, he shares tips for getting results at a distance—including how to provide remote coaching and feedback—as well as how to build trust, set reasonable boundaries as a long-distance leader, and more.	36(m)	
◆	**Time Management: Working from Home** Working from home is a wonderful opportunity, but time management can be a challenge. With so many demands on your time and attention, it's a tricky balancing act to stay productive. In this course, bestselling author and productivity expert Dave Crenshaw offers best practices for anyone who works full-time or occasionally from home. Dave begins by showing how to set up a dedicated workspace for maximum productivity, including tips on setting up your computer to ensure you stay focused. Then Dave walks through how to craft your daily schedule for peak productivity and plan meaningful breaks to avoid burnout. He explains how to collaborate with remote coworkers, including how to use virtual meetings productively. Finally, Dave offers advice for working parents and other caregivers who might be balancing professional and personal responsibilities in the home.	1(h) 25(m)	
◆	**Managing Virtual Teams** Working remotely has been on the rise for many years now, with research showing that hiring managers expect nearly half of all their workers to be working remotely over the next decade. While many trends feed into this way of organizing work, managing the work effectively will be key to the success of organizations globally. In this course, instructor Phil Gold provides managers with a clear approach for getting the most out of their remote teams. He zeros in on the key factors that will ensure productivity, engagement, and growth, as well as a manager's role in building trust, removing roadblocks, nurturing connections with team members, and setting clear goals.	56(m)	

◆ **Leading Virtually: Vulnerability and Presence when Working from Home** The ability to lead virtually is more important than ever. The global economy means many organizations are collaborating with clients and colleagues across the world—and the COVID-19 pandemic has forced many on-site teams to transition to work-from-home positions. In these challenging times, leaders have to maintain a careful balancing act—balancing vulnerability and presence, authority and empathy—to truly connect with remote employees and keep their businesses moving in the right direction. This course collects timely, relevant advice for leading virtual teams and projects. Authors Simon Sinek and Charlene Li—and comedian Lisa Lampanelli—offer guidance on building trust, listening, practicing servant leadership, and engaging stakeholders inside and outside the organization.	27(m)	
◆ **Establishing Work from Home Policies** Learn how to establish policies to help your organization successfully work from home or any other remote location. As the former director of marketing at FlexJobs and a remote work educator and advocate, Michael Gutman connects people and companies with the value of flexible work. In this course, he helps managers create a continuity plan for uncertain times, such as the COVID-19 pandemic. The policy you create can have far-reaching impact beyond the crisis, by tapping into new markets, creating a culture of work flexibility, and creating employee loyalty and engagement. Discover how to create and communicate your policy, solicit feedback, and provide the training and leadership to make your policy a success. Mike also includes a chapter of tips for employees working from home.	28(m)	
◆ **Executive Presence on Video Conference Calls** Learn how to shine on video conference calls. Communication consultant Jessica Chen provides expert advice to look and sound confident, collected, and smart on your next conference call or video presentation. Discover how to prepare your material, how to contribute to the call, and how to incorporate engaging visuals. Get body language, posture, and wardrobe tips to make a powerful impression. Finally, learn the technical details to building a mini "studio" for conducting calls, including choosing a webcam, lighting yourself, and placing a microphone for quality sound.	34(m)	

Supporting Your Mental Health While Working from Home Working from home is a new phenomenon for many professionals. Different worlds—work, school, and parenting—are suddenly colliding. People are discovering how much their environment impacts their productivity and wellbeing, and how difficult it can be to focus when there are so many demands on their time. In this course, neuroscience expert and author Amy Brann helps you adjust to this new normal by training your brain to overcome disruptions and distractions, accept and get real about your emotions, reframe your expectations, and preserve your relationships. Using the latest insights from neuroscience, Amy shares nontechnical, practical guidance for not just surviving, but thriving as you work from home.	17(m)	
Organizing Your Remote Office for Maximum Productivity Working remotely gives you amazing freedom, but how you set up your office makes all the difference. To maximize your productivity, you need to be able to easily transition from home life to work life and back again. From setting up your physical space to managing your digital life, author and productivity expert Paula Rizzo can help you get more done when working remotely. Learn to harness your personal productivity style to create an intentional workspace; adapt any room, regardless of size; choose the right equipment and technology; present better during video meetings; organize your documents and files; and set boundaries with those you share space with. Plus, learn to plan ahead to take your workspace on the road—wherever business takes you.	26(m)	
Time Management Tips: Scheduling Get bite-sized tips for mastering your work schedule. In this installment of the Time Management Tips series, productive leadership author and speaker Dave Crenshaw shares practical strategies for scheduling everything from meetings to learning opportunities. Dave begins by explaining why calendars are generally more effective than to-do lists. He then covers how to efficiently set up appointments, help others keep appointments with you, and handle cancelled meetings. Plus, learn how to accurately determine how long a task will take (and how to process it), how to create quarterly plans, and even how to schedule time to relax and establish a nightly ritual for sleep.	46(m)	

Inclusivity in the Workplace		
Learning Path (Core Value – Diversity): How to Engage Meaningfully in Allyship and Anti-Racism *2(h) 1(m)*	**Course Length**	**Date Completed**
◆ **Confronting Bias: Thriving Across our Differences** Find greater meaning, well-being, and productivity by learning how to interact with others across differences. Continue your Thrive journey and discover how to create inclusive environments where everyone can thrive. In this course, Arianna Huffington and Verna Myers discuss the impact of our cultural lens on our daily relations and how to counter bias in our words and actions.	40(m)	
◆ **Inclusive Mindset for Committed Allies** What does it mean to become a true ally? This question is more relevant now than ever. True allies start with an inclusive mindset based on three basic principles: be brave, be humble, and be dedicated. Discover how to put these principles into practice, become a better ally, and be the change you want to see in the world. In this course, Dereca Blackmon—CEO of Inclusion Design Group—helps you understand the diversity and inclusion concepts underlying an inclusive mindset and conduct a self-inventory to identify the motivations driving your allyship actions. Next, she explains how to practice humble allyship that puts marginalized voices first. Lastly, learn how to continue your journey by dedicating yourself to education and practicing allyship in real-world situations.	23(m)	
◆ **Advocating for Change in Your Organization** Becoming an advocate is not a passive act. Rather, it is a skill that can be learned and improved on with humility, bravery, and dedication. Taking this course is an important first step. Learn how to become an advocate and develop a plan for real and lasting change at any size organization. Dereca Blackmon—CEO of Inclusion Design Group—teaches you how to hone your passion for change into specific and attainable action areas within your company or organization. She explains how to develop an inclusive mindset—the foundation for true diversity and inclusion—and then assess your organization's needs. She helps you connect with fellow champions and collaborators, translate your ideas into a compelling business case, and develop an effective plan to activate real and lasting change.	25(m)	

Difficult Conversations: Talking about Race at Work People around the world are having difficult conversations about race and justice. But few are talking about how to talk about race. This has left some professionals sitting on the sidelines because they don't know what to say or how to say it. In this course, negotiation and conflict resolution expert Kwame Christian shows how to apply a useful framework to open up an effective dialogue at work and facilitate understanding. Kwame highlights the barriers that make talking about race so challenging. He then shares how to apply a framework that provides a consistent tool for how to have these conversations. Using this framework, you can acknowledge and validate emotions, use curiosity to open up dialogue, and work with others to determine what you're trying to solve. Plus, Kwame shares general tips for talking about race, including how to avoid common pitfalls and talk to your kids about race and society.	16(m)	
Driving Change and Anti-Racism We have entered a new era of understanding regarding issues of race. Now is the time to advocate for change in the workplace—to address structural inequalities and embark on active anti-racism. But how do you effectively drive company-wide change? Discover an approach that will turn your passion into persuasion and bring real results. Director of the American Negotiation Institute Kwame Christian explains how to have the difficult conversations you need to create a more equitable future at your organization. Learn how to identify exactly what needs to change—and ways to get leadership to commit—and define your vision for success. Once you have your plan, you can use the tools and techniques Kwame introduces for negotiating change, driving accountability, maintaining focus, and overcoming emotion. In closing, he identifies resources for practicing self-care when performing the hard work of anti-racism. These tactics will help you advocate for equality and combat the forces of racism that exist at a structural level in many organizations.	16(m)	

Learning Path: Become an Inclusive Leader *5(h) 35(m)*	Course Length	Date Completed
Inclusive Leadership Join global workforce management expert Dr. Shirley Davis as she shares how to create and lead an organization that leverages the diverse talents of all contributors. Dr. Davis reveals the benefits of inclusive leadership, including the positive impacts it can have on employee engagement, innovation, and creativity. She then outlines a best practice framework for developing inclusive leaders in an organization, and shares tips for avoiding common leadership pitfalls. Upon wrapping up this course, you'll be equipped with practical strategies you can use to cultivate a more inclusive workforce.	1(h)	

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Jeff Weiner on Managing Compassionately Hear from Jeff Weiner, the CEO of LinkedIn, about the rationale for exercising compassion in leadership. Jeff shares how he turned his past experiences into valuable lessons that influence the way he approaches business today. He tells about realizations he had during his career regarding effective and ineffective management styles and how his gradual awareness, coupled with a desire for improvement, led to transformation and change. Then, he conveys ways that organizations benefit from establishing a considerate culture including reduced conflict and increased productivity. Thoughts on coaching and leveraging the strengths of individuals are also voiced.	11(m)	
Ken Blanchard on Servant Leadership Self-serving leaders can be both destructive and highly ineffective. By making leadership all about them, they create a negative working environment where employees often lack the motivation to produce their best work. In this concise course, Ken Blanchard—a pioneer in the leadership space—shares his insights on servant leadership. Ken discusses practical ways for leaders to implement this approach in their organization, covering habits of servant leaders, how to create a servant leader culture, and how to manage effectively. Upon completing this course, you'll have a greater understanding of how to operate as a servant leader, and shift your focus from yourself to your employees and what you're ultimately trying to accomplish.	27(m)	
Diversity, Inclusion, and Belonging Finding ways to effectively lead diversity efforts is often seen as the grand challenge for today's leaders, particularly when you consider the complexity of a global workforce. In this course, join Stefanie Johnson as she discusses the benefits of diversity in general, and shares ways that organizations can enhance diversity and inclusion in different cultural contexts. Stefanie explains how prioritizing diversity can be beneficial to your business, goes over how to create a local or global strategy, and shares a real-world example to help you grasp what a global diversity strategy looks like in practice. Plus, she goes into using benchmarks to see if your diversity efforts are working, and details approaches to diversity and inclusion in different cultural landscapes.	47(m)	

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♦ **Confronting Bias: Thriving Across Our Differences** Find greater meaning, well-being, and productivity by learning how to interact with others across differences. Continue your Thrive journey and discover how to create inclusive environments where everyone can thrive. In this course, Arianna Huffington and Verna Myers discuss the impact of our cultural lens on our daily relations and how to counter bias in our words and actions.	40(m)	
♦ **Communicating about Culturally Sensitive Issues** Discussions about cultural differences can be uncomfortable. They take courage. In this course, Duke University professor Dr. Daisy Lovelace shares principles and strategies that can help you have more productive, meaningful conversations on topics related to diversity. Daisy helps you understand that everyone has a unique lens based on their experiences, and that understanding and appreciating that difference is the first step in being able to discuss sensitive topics. She also outlines a number of techniques to help you navigate these difficult conversations.	55(m)	
♦ **Managing a Diverse Team** Team leaders should aim to create an inclusive culture that celebrates differences and fosters the best performance from every team member. In this course, leadership coach Vanessa Womack equips you with knowledge and impactful strategies that can help you successfully manage, counsel, and lead a diverse team. Vanessa first explains how to prepare yourself to lead by identifying cornerstones of diversity and reviewing diversity and inclusion terminology. She then shares strategies for observing and coaching your team to cultivate behaviors that build trust and strengthen relationships.	1(h) 20(m)	

Learning Path: Improving Your Interoffice Politics *2(h) 52(m)*	Course Length	Date Completed
Managing Office Politics Be proactive about managing the office environment by mastering the dynamics of how people work together. When you understand how to influence these relationships, it becomes an integral part of your success, and others'. Dorie Clark explains the value of creating goodwill in the workplace, and in this course she shares how to genuinely connect with people at work in a way that is professional and productive. Dorie discusses how strengthening your relationships is important to your success and she provides strategies you can implement, including building social proof, clarifying your goals, bringing people together, and helping people recognize your abilities. She also helps you learn to identify what really matters to you and your organization so you can align your plans.	27(m)	
Interpersonal Communication Communicating effectively isn't an innate talent that some people have and others don't—it's something that anyone can learn and practice. In this course, learn strategies that can help you hone and master your interpersonal communication skills. Join personal branding and career expert Dorie Clark as she shares techniques for getting your message across effectively in the workplace, and explains how to tackle potential communication challenges with your colleagues and supervisor. She also discusses how to grapple with tricky situations, taking you through how to handle interruptions, respond to critical feedback, and communicate across cultures.	37(m)	
Developing Your Emotional Intelligence Emotional intelligence can help you build effective relationships at work. Executive coach and organizational psychologist Gemma Roberts explains what emotional intelligence is and why it's important. She helps you become more self-aware so that you can identify triggers that may hijack your performance. She also helps you align your intentions and your impact so that you can build strong and collaborative relationships.	1(h) 8(m)	
Confronting Bias: Thriving Across Our Differences Find greater meaning, well-being, and productivity by learning how to interact with others across differences. Continue your Thrive journey and discover how to create inclusive environments where everyone can thrive. In this course, Arianna Huffington and Verna Myers discuss the impact of our cultural lens on our daily relations and how to counter bias in our words and actions.	40(m)	

Strengthen Customer Service and Communication Skills

Learning Path: Become a Customer Service Specialist *2(h) 35(m)*	Course Length	Date Completed
Customer Service Foundations Do your customers feel valued? When they do, they keep coming back. When they don't, your business suffers. In this course, writer and customer service consultant Jeff Toister teaches you the three crucial skill sets needed to deliver outstanding customer service and increase customer loyalty. Learn how to build winning relationships, provide the right assistance at the right times, and effectively handle angry customers. He also shares ways to find out what your customers really think about your service and use their feedback to improve.	1(h) 23(m)	
Customer Service: Problem Solving and Troubleshooting Customer service care costs organizations billions of dollars each year. As a result, it's critical that employees are equipped with the skills needed to handle a variety of different customer service problems. In this course, learn critical problem-solving and troubleshooting processes for common sense customer service in a wide variety of applications. Discover how to effectively deal with issues, while maintaining a positive relationship with your customers (and your own sanity). Plus, learn how to identify and resolve larger systemic issues within your company.	32(m)	
Building Rapport with Customers Customer service care costs organizations billions of dollars each year. As a result, it's critical that employees are equipped with the skills needed to handle a variety of different customer service problems. In this course, learn critical problem-solving and troubleshooting processes for common sense customer service in a wide variety of applications. Discover how to effectively deal with issues, while maintaining a positive relationship with your customers (and your own sanity). Plus, learn how to identify and resolve larger systemic issues within your company.	27(m)	

◆	**Customer Service: Call Control Strategies** Customer service calls can sometimes get out of control. Upset and overtalkative callers take time and energy away from other customers and tasks. This is where practical call-control strategies come into play. Join customer service trainer Myra Golden as she explains the reasons customer calls get out of hand, and introduces simple strategies to get you back in control. Learn how use a limited response, take control with close-ended questions, assert your way out of a bad conversation, and practice proactive call management so customers feel heard. You'll leave the course with a variety of actionable tips to turn long, problematic phone calls into polite and efficient interactions.	23(m)	
◆	**Customer Service: Handling Abusive Customers** What is the best way to handle a customer who steps into dangerous territory? What strategies will help diffuse and refocus a bad interaction, and when is it appropriate to walk away? In this course, join customer service expert David Brownlee—the author of Rock Star Customer Service—as he shares real-life examples and actionable steps that can help you confidently handle abusive customers in a variety of contexts. Upon wrapping up this course, you'll have the knowledge you need to formulate a plan of action and navigate difficult customer service interactions with poise and professionalism.	39(m)	
◆	**Creating Positive Conversations with Challenging Customers** What do you do when faced with a customer who's fuming over a delay, cancellation, or objection to a policy? How can you adequately address their issue when your interaction starts off on such a sour note? In this course, Myra Golden shares approaches that can help you reframe such conversations, and use your words and actions to put a positive slant on an otherwise negative situation. Learn how to use empathy and pacing to foster a sense of connection with customers. Discover the words and phrases to avoid in customer service, how to use partnership language to leave people feeling heard and satisfied, and how to properly apologize. Plus, learn how to approach real-world situations, such as billing issues.	33(m)	

	Course Length	Date Completed
De-Escalating Intense Situations Nearly every customer service professional has encountered a livid customer. These individuals may yell, curse, or forcefully disagree with a policy that you must enforce, but can't control. Such situations are unquestionably tough, but—with the right approach—you can consistently de-escalate the tension. In this course, instructor Myra Golden shares strategies for defusing intense situations, providing practical approaches that can help you calm angry customers. Myra goes over what often causes situations to escalate, and shares practical steps you can take to prevent an escalation. She also provides tips that can help you reframe conversations, manage expectations, handle customers who ask for your supervisor, and more.	49(m)	
Customer Service: Serving Customers Through Chat and Text Customers are demanding more ways to connect with companies when they need help. Live chat and text are the fastest growing and most popular channels. While you may be a pro at writing emails, you need a whole new set of skills to handle live, rapid-fire chat and text conversations. You'll need to be able to handle multiple conversations at one time, and may even be required to sell or recommend products. This course walks through each of these situations, and more, using real-world chats and texts. Instructor Leslie O'Flahavan also explains how to incorporate templates and empathy statements and add your own authentic spin—all while maintaining **your** company's brand. Learn all the writing skills you'll need to provide top-notch live chat and text customer service.	38(m)	

Learning Path (Core Value – People First): Develop Your Customer Service Skills *5(h) 5(m)*	Course Length	Date Completed
Customer Service Foundations Do your customers feel valued? When they do, they keep coming back. When they don't, your business suffers. In this course, writer and customer service consultant Jeff Toister teaches you the three crucial skill sets needed to deliver outstanding customer service and increase customer loyalty. Learn how to build winning relationships, provide the right assistance at the right times, and effectively handle angry customers. He also shares ways to find out what your customers really think about your service, and use their feedback to improve.	1(h) 23(m)	

◆	**Customer Service: Problem Solving and Troubleshooting** Customer service care costs organizations billions of dollars each year. As a result, it's critical that employees are equipped with the skills needed to handle a variety of different customer service problems. In this course, learn critical problem-solving and troubleshooting processes for common sense customer service in a wide variety of applications. Discover how to effectively deal with issues, while maintaining a positive relationship with your customers (and your own sanity). Plus, learn how to identify and resolve larger systemic issues within your company.	32(m)	
◆	**Building Rapport with Customers** Want to set yourself up for success each time you interact with a customer? Take steps to establish a genuine, human connection with the person you're speaking with. In this course, instructor Myra Golden helps customer service reps accomplish this by stepping through how to establish rapport within the first few seconds of a customer service interaction. Myra shares simple techniques that can help you kick off a conversation in a way that makes your customers feel respected, listened to, and at ease. Learn how to keep the conversation flowing by yielding to customers and pacing their words and expressions. Plus, discover techniques that can help you build rapport in specific situations, including chat interactions, emails, and circumstances in which you need to deliver bad news.	27(m)	
◆	**Customer Service: Handling Abusive Customers** What is the best way to handle a customer who steps into dangerous territory? What strategies will help diffuse and refocus a bad interaction, and when is it appropriate to walk away? In this course, join customer service expert David Brownlee—the author of Rock Star Customer Service—as he shares real-life examples and actionable steps that can help you confidently handle abusive customers in a variety of contexts. Upon wrapping up this course, you'll have the knowledge you need to formulate a plan of action and navigate difficult customer service interactions with poise and professionalism.	39(m)	

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Listening to Customers Listening is one of the most singularly powerful tools anyone involved with customer service has in their arsenal. Yet, it's often the biggest area where customer service professionals lack specific training and understanding. In this short course, join customer strategy expert Noah Fleming as he helps you bolster your critical listening skills, providing you with a framework designed to help you succeed. Noah covers crucial, surface-level skills like body language and rapport. He also explains how to listen to and empathize with customers, while continuously adding value by asking the right questions to create further listening moments.	16(m)	
De-Escalating Intense Situations Nearly every customer service professional has encountered a livid customer. These individuals may yell, curse, or forcefully disagree with a policy that you must enforce, but can't control. Such situations are unquestionably tough, but—with the right approach—you can consistently de-escalate the tension. In this course, instructor Myra Golden shares strategies for defusing intense situations, providing practical approaches that can help you calm angry customers. Myra goes over what often causes situations to escalate, and shares practical steps you can take to prevent an escalation. She also provides tips that can help you reframe conversations, manage expectations, handle customers who ask for your supervisor, and more.	49(m)	

Learning Path: Developing Your Communication Skills and Interpersonal Influence *7(h) 48(m)*	Course Length	Date Completed
Interpersonal Communication Communicating effectively isn't an innate talent that some people have and others don't—it's something that anyone can learn and practice. In this course, learn strategies that can help you hone and master your interpersonal communication skills. Join personal branding and career expert Dorie Clark as she shares techniques for getting your message across effectively in the workplace, and explains how to tackle potential communication challenges with your colleagues and supervisor. She also discusses how to grapple with tricky situations, taking you through how to handle interruptions, respond to critical feedback, and communicate across cultures.	37(m)	
Communication Foundations Learn how to communicate more effectively. Your communication skills affect your career prospects, the value you bring to your company, and the likelihood of your promotion. This course helps you communicate better in a variety of professional situations, including meetings, email messages, pitches, and presentations. Instructors Tatiana Kolovou and Brenda Bailey-Hughes introduce the four building blocks of communication—people, message, context, and listening—and show how they apply in different circumstances. Through the use of vignettes and applied tools, the course shows how to build this core competency and communicate in a way that effectively and professionally conveys your message.	1(h) 24(m)	
Building Trust Trust is a fundamental aspect of any productive relationship. In business, trust has been proven to decrease turnover, increase innovation, and improve team performance. When trust is compromised, relationships and productivity can suffer. This course shows how professionals of all kinds can build trust with colleagues across their organization. Kelley School of Business senior lecturer Brenda Bailey-Hughes explains how to prove you are trustworthy, even in challenging situations like remote teams, and integrate trust-building habits into your daily routine. She also explains how to practice trust—trusting yourself and others—and rebuild trust when it has been lost. The course features live-action scenarios and practical strategies for boosting trust that will help you apply the concepts to your most important relationships.	58(m)	

Building Business Relationships Have you been eyeing a promotion or new job? By learning how to form and leverage relationships with others in your professional orbit, you can propel your career to new heights. In this course, join Simon T. Bailey as he helps you master the art of building business relationships. Using scenarios and personal experiences from his own career, Simon explains how to build authentic professional relationships by focusing on four key areas: inspiring, influencing, impacting, and integrating. Discover how you can build meaningful rapport, set yourself up for visibility and success, manage up, build relationships with executives, and cross-train within a team to better serve your organization.	57(m)	
Igniting Emotional Engagement Whether you work in product, sales, accounting, IT, or marketing, the ability to garner emotional buy-in is essential to making the initiatives and projects you lead more successful. In this course, join leadership coaches Lisa Earle McLeod and Elizabeth McLeod as they share how to determine which situations require emotional buy-in, who to engage, and what to say. They explain how to respond to those who may be less than enthusiastic about your initiatives, and how you can neutralize the naysayers. Plus, they discuss how to rebound quickly from setbacks and sustain long-term enthusiasm.	46(m)	
Preparing for Successful Communication For even the most seasoned professionals, mastering the finer points of communication can be a challenge. How do you establish your credentials without bragging? How can you organize complex ideas so they're easy to follow and remember? How can you think on your feet and respond to unfair or unkind remarks? The good news is, crystal clear, concise communication is a skill anyone can learn. In this course, Sam Horn—CEO of the Intrigue Agency—shares innovative strategies for communicating with confidence, whether you're presenting at a conference, speaking up at a meeting, seeking funding, or making a request of a boss, board, client, or colleague. Learn immediately useful tips that can help you personalize content, craft business stories that are interesting and actionable, connect with audiences of five or five hundred, and exude a powerful executive presence that commands attention and respect whenever you speak.	1(h) 3(m)	

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♦	**Learning to be Approachable** No one wants to go through life misunderstood. If you are worried you have a reputation for being unapproachable, there are ways to change that perception without changing your personality. Personal branding expert Dorie Clark helps you first determine whether you are sending signals that might be off-putting to others—whether through body language or some other kind of communication. She outlines strategies to make yourself more approachable both in person and online, by helping others feel included. With the right mindset, and the right messaging, you can help people see the real you.	28(m)	
♦	**Communicating Nonverbally** People communicate constantly using nonverbal gestures, posture, movement, and facial expressions, but most people focus only on words. Join behavioral expert and author Vanessa Van Edwards as she shares how to spot and interpret nonverbal cues from others and how to take control of your own nonverbal communication. Vanessa also discusses how to read hidden emotions, how to show others you are engaged, and how to leverage your nonverbal communication.	27(m)	
♦	**Communicating with Diplomacy and Tact** Diplomacy is a mindset; tact is a strategy. In this course, communications professor Tatiana Kolovou helps you realize the benefits of communicating with tact and diplomacy in workplace situations. She walks you through four scenarios that you might encounter on an average day, and coaches you through appropriate responses to challenging situations at work. She emphasizes core skills, such as authenticity, empathy, and listening, and shows examples, stories, and facts that bring their importance to life. By taking opportunities to practice at work and in your personal life, you can strengthen this delicate balance of skills and build relationships that can survive difficult interactions.	1(h) 5(m)	

Skill Refreshers		
Learning Path: Developing Your Writing Skills *9(h) 48(m)*	Course Length	Date Completed
◆ **Grammar Foundations** Grammar matters! Why? Proper grammar improves the clarity of your writing and increases readers' confidence in your ideas. But memorizing every single grammar rule is not the purpose of this course. Instead, author Judy Steiner-Williams concentrates on helping you apply the basic principles so you can avoid making the most common mistakes. Learn about the different parts of speech, possessive rules, and the difference between writing vs. spelling numbers. Then discover tricks for using words that look alike or sound alike (but have entirely different meanings) and enforcing parallel structure.	2(h) 11(m)	
◆ **Writing in Plain English** Plain English is writing that is clear and straightforward, targeted at the appropriate reading level, and free of jargon, wordiness, and clichés. It is also the standard for all business and government communication in the US. In this course, writing instructor Judy Steiner-Williams explains the characteristics of plain English and the importance of learning to write clearly, and introduces some online tools you can use to analyze your own writing. She outlines 11 rules to make your writing clear and plain, provides exercises to refine your skills, and offers suggestions for revising your work to ensure it is easily understood.	1(h) 51(m)	
◆ **Writing with Impact** Communicating effectively isn't an innate talent that some people have and others don't—it's something that anyone can learn and practice. In this course, learn strategies that can help you hone and master your interpersonal communication skills. Join personal branding and career expert Dorie Clark as she shares techniques for getting your message across effectively in the workplace, and explains how to tackle potential communication challenges with your colleagues and supervisor. She also discusses how to grapple with tricky situations, taking you through how to handle interruptions, respond to critical feedback, and communicate across cultures.	1(h) 1(m)	

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Writing in Plain Language Plain language is a modern communication philosophy and a world-wide movement. It's the reader-focused way to write, ensuring every sentence is easy to read and understand. This course provides a clear definition of plain language and helps you adapt your writing to this concise, modern style. Online writing expert Leslie O'Flahavan explains how to focus your content, add structure with tables and lists, use active voice, and adopt a direct, personal style that communicates clarity and confidence to your audience. Follow along and learn how to write content that helps people understand what they've read and find the information they need—to get important things done.	42(m)	
Grammar Girl's Quick and Dirty Tips for Better Writing With easy-to-understand examples, Grammar Girl Mignon Fogarty shares ways you can instantly make your writing better, including using active voice, writing with rhythm, and using commas like a pro. She also dispels a few common grammar myths, gives pointers for breaking up run-on sentences, and much more. Watch just one video or the whole series of these quick tip videos any time you want to improve your writing skills.	41(m)	
Business Writing Principles Discover the secrets to effective business writing and crafting messages that others want to read and act on. Judy Steiner-Williams, senior lecturer at Kelley School of Business, introduces you to the 10 Cs of strong business communication and provides you with before-and-after writing samples that give you the opportunity to apply each principle and sharpen your communication skills. Judy also points out common grammar and writing mistakes and shares special considerations for formats like emails and reports.	1(h) 32(m)	
Tips for Better Business Writing Want to advance your communication skills? Improve your writing. Clear and concise writing is the key to helping your audience understand your message—whether it's delivered in an email, report, memo, or white paper. This course, designed by Adcom Designs and Write It Well managing director, Natasha Terk, provides relevant, actionable tips to improve the quality and impact of your writing. Learn how to plan a message, format it for easy reading, and use the right words to communicate clearly. Plus, learn how to reduce or eliminate errors to maintain your professional image and credibility.	28(m)	

Tips for Writing Business Emails Many people have a love-hate relationship with email. Studies have shown that the average businessperson spends more than a dozen hours a week writing emails. Every detail, from grammar to tone to timing, impacts your reputation and personal brand. Join Dr. Daisy Lovelace as she shares tips to strengthen your email skills and shape a positive online reputation.	34(m)	
Note-Taking for Business Professionals Learn to take better and faster notes in business settings. Effective note-taking is a core skill that professionals at all levels can improve upon—and this course shows you how. It explains how to decide when to take linear vs. visual notes, how to effectively listen, how to document action plans, and how to effectively write meeting minutes. Instructor Paul Nowak also explores techniques for taking notes more quickly, including capturing ideas rather than sentences, improving typing speed, and using simple shorthand. The final, bonus chapter walks through a number of note-taking templates from XMind software that help with project planning, SWOT meetings, timelines, and more. This chapter is optional and is not necessary for course completion.	47(m)	
Learning Path: Improve Your Organizational Skills *7(h) 25(m)*	**Course Length**	**Date Completed**
Time Management Fundamentals Effective time management is an indispensable skill. Best-selling author and business coach Dave Crenshaw lays the theoretical and practical foundations for managing your time and becoming more productive. Learn how to get more done in the shortest time possible and avoid the obstacles and distractions that can get in the way of good time management. Dave gives practical strategies for increasing productivity in three main areas: developing habits to be more organized and reducing clutter in your workspace; staying mentally on task and eliminate the to-dos you have floating in your head; and developing a time budget to get the most done during your workday and focus on your most valuable activities.	2(h) 53(m)	

◆ **Outlook 2016: Time Management with Calendar and Tasks** Learn how to use the robust calendar and task management capabilities of Outlook 2016 to manage your personal and professional schedules. Author Gini Courter explains the difference between Outlook tasks and to-do lists, and shows how to use Outlook 2016 to make appointments, complete tasks, and find and organize your high-priority items. She also shows how to use built-in and custom Quick Steps to automate common or repetitive tasks, and use flags to follow up on important tasks. With these tips and techniques, you'll spend less time planning your schedule, and more time working on what matters most.	2(h) 54(m)	
◆ **Managing To-Do Lists** Discover top techniques for tracking to-dos on paper as well as apps for effectively managing your digital to-do lists. Organization expert Suzanna Kaye explains how to approach to-do lists and prioritize items using various proven techniques. She then explores the top five apps for digital to-do list management, exploring their strengths, weaknesses, and functionality.	42(m)	
◆ **Improving Your Focus** In our hectic world, time management alone doesn't cut it. To truly increase your efficiency, it's crucial that you improve your focus as well as tend to your calendar. In this course, productivity expert and best-selling author Dave Crenshaw helps you develop the survival skills to both avoid daily distractions and stay focused on what's most valuable. Curate your digital and physical space to strengthen concentration, discover ways to keep your mind on task, and protect your relationships—both at work and at home—by focusing on what's most important.	56(m)	

Learning Path: Interviewing *5(h) 45(m)*	Course Length	Date Completed
Cover Letter Tips Cover letters offer job seekers an opportunity to explain how their education, skills, and experiences line up directly with the job they're vying for. A great cover letter connects the dots for hiring managers—and allows applicants to showcase a bit of their personality in the process. In this course, career strategist and Certified Professional Resume Writer Jenny Foss answers some of the most common questions people ask about how to create a memorable, results-generating cover letter. Get tips on how to tie your strengths to what the employer is seeking, explain missing skills, address a career gap, ensure that decision-makers actually read your letter, and land the interview.	14(m)	
Creating Great First Impressions First impressions matter. Whether you're walking into a meeting, interview, or negotiation, you need to know how to instantly build rapport. Luckily, the ability to make a lasting first impression isn't an innate skill; there's actually a science to it. In this course, Vanessa Van Edwards—lead investigator at Science of People, a human behavior research lab—shares research-backed strategies that can help you make the first few seconds of any interaction count. Vanessa dives into the body language that is essential to an engaging first impression, the vocal cues that help you sound confident both in person and on the phone, and the best opening lines for sparking a great conversation. Plus, get tips for changing dull small talk into a lively and memorable conversation.	27(m)	
Mastering Common Interview Questions Preparing for an interview can be daunting. Learn how to master the top 10 most common interview questions you'll encounter when looking for a new job. The tips provided in this course will help you craft authentic answers that showcase your experience and your enthusiasm for an organization. For each question, career coach Valerie Sutton explains why the interviewer is asking it and then provides you with the best response. She also provides advice for tailoring your answer to entry-level or midcareer roles. In each chapter, we provide role-playing scenarios to illustrate the questions—and answers—in action.	56(m)	

◆	**Interviewing Techniques** Successful hiring means successful interviewing. The right techniques can attract the best talent—while eliminating bias and emotion from the process. With a new generation of candidates on the horizon, it's a great time to refresh your interview skills. In this course, expert recruiter Barbara Bruno highlights practical strategies for planning and conducting job interviews. Barbara explains how to determine the purpose of the interview, set interview expectations up front, and ask effective questions. She also teaches you how to conduct different types of interviews—including screening, courtesy, and panel interviews—and evaluate and select the best candidate. Plus, learn how to improve the candidate's experience, stay in touch with new hires, and connect and network with future talent.	1(h) 7(m)	
◆	**How to Rock in Interview** Up your interview game. Learn how to rock an interview and land your dream job, in this course adapted from the popular podcast How to Be Awesome at Your Job. Host Pete Mockaitis interviews Pam Skillings, the founder of Big Interview, about how job seekers can be more successful in interviews. It all starts with research. Pam explains how to research the company and the position so that you're prepared to speak about your suitability in a nongeneric way. Demonstrating this level of preparation shows rather than tells just how motivated and excited you are for the role. Then discover how to prepare and practice—without overpreparing—and use the art of storytelling and the STAR framework to deliver your answers. Plus, learn the secret weapon to ace any interview.	28(m)	
◆	**Video Interview Tips** Video interviews are an important part of today's recruiting process. Love them or hate them, they're not going away. This course teaches job seekers like you how to ace your next video interview. Learn why companies use video interviews and the difference between one-way and interactive video interviews. Instructor Jenny Foss—of the popular career site JobJenny.com—also shows how to set up your environment and leverage the technology to put your best foot forward. Plus, find out how to practice for a video interview before the big day, so you're comfortable and confident in front of the camera.	24(m)	

◆	**Internal Interviewing** You see a job posting you'd be perfect for and—best of all—it's at your current employer. However, current employees don't always get preferential treatment when it comes to hiring. Learn how to position yourself for a new role and prepare for the process of internal interviewing. Personal brand expert Lida Citroën helps you assess your internal reputation and have a conversation with your current boss about exploring a new job within the company. She also provides pre-interview research and prep tips, and helps you outline your elevator pitch for the interview. Lastly, she provides guidance on what to do if you do—or don't—get the job.	47(m)	
◆	**How to Succeed in an Internal Job Interview** Many candidates and even hiring managers consider internal interviews a formality, but taking the process seriously and preparing appropriately can help you avoid common mistakes. Instructor Jena Viviano shares the right way to approach an interview at your current company, including research to do in advance and questions to expect during the interview. Jena also covers how to answer questions about your current position, how to follow up after the interview, and how to behave if you aren't selected for the position.	24(m)	
◆	**Interview Master Class** You've reached the final stage of the recruitment process. Now, all that stands between you and that job offer is the interview. In this course, Aimee Bateman shares her interview expertise—developed from years as a top recruiter and career coach—to help you ace your next job interview. Throughout this course, Aimee takes you through each stage of the interview process, explaining what to do on the day of your interview, how to confidently respond to common questions, and how to ask your interviewer thoughtful questions in return. Plus, she shares how to make sure the interviewer remembers you, as well as how to tackle other types of interviews, including phone and video interviews.	58(m)	

Learning Path: Improve Your Problem-Solving Skills *3(h) 56(m)*	Course Length	Date Completed
Critical Thinking Critical thinking is the ability to think reflectively and independently in order to make thoughtful decisions. By focusing on root-cause issues critical thinking helps you avoid future problems that can result from your actions. In this course, leadership trainer and expert Mike Figliuolo outlines a series of techniques to help you develop your critical thinking skills. He reveals how to define the problem you're trying to solve and then provides a number of critical thinking tools such as blowing up the business, asking the 5 whys and the 7 so whats, exploring the 80/20 rule, and more. He also provides guidance on how to develop this skill across your whole team.	1(h) 6(m)	
Strategic Thinking Strategic thinking is the ability to think on a big and small scale, long and short term, and into the past and the present. While strategic thinking is a valuable skill for everyone in an organization, it becomes increasingly essential as you ascend the ladder. In fact, you may have a difficult time being promoted or succeeding as a leader without it. Yet, no one formally teaches strategic thinking—so it's critical to take the initiative and learn how to do it yourself. This course teaches managers and leaders how to use strategic thinking to guide the direction of their teams and come up with solutions to key business problems. Career and personal branding expert Dorie Clark shows you how to carve out time to think about strategy, gather data, learn from the past, create a vision for the future, and implement strategic thinking within your team.	38(m)	
Solving Business Problems Do you have a business problem that you are having trouble solving? Mike Figliuolo has a simple five-step process for solving problems and leading your business through everyday uncertainty and larger change initiatives. Learn to pin the problem down and define it, generate possible solutions, determine the best solution, and create a clear recommendation to solve your particular challenge. This is the same process Mike has taught multibillion-dollar companies to solve their business problems. Learn how to use it to solve your own.	36(m)	
The Six Biases of Decision Making Want to make better decisions at work? In this short course, author, innovation expert, and professor Drew Boyd discusses ways to confront our hardwired cognitive biases, in order to make good decisions and exercise more balanced, sound judgment.	26(m)	

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Decision-Making Strategies Learn the art and science of business decision-making from leadership trainer and coach Mike Figliuolo. Mike outlines the four styles of decision making—autocratic, participatory, democratic, and consensual—and reveals which styles are best suited for specific situations. Recognizing that ambiguity is a part of any decision-making process, Mike covers the four types of ambiguity you'll face so that you can recognize what you don't know in order to reduce risk and plan for contingencies. He also presents techniques for involving stakeholders in the decision-making process, and explains how to use a RACI (responsible, accountable, consulted, and informed) matrix. Applying these major concepts will help you make better decisions faster, incur less risk, and gain more support for your decisions.	47(m)	
Making Quick Decisions Decision-making is an essential skill in every industry. The ability to confidently (and quickly) make smart, high-quality decisions can help you excel at a range of tasks, from quashing a disagreement between colleagues to picking a new hire. In this concise course, Dr. Todd Dewett shows you simple steps that can help you make stronger decisions in your professional life. Get practical tips for accurately defining the problem at hand, generating options, collaborating effectively with your team, and making a decision that sticks.	21(m)	
Learning Path: Developing Your Strategic Planning Skills *3(h) 54(m)*	**Course Length**	**Date Completed**
Leading with a Vision The world needs leaders who can create a compelling vision and engage others around it. Visionary leaders are able to communicate what lies beyond the horizon and inspire confidence. They attract talent to the organization and motivate team members to make more effective decisions. In this course, CEO Bonnie Hagemann shows corporate and community leaders how to lead with vision, breaking visionary leadership down into steps that anyone can follow. Discover why it's needed, why it's lacking, and how you can fill the gap. Then find out how to build your personal vision and gain the skills and tools to build a vision for your organization, division, department, team, community cause, or nonprofit.	1(h) 17(m)	

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◆ **Strategic Thinking** Strategic thinking is the ability to think on a big and small scale, long and short term, and into the past and the present. While strategic thinking is a valuable skill for everyone in an organization, it becomes increasingly essential as you ascend the ladder. In fact, you may have a difficult time being promoted or succeeding as a leader without it. Yet, no one formally teaches strategic thinking—so it's critical to take the initiative and learn how to do it yourself. This course teaches managers and leaders how to use strategic thinking to guide the direction of their teams and come up with solutions to key business problems. Career and personal branding expert Dorie Clark shows you how to carve out time to think about strategy, gather data, learn from the past, create a vision for the future, and implement strategic thinking within your team.	38(m)	
◆ **Strategic Partnerships** While industry titans such as Google and Disney can seem like singular forces in the marketplace, their success is due in part to their ability to collaborate with other companies and foster key partnerships. Whether you're a leader at a multinational corporation or a small organization, strategic partnerships can help your business enter new markets and develop more innovative products. In this course, partnership strategy expert Ben Gomes-Casseres spells out how to succeed with strategic partnerships, sharing practical tips and tools that can help both beginners and experienced managers create value and manage collaboration. Ben covers how to assess the capabilities of potential partners to find the best strategic fit. He also steps through how to set partnership terms, resolve conflicts, and more.	49(m)	
◆ **Setting Business Unit Goals** Effective goal setting requires leaders to translate high-level corporate goals down to the business unit, and then break them down even further into team and individual goals. That way, employees can understand how their performance connects to company strategy, financial results, and incentives. In this course, leadership consultant Mike Figliuolo outlines how to set different types of business goals: quantitative, qualitative, commit, and stretch goals. In addition to linking goals to strategy, he emphasizes the importance of setting achievable goals, communicating them clearly, and providing resources so goals can be accomplished. Last, he provides guidance on managing goal performance and adjusting goals as business needs and resources change.	48(m)	

Aaron Dignan on Transformational Change Organizations are complex, human systems. Many of the older ways of working—endless meetings, stifling bureaucracy, and siloed teams—simply don't work in a modern context. But many of these principles and practices are so deeply ingrained in a company's culture that adopting a new way of working can be exceedingly difficult. In this course, join thought leader Aaron Dignan as he shares a revolutionary approach to revamping old systems and creating real change. Aaron details how organizations can make changes that stick by taking risks, experimenting, and adopting new patterns and approaches that stray from the traditional top-down-mandate model.	18(m)	

Expand Your Mindset

Learning Path: Become a High Performer *8(h) 31(m)*	Course Length	Date Completed
Leading without Formal Authority Leadership isn't just a skill for managers. Demonstrating leadership is important for employees at every level of an organization. There are opportunities to lead every day, whether you hold a formal leadership position or not. In this course, leadership and personal development experts Lisa Earle McLeod and Elizabeth McLeod outline how individual contributors or SMEs can exhibit leadership by influencing, inspiring, mentoring, and motivating others. They also help you overcome unique challenges such as how to communicate when you think your boss or team is headed in the wrong direction**.**	1(h) 5(m)	
Developing Business Acumen Having business acumen means understanding how your business operates. If you are interested in moving up in an organization, you need to understand what your organization's competitive advantage is, what drives performance, and how you compete against other organizations. This knowledge helps you exercise good judgment when making business decisions. In this course, leadership expert Mike Figliuolo explains the most common business topics and terms you need to be familiar with—business models, financials, strategy, sales and marketing, R&D, P&L, EBITDA, and other key concepts.	1(h) 7(m)	

Developing Your Emotional Intelligence Emotional intelligence can help you build effective relationships at work. Executive coach and organizational psychologist Gemma Roberts explains what emotional intelligence is and why it's important. She helps you become more self-aware so that you can identify triggers that may hijack your performance. She also helps you align your intentions and your impact so that you can build strong and collaborative relationships.	1(h) 8(m)	
Influencing Others Ever had trouble persuading someone to do something, even if it was in their best interest? Sometimes people don't budge, but thankfully you have more than rewards and penalties at your disposal. Join John Ullmen, PhD, as he explains how to influence others when you're at the "pivot point of influence," by applying 18 scientifically confirmed methods. Whether you're influencing at work or at home, you can learn what the best influencers do before they influence, and see how to choose the best steps for your situation, and have people want to be influenced by you.	41(m)	
Professional Networking You don't have to be an extrovert to be good at networking, and you don't have to be fake. In this course, former presidential campaign spokeswoman and self-professed introvert Dorie Clark shows you networking strategies that you can personalize to play to your strengths and connect with people you actually like. She helps you identify the most important people in your network and prioritize who is most critical to your success. She also helps you choose which networking events are a valuable use of your time, and shows how you can host one yourself. Then, you'll learn how to start conversations that build real connections, and use social media to network authentically. Last, she helps put all the elements together into a plan you can use to become a better networker.	29(m)	

Teamwork Foundations Whatever job you do, it's likely you work in a team. Your performance will depend on your ability to work successfully with other people. Learn the qualities of effective teams and the role you, as a team member, play in creating a healthy, productive team in this course taught by management trainer Chris Croft. In addition to the importance of knowing your own strengths and weaknesses, Chris emphasizes the significance of delivering what is expected of you, listening to other team members, communicating clearly, playing more than one role, and being supportive. The training is jam-packed with practical ideas to become a great team player and help you and your organization become more successful.	1(h) 25(m)	
Solving Business Problems Do you have a business problem that you are having trouble solving? Mike Figliuolo has a simple five-step process for solving problems and leading your business through everyday uncertainty and larger change initiatives. Learn to pin the problem down and define it, generate possible solutions, determine the best solution, and create a clear recommendation to solve your particular challenge. This is the same process Mike has taught multibillion-dollar companies to solve their business problems. Learn how to use it to solve your own.	36(m)	
Learning Agility Are you on track with your learning goals-staying sharp and getting ahead? In this course, Gary Bolles explains how to develop and follow a learning plan that is customized to how you learn and your learning goals. Gary discusses the importance of learning agility, considering how it contributes to your success. He takes you through the process of making a learning wish list, putting priorities in order, staying on track with your learning commitments, and more.	37(m)	
Negotiating Your Leadership Success Using real-life case studies, negotiation expert Deborah Kolb and seasoned executive leader Elizabeth Robillard offer practical advice and techniques to help leaders manage workplace negotiations. Recognizing that all negotiation takes place within a context, Debbie and Elizabeth explain the organizational dynamics of work and reveal how we often get in our own way by not speaking up and asking for what we want. They show you how to position yourself to negotiate, how to get the other person to the table, how to advocate for yourself while still working collaboratively to achieve an agreement.	1(h) 20(m)	

Learning Path: Develop Critical-Thinking, Decision-Making, and Problem-Solving Skills *4(h) 59(m)*	Course Length	Date Completed
Critical Thinking Critical thinking is the ability to think reflectively and independently in order to make thoughtful decisions. By focusing on root-cause issues critical thinking helps you avoid future problems that can result from your actions. In this course, leadership trainer and expert Mike Figliuolo outlines a series of techniques to help you develop your critical thinking skills. He reveals how to define the problem you're trying to solve and then provides a number of critical thinking tools such as blowing up the business, asking the 5 whys and the 7 so what's, exploring the 80/20 rule, and more. He also provides guidance on how to develop this skill across your whole team.	1(h) 6(m)	
Critical Thinking for Better Judgement and Decision Making The pace of change and volume of information we encounter in daily life make it hard to think through decisions. Instead, people often rely on biases and rules of thumb, which trap them into drawing faulty conclusions. The most successful teams use critical thinking—objective and rational analysis—to illuminate the wisest conclusions. This course prepares leaders to hone the critical thinking skills of their entire organization. Learn how to upgrade critical thinking to avoid deceiving fallacies, spot misleading cognitive biases, craft better arguments, hone judgment, and improve decision-making. Instructor Becki Saltzman teaches skills that will improve how your company or team innovates, tackles challenges, and responds to change.	56(m)	
Unique Questions to Foster Critical Thinking and Curiosity The one trait many successful leaders share is their natural curiosity and desire to learn. We are all innately curious—so why is it that some people seem to discover more answers and lead a more empowering life than others? Put simply, they tend to think critically and ask the right questions. In this course, learn how to leverage the power of questions to move your team, leadership, and career to the next level. Join Joshua Miller as he spells out the benefits of getting curious and shares how to empower yourself through questions. Discover social media's role in asking questions, why certain types of questions can lead to dead ends, how to effectively answer questions that are directed at you, and more.	31(m)	

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Improving Your Judgment for Better Decision Making Join critical thinking and applied curiosity expert Becki Saltzman as she explains the difference between being judgmental and exercising good judgment. This short course is designed for anyone who would like to improve decision-making ability. Learn about how to identify your default judging style, and how to expand that style and make better decisions. Discover a formula for practicing good judgment in challenging situations, when making decisions about the future, and when interacting with others at work.	30(m)	
Making Quick Decisions Decision-making is an essential skill in every industry. The ability to confidently (and quickly) make smart, high-quality decisions can help you excel at a range of tasks, from quashing a disagreement between colleagues to picking a new hire. In this concise course, Dr. Todd Dewett shows you simple steps that can help you make stronger decisions in your professional life. Get practical tips for accurately defining the problem at hand, generating options, collaborating effectively with your team, and making a decision that sticks.	21(m)	
Problem Solving Techniques You can't solve a problem unless you can get to the cause—and sometimes there's more than one. In this course, learn techniques for identifying the root cause of a problem, generating options, and selecting the best solution. Chris Croft takes you through several methods for identifying what's actually causing a problem, including looking at the whole system when a problem is actually a symptom of a larger issue. He also explains how to generate potential solutions using mind maps and decision trees, how to boost your creativity to help you come up with more insightful options, and how to use both logic and your intuition to select the right solution to your problem.	1(h) 32(m)	

Learning Path (Core Value – Innovation): Develop Your Creative Thinking and Innovation Skills *8(h) 31(m)*	Course Length	Date Completed
Creative Thinking While we often think of creativity as an inherent trait, anyone—whether they're an artist or an actuary—can learn how to be more creative. In this course, explore the different ways to learn creativity, and discover how to be more creative both on an individual basis and in a team setting. Instructor Drew Boyd shares a set of behaviors and techniques that can help you generate novel ideas or solutions to problems. He helps you understand the barriers to creativity, shares how to facilitate effective group sessions for a better creative output, explains how to select the best ideas, and more.	47(m)	
Creativity: Generate Ideas in Greater Quantity and Quality Creativity is not an external force or a rare skill; it's a habit that can be learned and exercised every day. This course challenges preconceived notions about creativity and provides valuable tools that will unlock this skill to help you generate better ideas faster. Let Stefan Mumaw help you identify and break down creative obstacles, and lead you through a few short, fun exercises that build your creative muscles, while illuminating key points about your behavior, experience, and perspective that you might not have realized before.	58(m)	
Creativity Boot Camp 2: Creative Fuel Think you're not creative? Think again! Creativity is a skill—one you can develop with practice. All it takes to start flexing your creative muscles is an hour of your time and the second Creativity Bootcamp. In this fun, hands-on course, creative director Stefan Mumaw guides you through a variety of interactive training exercises to help you find fuel for more creative output. Use these activities to discover new sources of fuel for creativity, including functional fixedness, purpose, restriction, play, and failure. Plus, learn how to facilitate a creativity workshop to boost the innovation and resourcefulness your entire team or organization.	1(h) 14(m)	

Building Creative Organizations Have you wondered how you can be more creative and sustain that spark throughout your organization? Creative principles like imagination, innovation, and play enhance a business's productivity, competitiveness, and the bottom line; yet they may be easier said than done. In this course, Thea Polancic shares concrete steps you can take immediately to strengthen creativity within yourself, your team, and your organization. Thea digs into the nature of creativity and what's required for it to flourish in organizational settings. She shares how to encourage a growth mindset, leverage feedback as the gateway to learning, and eliminate organizational barriers to creativity. Plus, she shares the surprising way that accountability can be a key part of delivering creative results.	1(h) 3(m)	
Unlock your Team's Creativity Creativity is an increasingly valuable skill—it's even been named the most in-demand quality in the LinkedIn Workplace Learning Report. But creativity isn't a talent belonging only to artists, musicians, and designers. With the right tools and an open mind, anyone can be creative. In this course, discover insider techniques for unleashing creativity from yourself and your teams. Innovation leader and bestselling author Lisa Bodell helps you shake up your routine and mindset, apply innovative approaches to common work challenges, and use creative thinking to identify growth opportunities for your team and your business. Using these techniques, you can increase your team's agility under pressure or even spark your next disruptive idea.	39(m)	
Leading with Innovation No company can survive without innovation. Large or small, new or old, for profit or nonprofit, all organizations need to keep morphing to succeed. But how do you nurture nonstop innovation? Strategy experts Anil Gupta and Haiyan Wang outline the core logic of innovation and show how leaders at many companies and nonprofits—including Apple, Amazon, Google and Khan Academy—nurture innovation without losing control. They outline the multiple ways—including design thinking, lean startup, and collaborative innovation—in which any organization can innovate. They also show how companies can change the rules of the game by dramatically redefining the target customer, rethinking the value proposition for the customer, and/or reengineering the value chain. And, they discuss the why and how of digital transformation and social innovation. Use these strategies to uncover new pathways to innovation at your organization.	1(h) 31(m)	

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		Course Length	Date Completed
◆	**Enhancing Team Innovation** Innovation is the key to any company's success. It sets you apart from the competition and feeds the pipeline for future growth. Learn how to incorporate innovation and creativity into your workplace, in this course with leadership coach Gemma Leigh Roberts. Gemma identifies the psychological tricks and best practices to help high-performing teams reach their innovative potential. Follow along and discover how to create a space for innovation to thrive, nurture new ideas, learn from challenges, and build room for experimentation and play. Using these tips, you can build high-performing teams that challenge the status quo and lead in a competitive market.	1(h) 14(m)	
◆	**Jeff Dyer on Innovation** Innovators are often creative people. But to take a clever idea and actually make it a marketable product requires a bit more than mere invention. In this course, join thought leader and innovation expert Jeff Dyer as he shares his insights on developing the key skills that lead to innovative capabilities, and explains how to apply those skills to accomplish repeated innovation. Jeff discusses behaviors and techniques that can help you generate creative ideas, as well as a method for bringing your ideas to the marketplace.	1(h) 1(m)	
Learning Path: Developing Resilience and Grit *5(h) 6(m)*		Course Length	Date Completed
◆	**Interpersonal Communication** Communicating effectively isn't an innate talent that some people have and others don't—it's something that anyone can learn and practice. In this course, learn strategies that can help you hone and master your interpersonal communication skills. Join personal branding and career expert Dorie Clark as she shares techniques for getting your message across effectively in the workplace, and explains how to tackle potential communication challenges with your colleagues and supervisor. She also discusses how to grapple with tricky situations, taking you through how to handle interruptions, respond to critical feedback, and communicate across cultures.	37(m)	

Communication Foundations Learn how to communicate more effectively. Your communication skills affect your career prospects, the value you bring to your company, and the likelihood of your promotion. This course helps you communicate better in a variety of professional situations, including meetings, email messages, pitches, and presentations. Instructors Tatiana Kolovou and Brenda Bailey-Hughes introduce the four building blocks of communication—people, message, context, and listening—and show how they apply in different circumstances. Through the use of vignettes and applied tools, the course shows how to build this core competency and communicate in a way that effectively and professionally conveys your message.	1(h) 24(m)	
Building Trust Trust is a fundamental aspect of any productive relationship. In business, trust has been proven to decrease turnover, increase innovation, and improve team performance. When trust is compromised, relationships and productivity can suffer. This course shows how professionals of all kinds can build trust with colleagues across their organization. Kelley School of Business senior lecturer Brenda Bailey-Hughes explains how to prove you are trustworthy, even in challenging situations like remote teams, and integrate trust-building habits into your daily routine. She also explains how to practice trust—trusting yourself and others—and rebuild trust when it has been lost. The course features live-action scenarios and practical strategies for boosting trust that will help you apply the concepts to your most important relationships.	58(m)	
Igniting Emotional Engagement Whether you work in product, sales, accounting, IT, or marketing, the ability to garner emotional buy-in is essential to making the initiatives and projects you lead more successful. In this course, join leadership coaches Lisa Earle McLeod and Elizabeth McLeod as they share how to determine which situations require emotional buy-in, who to engage, and what to say. They explain how to respond to those who may be less than enthusiastic about your initiatives, and how you can neutralize the naysayers. Plus, they discuss how to rebound quickly from setbacks and sustain long-term enthusiasm.	46(m)	

◆	**Preparing for Successful Communication** For even the most seasoned professionals, mastering the finer points of communication can be a challenge. How do you establish your credentials without bragging? How can you organize complex ideas so they're easy to follow and remember? How can you think on your feet and respond to unfair or unkind remarks? The good news is, crystal clear, concise communication is a skill anyone can learn. In this course, Sam Horn—CEO of the Intrigue Agency—shares innovative strategies for communicating with confidence, whether you're presenting at a conference, speaking up at a meeting, seeking funding, or making a request of a boss, board, client, or colleague. Learn immediately useful tips that can help you personalize content, craft business stories that are interesting and actionable, connect with audiences of five or five hundred, and exude a powerful executive presence that commands attention and respect whenever you speak.	1(h) 3(m)	
◆	**Learning to be Approachable** No one wants to go through life misunderstood. If you are worried you have a reputation for being unapproachable, there are ways to change that perception without changing your personality. Personal branding expert Dorie Clark helps you first determine whether you are sending signals that might be off-putting to others—whether through body language or some other kind of communication. She outlines strategies to make yourself more approachable both in person and online, by helping others feel included. With the right mindset, and the right messaging, you can help people see the real you.	28(m)	
◆	**Communicating Nonverbally** People communicate constantly using nonverbal gestures, posture, movement, and facial expressions, but most people focus only on words. Join behavioral expert and author Vanessa Van Edwards as she shares how to spot and interpret nonverbal cues from others and how to take control of your own nonverbal communication. Vanessa also discusses how to read hidden emotions, how to show others you are engaged, and how to leverage your nonverbal communication.	27(m)	

	Course Length	Date Completed
Communicating with Diplomacy and Tact Diplomacy is a mindset; tact is a strategy. In this course, communications professor Tatiana Kolovou helps you realize the benefits of communicating with tact and diplomacy in workplace situations. She walks you through four scenarios that you might encounter on an average day, and coaches you through appropriate responses to challenging situations at work. She emphasizes core skills, such as authenticity, empathy, and listening, and shows examples, stories, and facts that bring their importance to life. By taking opportunities to practice at work and in your personal life, you can strengthen this delicate balance of skills and build relationships that can survive difficult interactions.	1(h) 5(m)	
Learning Path: Manage Change and Develop Your Adaptability Skills *5(h) 58(m)*	**Course Length**	**Date Completed**
Creating a Culture of Change Communicating effectively isn't an innate talent that some people have and others don't—it's something that anyone can learn and practice. In this course, learn strategies that can help you hone and master your interpersonal communication skills. Join personal branding and career expert Dorie Clark as she shares techniques for getting your message across effectively in the workplace, and explains how to tackle potential communication challenges with your colleagues and supervisor. She also discusses how to grapple with tricky situations, taking you through how to handle interruptions, respond to critical feedback, and communicate across cultures.	56(m)	
How to Be an Adaptable Employee during Change and Uncertainty The world is changing fast. That's why, as an employee, the most valuable skill you can cultivate is adaptability, so you're ready for anything. In this course, Dorie Clark shares concrete tips and strategies to become more adaptable—and embrace adaptability as an ongoing part of your life. Learn how to cultivate an adaptable mindset and build the right skills, including communication and open-mindedness. Then find out how to put your new adaptability skills into action by talking directly to your boss, taking on new tasks, and developing a positive attitude. The skills you learn in this course can help you thrive in times of crisis, and succeed no matter what the future holds.	35(m)	

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♦	**Managing Stress for Positive Change** In the workplace, stress is often viewed in purely negative terms. It's seen as a response that should simply be minimized or pushed aside; however, it's possible to use stress to fuel positive change. In this course, join instructor Heidi Hanna, PhD as she discusses what stress is, exactly; how you can train yourself to use stress in more effective ways; and what managers can do to reduce employee stress when an organization experiences difficult times. She covers how individuals can use stress for good by assessing and adjusting it, as well as what you-as a manager-can do to create an environment and communication style that helps connect employees to the bigger picture.	57(m)	
♦	**Cultivating Mental Agility** In a fast-moving world full of rapid changes, we can't keep thinking the same old way. We have to challenge our ingrained thinking habits to become better and faster problem solvers and decision-makers, able to think strategically or tactically depending on what the situation calls for. Mental agility is what makes employees indispensable to companies and helps those companies stay relevant in the marketplace. In this course, Dorie Clark explains how to cultivate the mental agility required for a great career: from building resilience and learning from the past, to creating an organizational culture that thrives in the face of change.	37(m)	
♦	**Building Resilience** Have trouble getting by when the going gets tough? Everyone wants to perform well when the pressure's on, but a lot of us withdraw in times of stress or adversity. If you can build your resilience, you'll have an easier time facing new challenges and earn a valuable skill to offer employers. In this course, Kelley School of Business professor and professional communications coach Tatiana Kolovou explains how to bounce back from difficult situations, by building your "resiliency threshold." She outlines five training techniques to prepare for difficult situations, and five strategies for reflecting on them afterward. Find out where you are on the resilience scale, identify where you want to be, and learn strategies to close the gap.	34(m)	

◆	**Developing Adaptability as a Manager** The business world is changing faster than ever, with digital transformation and disruption everywhere. Being adaptable is a foundational skill for managers, which enables them to respond to change in positive, resilient ways and seize new opportunities. Join author and professor Dorie Clark, as she introduces strategies for becoming a more adaptable leader. Learn how to monitor for change in order to better prepare for it, hone your skills, and create a more adaptable team that is innovative and responsive to change.	33(m)	
◆	**Leading your Team Through Change** Great leaders help their organization overcome challenges and change course. But change is hard, and anyone managing a team needs a proven playbook to help them rally their employees as they acclimate to new ideas and initiatives. In this course, join Mike Derezin—the vice president of learning solutions at LinkedIn—as he highlights frameworks and strategies for guiding teams through actionable change. Throughout the course, Mike shares insights gleaned from his own years in leadership, including how to address active resisters (and manage passive ones), take pulse checks, and hold people accountable for making change happen. Upon wrapping up this course, you'll be better equipped to lead your organization through both large and small changes.	21(m)	
◆	**Managing Organizational Change for Managers** Employees want to know what their manager thinks about change. In fact, people are more likely to listen and follow a direct manager than anyone else in the organization. That's why change really does start with you. This course is for managers and leaders that need to move a team of people through organizational change. Learn the official definition of change management and get clear about your role in the process. Discover strategies to remove the discomfort of change, communicate change to different groups, reinforce skills, leverage performance management, and sustain planned change. Instructor Donna Brighton emphasizes leadership skills that can help you become a change champion—leading your team to success even when multiple changes happen at once—and make change stick.	1(h) 22(m)	

Learning Path: Building Accountability and Becoming Results Oriented *4(h) 47(m)*	Course Length	Date Completed
Holding Yourself Accountable Being accountable is more than just being responsible for something—it's also, ultimately being answerable for your actions. To hold yourself accountable, you must find the motivation to do difficult things. You need to amplify the urgency of your mission, know why it matters, and understand how taking responsibility helps you become the kind of person you want to be. In this course, personal branding expert Dorie Clark helps you adopt the accountability mindset. Dorie outlines specific, practical steps you can take to implement accountability.	35(m)	
Building Accountability into Your Culture Leaders must model accountability to the rest of the organization to create trust and establish their own credibility. Employees must be held accountable for their work, both as individuals and within teams. When leaders and employees are accountable, this creates a culture of accountability, which becomes part of the organization's brand promise. In this course, leadership consultant and executive coach Mike Figliuolo reveals how to create a culture of accountability by developing accountability at the individual level, team level, and brand level. Along the way, he shows how to set employee expectations, create incentives, and align the practice of accountability with the values of your organization.	29(m)	
Acting Decisively Whatever your role—whether you're a manager or an individual contributor—acting decisively is a key skill. As a manager, your employees need clarity about your team's overall strategic direction, as well as what you want and expect from them. As an employee, what gets you noticed and recognized is your ability to act and produce results. In this course, career expert Dorie Clark helps you overcome the roadblocks to decisive action, get the information you need, and determine when it's appropriate to act—or conversely, when it's better to hold off until you know more. She also discusses how to find the courage to act decisively under challenging circumstances**.**	39(m)	

Overcoming Procrastination Is procrastination preventing you from achieving the goals you want or need to accomplish? In less than half an hour, this course can help you identify why you delay and how you can overcome your procrastination habit once and for all. Instructor and Kelley School of Business senior lecturer Brenda Bailey-Hughes shows how to separate procrastination from other behaviors and identify what causes you to put tasks on the back burner. Throughout the course, Brenda helps you address your procrastination head on, providing strategies that address common reasons for stalling—from boring tasks to an overall lack of confidence.	24(m)	
Delivering Results Effectively As a professional, your job is to deliver results: to identify what needs to be accomplished and get it done. It's what separates high potentials and high performers from the rest. In this course, leadership expert Dave Crenshaw shares a simple formula for delivering results—setting up systems and habits that reinforce your goals and adding personal accountability to reinforce your efforts. He explains how to tap into your underlying motivation, which makes it easier to keep on track. He also provides real-life examples that show you the process in action and inspire you to do the same. While delivering results may be simple, it is often the hardest part of anyone's job. Learn how to tame your disorganization, frustration, and any other blockers in your way and get to work.	54(m)	
Becoming Indistractable The world is filled with distractions. When our devices buzz and notifications start rolling in, it is harder to focus on what's really important. And yet staying focused is exactly what it takes to get things done and get ahead. In this course, Arianna Huffington and Nir Eyal, the author of Hooked: How to Build Habit-Forming Products, explains how to become indistractable—one of the most important skills of the 21st century. Nir explains why technology isn't the only habit you may need to tame and how workplace culture, social norms, and individual behaviors affect attention span. Learn why understanding your triggers can help you react better, and get practical tips for handling common distractions, such as email, and reducing unnecessary interruptions.	33(m)	

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	Course Length	Date Completed
Getting Things Done Join world-renowned productivity and time management expert David Allen as he walks you through his five-step process for Getting Things Done®. He shows you how to stay on top of your work and avoid feeling buried by it, while carving out space in your life to do more meaningful things. Learn how to capture, clarify, organize, reflect, and engage with tasks that are demanding your attention, and come away with a clear head and a clear focus.	30(m)	

Expand Your Trainer Toolbox

Learning Path: Train the Trainer *9(h) 11(m)*	Course Length	Date Completed
Train the Trainer Before you can start helping others learn, you must be equipped with the knowledge and skills needed to convey information in a compelling manner. In this course, learn how to effectively train in today's business environment. Ajay M. Pangarkar shares strategies and techniques for delivering high-quality workplace training that leads to better learner outcomes. He covers developing, planning, and delivering successful training sessions, as well as how to bolster your communication skills and overcome barriers to learning. In addition to preparing you to deliver training sessions, the skills covered in this course can make you more adept at public speaking, coaching individuals, and leading a team.	1(h) 5(m)	
Public Speaking Foundations Develop the skills you need to prepare and deliver an outstanding speech or presentation. In this course, Laura Bergells offers practical insights that can help presenters prepare, open, deliver, and close their speeches. Along the way, discover how to project confidence, outline a speech, take questions, and develop the creative story that adds life to a speech.	1(h) 3(m)	
Communicating with Confidence Most people are afraid of speaking in public, but effective oral communication is a key skill in business. Jeff Ansell provides simple communication tools, strategies, and tips that are easy to use and produce immediate results. He'll help you sound more confident, use body and language to better express ideas, and overcome anxiety. In the last chapter of the course, all these concepts are brought together in two real-world coaching exercises that will help you see the techniques in action.	1(h) 6(m)	

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Public Speaking: Energize and Engage Your Audience Learn how to be an engaging presenter—one that keeps audiences on the edge of their seats—in this course with public speaking coach Shola Kaye. Use Sholas proven tools and techniques be a more dynamic, inspiring presenter, regardless of subject matter. In this course, Shola shares her insider tips developed over years as a successful speaking coach, singer, and best-selling author. Learn how to turn presentations into conversations; employ different personas; leverage your voice, body, words, and energy; and use inclusive language and storytelling techniques to make every audience member feel involved. Using Shola's tips, you can discover how to open strong, close with impact, and carry on the conversation, to keep the engagement going with your audience long after the presentation ends.	37(m)	
Managing Your Anxiety While Presenting Whether presenting, pitching, delivering a toast, or contributing in a meeting, most people experience some degree of anxiety about speaking in public. In this course, author Matt Abrahams explores what causes people to feel nervous and shares some common anxiety management pitfalls. He then offers anxiety management techniques to help you become more comfortable and confident when speaking in front of others. Matt also discusses specific things you can do to manage sources and symptoms of anxiety which can enable you to feel and appear more confident for any audience	25(m)	
Delivery Tips for Public Speaking Delivering an expert presentation doesn't have to be nerve-wracking or complicated. Join Duke University professor Dr. Daisy Lovelace as she shares quick and practical tips on how to speak confidently in front of a group. Learn how to own the presentation space, use gestures, moderate your voice, and connect with your audience.	31(m)	
Establishing Credibility as a Speaker Audiences will assess the credibility of presenters before they even begin speaking. In this course, Laura Bergells shares techniques that help speakers develop personal credibility. She shows you how to earn the attention and interest of your audience right away by using key nonverbal and emotional skills. Find out how to make eye contact, read a room, and deal with difficult audience emotions. Learn how to state your credentials—without sounding like you're bragging. Plus, discover how to apply your credibility skills to both small and large audiences.	32(m)	

◆	**Learning How to Increase Learner Engagement** Engaged students become more active learners. Help set learners up for success by teaching in a more interactive and immersive way. In this course, professor and instructional designer Karl Kapp explores teaching strategies that engage learners and make learning stick—whether you're teaching face-to-face or in an online classroom setting. Explore different lesson formats and activities that increase cognitive engagement, knowledge retention, and collaboration. Dr. Kapp explores both time-tested and cutting-edge tools, including index cards and charts and digital tools such as wikis and blogs.	41(m)	
◆	**Learning Zoom** Collaborate more seamlessly using Zoom, the popular video conferencing tool. In this course, staff instructor Garrick Chow shows how to schedule, moderate, and participate in Zoom meetings. Garrick begins by showing how to set up your Zoom account and adjust audio and video settings. Next, he walks through joining and participating in meetings scheduled by others. Garrick covers how to use a variety of options during meetings such as adjusting views, muting your microphone, turning your video camera on and off, and sharing your screen. Finally, Garrick demonstrates how to host your own Zoom meetings and webinars, from scheduling and adjusting moderator settings to recording meetings.	1(h) 21(m)	
◆	**Zoom: Leading Effective and Engaging Calls** Lead Zoom meetings and webinars with confidence. In this course, instructor Zack Arnold shows how to ensure that your next Zoom call is effective, productive, and engaging. Zack begins with a wealth of security tips for before, during, and after a call. Next, he shares strategies for maximizing audience engagement and interaction (as well as minimizing distractions and interruptions), whether your call is with 5 or 500 people. This includes adjusting view options so you never miss a participant's reactions, organizing windows to maximize eye contact, and using polls and reactions to interact with larger groups. Zack also covers the technical aspects of running Zoom calls, such as sharing video and audio content and trading off screen sharing between the facilitator and other presenters and cohosts. Plus, discover how to make the most of breakout rooms and advanced features like his favorite hot keys, as well as livestreaming your Zoom calls to the web.	1(h) 46(m)	

MLS Core Values		
Learning Path (Core Value – Equity, Diversity, and Inclusion): Diversity, Inclusion, and Belonging for All *4(h) 53(m)*	**Course Length**	**Date Completed**
Unconscious Bias We're all biased. Our experiences shape who we are, and our race, ethnicity, gender, height, weight, sexual orientation, place of birth, and other factors impact the lens with which we view the world. In this course, diversity expert Stacey Gordon helps you recognize and acknowledge your own biases so that you can identify them when making decisions, and prevent yourself from making calls based on a biased viewpoint. Stacey explains some of the most common forms that a bias takes: affinity bias, halo bias, perception bias, and confirmation bias. She helps you recognize the negative effects of bias within your organization, as well as the benefits to be realized by uncovering bias in decision-making processes. Finally, she outlines strategies for overcoming personal and organizational bias.	24(m)	
Confronting Bias: Thriving Across Our Differences Find greater meaning, well-being, and productivity by learning how to interact with others across differences. Continue your Thrive journey and discover how to create inclusive environments where everyone can thrive. In this course, Arianna Huffington and Verna Myers discuss the impact of our cultural lens on our daily relations and how to counter bias in our words and actions.	40(m)	
Skills for Inclusive Conversations Organizations reap the benefits of diversity—when employees bring their whole, authentic selves to work. Diverse teams are more productive, innovative, and engaged. Authenticity at work includes sharing and speaking up about work and life experiences that may be different based on one's identity. Developing the skills to conduct meaningful conversations on potentially polarizing topics such as race, religion, and gender is critical for human resources professionals, managers, and team leaders. Mary-Frances Winters offers a multistep process for building the skills necessary to engage in inclusive conversations. Find out how to conduct an exploratory self-assessment to better understand yourself and your team, learn tactics to go from polarization to common ground, and discover practical techniques for discussing difficult topics.	53(m)	

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◆	**Communicating about Culturally Sensitive Issues** Discussions about cultural differences can be uncomfortable. They take courage. In this course, business communication professor Daisy Lovelace shares principles and strategies that can help you have more productive, meaningful conversations on topics related to diversity. Daisy helps you understand that everyone has a unique lens based on their experiences, and that understanding and appreciating that difference is the first step in being able to discuss sensitive topics. She also outlines a number of techniques to help you navigate these difficult conversations.	55(m)	
◆	**Communicating Across Cultures** To succeed in a cross-cultural business setting, it's important to understand the differences in how people communicate. Language isn't the only barrier. Pace, style, and nonverbal cues all affect how messages are received. If you do business on a global scale or in a diverse environment, adapting your communication strategy is critical to workplace harmony and the bottom line. In this course, Kelley School of Business professor and executive coach Tatiana Kolovou demonstrates simple techniques to build your cross-cultural communication skills: as a manager, peer, or coworker. Learn how to adapt your communication style, overcome hidden bias, and build rapport with colleagues around the world	32(m)	
◆	**Bystander Training: From Bystander to Upstander** Working in a toxic environment can make anyone feel helpless. Even HR representatives can feel like their hands are tied. But you have the power to change the trajectory of your organization's culture. By going from bystander to upstander—someone who holds their coworkers accountable for bad behavior—you can turn a toxic workplace into a supportive environment where employees are able to do their best work. In this course, Catherine Mattice Zundel introduces tools and strategies to become an upstander and an ally. Learn how to build an upstander culture, hold employees and peers to professional conduct, and develop the skills you need to speak up when fellow employees are being bullied or harassed	41(m)	

Learning Path (Core Value – Innovation): Fostering Innovation through Leadership *5(h) 13(m)*	Course Length	Date Completed
Jeff Dyer on Innovation Innovators are often creative people. But to take a clever idea and actually make it a marketable product requires a bit more than mere invention. In this course, join thought leader and innovation expert Jeff Dyer as he shares his insights on developing the key skills that lead to innovative capabilities, and explains how to apply those skills to accomplish repeated innovation. Jeff discusses behaviors and techniques that can help you generate creative ideas, as well as a method for bringing your ideas to the marketplace.	1(h) 1(m)	
Leading with Innovation No company can survive without innovation. Large or small, new or old, for profit or nonprofit, all organizations need to keep morphing to succeed. But how do you nurture nonstop innovation? Strategy experts Anil Gupta and Haiyan Wang outline the core logic of innovation and show how leaders at many companies and nonprofits—including Apple, Amazon, Google and Khan Academy—nurture innovation without losing control. They outline the multiple ways—including design thinking, lean startup, and collaborative innovation—in which any organization can innovate. They also show how companies can change the rules of the game by dramatically redefining the target customer, rethinking the value proposition for the customer, and/or reengineering the value chain. And, they discuss the why and how of digital transformation and social innovation. Use these strategies to uncover new pathways to innovation at your organization.	1(h) 3(m)	
Risk-Taking for Leaders Risk-taking is imperative to long-term growth, at the personal or organizational level. Risk-averse managers cannot effectively manage or grow. In this course, author and consultant Deborah Perry Piscione reveals the differences between gambling and calculated risk-taking, and how to master the art of risk. Learn how leaders can model risk-taking behavior that serves to strike a balance between long-term value creation and short-term profitability. Once you as a leader have figured out how and when to take risks, you can then build a culture that not only focuses on producing great work, but also on creating and executing a steady flow of ideas to improve every aspect of the organization. Watch this course to enhance the relevance and marketability of your business and your career.	1(h) 3(m)	

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◆ **Breaking Out of a Rut** Ever feel like you're in a rut? Most people have experienced a rut, whether it manifests as a lack of ideas, follow-through, or enthusiasm. Sometimes it's just boredom that comes with routine. Stefan Mumaw designed this course to help you identify the type of rut you're in and its cause, and then break out of it with a series of short-, mid-, and long-term creative nudges. From techniques to get you thinking alternatively to life-changing educational opportunities, the course serves to bust every creative rut, with actionable ideas and encouragement designed to get you back on the path to success. The course is designed to be something you can return to every time you feel stuck on a project or stalled in your career. Come back anytime you need help taking a creative leap forward	31(m)	
◆ **Unlock Your Team's Creativity** Creativity is an increasingly valuable skill—it's even been named the most in-demand quality in the LinkedIn Workplace Learning Report. But creativity isn't a talent belonging only to artists, musicians, and designers. With the right tools and an open mind, anyone can be creative. In this course, discover insider techniques for unleashing creativity from yourself and your teams. Innovation leader and bestselling author Lisa Bodell helps you shake up your routine and mindset, apply innovative approaches to common work challenges, and use creative thinking to identify growth opportunities for your team and your business. Using these techniques, you can increase your team's agility under pressure or even spark your next disruptive idea.	39(m)	
◆ **Leading and Working in Teams** Organizations thrive, or fail to thrive, based on how well the teams within those organizations work. What does it take to create a high-performing team? Based on her years of research working with teams across different industries, Harvard Business School professor Amy Edmondson reveals how high performance arises when teams are encouraged to take risks, fail, and learn from those small failures, a process she calls "teaming." In this course, she outlines what leaders can do to create the right environment for teaming and explains the responsibilities of individual team members to speak up, collaborate, experiment, and reflect.	25(m)	

♦	**Jeff Dyer on Innovation** Innovators are often creative people. But to take a clever idea and actually make it a marketable product requires a bit more than mere invention. In this course, join thought leader and innovation expert Jeff Dyer as he shares his insights on developing the key skills that lead to innovative capabilities, and explains how to apply those skills to accomplish repeated innovation. Jeff discusses behaviors and techniques that can help you generate creative ideas, as well as a method for bringing your ideas to the marketplace.	1(h) 1(m)	
♦	**Leading with Innovation** No company can survive without innovation. Large or small, new or old, for profit or nonprofit, all organizations need to keep morphing to succeed. But how do you nurture nonstop innovation? Strategy experts Anil Gupta and Haiyan Wang outline the core logic of innovation and show how leaders at many companies and nonprofits—including Apple, Amazon, Google and Khan Academy—nurture innovation without losing control. They outline the multiple ways—including design thinking, lean startup, and collaborative innovation—in which any organization can innovate. They also show how companies can change the rules of the game by dramatically redefining the target customer, rethinking the value proposition for the customer, and/or reengineering the value chain. And, they discuss the why and how of digital transformation and social innovation. Use these strategies to uncover new pathways to innovation at your organization.	1(h) 3(m)	
♦	**Risk-Taking for Leaders** Risk-taking is imperative to long-term growth, at the personal or organizational level. Risk-averse managers cannot effectively manage or grow. In this course, author and consultant Deborah Perry Piscione reveals the differences between gambling and calculated risk-taking, and how to master the art of risk. Learn how leaders can model risk-taking behavior that serves to strike a balance between long-term value creation and short-term profitability. Once you as a leader have figured out how and when to take risks, you can then build a culture that not only focuses on producing great work, but also on creating and executing a steady flow of ideas to improve every aspect of the organization. Watch this course to enhance the relevance and marketability of your business and your career.	1(h) 3(m)	

◆	**Breaking Out of a Rut** Ever feel like you're in a rut? Most people have experienced a rut, whether it manifests as a lack of ideas, follow-through, or enthusiasm. Sometimes it's just boredom that comes with routine. Stefan Mumaw designed this course to help you identify the type of rut you're in and its cause, and then break out of it with a series of short-, mid-, and long-term creative nudges. From techniques to get you thinking alternatively to life-changing educational opportunities, the course serves to bust every creative rut, with actionable ideas and encouragement designed to get you back on the path to success. The course is designed to be something you can return to every time you feel stuck on a project or stalled in your career. Come back anytime you need help taking a creative leap forward	31(m)	
◆	**Unlock Your Team's Creativity** Creativity is an increasingly valuable skill—it's even been named the most in-demand quality in the LinkedIn Workplace Learning Report. But creativity isn't a talent belonging only to artists, musicians, and designers. With the right tools and an open mind, anyone can be creative. In this course, discover insider techniques for unleashing creativity from yourself and your teams. Innovation leader and bestselling author Lisa Bodell helps you shake up your routine and mindset, apply innovative approaches to common work challenges, and use creative thinking to identify growth opportunities for your team and your business. Using these techniques, you can increase your team's agility under pressure or even spark your next disruptive idea.	39(m)	
◆	**Leading and Working in Teams** Organizations thrive, or fail to thrive, based on how well the teams within those organizations work. What does it take to create a high-performing team? Based on her years of research working with teams across different industries, Harvard Business School professor Amy Edmondson reveals how high performance arises when teams are encouraged to take risks, fail, and learn from those small failures, a process she calls "teaming." In this course, she outlines what leaders can do to create the right environment for teaming and explains the responsibilities of individual team members to speak up, collaborate, experiment, and reflect.	25(m)	

Learning Path (Core Value - Innovation): Improve Your Creativity Skills *2(h) 58(m)*	Course Length	Date Completed
Breaking Out of a Rut Ever feel like you're in a rut? Most people have experienced a rut, whether it manifests as a lack of ideas, follow-through, or enthusiasm. Sometimes it's just boredom that comes with routine. Stefan Mumaw designed this course to help you identify the type of rut you're in and its cause, and then break out of it with a series of short-, mid-, and long-term creative nudges. From techniques to get you thinking alternatively to life-changing educational opportunities, the course serves to bust every creative rut, with actionable ideas and encouragement designed to get you back on the path to success. The course is designed to be something you can return to every time you feel stuck on a project or stalled in your career. Come back anytime you need help taking a creative leap forward	31(m)	
Learning Brainstorming What is brainstorming? Invented in 1948, brainstorming is still the dominant technique when it comes to idea generation. It combines creativity, problem solving, and group discussion. Unfortunately for creator Alex Osborn, most brainstorms fail before they ever begin. Why? Because the organizer doesn't have a clear picture of the purpose, process, or intended outcome. In this course, Stefan Mumaw brings brainstorming into the modern age, with rules and techniques that will help you set up and run more-effective creative brainstorming sessions.	43(m)	
Ideas that Resonate Designers generate ideas every day. Some are small, some are average, and then there's the select few that are truly big ideas—the type that change behaviors, shake landscapes, and spawn copycats. But what makes a big idea? Here, Stefan Mumaw reveals the seven characteristics of ideas that resonate. He'll show you what big ideas look like, using examples from real-world companies like Dove, Volkswagen, TNT, and Google, and teach you how to unlock the potential in your own ideas and connect with your audience in a "big" way.	35(m)	

		Course Length	Date Completed
♦	**The Five-Step Creative Process** The creative process isn't just "generating ideas." The reality is it's a five-step process, and ideation is only one of those steps. The entire creative process is made up of objective finding, data gathering, problem design, ideation, and selection. Understanding the role of each step enables us to ensure that we generate the most effective solutions. In this course, Stefan Mumaw guides us through the five steps and then shows us what the complete process looks like, with a real-world project: designing a website.	19(m)	
♦	**Creativity Bootcamp** Think you're not creative? Think again! Creativity is a skill—one you can develop with practice. And all it takes to start flexing your creative muscles is an hour of your time and our own Creativity Bootcamp. In this fun, hands-on course, creative director Stefan Mumaw guides you through five interactive training exercises that will help you (and a partner!) boost your creative output and produce even more innovative ideas. You'll explore some common misconceptions about creativity, learn the hidden value of the "stupid idea," and, through the course of the exercises, discover the three bootcamp commands for energizing your creative process. Interested in learning more about the creative process? Check out Stefan's other courses on lynda.com.	48(m)	
Learning Path (Core Value - Integrity): The Meaning of Integrity *4(h) 30(m)*		**Course Length**	**Date Completed**
♦	**The Meaning of Integrity –** Short Clip Getting things done right hinges on our ability to keep commitments to others. Neglecting to follow up on decisions and agreements can weaken relationships both in business and in life. In this course, LinkedIn Influencer Fred Kofman explains why we sometimes fail to fulfill commitments, and how to take steps to ensure that this pattern doesn't continue. Fred shares what to ask yourself before making a commitment, how to report a commitment at risk, and how to make an effective apology, if needed. He also covers the meaning of integrity and explains how to build trust. Upon completing this course, you'll be equipped with a process that can help anyone in a 1:1 relationship or a team work with greater integrity.	4(m)	

The Conditions of Integrity – Short Clip Getting things done right hinges on our ability to keep commitments to others. Neglecting to follow up on decisions and agreements can weaken relationships both in business and in life. In this course, LinkedIn Influencer Fred Kofman explains why we sometimes fail to fulfill commitments, and how to take steps to ensure that this pattern doesn't continue. Fred shares what to ask yourself before making a commitment, how to report a commitment at risk, and how to make an effective apology, if needed. He also covers the meaning of integrity and explains how to build trust. Upon completing this course, you'll be equipped with a process that can help anyone in a 1:1 relationship or a team work with greater integrity.	4(m)	
Evaluating your Integrity and Expertise: The 5 Trust Factors – Short Clip How can you prove yourself trustworthy to others? In this video, Brenda introduces the five pillars of trust, so you can self-evaluate your trust strengths and gaps.	3(m)	
Integrity vs. Getting Results – Short Clip Integrity is perhaps the most common company value, but that sometimes gets in the way of achieving results. In this video, explore a case where results and integrity seem to collide, and consider what you might do.	3(m)	
Fairness vs. Integrity – Short Clip In this video, consider whether it's more important to keep a promise made to a single employee or uphold a commitment of fairness to all employees.	2(m)	
Integrity and Values – Short Clip Above any skill you can adopt, integrity is essential in effective leadership. In this video, learn how to draft your values to build trust and transparency.	2(m)	
Building Trust – Short Clip In this series, Todd Dewett, PhD, shares the tips respected and motivated managers use to improve rapport, navigate tricky situations, build better relationships, and drive the business forward. Each installment, is two tips ranging from avoiding the dreaded micromanagement, to managing a multigenerational workforce, cultivating better listening skills, and developing an understanding of your organization's politics.	2(m)	

Build Trust – Course Trust is a fundamental aspect of any productive relationship. In business, trust has been proven to decrease turnover, increase innovation, and improve team performance. When trust is compromised, relationships and productivity can suffer. This course shows how professionals of all kinds can build trust with colleagues across their organization. Kelley School of Business senior lecturer Brenda Bailey-Hughes explains how to prove you are trustworthy, even in challenging situations like remote teams, and integrate trust-building habits into your daily routine. She also explains how to practice trust—trusting yourself and others—and rebuild trust when it has been lost. The course features live-action scenarios and practical strategies for boosting trust that will help you apply the concepts to your most important relationships.	58(m)	
Why Trust Matters with Rachel Botsman – Course Author and Oxford University Trust Fellow Rachel Botsman has studied the ins and outs of trust for over a decade. Based on her best-selling book Who Can You Trust?, this course reveals the powerful ways trust shapes our personal and professional lives—enabling us to cope with uncertainty, take risks, and be vulnerable with others. Rachel shares a specific language for understanding what trust is and how it works. She also unpacks the behaviors that are key to earning the trust of others and developing trustworthy cultures, plus the common factors that cause trust to break down and what to do when it does.	25(m)	

◆	**Ways to Build a Winning Team: Trust, Freedom, and Play –** Course There is no way to win without appreciating your team members' unique strengths. Forgetting that teams are made of individuals with contrasting temperaments, talents, and skills is a surefire way to hire an unbalanced and ineffective workforce—and undercut the potential of your existing staff. Building a successful team is about balancing people's tendencies toward autonomy and social connection. Doing so successfully allows for creative tension, unlocks motivation, and promotes "flow states" in which teams adapt creatively to new challenges. In this course, leadership experts such as Richard Branson and Joel Peterson explain the best ways to build a winning team. Learn how to capitalize on qualities employees value the most—trust, freedom, and play—in order to build a high-performing and innovative organization. This course includes videos from: Richard Branson, entrepreneur, philanthropist, and founder of the Virgin Group Jim Collins, bestselling author (Good to Great and Built to Last) Joel Peterson, chairman of JetBlue Airways Steven Kotler, journalist, author, and director of research for the Flow Genome Project Jane McGonigal, researcher at the Institute for the Future and author (Reality Is Broken) Note: This course was produced by Big Think. We are pleased to host this content in our library.	25(m)	
◆	**Building Trust –** Short Clip In this video, Lisa and Elizabeth share why trust doesn't just happen, and how helping someone—even if you aren't an expert—builds long-term trust.	3(m)	
◆	**Building Trust at a Distance –** Short Clip Building trust at a distance doesn't happen by accident. Learn about the trust triangle, which is a simple framework for thinking about building trust on remote teams.	2(m)	
◆	**Building Trust –** Short Clip Trust is the foundation of any high-functioning team. Establishing and building trust can be difficult with any group of strangers, particularly if there are cultural differences within the team. Learn about some strategies for establishing and maintaining trust. Help create an environment where your employees feel comfortable taking risks by adapting a learning mindset. Learn about some specific behaviors for leaders to help promote emotional security in teammates.	3(m)	

◆	**Team Building, Trust, and Transparency –** Short Clip Project leaders help to create project culture. Effective project teams need to have a high level of trust. Team building can help to establish trust in the early stages of a project and can refresh that trust during the project. Transparency in communication and reports can help to protect and avoid misunderstandings.	3(m)	
◆	**How to Build Trust –** Short Clip Getting things done right hinges on our ability to keep commitments to others. Neglecting to follow up on decisions and agreements can weaken relationships both in business and in life. In this course, LinkedIn Influencer Fred Kofman explains why we sometimes fail to fulfill commitments, and how to take steps to ensure that this pattern doesn't continue. Fred shares what to ask yourself before making a commitment, how to report a commitment at risk, and how to make an effective apology, if needed. He also covers the meaning of integrity and explains how to build trust. Upon completing this course, you'll be equipped with a process that can help anyone in a 1:1 relationship or a team work with greater integrity.	4(m)	
◆	**Build Relationships and Trust –** Short Clip Learn about strategies for establishing and maintaining trust with your colleagues. Relational power is a critical tool for getting things done.	2(m)	
◆	**Building Trust for Collaboration-** Short Clip Learn the three levels of trust that create a solid foundation for collaborative teams.	3(m)	
◆	**Consistency Builds Trust –** Short Clip No description available for this clip.	4(m)	
◆	**How to Build Trust–** Short Clip Trust is a skill which means you can build it. Learn three psychological principles to build trust and three things you must do to rebuild trust if it's broken.	3(m)	
◆	**Trust –**Short Clip Teams build trust over time. In this video, you can integrate trust-building exercises, conflict resolution, and relationship growth, to your team.	2(m)	

Build Trust Through Consistent Communication – Short Clip Learn about the components necessary to keep internal communications coming at a regular and consistent cadence.	2(m)	
Building Trust on your Team– Short Clip Trust at its core is the foundation of a team that has grit. But how do get a team that barely knows each other to trust each other? Jan shows you how he builds trust with a new team and gives you some ways you can build trust at work.	5(m)	
Building Trust Among Peers– Short Clip Getting along with the others in the C-suite is critical to being an effective CMO. You need to build rapport with the other folks who directly report into the CEO. Get specific tactics you can use to build trust with peers.	3(m)	
Build Ongoing Trust– Short Clip To bulid trust, the manager and team can participate in team building activities and diversity and inclusion training regularly.	3(m)	
Build Trust with Your Manager – Short Clip In order for a micromanager to soften their grip, they have to trust you. In this video, learn how to implement three strategies to build trust with your boss.	2(m)	
Prioritize Team Goals and Build Trust – Short Clip Put the team's needs before your own. By prioritizing what is in the best interest of the team, you not only set a good example for the rest of your teammates, you also signal your commitment to the greater good rather than personal gain. This trust-building behavior will make your team function optimally, and in the end will make you stand out as an optimal teammate.	3(m)	
Building Trust Without an Agenda – Short Clip No description available for this clip.	2(m)	
Focus on Collective Results to Build Cohesion and Trust– Short Clip The video centers around a collective mindset. In this video, learn how to apply four tactics for building collective results to increase cohesion and trust.	3(m)	

◆ **Trust Matters –** Short Clip Change messages must be repeated over and over and over. However, more important than repetition is building trust. Learn why this is the foundational element of leading successful change.	2(m)	
◆ **Business Ethics –** Course Ethical behavior is critical to the success of your career and your company. But ethics are not always black and white. Many factors can affect how people respond in ethically gray situations, including conflicts of interest, fear of failure, and business pressure. To ensure you have a strong ethical compass, you need to be informed and prepared. In this course, filled with practical examples and live-action scenarios, expert Bob McGannon helps you understand what business ethics are and why they are so important. Learn how to conduct an ethical self-check, apply ethical standards to your work with stakeholders and coworkers, and report any ethical issues that arise. Bob also describes how to promote ethical behavior from top to bottom and explains how ethics are evolving in rapidly changing world.	53(m)	
◆ **A Simple Approach to Personal Ethics–** Short Clip In this series, Todd Dewett, PhD, shares the tips respected and motivated managers use to improve rapport, navigate tricky situations, build better relationships, and drive the business forward. Each installment, is two tips ranging from avoiding the dreaded micromanagement, to managing a multigenerational workforce, cultivating better listening skills, and developing an understanding of your organization's politics.	2(m)	
◆ **Identifying your Personal Values–** Short Clip Learn how to identify personal values through a hands-on exercise.	3(m)	
◆ **The Value of Knowing Your Values–** Short Clip Understand how your values direct much of how you interact with others and how you feel about situations. Being clear on your values will help you to understand what's really important to you. Use the Values Identifier tool to identify your personal values.	3(m)	

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◆ **Connecting Personal Values to Productivity–** Short Clip Improve your productivity, get things done, and find more time for what's most important with Time Management Tips Weekly. This series provides actionable time management advice in just a few short minutes. Productivity expert Dave Crenshaw provides techniques on a wide variety of topics, designed to help people better manage their time and ultimately become more productive. Tune in to learn about everything from managing emails and calendars to setting priorities, collaborating with coworkers, reducing interruptions, crafting a "productivity mindset," and creating a more comfortable and effective work environment. Have an idea for a future video from Dave? Submit it using our course feedback form. If you want more time management strategies now, we recommend watching Dave's Time Management Fundamentals course.	4(m)	
◆ **Leading with Values–** Short Clip Apply values-based methods to leadership. Explore ways to inspire and connect with your teams by using personal and team values.	3(m)	
Learning Path (Core Value - Respect): Developing and Understanding Respect *4(h) 41(m)*	**Course Length**	**Date Completed**
◆ **How to Show Respect–** Short Clip In this video, Dr. Dewett shares why respect is important, and how you can spot when to overtly show respect through helping, showing deference, and advocating.	3(m)	
◆ **Demonstrate Respect to Teammates–** Short Clip You should expect conflict on your teams. Everyone isn't always going to agree. It's perfectly fine to disagree with your teammates. You just don't want to be disagreeable. Instead, effective teammates are polite and respectful in sharing their opinions, especially when they disagree. This requires active listening, honesty, and regularly giving constructive feedback to your teammates.	3(m)	
◆ **How to Respect Other People's Boundaries –** Link There are many articles on how to create and maintain personal boundaries. But there isn't as much guidance on how we can respect other people's limits, because this, too, can be as difficult as setting our own.	-	

◆	**How to Gain the Respect of Your Colleagues–** Short Clip Before you affect change in your role or organization, you need to develop and manage yourself. In this series, personal branding and career expert Dorie Clark shares research-based best practices to help you establish your credibility, identify your leadership blind spots, deal with change, find mentors and sponsors to guide you, and more.	2(m)	
◆	**Earning Respect–** Short Clip In this series, Todd Dewett, PhD, shares the tips respected and motivated managers use to improve rapport, navigate tricky situations, build better relationships, and drive the business forward. Each installment, is two tips ranging from avoiding the dreaded micromanagement, to managing a multigenerational workforce, cultivating better listening skills, and developing an understanding of your organization's politics.	2(m)	
◆	**Establish a Relationship of Respect and Trust–** Short Clip BIM is as much about people and processes as it is about technology. Learn about the human side of BIM management—the techniques you need to effectively lead a team—in this course with instructor Brian Myers. Discover how to develop as a leader, establish your authority, set expectations, practice effective listening, empower your team, and train the internal and external people who are involved in your success. Brian's techniques were developed over a decade in BIM management, and they're perfect for the brand new manager as well as designers and engineers who aspire to a management role. Customize the tips to fit your organization, projects, and management style, and build the foundation for a successful BIM career.	1(m)	
◆	**Respect Matters–** Short Clip U Thant said, "Every human being, of whatever origin, of whatever station, deserves respect." Great leaders have to be valued in order to be successful. When employees respect you, they are more likely to work harder to accomplish a shared goal they believe in. Learn about key principles that leaders should keep in mind when appealing to their team.	3(m)	
◆	**Respectful Candor–** Short Clip Exercise candor and respect or else you risk shutting people down.	3(m)	

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◆	**Treat Others Respectfully Online**– Short Clip The internet allows us to connect with others online from all across the world; however, unfortunately, people don't always treat each other nicely online. After watching this video, you'll be able to share tips for preventing cyberbullying and being a good digital citizen.	1(m)	
◆	**Respect of Personal Space**– Short Clip Different cultures have different conceptions of personal space. In this video, look into some different approaches, and how to promote the respect of personal space.	3(m)	
◆	**Establishing Respect**– Short Clip In an enterprise software startup, the sales channel is absolutely key. When is the best time for the founders to bring in salespeople and at what level?	1(m)	
◆	**Building Trust**– Course Trust is a fundamental aspect of any productive relationship. In business, trust has been proven to decrease turnover, increase innovation, and improve team performance. When trust is compromised, relationships and productivity can suffer. This course shows how professionals of all kinds can build trust with colleagues across their organization. Kelley School of Business senior lecturer Brenda Bailey-Hughes explains how to prove you are trustworthy, even in challenging situations like remote teams, and integrate trust-building habits into your daily routine. She also explains how to practice trust—trusting yourself and others—and rebuild trust when it has been lost. The course features live-action scenarios and practical strategies for boosting trust that will help you apply the concepts to your most important relationships.	58(m)	
◆	**Being an Effective Team Member**– Course It's easy to call out the qualities that make someone a poor team member. But what makes a person invaluable on a team? In this course, Duke University professor Dr. Daisy Lovelace highlights the key characteristics of exemplary team members. As she dives into each trait, Daisy shares how—by making subtle changes—you can adopt these behaviors to become a more valuable collaborator. Learn tips that can help you increase your self-awareness, demonstrate that you're a reliable teammate, approach teamwork more collaboratively, and more.	31(m)	

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The Role of Boundaries– Short Clip ◆ People need boundaries. In this video, learn what boundaries are, why they are important in performance management, and three ways to work with them.	2(m)	
Setting and Maintaining Boundaries– Short Clip ◆ Effective collaboration can make or break a project, as anyone who's ever suffered through "design by committee" can attest. But how do you manage a team—often including many external clients and internal creatives—so that collaboration moves smoothly and nets great results? This kind of teamwork requires clear roles and responsibilities, well-defined parameters, opportunities for input, people-management skills, and more. In this course, veteran web entrepreneur Lauren Bacon provides a proven framework for bringing people together collaboratively to create extraordinary outcomes.	3(m)	
Setting Clear Boundaries– Short Clip ◆ In this video, learn three techniques for setting boundaries and preparing to hold firm if people resist or disagree. Learn how to make clear, directive statements about your boundaries such as "This is not an acceptable X, and because you've done it, I am going to take Y action."	3(m)	
Set Appropriate Boundaries– Short Clip ◆ Learn what a boundary is, and how to implement and stick to a boundary. Many anger problems are because the person does not know how to set and keep a boundary.	3(m)	
Setting Emotional Boundaries– Short Clip ◆ Learn how to articulate your emotional boundaries around work and parenting, as well as identify steps toward asserting those boundaries. Only when people truly buy into the importance of emotional boundaries can they take on the challenge of interpersonally establishing them, which helps them stick.	2(m)	
Ethical Boundaries– Short Clip ◆ In this video, learn about the behavioral adjustments you need to make in light of ethical trends surfacing in today's business world. Your career depends upon you understanding ethical trends and adjusting your behavior accordingly.	3(m)	
Demonstrating Human Courtesy– Short Clip ◆ Kick the habits that are annoying to your boss and to your significant other.	4(m)	

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◆	**Communicating with Diplomacy and Tact**– Course Diplomacy is a mindset; tact is a strategy. In this course, communications professor Tatiana Kolovou helps you realize the benefits of communicating with tact and diplomacy in workplace situations. She walks you through four scenarios that you might encounter on an average day, and coaches you through appropriate responses to challenging situations at work. She emphasizes core skills, such as authenticity, empathy, and listening, and shows examples, stories, and facts that bring their importance to life. By taking opportunities to practice at work and in your personal life, you can strengthen this delicate balance of skills and build relationships that can survive difficult interactions.	1(h) 5(m)	
◆	**How to Proactively Manage Conflict as an Employee**– Course Manage conflict before it escalates. Learn how to recognize the signs of conflict and apply problem-solving strategies to resolve it with tact and diplomacy. Veteran HR leader Laurie Ruettimann explains how to differentiate conflict from bullying and identify when you need third-party intervention. Then she discusses how to overcome conflict with colleagues, whether they're disengaged, hostile, or simply stressed. Finally, learn how to manage conflict with your boss and lead others through conflict— no matter what your role—by being a peer leader. Plus, see how practicing conflict management in personal situations can help you master it on the job.	26(m)	
◆	**Teaching Civility in the Workplace**– Course Focusing on eradicating negative behaviors isn't always enough to create a happy workplace. Employees and managers also need to learn what they should do to make their environment a respectful and pleasant one. In this course, join Catherine Mattice Zundel as she shares how to create a happier, healthier workplace by teaching civility and setting a good example with your own behavior. Learn about negative behavior as a social phenomenon, what microaggressions look like in action, and how to replace negative language with positive words. Plus, get tips for becoming a more active listener, standing up for yourself when you experience microaggressions and incivility, and coaching others.	50(m)	

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MetroUNIVERSITY
LEARNING PATH CATALOG

Build your knowledge and understanding of Metropolitan Library Systems' **5 Core Values** by completing one of the learning paths below:

MLS Core Values
Equity, Diversity, and Inclusion
◆ **Learning Path (Core Value – Diversity): How to Engage Meaningfully in Allyship and Anti-Racism - 2(h) 1(m)**
◆ **Learning Path (Core Value – Equity, Diversity, and Inclusion): Diversity, Inclusion, and Belonging for All – 4(h) 53(m)**
People First
◆ **Learning Path (Core Value – People First): Developing Your Customer Service Skills – 5(h) 5(m)**
Innovation
◆ **Learning Path (Core Value – Innovation): Improving Your Creativity Skills - 2(h) 58(m)**
◆ **Learning Path (Core Value – Innovation): Developing Your Creative Thinking and Innovation Skills - 8(h) 31(m)**
◆ **Learning Path (Core Value – Innovation): Fostering Innovation through Leadership - 5(h) 31(m)**
Integrity
◆ **Learning Path (Core Value – Integrity): The Meaning of Integrity* - 4(h) 30(m)**
Respect
◆ **Learning Path (Core Value – Respect): Developing and Understanding Respect* - 4(h) 41(m)**

*Integrity and Respect are a complex set of values, as such they benefit from a holistic approach to help further understanding. Because of this these two learnings paths differ slightly from the rest containing courses, short video clips, and links to additional resources.

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Build your knowledge and skills by completing one of the learning paths tied to Metropolitan Library Systems'
Performance Development Competencies:

Professional Development Competencies
Accountability
♦ **Learning Path: Developing Resilience and Grit – 5(h) 6(m)**
♦ **Learning Path: Manage Change and Develop Your Adaptability Skills – 5(h) 58(m)**
♦ **Learning Path: Building Accountability and Becoming Results Orientated – 4(h) 47(m)**
Communication
♦ **Learning Path: Develop Your Communication Skills and Interpersonal Influence – 7(h) 48(m)**
♦ **Learning Path: Building Trust and Collaborating with Others – 7(h) 46(m)**
♦ **Learning Path: Develop Your Writing Skills – 9(h) 48(m)**
Customer Service
♦ **Learning Path (Core Value – People First): Develop Your Customer Service Skills – 5(h) 5(m)**
♦ **Learning Path: Become a Customer Service Specialist – 5(h) 40(m)**
Teamwork
♦ **Learning Path: Improve Your Teamwork Skills – 7(h) 13(m)**
♦ **Learning Path: Build and Manage Effective Teams – 7(h) 29(m)**
♦ **Learning Path: Become a High Performer – 8(h) 31(m)**
♦ **Learning Path: Improve Your Interoffice Politics – 2(h) 52(m)**
Professional Development
♦ ***All Learning Paths can be considered Professional Development**

Change Management
◆ **Learning Path (Core Value – Innovation): Develop Your Creative Thinking and Innovation Skills – 8(h) 31(m)**
◆ **Learning Path: Manage Change and Develop Your Adaptability Skills – 5(h) 58(m)**
Strategic Thinking
◆ **Learning Path: Developing Your Strategic Planning Skills – 3(h) 54(m)**
◆ **Learning Path: Develop Critical-Thinking, Decision-Making, and Problem-Solving Skills – 4(h) 59(m)**
Performance Development
◆ **Learning Path (Core Value – Innovation): Develop Your Creative Thinking and Innovation Skills – 8(h) 31(m)**
◆ **Learning Path: Developing Your Strategic Planning Skills – 3(h) 54(m)**
◆ **Learning Path: Develop Critical-Thinking, Decision-Making, and Problem-Solving Skills – 4(h) 59(m)**