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MANAGEMENT ASSISTANCE TEAM

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The Management Assistance Team
AMA E-Learning Library Course Catalogue

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ACCOUNTING

Accounting 101

Understanding basic accounting will not only help you with business, but it will also help you better manage your personal finances. This lesson will give you a basic understanding and confidence around the fundamentals of accounting.

Objectives:

- State the accounting equation and describe the relationship among its components.
- Define key accounting vocabulary.
- Describe the overall accounting process.
- Explain the purpose of the Balance Sheet and discuss it at a high level.
- Explain how financial statements tie together.

Balancing the Books: Booking Journal Entries

Double entry accounting doesn't have to be scary. This lesson will give you the knowledge and skills you need to journalize your debit and credit account entries and balance your books.

Objectives:

- Define double entry accounting.
- Identify debit and credit entries.
- Explain the accounting equation.
- Describe how to enter a journal entry.

The Role of the Controller

In today's business world, the Controller is no longer expected to spend most of their time resolving accounting issues. They need to have an array of soft and technical skills to remain effective and succeed. This lesson will help you describe the role of the Controller and what it takes to be successful in that role.

Objectives:

- Identify the role the Controller plays in the organization.
- Describe the four roles of the Controller.
- Describe the characteristics of a successful Controller.



ARTIFICIAL INTELLIGENCE: AI

Adopting an AI Mindset

Adopting artificial intelligence (AI) solutions in the organization means a shift in perspective. We call this new way of thinking as having an "AI mindset". Embracing this mindset allows individuals and organizations to stay competitive and resilient in an AI-driven world. In this lesson, you will examine what it means to have an AI mindset and learn steps to identify projects within your organization that may benefit from an AI solution.

Objectives:

- Describe key characteristics of an AI mindset in a business context.
- Identify areas within your organization where AI can bring value and enhance efficiency.
- Recognize business situations where an AI solution is feasible.
- Take steps to develop an AI mindset in the workplace.

AI Essentials: A Basic Understanding for All

Artificial intelligence (AI) is pervasive in our daily lives. It is a transformative system that is integrated into numerous technologies and services. It is rapidly changing our work processes and behaviors. In this lesson you will gain a basic understanding of AI and its key components to help you navigate an increasingly AI-driven world and participate meaningfully in discussions concerning its implications.

Objectives:

- Explain the overall concept of Artificial Intelligence (AI).
- List some common applications of AI in everyday life.
- Explain the difference between human intelligence and artificial intelligence.
- Identify the different layers of an AI solution.
- Explain the central role of data and algorithms in AI.
- Explain what ChatGPT is and how it fits into the AI concept.

AI: Balance the Risks and Opportunities

AI innovation presents immense opportunities; however, unchecked deployment can lead to unintended consequences. In this module participants will learn to identify AI risks most likely to affect their organization and appreciate the critical role of human oversight in AI solutions. The module also covers how to prepare for AI implementation effectively, applying principles of responsible AI governance. Finally, participants will be equipped with the knowledge to balance innovation with safety and accountability in their organizations.

Objectives:

- Understand the impact of AI in business processes.
- Identify key risks associated with AI solutions.
- List several risk mitigation steps you can implement at your organization.
- Assess the role of governance in managing the risks of AI implementation.

AI: Create a Strategic Roadmap with ENGAGE

Successful AI implementation requires the active participation and collaboration of all stakeholders involved. This module provides a structured framework to proactively and confidently engage in business discussions about AI solutions. You will recognize the critical importance of developing AI literacy, understand the various types of AI-driven initiatives commonly implemented in the workplace, and utilize the ENGAGE framework to actively participate in your organization's AI strategy and implementation.

Objectives:

- Recognize the importance of developing AI literacy.
- Identify and describe the four key types of AI-driven workplace initiatives.
- Use the ENGAGE framework for AI Adoption.
- Take steps to engage in AI planning and solutions.

AI: From Algorithms to Decisions

Artificial intelligence (AI) has advanced significantly, moving beyond basic data processing to incorporate sophisticated capabilities. It now possesses the ability to interpret, learn, generate entirely novel outputs, and make decisions autonomously. This lesson delves into the mechanisms driving this evolution and how machine learning utilizes data to “learn” and improve decision-making in AI systems.

Objectives:

- Understand the role of algorithms in AI as the building blocks of intelligent systems.
- Explore the principles of machine learning to grasp how AI systems learn from data and adapt to new information.
- Gain insights into the process of model training in machine learning for effective decision-making in real-world applications.

AI: Upskill and Reskill

Artificial intelligence is quickly shifting jobs in the workplace. By the end of this module, you will understand the importance of upskilling and reskilling in the context of AI advancements, identify the most in-demand areas for AI skill development, follow a roadmap to pinpoint upskilling or reskilling needs, and implement strategies to overcome challenges in upskilling and reskilling during AI adoption efforts.

Objectives:

- Understand the importance of upskilling and reskilling in the context of AI advancements.
- Recognize the key AI-related skills and competencies that are increasingly in demand across various industries and job roles.
- Adopt upskilling and reskilling strategies to begin the journey for AI readiness.
- Mitigate organizational challenges associated with upskilling and reskilling efforts for AI Adoption.

COLLABORATION / EFFECTIVE TEAM MEMBER

Building Better Work Relationships

Working with people requires building relationships based on trust. In this lesson, you'll learn how to control your assumptions and understand people's behaviors to build a trusting working relationship.

Objectives:

- Identify and exhibit behaviors that build trust in workplace relationships.
- Manage assumptions in predicting the actions and responses of others.
- Apply conscious methods of assessing and building trustworthiness.

Building Your Strength as a R.E.A.L. Team Player

The effectiveness of a team is determined by the effectiveness of each team player. A REAL team player is anyone who accepts responsibilities, is empowered to make things better, accepts accountability, and learns enthusiastically and continuously. This lesson will provide insight into the traits and behaviors of REAL team players.

Objectives:

- Identify the measures of team member effectiveness.
- Describe the skills and traits of a R.E.A.L. team player.
- Describe the specific behaviors associated with responsibility, empowerment, accountability, and learning in a team setting.

Enhancing Team Unity and Success

Creating team unity and success can be as simple as empowering each other to speak up, communicate ideas, make recommendations, and deliver feedback persuasively. In this lesson, you will learn specific tips to help you find your voice and enhance team unity by helping others do the same.

Objectives:

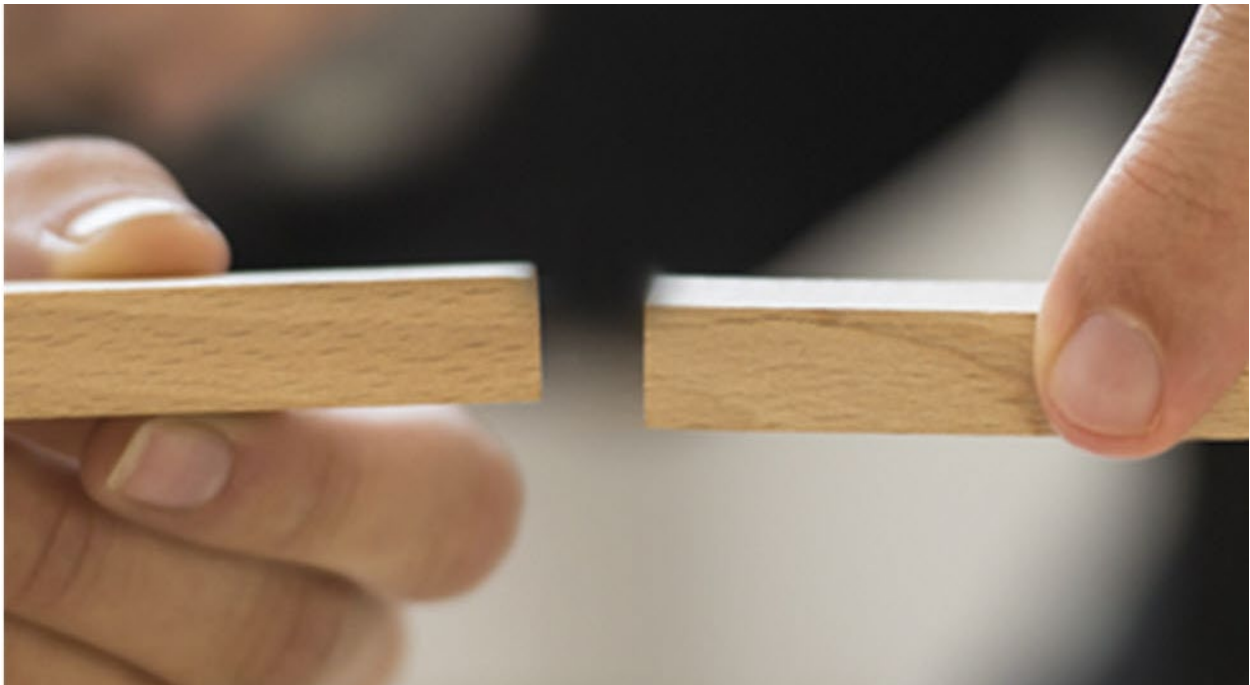
- Speak up, communicate ideas, make recommendations, and deliver feedback persuasively.
- Work better with difficult team members.
- Spot and overcome behaviors that derail team success.
- Improve collaboration and build team unity.

Successfully Working in Hybrid Teams

Hybrid teams may include full timers, part timers, those who are co-located, and those who are in different locations/geographies. The unique combination of these team members can create unique challenges for all members. This module will identify some of the roadblocks these types of teams face, uncover issues which may lead to lack of team member engagement, and identify challenges leaders may face in this type of working climate.

Objectives:

- Identify the most common challenges of working in a hybrid team.
- Appreciate how generational differences and multitasking can lead to engagement challenges.
- Describe how the use of asynchronous and synchronous technology tools can improve engagement and communication in hybrid teams.
- Recognize the leadership challenges faced by hybrid teams.



COMMUNICATION FOR INDIVIDUALS

(available with/without Assertive Communication Skills for Women)*

Assertive Communication Skills for Women*

Women may face difficult perceptions about their assertive behaviors in a professional environment. In this lesson, women will learn how to be comfortable and confident in asserting themselves as an effective team member.

Objectives:

- Define assertiveness.
- Distinguish between passive, assertive, and aggressive behaviors.
- Identify assertiveness techniques using supportive communication behaviors.
- Describe positive, assertive behaviors.

Building Credibility and Trust for Improved Communication

Credibility and trust are built through effective communication. This lesson will help you with strategies to build self-confidence and improve your credibility and trustworthiness with coworkers.

Objectives:

- Define self-confidence.
- Examine strategies to build self-confidence.
- Explain the connection between self-confidence and credibility.
- Explain communication images.
- Examine strategies for building relationships and improving communication.

Framing the Message for Greater Impact

Sometimes one size does not fit all. When communicating, you need to take a number of factors into consideration when crafting your message so that it is received in the best way possible.

Objectives:

- Define framing.
- Explain how framing works.
- Analyze different messaging techniques to frame messages for specific audiences.

Motivating and Influencing Throughout the Organization

How can you get results without direct authority over your audience? In this lesson, you'll learn how to motivate and influence up and across your organization.

Objectives:

- Examine motivational strategies for stakeholders upwardly and laterally.
- Explain ethos, logos, and pathos.
- Describe how to make a business case.
- Describe how to pitch an idea.

Strategies for Managing Situational Conflict

Conflict is inevitable in both personal and professional relationships. This lesson will help trainees understand the difference between a conflict and a disagreement, recognize the five levels of conflict escalation, and acquire useful strategies to manage conflicts.

Objectives:

- Define conflict
- Differentiate between disagreement and conflict
- Recognize the role of the amygdala hijack response
- Identify the five levels of conflict escalation
- Understand strategies to handle conflicts



COMMUNICATION FOR MANAGERS

Enhancing Communication Skills

Having difficult or sensitive conversations doesn't have to be a daunting task. By learning about different communication styles and effective communication techniques, you'll be able to successfully have those conversations with confidence.

Objectives:

- Determine the most effective methods of communication for different types of scenarios.
- Recognize the impact of nonverbal communication.
- Determine what type of questions to ask based on the answers needed.
- Describe active listening.
- Demonstrate effective paraphrasing.

Persuasive Techniques to Influence Others

The ability to influence others is a crucial requirement of being a strong leader. In this module, you will learn to understand persuasion strategies and techniques that will strengthen your ability as an influencer, explain why influence is the highest form of persuasion, and understand the benefits of persuasion.

Objectives:

- Define persuasion and influence.
- Recognize the importance of persuasion.
- Use specific techniques to apply contrast to persuade others.
- Reflect on the benefits of persuading others to achieve a desired outcome in the workplace.

The Manager's Role as Facilitator

Managers have a multi-faceted role where they need to juggle working with various personality types and attitudes. In this lesson, you will learn about what facilitation is, how a manager can use factors such as trust and communication to facilitate, and the various attitudes and beliefs a good facilitator should have.

Objectives:

- Discuss the values and attitudes of facilitators.
- Address the challenges of multiple roles- leader, manager, and facilitator.
- Describe leadership skills used in the facilitator role: integrity of behaviors, effective listening, handling confrontation.

Tips for Managing Progressive Discipline

Part of being a strong leader occasionally entails dealing with problem performance by a team member. This module will help managers understand the difference between performance management and progressive discipline, communicate effective feedback, navigate the required processes for progressive discipline, and document each phase of the process to ensure compliance.

Objectives:

- Understand how progressive discipline differs from performance management.
- Identify when and how to apply progressive discipline principles. Understand the proper wording to use to get your point across in a respectful way.
- Recognize the importance of documentation.



COMMUNICATION FOR LEADERS

Communication Skills of a Credible Leader

A leader's communication style is fundamentally persuasive. If a leader is not credible and cannot inspire, motivate, and guide a team forward, then the team will fail. This lesson explores ways a leader can earn, develop, and manage a reputation of trustworthiness and credibility.

Objectives:

- Identify the characteristics of a credible leader.
- Demonstrate caring, character, and competence in tough situations, while also using appropriate communication channels.
- Establish your credibility in order to persuade others.

Navigating Organizational Politics

Organizational politics are unavoidable. The good news is that they don't have to be negative. In fact, when navigated well, organizational politics can help you and your organization thrive. This lesson will show you how.

Objectives:

- Define organizational politics.
- Differentiate between good politics and bad politics.
- Explain why leaders must understand and participate in organizational politics.
- Describe how leaders develop and advance their leadership agenda.

Persuasive Communication Skills for Leaders

Whether it's convincing stakeholders to take risks, encouraging peers to take action, or influencing subordinates to get on board, the art of persuasion is key for organizational leaders. In this lesson, you'll learn how to create persuasive messages that you can accommodate to your audience's needs, wants, and styles.

Objectives:

- Create a logical train of thought to persuade.
- Create a persuasive message that evokes the intended emotions.
- Adjust your message to accommodate the audience's needs, wants, and styles.

Turning Resistance and Conflict into Collaboration and Consensus

When resistance or conflict erupts and jeopardizes results, it is necessary for leaders to convince resistant people, engage in conversations, and use strategies to get the results they want. This lesson explores effective practices to turn resistance and conflict into consensus and collaboration.

Objectives:

- Analyze personal communication tendencies.
- Describe effective communication practices when handling resistance and conflict.
- Define respond vs. react.
- Describe how to handle resistance.
- Describe how to manage conflict.



DIVERSITY & INCLUSION

Being an Ally in a Diverse Working World

An ally takes action to support members of underrepresented groups, and this is impactful whether it's in your personal or professional life. This lesson will help you to identify who is an ally in your network, appreciate the different kinds of allies, recognize the behaviors necessary to be an effective ally, and understand how you can become an ally to someone else.

Objectives:

- Recognize behaviors of an ally.
- Apply the process to becoming an ally.
- Understand why becoming an ally helps everyone in the organization.

Diversity and Inclusion: Creating an Inclusive Culture

A skilled manager knows how to respect diverse backgrounds and viewpoints while ensuring equal treatment to all team members. This lesson will help you assess and overcome bias, and create a more effective, productive, and inclusive workplace.

Objectives:

- Explain the value of listening and showing empathy to bridge differences.
- Define bias and explain its impact on inclusion.
- Develop strategies to avoid and overcome bias.
- Identify the actions of an ally who champions inclusion.

Diversity and Inclusion: Understanding the Impact

A diverse team with unique individual perspectives can deliver exceptional results. Having such a team calls for a leader with inclusive leadership practices and keen self-awareness. This lesson will help you maximize your individual, team, and organizational potential through diversity and inclusion.

Objectives:

- Define Diversity and Inclusion.
- Describe the influence of Diversity and Inclusion on day-to-day interactions and decision-making processes.
- Explain the business imperative for Diversity and Inclusion in the workplace.
- Describe the multidimensional, multicultural aspect of individual identity.
- Explain how culture impacts our behaviors, beliefs, perceptions, and responses to others.
- List the skills required to become a culturally competent and inclusive leader.

Enhancing Effectiveness through Diversity and Inclusion

One of the most pivotal responsibilities a leader has in an organization is ensuring that they are promoting an inclusive culture. In this lesson, you will learn how to be a champion of diversity as you lead your organization.

Objectives:

- Understand the business imperative for diversity and inclusion in the workplace.
- Identify strategies to become more culturally competent.
- Identify inclusive leadership strengths and development needs.



EFFECTIVENESS FOR INDIVIDUALS

Becoming a Trusted Advisor

It's imperative to build a strong and trusting relationship with customers to provide thought leadership and encourage the potential of return business. This module will help differentiate between a trusted advisor and a customer-facing representative, teach employees to put customer needs first when promoting a solution, and help develop skills that can be used to strengthen their relationship with their customers.

Objectives:

- Explain the role of a trusted advisor.
- Recognize that understanding customer needs is vital to becoming a trusted advisor.
- Identify the key components of active listening.
- Identify the key skills that strengthen customer relationships.

Effective Problem Solving and Decision-Making Tools

During our daily tasks, we often come across or find ourselves in situations requiring problem solving and decision-making skills. In this lesson, you will learn about the difference between problems and decisions, types of decisions, and three decision making tools.

Objectives:

- Distinguish between a problem and a decision.
- Distinguish between two types of decisions: simple and complex.
- Explain how to use a decision worksheet analysis tool.
- Explain how to use a decision tree analysis tool.
- Explain how to use a force field analysis tool.

Principles of Effective Business Writing

Business writing is key to communication in your professional life. With time intensive workdays, it is important to ensure that your business communication is short but succinct. In this lesson, you will learn specific tips and tricks to effective business writing to polish your business communication.

Objectives:

- Follow the principles of effective business writing.
- Meet the needs and expectations of your readers.
- Achieve clarity and precision in daily business writing.

The ART of Analytical Thinking

In all aspects of life, you need to solve problems, make decisions, identify critical issues, offer solutions, and become an independent thinker with solid analytical skills. This lesson explores the ART of analytical reasoning, which will help you assess patterns, recognize probabilities, and think hypothetically.

Objectives:

- List characteristics of a good analytical thinker.
- Discuss the three key analytical reasoning skills represented by the acronym ART.
- Describe at least three subskills associated with each of the analytical skills.



EMOTIONAL INTELLIGENCE FOR MANAGERS

Creating a Culture of Belonging

It's essential for any organization to create an environment where people can feel they belong. This lesson will help employees understand the importance of belongingness, recognize the factors that foster belongingness at work, and understand the importance of psychological safety of the team members in achieving business success.

Objectives:

- Appreciate the importance of belongingness at work
- Build a sense of belonging by ensuring diversity, equity and inclusion
- Foster belonging at work.
- Identify the elements of psychological safety.

Developing Awareness that Leads to Emotional Regulation

Do your emotions get the best of you? This lesson will give you the knowledge and skills you need to identify triggers that ignite emotions and steps to take to regulate those emotions.

Objectives:

- Define Emotional Intelligence.
- Explain igniters and how to regulate them.
- Recognize how emotions intensify.
- Describe self-talk and physical responses and replacements.
- Articulate the Six Steps of Emotional Regulation.

Leading with Emotional Intelligence in the Workplace

The most effective managers are those who can channel their emotional intelligence to connect, achieve, inspire, and act with resilience. By applying the best practices of an emotionally intelligent leader, you'll give yourself a winning edge.

Objectives:

- Explain what Emotional Intelligence is and its relevance to leadership competencies.
- Develop awareness of your own emotions and related actions.
- Assess others' emotional states and the potential effects on behavior.
- Adopt emotionally intelligent principles and practices to foster productive workplace relationships.

LEADERSHIP AND CREATIVITY

Creative Thinking Techniques

Creativity is a very important aspect of any job role. However, there are a lot of myths surrounding creativity. The truth is that we can all learn how to be more creative much in the same way we would acquire any trait or skill. In this lesson, you will learn specific tools and tips that will enable you to be creative.



Objectives:

- Debunk myths about creativity.
- Identify areas where you can apply creativity.
- Understand the mindset that is most conducive to creative thinking.
- Reflect on real work situations in which the various creative thinking skills are relevant.

Five Phases of the Creativity-to-Innovation Process

Do you know what it takes to innovate? This lesson will provide you with an overview of the Five Phases of the Creativity-to-Innovation Process. You will learn what happens in each phase and receive guidance on how to persuade stakeholders to accept the innovation generated by you and your team.

Objectives:

- Identify the two types of innovation.
- Describe the five phases of the creativity-to-innovation process.
- Craft a compelling narrative to gain acceptance of an innovation.

Fostering Creativity and Innovation in Others

While creativity can't be forced, the conditions under which it thrives can be managed to maximize its performance. This lesson explores different types of enablers and motivators to help foster creativity and innovation at work.

Objectives:

- Define the first law of creativity.
- Identify strategies to enable creativity.
- Explain how to motivate others to be creative.
- Define intrinsic, extrinsic, and pro-social motivators.
- Describe how to foster creativity and innovation in the workplace.

LEADERSHIP AND STRATEGY

SEAL Approach to Building Organizational Agility

A high degree of organizational agility can help a company react successfully to the emergence of new competitors, the development of new industry-changing technologies, or sudden shifts in overall market conditions. This lesson explores the SEAL model that helps promote organizational agility.

Objectives:

- Recognize the characteristics of an agile organization.
- Define the SEAL model.
- Describe ways to scan the environment.
- Explain the process of experimenting on a small scale.
- Identify organizational aspect that need to change while adapting.
- Describe ways to inject learning and growth in an organization.

Strategy Development and Execution - The ADEPTT Model

As a strategic leader, you must both strategize and execute initiatives, while keeping them aligned with your organizational goals. This lesson explores the ADEPTT model, which involves analyzing the current state, defining future state goals, engaging key resources, planning and executing requests effectively, troubleshooting common barriers, and following through with proper tracking and celebration.

Objectives:

- List the steps in the ADEPTT model of strategic development.
- Identify types of questions to consider when analyzing a situation's current state.
- List the types of goals to consider when working toward a strategic initiative.
- Explain how to engage good team members as resources.
- Identify the elements of an effective Strategic Initiative Plan.
- Explain how to identify and troubleshoot barriers to the execution of a strategic initiative.
- Describe how to track the effectiveness of strategic initiative execution.

Strategy Execution: Elements of a Sound Strategy

Just as it's important to identify the key elements of a strategy, it's also important to get feedback and buy-in from key stakeholders. This lesson explores ways to identify key stakeholders, gather their input, manage data collected from them, and eventually modify the initial strategy to reflect their input.

Objectives:

- Identify the elements of a sound strategy.
- Describe ways to identify key stakeholders in a strategic initiative.
- Identify aspects to cover while questioning stakeholders.
- List steps to analyze and manage feedback received from stakeholders.
- Identify necessary adjustments to make a proposed strategy.

MANAGEMENT SKILLS I

Building and Maintaining Trust

Trust is a crucial component of a team, without which, no team can be successful. This module reviews what characters make up trust, why trust is important in the workplace and how an individual's life experiences can impact their perceptions of people and situations. The lesson will also identify actions that can destroy trust as well as actions that can be taken to remedy this and rebuild trust between team members.

Objectives:

- Identify factors that build trust in the workplace.
- Learn the characteristics supporting credibility and trustworthiness.
- Understand how your worldview affects your relationships.
- Determine actions that can be "trust busters" and how to repair them.

Coaching for Performance

As manager you enable your team members to improve performance and achieve goals by fostering higher levels of motivation and engagement. This lesson will help you in building your reputation as a people developer while inspiring and driving your team toward success.

Objectives:

- Describe the purpose and benefits of coaching.
- Distinguish between coaching and discipline.
- Identify the prerequisites for effective coaching.
- Identify effective coaching practices.
- Use the AMA G.U.I.D.E. to plan and manage a coaching conversation.

Enhancing Collaborative Communication

Team communication is not something for which organizations set time or have an assigned budget, but it is one of the most important aspects of any organization's success or failure. This lesson will help you to identify communication techniques that you can use to improve team collaboration.

Objectives:

- Describe the four types of communication.
- Assess your team's communication skills.
- Develop active listening skills that promote better work relationships.
- Describe the processes for collaborative communication.

Establishing Presence and Credibility

Your presence and reputation at work influence your success on the job. This lesson will help you understand the four ways to establish a greater presence and credibility at work.

Objectives:

- Identify how your presence and reputation at work serve to make you successful on the job.
- Identify the four ways to establish presence and credibility.
- Be clear about your strengths, values, and passions to be authentically you.
- Be present in the moment.
- Make an emotional connection with people.
- Share your expertise.

Manager's Guide to Collaboration

Effectively collaborating allows groups to achieve more than individuals, where the whole is greater than the sum of the parts. Learn the skills and roles necessary for you and your team to successfully collaborate within your team and the rest of the organization.

Objectives:

- Define accountability.
- Build accountability by applying the 5 C's.
- Define your role in collaboration.
- Identify collaboration structure and how collaboration dynamics work.
- Identify how non-collaborators behave.
- Apply techniques to keep the team focused to improve team communication.

Resolving Conflict in the Workplace

Effective managers hold difficult conversations calmly and assertively and leverage potential conflict as an opportunity to enhance work relationships. This lesson will help you with techniques to manage conflict proactively and effectively.

Objectives:

- Distinguish between disagreement and conflict.
- Determine if a conflict exists.
- Identify ways a person reacts to conflict.
- Manage your emotional reaction in a conflict situation.
- Communicate the solution to a conflict effectively.

MANAGEMENT SKILLS 2

Building a Customer-Focused Strategy

As a manager, you may need to decide the direction for your team and develop a customer-focused strategy. This lesson will help you in analyzing what your customer wants from you and in determining the strategic objectives to create a Mission Statement that aligns with your company's Vision.

Objectives:

- Identify customers' needs, wants, and expectations.
- Determine optimal approaches for developing customer data and input.
- Implement an Importance/Performance Matrix to set priorities.
- Recognize the power of Vision.
- Relate an organizational Vision to a group's Mission.

Creating and Presenting Operational Budgets

The financial picture of an organization has implications for daily and future decisions to keep the business moving forward. In this lesson, you will learn to review the elements of a budget and to present them effectively.

Objectives:

- Define the term budget.
- Explain the purpose of a budget.
- Identify the elements of a budget.
- Differentiate between operating budgets and capital budgets.
- Identify best practices for presenting a budget.

Identifying and Managing Your Stakeholders

Strong working relationships with all stakeholders involved in a task are crucial to successfully completing a project. This module will help project managers recognize their stakeholders (either internal or external), understand the role of each stakeholder in the project, and provide tools to analyze the stakeholders' levels of interest, power, and engagement to influence and ensure everyone is aligned on project goals.

Objectives:

- Define internal and external stakeholders.
- Identify key stakeholders.
- Define how tools can be used to analyze stakeholder interest, power, and engagement.
- Recognize the importance of building a communication plan.

Key Components of Critical Thinking

A changing world requires new ways to approach problems and novel solutions. Utilize critical thinking skills to tackle organizational obstacles with self-awareness to avoid biases and blind spots to systematically evaluate the situation and make better decisions.

Objectives:

- Recognize the progression of the critical thinking process.
- Identify two types of thought processes.
- Explain the four types of cognitive bias that cause mistaken assumptions.
- Describe patterns of weak arguments and persuasion techniques.
- Analyze cognitive strategies that will help you get to helpful conclusions.



MANAGEMENT SKILLS 3

Becoming a Strategic Thinker

For individuals and organizations to be successful, they need to be adaptable and willing to make strategic pivots. This lesson will speak to how to start thinking strategically (having one eye on what is and one eye on what if), understand how and why the role of the manager is changing, and empower team members to think strategically and share ideas across the organization.

Objectives:

- Define the value of strategic thinking.
- Analyze the way in which managerial roles are evolving.
- Recognize that all companies exist in an environment of perpetual change.
- Differentiate between operational management and strategic leadership.
- Understand how a strategic vision includes both internal and external factors.

Building a 360-Degree Network

To ensure the success of projects and initiatives, it's important to have a strong network around you. This module will help identify who makes up a 360-degree network, understand how to work with each member of your network, and understand when you may need to adapt to successfully lead your network.

Objectives:

- Identify why network leadership matters in today's workplace.
- Appreciate the importance of having a 360-degree network.
- Define internal stakeholders needed to develop a 360-degree network

Giving and Receiving Feedback

As a manager, one of your more critical new responsibilities will be to give your employees feedback on their performance. In this lesson, you will learn specific tools and tips that will enable you to provide and receive effective feedback to continuously improve your team and organization.

Objectives:

- Provide effective performance feedback to your employees.
- Utilize strategies on how to provide supportive and corrective feedback.
- Explain strategies on how to provide formal and informal feedback.
- Receive and incorporate peer and manager feedback.

MANAGEMENT SKILLS 4

Creating a Motivational Climate

Don't fall into the common trap of misunderstanding what motivates your employees. This lesson will give you the knowledge and skills you need to understand what motivation will really drive the performance of your individual team members.

Objectives:

- Define motivation.
- Describe the motivational process.
- Identify the importance of a motivational climate.
- Analyze the motivational climate of individuals with a force field analysis.
- Identify practices for building a motivational climate.

Delegation for Growth and Development

Effective managers leverage delegation skills to grow and develop members of their team. In this lesson, you'll learn to identify what can be delegated to whom and how to ensure the success of what has been delegated.

Objectives:

- Explain the purpose and benefits of delegating.
- Match the right assignment to the right person.
- Recognize your own comfort level with delegating.
- Determine what can and can't be delegated.
- Conduct an effective delegation discussion.

Leveraging Feedback to Strengthen Employee Commitment

Receiving feedback has a negative connotation associated with anxiety and fear. But feedback can be a powerful way to strengthen commitment, improve performance, and resolve problems with difficult employees.

Objectives:

- Give positive feedback to strengthen employee and team commitment.
- Effectively deliver corrective feedback to improve performance and behavior.
- Use feedback to resolve problems with difficult employees.

MANAGING CHANGE

Leading Your Team Through Ambiguity

Ambiguity is a reality of managing people and leading in today's world. This lesson will help users embrace ambiguity as an anticipated state when working with unknown circumstances and respond with agility, resilience and vision, leveraging innovation and values driven leadership practices to move the business forward.

Objectives:

- Accept that ambiguity is a part of everyday business management.
- Embrace the mindset of ambiguity as an opportunity.
- Utilize a North Star to ground yourself during ambiguity.
- Leverage tools to effectively navigate ambiguity personally and as a team leader.

Managing Change Effectively

The only constant in organizations (and life) is change. Evaluate readiness, identify and counter points of resistance, and effectively communicate to successfully manage change.

Objectives:

- Identify change readiness by analyzing organizational structure and culture.
- Identify potential conflicts and manage them by developing a communication strategy.
- Recognize change resistance and discover tools to mitigate conflict.
- Define and communicate change's impact.
- Understand how to support and coach your team to promote change adoption.

Managing Resistance to Change

A manager's role turns into a leadership role during times of change. In this lesson, you will learn specific communication tactics to drive change and leadership actions to address employee doubts about change. This will enable your organization to gain a competitive edge over other organizations that struggle with internal change resistance.

Objectives:

- State the reasons why organizations and people resist change.
- Identify specific communication tactics to drive change.
- Explain leadership actions that will address employee doubt about change.

The Manager's Role During Change

Change management comes in many shapes and forms – both big and small. This lesson will help you define change management, identify the need for it, and discover your role as a change leader.

Objectives:

- Define Change Management.
- Identify the need for Change Management.
- Describe your role as a change leader.



MANAGING & MASTERING DATA

Analyzing Data Using the DASA Model

Using data to answer questions is critical to successful business practices. In this lesson, you'll learn how to use Data as a Strategic Asset (DASA) Model to identify and answer relevant business questions based on data-driven insights.

Objectives:

- Recognize the value of using data to answer questions and address business issues.
- Identify relevant business questions.
- Recognize important, usable data.
- Select the appropriate tool and technique to analyze specified data.
- Create appropriate business rules based on data-driven insights.

Leading the PAC: Researching and Presenting Data

Researching and analyzing data isn't as difficult as it sounds. In fact, you may not realize it, but you analyze data every day. In this lesson, you'll learn simple strategies to help you gather data, analyze it, and draw conclusions to help you solve problems.

Objectives:

- Describe the purpose and benefits of analysis.
- Identify core analytical skills commonly used by business professionals.
- Describe some of the challenges business professionals face in collecting, evaluating, and presenting information and recommendations.
- Explain the PAC framework and describe how it is used to research and present data.

Presenting Visually Compelling Data

Presenting data involves consideration of both your audience and the message you want to communicate. In this lesson, you will learn to create visually appealing charts and to tell a story you want your audience to remember.

Objectives:

- Explain the importance of information design and data visualization.
- Identify options for telling the story of your data.
- Describe best practices for graphic design when presenting your data.

Statistical Analysis Tools and Techniques

Descriptive statistics can be used to drive businesses to success. This lesson will enable you to understand which statistics may be important to your business and how you can display them visually for other people to understand.

Objectives:

- Explain the importance of descriptive statistics in business.
- Describe the three measures of central tendency.
- Describe the tools for analyzing dispersion.
- Identify the appropriate analysis techniques for your data.
- Demonstrate analysis techniques for correlation of data and forecasting.



MANAGING PROJECTS

Creating a Work Breakdown Structure (WBS)

Work Breakdown Structure (WBS) is a hierarchal breakdown of project work and deliverables. Using a WBS can help you operate in an efficient and organized manner. However, creating a WBS can be a daunting task. This lesson will help you understand WBS and create one on your own.

Objectives:

- Explain the purpose of a Work Breakdown Structure.
- Describe the typical Work Breakdown Structure format.
- Define a precedence diagram.
- Explain the relationships depicted in a precedence diagram: dependencies, completion order, and lag and lead time.

Managing Projects Effectively

All organizations have many projects with many moving parts and players. Effectively manage your project by planning tasks, procuring resources, and purposefully communicating with stakeholders.

Objectives:

- Describe the ten steps necessary to create a project timeline.
- Understand methods to control and adapt to changes in the project plan.
- Identify guidelines and techniques to estimate project time duration and resources.
- Identity potential risks before and during the life of the project.

Utilizing Effective Risk-Response Strategies

Business risks may impact a project's timelines, costs, or resources and have a negative impact on project execution. This makes it important to implement a risk management process to mitigate, resolve, and control risks. In this lesson, you will learn about what a risk is, what the risk management process is, and how you can use it in your project planning.

Objectives:

- Identify the relationship between a project risk and an issue.
- Describe each of the four steps in the risk management process.
- Explain tools for identifying, analyzing, and responding to risks.
- Identify the different types of responses to risk threats.



MANAGING SELF

Applying Mindful Behaviors at Work

Maintaining perspective and emotional balance is a prerequisite for success in the workplace. This module will cover how to improve mindfulness and be less reactive, teach how to tackle stress by practicing mindfulness exercises, and improve interpersonal relationships, productivity and quality of work.

Objectives:

- Discover how you can use key components of mindfulness to improve your overall outlook and approach to people and your work.
- Understand how to build awareness and communicate thoughtfully.
- Explore what you can and cannot control and learn to let go of what you can't control.

Creating Boundaries and Balance

Harmonizing the time and energy demands from work and personal requests is challenging. In this lesson, you'll learn how to set professional boundaries to aid you in maintaining a balanced life.

Objectives:

- Explain the importance of maintaining a balanced life.
- Make choices that balance work and personal life.
- Establish and communicate boundaries.

Planning for Success

One of the keys to personal and professional success is the ability to plan effectively. In this lesson, you'll learn how to set goals, align your tasks to those goals, and then prioritize and schedule those tasks effectively.

Objectives:

- Describe SMART goals.
- Conduct a gap analysis to realign goals and actions.
- Establish priorities.
- Set a schedule for task completion.

Routines that Support Efficiency and Productivity

One of the most effective skills you can have in life is powerful and effective time management. In this lesson, you will understand the root causes of inefficient and unproductive work habits and how thoughtfully structured work routines can help. You will also learn to utilize technology for creating routines and writing effective emails.

Objectives:

- Construct thoughtful, focused work routines.
- Maintain an efficiently balanced workload.
- Utilize technology efficiently.
- Connect with peers effectively.
- Create productive emails.

Understanding and Applying Your Locus of Control at Work

An individual's emotions and their perceptions of control can significantly impact their and their team's ability to be successful. This module will illustrate what employees can and can't control, help individuals reframe questions and negative thoughts, and identify coping skills to emotionally charged situations.

Objectives:

- Identify the internal and external locus of control.
- Understand the link between perceptions of control and emotions.
- Devise the right questions to frame your success and success for your team.
- Create coping statements to increase your internal locus of control.



NEGOTIATION

Crafting a Strategy for Your Negotiation

At times, you might need to perform both internal and external negotiations. However, the negotiation process can be fraught with conflict and problems. This lesson will enable you to plan strategies in breaking any deadlocks encountered during the negotiation process.

Objectives:

- Describe the process of identifying a problem or issue for negotiation.
- Plan a strategy to apply to your negotiations.
- Break a deadlock.
- Convince the other party that value is more important than price.

Negotiating to Win

A win-win approach to negotiation aims to find an outcome that satisfies all parties. In this lesson, you will look at the six stages of principled negotiation to boost your chances of getting the deal closed. This module also explores ways to mitigate opposition during negotiation by anticipating resistance.

Objectives:

- Identify the six stages of negotiation.
- Explain appropriate behaviors in each of the six stages of negotiations.
- Demonstrate how to ask high-performance questions during the negotiation process.
- Identify common sources of resistance during negotiation.



PRESENTATION SKILLS

Developing and Organizing Presentation Content

The way in which you develop and organize your content can make or break your presentation. This lesson will show you what you need to do to organize your thoughts and information so it will create an engaging presentation that's right for your audience.

Objectives:

- Describe the six steps for effective presentations.
- Explain how to set presentation parameters.
- Describe how to create an audience profile.
- Explain how to organize and develop information to the benefit of the audience.
- Explain how to prepare presentation notes to boost confidence when delivering a presentation.

Key Presentation Skills: Balancing Verbal and Non-Verbal Messages

A leadership role often requires interfacing with the senior management and other stakeholders in the form of meetings, which may include presentations on key points. Your audience may form an impression of you during your presentation. In this lesson, you will learn specific non-verbal and verbal communication tactics to enhance your presentation skills.

Objectives:

- Explain the need for balancing style and substance.
- Identify the importance of body language as an element of nonverbal visual communication.
- Understand the role and impact of tonality as a characteristic of nonverbal communication.
- Identify the importance of physical appearance as an aspect of nonverbal communication.

Tips for Leading Flawless Virtual Meetings

Virtual and hybrid meetings are now commonplace. This module will explain the importance of setting ground rules, provide tips to help ensure virtual meetings run smoothly, and provide tools to keep participants engaged.

Objectives:

- Recognize the importance of level-setting and creating virtual ground rules.
- Be prepared to lead virtual meetings smoothly with limited interruptions.
- Make your virtual meetings interactive so that everyone is engaged and can participate.

TRAINING AND FACILITATION

Beyond Lecture: Training Tools to Enhance Training

No one enjoys having to sit through a boring, mandatory training lecture. In this lesson, you'll learn about some tools and techniques you can use to make training more interactive, engaging, and effective.

Objectives:

- Identify the most used training alternatives to lecturing.
- Use alternatives to lecturing when developing or delivering training.

Experiential Learning: Maximizing Learner Engagement

Managers are required to train their teams. This lesson will help you to select and use experiential learning activities to support training goals and meet training challenges respectively.

Objectives:

- Define experiential learning.
- Describe six types of experiential learning activities.
- Explain how to use games.
- Explain how to use mental imagery.
- Explain how to conduct role-plays.
- Explain how to debrief experiential learning activities.

Facilitation Skills for Trainers

In this lesson, you will engage in activities and receive tools that you can use in your training sessions.

Objectives:

- Present and facilitate your own training segment.
- Facilitate structured activities.
- Understand how body language can influence and impact the success of a facilitated presentation.

The ADDIE Model

Are you new to training? Have you ever had to design a training course? Conducting training and designing training include different skillsets. During this lesson, you will be provided with some instructional design best practices as well as an overview of the ADDIE model, which is a methodology used by instructional designers to design and build effective learning experiences.

Objectives:

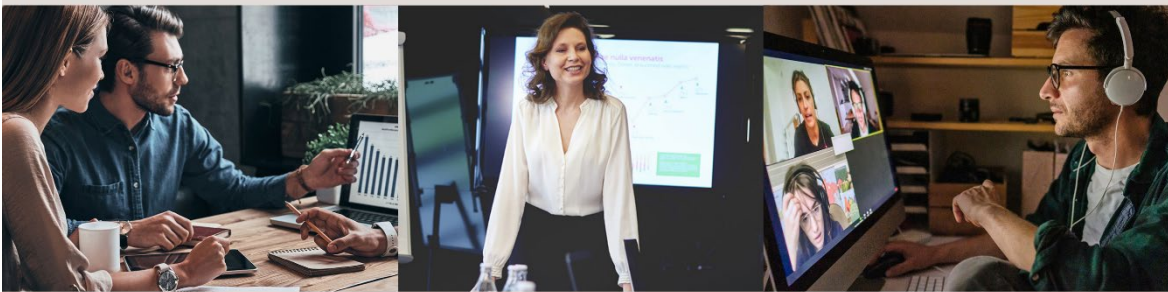
- List the stages in the ADDIE instructional design process.
- Explain how each ADDIE Model stage applies to course creation.
- Describe the role of an instructional designer and a trainer.
- Explain learning styles that classify how people learn.
- Describe learning principles and how they apply to training development.

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